



Long-term Plan

of educational and scientific, research,
development and innovation, artistic
and other creative activities of the CULS Prague



2016
–
2020

Introduction

At the time when the present document was under preparation and approval, Act No. 111/1998 Coll., on Higher Education Institutions (Section 21(1)(b)) imposed an obligation on public higher education institutions to prepare, discuss with the Ministry of Education, Youth and Sports (hereinafter as the "MEYS") and publish the Long-term Plan of educational and scientific, research, development and innovation, artistic and other creative activities (hereinafter also as the "Long-term Plan"). The Plan constitutes one of the crucial documents that direct and have impact on the University's activities in the medium term - i.e. in the years 2016–2020 – and serves as a key tool in the University's strategic management.

During preparations of this Long-term Plan, with contribution of a number of members of the academic community, the underlying documents prepared in the scope of project IPN KREDO were used. The project provided much valuable bases for formulating the entire Long-term Plan for 2016–2020 and, without the project, the preparation of the Long-term Plan would have been much more difficult.

In addition to results of the KREDO project, the Long-term Plan incorporates recommendations voiced within the international evaluation of the CULS performed during 2011-2012 by a team of international

experts who work at universities associated in the Euroleague for Life Sciences.

Last but not least, the present Plan reflects the Long-term Plan of educational and scientific, research, development and innovation, artistic and other creative activities of the MEYS for the period of 2016–2020.

This Long-term Plan draws an important inspiration from regularly discussed reports evaluating the individual aspects of the University's work as well as proposals and recommendations provided by members of the academic community, who were consulted regarding the propositions of this Project, mainly in the context of solving the KREDO project.

This Long-term Plan will serve as a strategic plan of educational and creative activities within the intention of envisaged terminology of an amendment to the Act on Higher Education Institutions.

BASES

The existing underlying documents and evaluation of suggestions and objections put forward by members of the academic communities made it possible to reformulate the current vision and mission of the University, reflecting the present focus of the CULS.

VISION

The Czech University of Life Sciences in Prague will continue to promote its position of a recognized and quality international research university, strongly rooted in the principles that respect sustainable relationships between the society/people and nature *per se*. From this perspective, the University intends to develop and offer high-quality and relevant forms of education on a continuous basis, interconnected with the University's research and other creative objectives that are to play a crucial role in the University's work. All activities of the CULS will have appropriate regional, national and international dimensions, with a focus on various target population groups while being flexible in respecting the society's needs.

MISSION

The University's mission will be fulfilled by creating a cooperating community of academic and scientific staff members and other employees of the CULS, students, graduates and various partners from practice (the "application sphere") who respect the principles of responsibility to nature and society as well as humanity values. The fulfilment of the vision will be effectuated in the University's friendly material and social environment, based on continuous quality improvement, thanks to the incessant implementation of modern management methods leading to the enforcement of efficacy of all activities and the effective use of the sources available, in compliance with principles of a learning organization and sustainability principles.

MAIN OBJECTIVE

Proceeding from the vision and mission conveyed on the basis of previous analyses of the underlying materials outlined in the Introduction of this document, the main objective of the Long-term Plan was formulated and conceived as a long-term objective (in the perspective until 2020). The main objective will be performed through 7 priority areas, each of which will have its priority objective.

The performance of a priority objective of each priority area is subject to the fulfilment of individual specific objectives addressed by three horizontal priorities linked with educational activities, scientific, research and other creative activities and the University's social activities. In the background of this approach, there lies logic interconnecting the individual objectives with outputs, results and impacts of the activities that contribute to the fulfilment of those objectives. To achieve the general objective, certain priorities and their priority objectives needed to be set and then detailed in specific objectives, representing a medium term (1 to 2 years).

Subsequently, specific objectives will be particularized in regular updates of the Long-term Plan in a form of operational objectives, specifying the concrete measures and activities (including the objectives thereof) instrumental in the fulfilment of specific objectives.

GENERAL OBJECTIVE

In the perspective of 2020, the CULS will continue to work as a renowned international research and innovative university whose activities in education, scientific and research (creative) and social areas will meet high-quality standards observed and assured on an everyday basis, appropriately and flexibly diversified while maintaining their broad availability, with a significant international character, fostering any further relevancy in applying modern management methods and effective financing, all in the modern and attractive University's areas for all members of the academic community.

PRIORITY AREAS (PA)

- PA₁ QUALITY UNIVERSITY:** By implementing various measures and mechanisms, the CULS will continue to support and assure the development of quality of its activities as one of the key points of its work.
- PA₂ SUITABLY DIVERSIFIED AND ACCESSIBLE UNIVERSITY:** The CULS will continue to offer a diversified and broad approach to quality education and research and development and other creative activities.
- PA₃ INTERNATIONAL UNIVERSITY:** Educational, research, development and other creative activities and social work of the CULS will continue to retain the distinctly pronounced international character.
- PA₄ REFLECTIVE UNIVERSITY:** In its work, the CULS will be consistent in reflecting the current social development and social challenges, the latest scientific findings and partners' needs.
- PA₅ CONCEPTUAL, TRANSPARENT, EFFECTIVE AND SUSTAINABLY MANAGEABLE UNIVERSITY:** The CULS will continue to focus on management based on accurate, complete, relevant, reliable and accessible data, with the result of effective financing and sustainability of all of its activities.
- PA₆ RESEARCH AND INNOVATIVE UNIVERSITY:** The CULS will continue to encourage excellent outputs of scientific, research and other creative activities, which, being of innovative character, will be applied in practice through knowledge and technology transfer.
- PA₇ ATTRACTIVE UNIVERSITY WITH APPROPRIATE FACILITIES:** The CULS will continue to foster the development of its environment, including the technological facilities and human resources in order to achieve the objectives defined in this Plan.

HORIZONTAL PRIORITIES (HP)

The following horizontal priorities run across all priority areas:

- HP₁ EDUCATIONAL UNIVERSITY:** Support and development of educational activities (educational work)
- HP₂ CREATIVE UNIVERSITY:** Support and development of creative activities (scientific and research work)
- HP₃ RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY:** Support and development of beneficial community activities (community and expert work)

	PA1 QUALITY UNIVERSITY	PA2 SUITABLY DIVERSIFIED AND ACCESSIBLE UNIVERSITY	PA3 INTERNATIO NAL UNIVERSITY	PA4 REFLECTIVE UNIVERSITY	PA5 CONCEPTUAL, TRANSPARENT, EFFECTIVE AND SUITABLY MANAGEABLE UNIVERSITY	PA6 RESEARCH AND INNOVATIVE UNIVERSITY	PA7 ATTRACTIVE UNIVERSITY WITH APPROPRIATE FACILITES
HP 1 EDUCATIONAL UNIVERSITY	Priority objective 1 Specific objectives Operational objectives	Priority objective 2 Specific objectives Operational objectives	Priority objective 3 Specific objectives Operational objectives	Priority objective 4 Specific objectives Operational objectives	Priority objective 5 Specific objectives Operational objectives	Priority objective 6 Specific objectives Operational objectives	Priority objective 7 Specific objectives Operational objectives
HP 2 CREATIVE UNIVERSITY	Priority objective 1 Specific objectives Operational objectives	Priority objective 2 Specific objectives Operational objectives	Priority objective 3 Specific objectives Operational objectives	Priority objective 4 Specific objectives Operational objectives	Priority objective 5 Specific objectives Operational objectives	Priority objective 6 Specific objectives Operational objectives	Priority objective 7 Specific objectives Operational objectives
HP 3 RESPONSIBLE AND COMMUNITY- DRIVEN UNIVERSITY	Priority objective 1 Specific objectives Operational objectives	Priority objective 2 Specific objectives Operational objectives	Priority objective 3 Specific objectives Operational objectives	Priority objective 4 Specific objectives Operational objectives	Priority objective 5 Specific objectives Operational objectives	Priority objective 6 Specific objectives Operational objectives	Priority objective 7 Specific objectives Operational objectives

PA1 Quality University

After the period of a dynamic growth in the number of university students in the Czech Republic, it is increasingly apparent that the mere aspect of quantity cannot fully ensure the fulfilment of complex visions and missions of universities. Since the CULS understands this fact in its complexity, its future intentions will focus on promoting the qualitative dimension of its work. Quality assurance of all academic activities at the CULS has enjoyed a long tradition and has always been in the centre of the University's interests, a fact confirmed by the international evaluation report provided by experts from international universities associated in the Euroleague for Life Sciences, which took place at the CULS during 2011–2012. The report reads: "after a remarkable growth in the number of students, emphasis has been laid to date on the quantity of

education and research. (...) As the main conclusion, the international group states that the CULS continues to achieve an evident progress in its work on many fronts. Its quantity assurance and activity control system is thoroughly developed." In the context of this positive evaluation of quality assurance of activities at the CULS, the evaluation group also recommended certain measures that might improve the existing functional system: these measures are integrated in this Strategic Plan for the period of 2015–2020. Quality is attained not only by evaluation mechanisms, but also by other measures (e.g. relating to the personnel) in the areas of the University's work, and these measures improve the quality of its educational and creative activities, promoting its responsible community-based impact.

PRIORITY OBJECTIVE 1

Valuable outputs in all areas of the University's activities will be developed, using various mechanisms and measures of quality support and assurance with respect to the University's activities the efficacy of which will be evaluated on a continuous basis and which will be innovated in a suitable manner

SPECIFIC OBJECTIVES

HP1 EDUCATIONAL UNIVERSITY

1. To improve and innovate quality assurance mechanisms of educational activities on a systematic basis, using international experience
2. To encourage the preparation and use of quality study supports, reflecting the latest scientific knowledge as well as new educational and information technologies, ensuring that diverse and alternative methods and instruction forms may be fully implemented to comply with students' needs
3. When new programmes are developed and the existing programmes are reaccredited, to take care to ensure that instruction outputs are interconnected with the programme contents up to the level of individual programmes and thesis
4. To improve the qualification level of individual teachers and the faculty as such, including the development of their educational competences
5. Keep up the determination to retain a balanced number of students in individual types of study programmes to ensure that the quality of the educational process is fostered by achieving a suitable number of students per teacher

HP2 CREATIVE UNIVERSITY

1. To improve flexible tools of creative activity evaluation to respond to outputs from nation-wide quality evaluation of creative activities in the academic domain
2. By application of various mechanisms (including those tried and tested and used abroad), to advance the quality of academic and other creative employees in the area of creative activities
3. To increase the involvement of students in quality creative activities carried out by employees of the CULS
4. To encourage quality publication outputs of scientific activities and involvement in funded scientific projects
5. To promote the involvement of young and high-quality scientists in scientific and research work through “post-doctoral positions” to ensure that the investment in the quality of their education during doctoral studies is worthwhile in terms of sustainability.

HP3 RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY

1. With an increasing trend, to involve partners from non-university environment and graduates in mechanisms of quality assurance and evaluation
2. By implementing a innovate approach, to interconnect the quality of creative and educational activities of the CULS with its community-based work
3. To advance the ethical aspect of activities carried out by students, teachers and employees, including precautions against various forms of plagiarism

PA2 Suitably diversified and accessible university

To describe the today's society, such terms as variability, volatility, growing inconsistency or ambiguity are typically used. On the other hand, tendencies and requirements for stability, clear predictability and certain unification stand out.

The CULS is aware of the need to respond to these society-wise trends. These trends in university work result in a dilemma whether universities should prepare professionals with narrow specializations or universally educated experts. This dilemma between a narrow specialization and broad universality has penetrated into the development of study programmes (including individual subjects), creative activities (scientific research with a narrow focus in relation to multidisciplinary, interdisciplinary and transdisciplinary research).

Acting on the dilemma aspect delineated above, the CULS will continue to provide diversified education, ensuring that the specializations completed by graduates will enable them to find employment on a more universal level.

Similarly, creative activities considered, a focus will be promoted that corresponds to the specialized profile of the CULS, and where possible, interdisciplinary and multidisciplinary synergies of fields of study will be applied.

Transdisciplinarity of the creative work is closely interlinked with community-based activities of the CULS. Diversification should be apparent especially in comparison among the individual types of study. The Bachelor's study is expected to have a more practical focus, and the subsequent Master's study should be interconnected to a greater extent with science and research based on solid theoretical background. The CULS expects that the balance between specialization and universality will enforce the University's accessibility not only for study candidates and students and their number, but also for other persons (e.g. people who are interested in learning the latest knowledge in the form of lifelong education, seniors looking for new information, companies, non-profit organizations, state administration authorities and self-governing bodies). Accessibility means assistance to all persons who expect the University - as an educational and scientific institution - to provide them with help in solving their problems or in their development.

PRIORITY OBJECTIVE 2

By balancing the interconnection between specialization and universality, the objective is to ensure a diversified form of educational and creative activities at the CULS while maintaining their accessibility to various interest groups. Such form of activities will enable graduates to find appropriate employment and to achieve suitable results of creative activities.

SPECIFIC OBJECTIVES

HP1 EDUCATIONAL UNIVERSITY

- 1. To continue to form and provide study programmes that offer an interconnection of specializations with universal skills and competences of graduates. In this sense, study

- plans will be developed in a way ensuring that students are able to change a field of study within the CULS in the context of interconnection of the University's specialized fields of study
2. To diversify the individual types of study with one another (e.g. to support the development of students' practical skills and competences in the Bachelor's study programmes and fields of study, to continue to include a large number of theory-based subjects and research activities in the Master's study programmes), taking into account the focus of the University's individual parts
 3. To ensure that education at the CULS is accessible (including educational facilities and necessary tools and other study support) for all students and particularly for students coming from socially disadvantaged environment, while respecting the University's quality principles
 4. To develop the mechanisms for attracting, study support and work with extraordinarily talented students who demonstrate their talent in various socially recognized areas. To prepare conditions for these students (including study support and accessibility to such support to enable these students to develop their talent and abilities)
 5. Consultancy services (including career consultancy) to be oriented at all students during their studies, but with a priority emphasis laid on work with students and candidates coming from socially disadvantaged groups and students and candidates with specific educational needs

HP2 CREATIVE UNIVERSITY

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1. To continue to support the research character of doctoral study programmes formed as an exclusive scientific and theoretical preparation of experts in the respective areas
2. To develop interdisciplinary and multidisciplinary character of research carried out at the CULS (across the University) while maintaining the specific nature of the research orientation defined by the profile of the CULS
3. To encourage the involvement of excellent students of or graduates from Master's study programmes (including foreign students) in doctoral study programmes, whereby gaining high-quality young researchers

HP3 RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY

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1. To concentrate on the transdisciplinary character of creative activities at the CULS to achieve the interconnection of the same with the application sphere
2. To foster various forms of lifelong learning and to develop the University of Third Age
3. To encourage social inclusion of disadvantaged social groups by performance of appropriate activities
4. To inform the domestic and foreign public (including study candidates) of work of the CULS in all areas of its activities in all possible manners, by improving available information regarding the University

PA3 International University

One of the typical aspects of the today's society is its globalized nature, where events in specific localities are ever so often influenced by situations in localities situated thousands of kilometres away. With respect to the profile of the CULS, the global nature is all the more enhanced by the University's focus on with natural sources management, which in itself presents global challenges calling for a global approach to solving them.

As documented by findings of the international network of universities of which the CULS is a member, the dimension of universities with the same orientation as the CULS must be extensively international and linked with the internationalization process.

Even though the profile of the CULS is - as was confirmed, *inter alia*, by the report of the international board evaluating the quality of the CULS activities in the years 2011-2012 - intensively international, internationalization is an ongoing process and must be understood as such. Internationalization has an impact on all areas of activities of the CULS and, if the University is to continue to be successful not only in the nation but also international environment, internationalization is a process to be pursued with much vigour.

PRIORITY OBJECTIVE 3

To achieve a situation when internalization represents a practice experienced every day in all areas of activities of the CULS.

SPECIFIC OBJECTIVES

HP1 EDUCATIONAL UNIVERSITY

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1. To support short-term trips of incoming and outgoing students to summer schools and international conferences
2. To support long-term trips of incoming and outgoing students within student mobility programmes and preparation of their theses (including adjustments of study programmes by way of "mobility windows")
3. To encourage teaching activities of members of academic staff abroad and distinguished academics at the CULS in the form of short-term and long-term stays
4. To underline the international character of all programmes and fields of study taught at the CULS such that students are able to work effectively in an international environment
5. For English-taught fields of study, to utilize their language form for the development of "double" or "joint" degree programmes
6. To prepare practical measures in order to increase enrolment of students in the defined territorial interests of the University and its parts (including professional communication in such environment)

HP2 **CREATIVE UNIVERSITY**

1. To support long-term internships abroad for doctoral students
2. To ensure that highly talented doctoral students are guided by a supervisor from the CULS as well as a supervisor from a prestigious foreign university
3. To lay emphasis on submitting international research projects (to foreign agencies, international research teams), with the result of increasing the share of sources obtained from international grants and projects
4. To attract high-quality scholars from abroad for research activities
5. To broaden cooperation with prominent foreign research and scientific centres
6. To continue to intensify the international dimension of scientific, research and other creative activities as a tool supporting the leading position of the CULS in the scope of academic activities in both the national and international contexts, including the international exchange of research capacities and support to doctoral students with the view of involvement in prestigious international projects

HP3 **RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY**

1. By application of various mechanisms, to continue to strive for a full incorporation of foreign students and teachers in all activities of the CULS
2. To continue to work as a university in other geographic environments in order to propagate its know-how and boost the image of CULS abroad
3. To support activities in relevant international networks of universities as a tool for improving the University's quality and method of transfer of good practice examples

PA₄ Reflective university

The effective functioning of the today's world is subject to the ability to reflect on the existing phenomena and ongoing processes, especially those in which the University is involved. Only thorough reflection on these activities will render relevant activities possible.

To accomplish such reflection and related relevancy of the University's activities, it is necessary for the CULS to stay in direct contact with relevant partners on different levels outside the CULS environment. The long-term contacts with those partners have confirmed that untraditional competences of graduates are in an increasing demand to enable graduates to respond to requirements of the labour market; the initial form of the study programmes enrolled in by students may after several years of study change considerably in comparison with the original requirements.

Accordingly, transferrable flexible competences (for instance communication or creativity) must be developed. As has been mentioned above (e.g. in the section Quality University), an irreplaceable role in improving quality of academic activities is that of the University's partners, whose standpoints, opinions and recommendations are a source of the much needed reflection and allow the University to adjust its teaching and creative activities to social needs. The broad variety of activities of the CULS is also relevant, ranging from its activities in the Municipal District Prague-Suchbát, to activities in the Capital City of Prague or activities in regions of the Czech Republic as well as the international environment.

PRIORITY OBJECTIVE 4

To promote the relevancy of all activities carried out at the CULS, which will be formed as a university reflecting the current trends in all areas of its activities, and in a broader context, as a university capable of responding smoothly to any changes of the external and internal environments (resilience principle).

SPECIFIC OBJECTIVES

HP₁ EDUCATIONAL UNIVERSITY

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1. To enhance mechanisms of critical reflection of teaching activities at the CULS
2. In teaching activities, to develop "transferrable competences" (e.g. the ability to communicate including communication in foreign languages, creative skills associated with innovative approaches, ability to solve problems, work with information technology, team cooperation) most required by employers in the Czech Republic across all industries
3. To achieve a strong interconnection between teaching activities and concrete processes, phenomena in various localities of the Czech Republic that are to be detected in cooperation with local parties (e.g. in a form of case studies; by teaching work outside the CULS complex) and to create necessary facilities
4. On a continuous basis, to update educational activities with respect to the ever-changing knowledge and practice of the labour market
5. To develop consultancy activities, with an emphasis on career consultancy and support of graduates' employability after graduation, and respecting national economy requirements from the perspective of labour force profile

HP2 **CREATIVE UNIVERSITY**

1. In an intensive manner, to continue to employ results of research and development activities for the application sphere in order to improve the quality of teaching and to develop the various regions
2. To monitor and assess information on contemporary and future needs of the external environment (including the global perspective) and to incorporate the same in defined research orientations
3. To a more considerable extent, to interlink the direction of applied research with requirements of companies as well as non-profit or public sectors
4. To develop mechanisms for an effective reflection of needs of practice in relation to applied research

HP3 **RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY**

1. To set up cooperation mechanisms with the practical sphere (partners and the environment outside the CULS) such that those mechanisms show (identify) on a continuous basis their needs and problems and present challenges for the University to contribute to solving these problems, with a result of effective reflection on the needs of practice in relation to applied research
2. To continue to build the position of the CULS as a party capable of providing help to the outside world as well as a party able to effectively overcome internal problems, if any
3. To respond to the needs of the region (the Capital City of Prague), to expand the interlink between the CULS and the above region and to continue to have a positive influence on the same in the areas of the University's work

PA5 Conceptual, transparent, effective and sustainably manageable university

The management process of a university constitutes a necessary part of its quality functioning since it reduces transaction costs associated with the running of the university system. A quality management process of a university must be directly interconnected with effective utilization of available sources of financial, material, natural, human or social nature. For these sources to be utilized effectively, decision-making built on quality data (i.e. accurate, complete, relevant, reliable and available data) is indispensable. Transparency and public depiction in areas of activities

of the CULS as a public university will be achieved only if the above requirement is satisfied. If such orientation of activities is respected, the University will work sustainably, i.e. with respect to its future. In this sense, it is important to support existing trends leading to economically effective and socially acceptable activities, environment-friendly at the same time. Consequently, a need arises for all activities performed and measures adopted to be fair, viable and acceptable.

PRIORITY OBJECTIVE 5

To develop conceptual forms of the University's management based on quality data regarding the situation at the CULS, a process that will support the transparency of activities performed and allow an effective utilization of available sources, including sustainable management of those sources.

SPECIFIC OBJECTIVES

HP1 EDUCATIONAL UNIVERSITY

1. In a constant and regular manner, to continue to collect and evaluate data concerning the access to study, study success rate, students' social affairs, graduates' employability, requirements of the external environment in relation to the University, socio-demographic and professional profile of employees, and other necessary information as the foundation for quality decision-making on direction of teaching activities; to improve the quality of mechanisms of data collection and analysis on a continuous basis in relation to the implementation of new mechanisms of quality data control
2. To try to achieve a situation when data procurement brings no additional time demands for relevant workers and students (principle of data procurement effectivity)
3. To complete work on the integrated database connected with study as a precondition for effective decision-making
4. To encourage personnel development, development of skills and competences of employees in charge of procurement and analysis of data on teaching activities
5. To implement other incentive mechanisms promoting the quality of teaching processes with the view of university financing, since the Long-term Plan of the MEYS stipulates that financing by the number of students will be reduced and output indicators will be strengthened and the budget share distributed according to performance will increase, while reflecting the quality of the respective university; within this intention, it will be necessary to continue to stimulate the University's departments and individuals by defining a close interconnection between funds allocated and quality outputs of teaching and scientific and research activities, with an impact on improvement of qualification of academics as a reflection of a goal-directed personnel policy

6. To gradually incorporate principles connected with long-term financing advocated by the MEYS into internal methodologies of distribution of state subsidies; to strengthen responsibilities of guarantors of the individual educational process levels for the quality provided
7. To respond flexibly to the delegation of decision-making on investment plans to the University *per se*
8. To encourage a more intensive involvement of external partners in the funding of teaching and other activities of the CULS

HP2 CREATIVE UNIVERSITY

1. To support the relevant and regular collection and evaluation of results of research, development and other creative activities, with an emphasis on their quality, whereby contributing to sustainable management of science, research and other creative activities on all governance levels of the University
2. To stress the importance of selecting qualified team leaders for the creation of executive teams in science and research with an impact on the teaching area
3. With regard to the growing share of funding of the Faculties from project funds (grants, additional activities), to improve the availability of information on current and potential financial sources and related demands on the personnel
4. To promote purposefully the development of funding of applied research in a form of contract-based (order-based) research while highlighting the position of CULS that the sources of funding the basic research are public sources
5. Through multi-level support, especially by means of reporting, provision of updated information and methodical support, to accomplish a higher success rate in obtaining external funding sources for scientific and research as well as educational activities

HP3 RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY

1. To obtain well-arranged external data affecting the professional, personnel and economic orientation of the University and its parts, chiefly with respect to multi-source funding
2. To enforce the awareness of availability and options of non-public, i.e. "private" funding sources and to employ synergic effects of activities of the University's individual parts in obtaining these sources. To contribute to the development of cooperating external partners of the CULS
3. Using various information channels, to publish, on a regular basis, important results of activities of the CULS, including information on its economic activities and funding methods, in accordance to any determined rules and requirements ensuing from the institutional environment. Accordingly, results will be made accessible continuously as to teaching and scientific and research and other creative activities, foreign activities, development of the University as a tool of supporting higher-quality awareness of results of work of the Faculties, Institute and the whole University
4. To cooperate with universities based at Prague, outside of Prague and abroad, when presenting society-wide contributions with the aim of eliminating a risk of significant changes of funding rules of universities, resulting in a step decrease in income and a risk of discrimination of science and research funding at universities in the region of Prague within the Czech Republic or the whole of the Czech Republic or EU
5. To (co-) create interdisciplinary or transdisciplinary teams across universities, self-government and commercial entities for the purpose of solving current problems of the region, state, Europe and the whole world

PA6 Educational and innovative university

Being a research university, the CULS has singled out issues related to science and research in connection with innovation as another priority area despite the fact that these issues, as one of the horizontal priorities, run through creative activities and all priority areas of this Long-term Plan. This approach documents the emphasis that the CULS lays on the area of science and research in connection with innovation; only those matters not mentioned in the preceding priority areas above will be referred to in this section.

As a primary task, the university will have to make preparations for a possible introduction of new evaluation methodology of scientific, research and other creative activities as contemplated by the Long-term Plan of the MEYS.

Another important task is to intensify the international dimension of scientific and research work (including the international awareness of research activities of the CULS) and to continue to promote the transfer of results of scientific and research activities to practice, in connection with commercialization of scientific and research results, which will require that the University engage in various technological platforms, programmes of applied research support and

development of structures for transferring the knowledge (e.g. in a form of support to business incubators or development of a technological park). This interconnection between practice and work of the CULS will become evident also in teaching activities through support of education for business, i.e. one of the areas intensively addressed by the international network of universities Euroleague for Life Sciences during the preparation of this Long-term Plan.

In general, scientific and research work will focus on excellent research which will yield results fully comparable on the international level. To achieve this, it is necessary to continue to elaborate and update the formation strategy of research focus (strategical research areas, fully respecting the current social challenges on local, national and international levels), strategy of research infrastructure development and strategy of work with human resources in science and research, all of which must be interconnected with educational activities and promotion of close cooperation with non-CULS partners.

PRIORITY OBJECTIVE 6

By broadening the scientific profile of the CULS, promoting its international dimension and development of cooperation with the application sphere, all of which will be interconnected with educational and other activities, to complete the development process of the internationally acclaimed scientific and research University, which pursues an intensive cooperation with the outside world and contributes to the development of the whole society.

SPECIFIC OBJECTIVES

HP1 EDUCATIONAL UNIVERSITY

- 1. By applying various methods, to continue to interlink the individual fields of study with research results and to increase the involvement of students in scientific and research work through adjustment of study programmes
- 2. Both within and outside study programmes, to develop students' education towards business activities (to motivate students to engage in business activities as a method of interconnection of creative activities with educational activities)
- 3. To foster the innovation character of fields of study and their subjects in the framework of creative activities

HP2 **CREATIVE UNIVERSITY**

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1. To create conditions and give preference, in versatile terms, to efforts directed at excellent outputs of scientific and research work of students and employees of the CULS
2. On a continuous basis, to update the university-wide and faculty strategies of scientific, research and other creative activities and, in these strategies, to reflect prospective new evaluation methods of scientific and research work at universities in the Czech Republic and in the international environment

HP3 **RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY**

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1. To develop the support to intensive transfer of results of the University's scientific and research work to practice
2. To promote the transfer of technologies and knowledge in all forms, meaning the support of the transfer of results of scientific and research activities to practice, commercialization of science and research results, including the involvement in technological platforms, programmes of applied research support and development of media and human structures for the transfer of such knowledge
3. By application of appropriate methods, to encourage the public awareness of contributions and correlation of results of scientific and research activities

PA7 Attractive university with appropriate facilities

If the priority objectives are to be accomplished, whereby contributing to the fulfilment of the general objective, it is necessary to create suitable conditions of material (infrastructural and investment aspect) character and non-material (human resources support) character for these activities aimed at the performance of the above objectives. This priority area will therefore centre on the development of the University complex especially by modernization and reconstruction of the existing buildings, ensuring that these buildings meet requirements for high-quality performance of educational, research, development and other creative activities. Areas serving for educational activities and

for activities in science, research and other creative activities must be equipped with the latest technologies that make it possible to achieve first-quality results from the aforesaid activities. In addition, support will be provided as regards the investment in employees of the CULS, which should return in quality outputs from their activities. An attractive university is also a place where all members of the academic community cooperate in its development by application of various methods and to which cooperating graduates will be happy to return.

PRIORITY OBJECTIVE 7

To utilize all available sources for the development of requirements and facilities to ensure quality activities. Quality activities cannot be conducted without appropriate infrastructure, intensive support provided to human resources and a generally agreeable environment for the work of the University in the inward and outward direction.

SPECIFIC OBJECTIVES

HP1 EDUCATIONAL UNIVERSITY



- 1. To support the development of material infrastructure, human resources and facilities to enable quality performance of educational activities (the overview of infrastructure and facilities that are expected to improve in quality /to be reconstructed, modernized/ is provided in the annex); while using all available sources and to try to achieve maximum participation in calls related to operational programmes defined in the Partnership Agreement for the Programme Period 2014–2020.
- 2. To develop mechanisms of support to employees and students of the CULS that will motivate them to perform high-quality work in educational activities
- 3. To pursue students' satisfaction during their studies at the CULS by ensuring that activities are carried out in a high-quality material and social environment; in this sense, to continue to apply social responsibility principles in relation to students and employees of the CULS

HP2 CREATIVE UNIVERSITY



- 1. To support the development of material infrastructure, human resources and facilities enabling quality creative activities spanning over science, research, development, artistic, consultancy and application activities (the overview of infrastructure and facilities that are expected to improve in quality /to be reconstructed, modernized/ is provided in the annex); while using all available sources, including the promotion of maximum participation in calls related to operational programmes defined in the Partnership Agreement for The Programme Period 2014–2020

2. To develop mechanisms of support to employees and students of the CULS that will motivate them to achieve high-quality outputs from scientific, research and other creative activities

HP3 **RESPONSIBLE AND COMMUNITY-DRIVEN UNIVERSITY** ·····

1. To create an attractive and accessible complex linking the academic environment with non-academic sphere
2. To stimulate the development of activities offered by the CULS (including in cooperation with external partners and student organizations) to the general public
3. To promote the involvement of members of the academic community in the development activities of the CULS complex

Criteria and indicators of fulfilment of priority area objectives

This chapter introduces the main criteria (“what is to be measured”) and indicators (“what is to be used for measurement”) of fulfilment of priority objectives formulated for the individual priority areas of this Long-term Plan. The fulfilment of the Long-term Plan can be evaluated using these indicators.

Although the criteria and indicators have been determined for the fulfilment of the objectives until 2020, a detailed evaluation is expected in terms of relevancy in 2018, as a result of annual updates of the Long-term Plan, which might lead to modifications where necessary to facilitate a more effective reflection of the character of objectives subject to the existing situation.

Even though the Long-term Plan of the MEYS refers to its indicators of the fulfilment of objectives as national-level indicators, hence not intended for use by individual universities for evaluation of their quality, certain of those indicators can be utilized in the circumstances of this Long-term Plan.

Other criteria and indicators presented by this Long-term Plan have resulted from activities carried out in the framework of KREDO project at the CULS level.

In addition, annual updates of the Long-term Plan will introduce criteria and indicators of the specific objectives which will be highlighted for the given year and to which particular operational objectives (activities performed) for the given year will be assigned.

PO₁ QUALITY UNIVERSITY

- Obtaining an institutional accreditation
- All internal quality assurance mechanisms of educational activities are improved and innovated, shown in a form of description of changes and by documenting their innovation character (the result of these innovated mechanisms will be reduction of administrative load in quality assurance of academic activities in comparison with the current situation)
- A single university-wide applied tool of complex evaluation of all creative activities as the CULS, reducing administrative load linked with the current quality evaluation system of creative activities, and providing a flexible reflection of the existing national and international quality standards

PO₂ SUITABLY DIVERSIFIED AND ACCESSIBLE UNIVERSITY

- Creation of conditions enabling an increased accessibility of study for special needs students, with the minimum ratio of these students of 0.5% to the total number of full-time study students
- Mandatory internship of at least 4 weeks as a part of all study programmes in the Bachelor's programmes
- Improvement of courses by using electronic teaching support for students as a tool of increasing accessibility of the University, specifically by 10% when compared with the situation in 2015
- Improved access to electronic publications by Bachelor's and Master's programme students with the aim of intensive utilization of these publications in their theses

- At least 20 % graduates from doctoral study programmes will complete a part of their specialized doctoral training in a prestigious research centre in the Czech Republic or abroad

PO₃ INTERNATIONAL UNIVERSITY

- A minimum of 10 % graduates from Bachelor's and Master's study programmes in full-time study will complete at least a 14-day study stay or internship abroad during their studies; planned to be achieved within the year 2020
- A minimum of 700 foreign students to come every year to a short-term (exchange, mobility) study stay at the CULS for a period exceeding 14 days
- A minimum of 90% graduates from doctoral full-time study programmes will prepare their dissertation and study abroad in the framework of their doctoral studies, and at least one half of these graduates will stay abroad for more than one month; planned to be achieved within the year 2020
- A minimum of 5% study programmes are accredited or provided as double or joint degree programmes
- The proportion of foreign graduates from Master's study programmes, in full time study, is at least 5%; planned to be achieved within the year 2020
- Approximately in 2020, the proportion of foreign students who study full time will be increased to 10% to the total number of "home" students

PO₄ REFLECTIVE UNIVERSITY

- The volume of funds obtained from the transfer of technologies and commercialization of intellectual property increased by 100%, when comparing 2015 and 2020
- The volume of income from order-based research increased by 25% when compared with 2015
- Support of 20 start-up companies until 2020
- Increase in the number of students who are provided career consultancy services

PO₅ CONCEPTUAL, TRANSPARENT, EFFECTIVE AND SUSTAINABLY MANAGEABLE UNIVERSITY

- A fully-integrated database interlinked with study and creative activities, providing on-line selected information necessary for managing the University and its parts, and reducing the administrative load in obtaining underlying data

PO₆ RESEARCH AND INNOVATIVE UNIVERSITY

- Increase in the number of articles presented in the first and second quartiles of journals based on impact factor, listed in the database Web of Science Thompson Reuters, specifically by 20 % when compared with 2015
- One study programme with a full scientific orientation, provided in the Master's type of study at every Faculty, with prevalence of theoretical subjects, penetrating into the basic research, with the aim of working with potentially talented students of scientifically-based doctoral study programmes

PO₇ ATTRACTIVE UNIVERSITY WITH APPROPRIATE FACILITIES

- To pursue the activities outlined in the Annex to this Long-term Plan, current circumstances permitting

ANNEX

Overview of investment activities in compliance with the Investment Programme of the CULS Prague until 2020

- Construction of the Centre of Economic and Management Sciences – Phase 2
- Development of new areas and appropriate facilities for educational and research centre of the Faculty of Tropical AgriSciences
- Reconstruction and modernization of the Hall
- Construction of multifunctional lecture hall with ca. 350 seats
- Modernization of laboratories, teaching spaces, office areas and infrastructure at the CULS
- Structural alterations of the CULS buildings according to energy audits and EU regulations
- Reconstruction and renovation of buildings and equipping in the CULS complex to meet the University's needs
- Reconstruction of utility networks in Prague-Suchdol area
- Renovation of roads and parking spaces in Praha-Suchdol campus
- Renovation and development of backbone IT networks in the CULS complex in Prague-Suchdol and further computerization of paperwork
- Reconstruction of the greenhouse management system at the CULS
- Reconstruction and development of buildings of school establishments and research stations to practical science demonstration centres
- Experimental centre of energy sources
- Equipping of modern teaching spaces and upgrade of infrastructure of the Faculty of Economics and Management
- Equipping of modern teaching spaces with extended language learning
- Development of infrastructure for research and development in applied informatics and artificial intelligence at the Faculty of Economics and Management
- Reconstruction of the research station Červený Újezd
- Reconstruction of the ecological agriculture research station in Prague-Uhřetěves
- Development of the Demonstration and Research Station in Prague-Troja - Podhoří
- Construction of the pavilion of agricultural produce processing at the Demonstration and Experimental Centre, Faculty of Agrobiological Sciences, Food and Natural Resources
- Reconstruction of the Research Centre for Canine Behaviour

- Development of an educational and research establishment in Jevany - Centre for Fisheries
- Development of an educational experimental farm for breeding selected types of farm animals in the Meyerhof of the School Agricultural Establishment (Ploskov)
- Development of a laboratory of sensory evaluation of quality of food and agricultural produce, procurement of experimental lines for processing of agricultural produce; construction of a laboratory for DNA polymorphism analysis on the level of PCR and sequencing methods and for work with GMO, and a department of imaging technologies with image analysis (Faculty of Agrobiology, Food and Natural Resources)
- Completion of a chromatographic laboratory and digital soil mapping department, GIS; development of a department for analysis of organic mass in soil and organic materials, a laboratory of soil and environmental biology and a laboratory for hydrological and hydrogeological applications and measurement (Faculty of Agrobiology, Food and Natural Resources)
- Reconstruction and additional insulation of lecture rooms of the Faculty of Agrobiology, Food and Natural Resources
- Construction of the building for collections and the centre of forest pedagogy for the Faculty of Forestry and Wood Sciences
- Reconstruction of the building of the Faculty of Forestry and Wood Sciences Reconstruction (entrances, social amenities, lifts, heavy current and weak current distributions, classrooms, barrier-free access, etc.)
- Procurement and improvement of quality of appropriate appliances for gradual teaching at the Faculty of Forestry and Wood Sciences
- Improvement of quality of research infrastructure for educational purposes at the Faculty of Forestry and Wood Sciences
- Development of the Centre of Forest Establishment and Silviculture and Forestry Education – Truba
- Completion of the Arboretum of the Faculty of Forestry and Wood Sciences as a demonstration and teaching area for the CULS students
- Completion of a laboratory of Earth observation technique/GIS of the Faculty of Forestry and Wood Sciences and a laboratory of effect of electromagnetic field on behaviour of organisms (Faculty of Forestry and Wood Sciences)
- Development of an environmental mineralogy laboratory (Faculty of Environmental Sciences)
- Support and development of classrooms and laboratories for the Faculty of Environmental Sciences
- Development of the Institute of Education and Communication (complex Prague 5 – Malá Chuchle) by construction of new teaching spaces
- Construction of a sports hall of the Department of Physical Education
- To continue in modernization of the dormitories and to improve quality of the environment for students and employees accommodated in the dormitories
- Subject to external circumstances and internal sources, to build a university kindergarten or to improve the quality of the children's playroom or to transform the playroom into a children's group

- In cooperation with the Metropolitan Authority of the Capital City of Prague, to enforce improved conditions for teaching the subjects Horse Riding and Cart Driving, Horse Breeding and Riding and other subjects on Brandejs Homestead

This investment plan and related specific objectives of the Long-term Plan represent investment projects that complement a continuous improvement of quality of the CULS environment.

The funding of these projects will depend on available funds.

In addition to these large investment projects, continuous and “small-scale” care of the complex, facilities and equipping of the CULS buildings will be carried out continuously, while the same applies to

school establishments and other separate workstations. These small-scale activities will result in improved quality of the complex, buildings and school establishments, better conditions for teaching and scientific activities as well as investments into maintenance, and therefore prevent any substantial deterioration of the current condition of these buildings or establishments.



Discussed within the Research Board, Czech University of Life Sciences Prague, on 21 September 2015.

Discussed within the Management Board, Czech University of Life Sciences Prague, on 23 September 2015.

Approved by the Academic Senate, Czech University of Life Sciences Prague, on 8 October 2015.

In Prague, on 31 October 2015

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Rector, Czech University of Life Sciences Prague