

Vision of the Further Development of CTU for the period 2026-2030

I believe that true leadership comes from humility – from the willingness to listen, to value others and to make decisions with a sense of responsibility. I consider respect for people, their work and their opinions to be the foundation of an academic environment. I strive to make the university a place where truth emerges through dialogue, where authority means service, and where strength is manifested in quietness and patience. I see it as my mission to be a bridge between disciplines, between generations and between differences of opinion.

prof. Mgr. Petr Páta, Ph.D., May 2025

www.petrpata.cz/en/

Dear colleagues,

my name is Petr Páta, and **I have spent over thirty years of my life at the Czech Technical University in Prague**, during which time I have come to know the university in all its breadth. Through joys, successes, and challenging moments that require courage and determination. Now is the time to use my experience, energy, and vision to actively participate in the future direction of CTU. I feel a deep responsibility towards the academic community and future generations, and I am convinced that our university has all the prerequisites to become a significant leader on an international scale. **I want to represent CTU, but above all, I want to lead it** – openly, purposefully, and with an emphasis on cooperation, innovation, and responsible management.

My professional focus is on the field of imaging photonics, and since 1994 I have been working at the Department of Radioelectronics at the Faculty of Electrical Engineering of CTU. I have had the opportunity to work on international projects, such as BOOTES, the INTEGRAL satellite mission, and a project involving a unique hyperspectral polarization camera. **At CTU, I have progressed from student to dean, and this journey has given me a broad perspective on how the university works.** My experience from international projects and comparisons with other academic systems have convinced me that we too can be strong and competitive if we act with clear priorities. I am ready to transform my knowledge into specific steps and devote my energy and full commitment to the university.

Education is a fundamental value for me. Teaching motivates me and gives me space to develop the talents that I see in our students every day. I have also been volunteering with children and young people, especially those with special needs, for three decades. The Duha Jasmín organization, which I founded, organizes camps and year-round programs that develop skills and self-confidence. **This work has taught me patience, respect for individual needs, and trust in the potential of every person.** I bring these principles to the academic environment. In my free time, I enjoy astronomical photography and related technical applications.

CTU is a place where tradition meets vision. It is not only a prestigious technical university with a rich history, but also a space where impulses for real change can arise. Our faculties and units have extraordinary potential, and I believe that through targeted support for cooperation, openness, and strategic management, we can fully develop it. With more than 17 000 students and 6 000 employees, CTU stands on solid foundations today. My ambition is to continue to strengthen these foundations and actively develop the position of our university in the international arena.

For further growth of CTU, it is necessary to take action: **strengthen internal stability, modernize management methods, and work more effectively with data that enables well-considered strategic decisions.** Simplifying and clarifying processes will serve the administration and allow the academic community to truly breathe. The quality of our education must be the focus of our attention.

Innovative teaching methods, the development of pedagogical skills, and flexible study programs are key to enabling students and academics to excel. Building an open, friendly, and motivating environment is not a luxury, it is a fundamental prerequisite for success.

We must also **significantly strengthen scientific activity and systematically build the international prestige of CTU.** Our maximum ambition must be directed towards supporting excellent research, targeted involvement in cutting-edge projects, and an active approach to international cooperation. CTU should both respond to the needs of society and industry and set the direction in the areas of technology, sustainability, and innovation. Strengthening our independence, firm grounding in values, and public presence is the way to consolidate the university's position as a respected partner at home and abroad.

I am ready to lead us down this path.

My values

People are the heart of the university. We support their growth, creative energy, and professional development.

Top-tier education and creative outcomes. We connect teaching with research and innovation.

A university as a place to live. We cultivate an environment where it feels good to study, work, and thrive.

A reputation that comes with responsibility. We strengthen trust in CTU at home and abroad. We are accountable to society.

Responsibility for the future. We act sustainably and responsibly – toward society, nature, and future generations.

SWOT analysis of CTU in Prague

The analysis was prepared based on recommendations from “MEP”, “RVH”, and an analysis of available university sources. A detailed view of SWOT is available on my website:

<https://petrpata.cz/en/program#swot>

Strengths CTU builds on a long-standing tradition, strong international collaboration, quality infrastructure, and solid ties with industry and real-world practice.	Weaknesses The university struggles with internal fragmentation, excessive administrative burden, and a lack of unified strategy factors that hinder its further development and openness to the world.
Opportunities CTU can grow through deeper collaboration with industry, engagement in international projects, and by embracing digitalization and sustainable technologies.	Threats Without systemic changes, CTU risks losing talent, diminishing its prestige, and falling behind in the face of global competition.

CTU Development Strategy and Key Measures

CTU is built on people, their expertise, creativity, and responsibility. The strategic development of the university is therefore based on clear values: it supports personal and professional growth, builds on high-quality education linked to creative activity, cares for the environment in which we live and work, and strengthens the prestige and social role of CTU at home and abroad. The following ten goals define specific steps for transforming these values into the everyday functioning of the university.

Goal 1: CTU as a Prestigious Employer

Strengthening CTU's position as a prestigious employer is essential for attracting and retaining high-quality staff. **Modernising salary and career development policies, supporting education, and fostering a bilingual environment** will increase the university's attractiveness. Drawing from international experience and emphasising equal opportunities will help create competitive and motivating conditions across all levels.

Key Measures

- Modernise the wage regulations to motivate career development across all roles and to reflect real contributions in teaching, research, and service;
- introduce a transparent and stable model of funding for teaching, with an emphasis on fair compensation for educators;
- promote mobility and professional development: creative sabbaticals, visiting professor and researcher positions, short-term exchanges, and proactive international recruitment;
- make the university more accessible: create a bilingual environment, open recruitment processes, and fair, motivating criteria for habilitation and professorship procedures;
- implement findings of the Gender Equality Plan and ensure inclusive and equitable working conditions across the university.

Goal 2: Supporting CTU Students

Student support is essential for the development of CTU as a modern and inclusive university. **Improving study programme openness, strengthening international mobility, and actively involving students in governance and community life** will enhance both the quality of education and the cohesion of the academic community. **Partnering with student organisations** and systematically improving student services will help build an attractive and sustainable university environment.

Key Measures

- Increase the inter-program flexibility across CTU and strengthen student participation in programme governance (the Internal Evaluation Board, programme councils);
- support long-term study abroad and the integration of international students, with a focus on quality and their inclusion in community life;
- strengthen the role of student organisations as key partners in building an academic and intercultural community;
- introduce a sustainable model for dormitory management and improve the functionality and availability of student services, including internet access in dormitories;
- establish the position of a university ombudsperson and, in cooperation with faculties, develop advisory and support services (such as CIPS, ELSA).

Goal 3: Enhancing the Quality of Teaching

Improving the quality of teaching is key to strengthening CTU's prestige and the attractiveness of technical education in the Czech Republic. Supporting pedagogical development and implementing modern teaching methods will create an environment for excellent education. **Connecting teaching with research outputs, promoting lifelong learning, and introducing a awarding system for outstanding teachers** will reinforce CTU's position as a leading technical university.

Key Measures

- Elevate the prestige of technical education and present CTU to applicants, partners, and the public as a top-tier technical university;
- define education as a strategic priority and increase its financial support;
- implement modern teaching methods using new technologies, focusing on the active role of educators and reducing passive lecture-based instruction;
- support the career development and continuous training of teachers, including the introduction of a Rector's Award for Excellence in Teaching;
- improve interfaculty course enrolment, link education with research and innovation, and open the university to lifelong learning opportunities.

Goal 4: Supporting Excellent Research and Creative Output

Strengthening CTU's research orientation is key to achieving international success and scientific excellence. Creating conditions for top-level experts, **supporting prestigious projects, and focusing on the quality of research outputs** will enable the university to

compete globally. **Involving international scholars and linking science with innovation** will enhance CTU's role as a leading research institution.

Key Measures

- Create favorable conditions for the engagement of outstanding researchers, including the removal of barriers for top international talent;
- establish funding tools to support early-career academics and the preparation of prestigious grant applications (e.g. ERC);
- strengthen the involvement of international supervisors and systematically incorporate best practices from abroad into the CTU environment;
- revise the system of research evaluation to emphasize quality over quantity of outputs;
- support interfaculty research topics and foster cooperation with industry in the field of innovation.

Goal 5: Strengthening the Third Role of the University

Enhancing CTU's third role is crucial for solidifying its position as an independent and socially responsible technical university. **Active engagement in public space, support for sustainable development, innovation, and effective communication with the public** will enable CTU to positively influence strategic directions of society and contribute to improving quality of life.

Key Measures

- Promote CTU as an independent, apolitical, and socially responsible technical university;
- improve university-wide PR with a focus on coherent communication, support for academic disciplines, and effective outreach to the public;
- support innovation, volunteerism, and sustainable development, with an emphasis on quality of life and environmental protection;
- proactively offer academic expertise to society, engage in public structures, and contribute to strategic policy development at the national level;
- introduce an SROI (Social Return on Investment) framework for evaluating the societal impact of university activities and participate in advancing the Czech education system.

Goal 6: Creating a Functional General (Master Plan) for CTU's Campus Development

CTU's campus development calls for high architectural quality and a well-thought-out urban concept. **Open dialogue, participatory principles, and the use of architectural competitions** will help create a campus that is functional, inspiring, and aligned with the ambitions of a modern university. **Strategic space consolidation and a focus on a safe and sustainable environment** will strengthen the university's connection with the urban space.

Key Measures

- Establish a GENERAL task force to review priorities and develop a strategic campus development plan focused on the needs of users;
- apply participatory principles and foster open discussions on the future of the campus, including the use of architectural competitions and CTU's in-house expertise;
- revise the financing model for renovations and construction, and set rules for space consolidation across faculties and departments;
- prepare a long-term sustainable plan for dormitory renovations and address future space for FIT, the renovation of laboratory halls, the mission of the Jaroslav Fragner Gallery, and the use of the Bethlehem Chapel complex;
- ensure the campus development process consistently considers environmental quality, safety, and urban integration into the city landscape.

Goal 7: Ensuring the Efficiency of Information Systems and Physical Security

Secure and efficient information systems are essential for the stable functioning of CTU and the protection of its core values. **Strategic mapping of IT activities, strengthened cybersecurity and physical safety, and the introduction of professional incident management** will provide the university with a reliable foundation for education, research, and administration. Consistent enforcement of security policies is crucial for safeguarding critical systems and ensuring the long-term sustainability of campus development.

Key Measures

- Map IT systems across the university to identify critical, essential, and redundant activities;
- secure key information systems, including administrative platforms; implement operational models for CSIRT (Computer Security Incident Response Team) and SOC (Security Operations Center), and ensure their safe operation;

- establish targeted network and service segmentation to enable secure and flexible teaching and research environments;
- strengthen the role of the Rector's Office in providing methodological guidance to faculties on both cybersecurity and physical safety;
- integrate principles of physical security into campus development, including the protection of technology and the operation of information systems.

Goal 8: Modern University Governance Through an Effective Rector's Office

A modern and lean Rector's Office is the foundation of effective governance at CTU. **Streamlining processes, data-driven decision-making, and a transparent financial model** will provide a stable environment that supports the university's development. Emphasis on best practices, **clear internal regulations, and bilingual communication** will ensure long-term sustainability and openness in internal operations.

Key Measures

- Define the Rector's Office processes and services, align them with the needs of university units, and apply best practices already in use;
- implement a modern, data-driven management model, including transparent distribution of institutional contributions, subsidies, and overheads;
- review internal regulations to improve clarity, reduce their volume, and ensure they are efficient and accessible in both Czech and English;
- engage secretaries and the registrar as expert partners to ensure efficient internal operations;
- set clear development priorities and work toward a funding model that is transparent and sustainable, including for non-normative units.

Goal 9: Collaboration with Industry and State Administration

CTU's collaboration with industry and the state administration is vital for strengthening the university's societal relevance, **expanding research topics**, and staying connected with cutting-edge technologies. **The development of interdisciplinary competencies and the active involvement of alumni** will enable innovative solutions and reinforce CTU's role as a strategic partner in societal development.

Key Measures

- Offer interdisciplinary competencies across faculties to industry, public administration, and society;

- support meaningful collaboration with industry, motivate initiators, and introduce a system of recognition and clear rules for establishing spin-off companies;
- streamline technology transfer and establish a university-wide IPR Hub (Intellectual Property Rights Hub) with clear licensing and commercialization policies;
- focus on large-scale, research-intensive projects and strengthen strategic partnerships and joint laboratories with industry;
- measure and communicate the societal and economic impact of applied research and actively engage alumni and the CTU Alumni platform.

Goal 10: Strategic Development of the University

The strategic development of CTU is essential for strengthening its international prestige, excellence, and long-term competitiveness. **Leveraging advisory and internal bodies** will ensure that strategic goals are closely linked to practice. **Strengthening internal collaboration and reducing administrative overload for experts** will create conditions for sustainable growth. Building a strong CTU brand and integrating it across all activities is key to securing a position among the world's leading universities.

Key Measures

- Utilize internal and advisory bodies (e.g. RVH, CTU and faculty scientific councils, CTU and faculty academic senates, board of trustees, HR Award, IEP (International Evaluation Panel), campus development plans, sustainability platforms) to define strategic priorities and reflect them in CTU's core documents;
- jointly define the university's vision and mission with an emphasis on balancing education, research, and societal impact;
- strengthen internal cooperation, reduce the administrative burden on experts, and eliminate internal competition for external resources;
- introduce data-driven management and implement strategic goals through concrete actions;
- build a strong CTU brand, invest in selected focus areas, enhance the university's ability to attract major international grants (e.g. Horizon Europe, ERC, NATO), and prepare a university endowment fund.

Conclusion

Czech Technical University in Prague is an extraordinary institution with a long tradition, strong scientific potential, and a fundamental social role. Today, it stands at a crossroads, and the decisions we make in the coming years will fundamentally influence its future direction. I am convinced that the university needs stable and courageous leadership based on trust, experience, and a clear vision. I know what it means to be responsible for the running of a large faculty and the university, and I am ready to carry this responsibility.

My priorities are to strengthen the role of quality education and conditions for the development of teachers, to develop cutting-edge research with an international dimension, and to establish stronger and more effective partnerships with industry and government. At the same time, I want to create a comprehensible, modern, and open management system with an emphasis on transparency, security, data utilization, and effective administration. CTU must be an environment that combines teaching, science, innovation, and social responsibility.

I believe in the power of cooperation, in the potential of the people who make up our university, and in the values of which CTU is based. I am leading this candidacy with respect and determination. I offer CTU my experience, energy, and leadership, which will respond to the challenges of the present and create conditions for the growth and self-confidence of the university in the coming decades.

In Prague, 28 May 2025, prof. Mgr. Petr Páta, Ph.D.

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