

SELF-EVALUATION REPORT FOR EVALUATION OF RESEARCH ORGANIZATIONS IN THE SEGMENT OF HIGHER EDUCATION INSTITUTIONS IN THE YEAR 2025

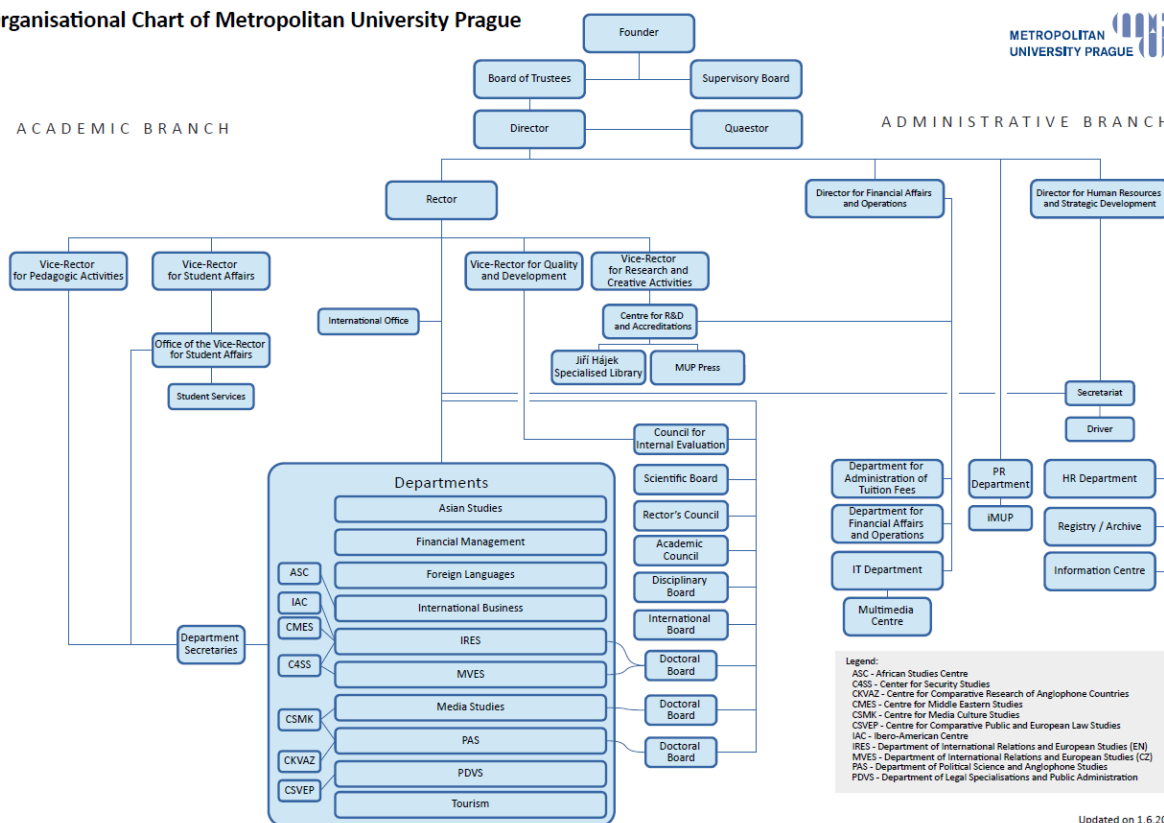
HIGHER EDUCATION INSTITUTION NAME: METROPOLITAN UNIVERSITY PRAGUE

COMPANY REGISTRATION NUMBER (CRN): 26482789

THE LIST OF EVALUATION UNITS IN MODULE 3: METROPOLITAN UNIVERSITY PRAGUE

ORGANIZATIONAL STRUCTURE OF THE HIGHER EDUCATION INSTITUTION

Organisational Chart of Metropolitan University Prague



HIGHER EDUCATION INSTITUTION WEBSITE (HTML LINK):

https://dokumenty.mup.cz/predpisy/en/internal_registered_codes/organisational_chart.pdf

<https://www.mup.cz/en/>

<https://www.mup.cz/en/about-mup/>

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Introductory information about the evaluated higher education institution

The HEI briefly introduces itself. The organizational chart, the position of the HEI within the research, development and innovation system, and the system of HEIs in the Czech Republic may be commented on, the mission and vision, the size of the HEI, the number and focus of the units evaluated will be briefly presented.

Maximum 500 words.

Description:

Metropolitan University Prague (MUP) ranks among the oldest and largest private universities in the Czech Republic. As a fully bilingual (Czech and English) university, MUP offers study programs in the areas of the humanities, international relations, legal specializations, media and communication studies, political science, international economic relations, tourism, digital economy, and psychology in both full-time and part-time forms of study in Czech as well as English.

Based on the offer of doctoral studies and adequate high-quality research activities, MUP is among the small number of private universities that were registered as an official research organization in Czechia. In 2021, based on the external international evaluation organized by the central governmental body – the Research, Development and Innovation Council – MUP was evaluated as the best university within the group of social science universities. MUP has experience participating as well as leading research and development projects supported by domestic as well as international grant agencies.

In terms of legal structure, Metropolitan University Prague is a public utility company, i.e. a non-profit educational and research institution. It has a long-standing commitment to the integration of people with disabilities through its scholarship program School Without Barriers. MUP is also an active member of the Association for Social Responsibility. MUP develops programs and activities focused on sustainability and the circular economy.

Although MUP is a university focused on only one branch of the sciences, mainly social sciences and humanities, its research activities focus on all areas of national and European research priorities. These priorities and MUP's plans for their further development are: 1) a competitive knowledge-based economy; 2) sustainability of energy and material resources; 3) environment for quality of life; 4) social and cultural challenges; 5) a healthy population; 6) a secure society (see details in 5. 1). With regard to MUP's focus on social sciences and humanities, the majority of research can be classified as basic research

Metropolitan university Prague is not divided into faculties. As indicated by the attached organizational chart (see also the Title page), there are two basic structures for organized research activities. These are 1) departments and 2) research centers. While the departments reflect the accredited study programs and thus their research does not significantly exceed thematic framework of the departments, the research centers provide the platforms for interdisciplinary research since the activity of the centers is often organized by multiple departments. The size of the university is affected by the structure of the accredited study programs and number of students.

SWOT ANALYSIS

Strengths

- **System of internal research grant schemes** – MUP has developed two effective internal grant schemes for doctoral students as well as junior / senior researchers. The grant schemes also provide incentives to interdisciplinary research, building excellency and applications in external grant schemes.
- **Simple and centralized system of management for R&D&I** – due to the absence of faculties, MUP has developed simple and functional system of management for R&D&I appropriate given the size and private status of the university.
- **Strong position in the Czech research environment** – although a private and relatively young university, MUP has established itself as a high-quality research organization in terms of quality of the publications and success rate in external grant schemes.
- **Research excellence in selected fields** – In security studies and international relations, the obtaining of grants and the quality of creative activity have already reached the level of demanding international parameters and may be described as excellent
- **Developed research support** – MUP further developed the system for research support dedicating more resources and staff to the Research, Development and Accreditations Centre and Jiří Hájek Specialized Library.

Weaknesses

- **Prevalent unbalanced performance in R&D&I among departments and research centers** – while there were several improvements in (for example) economic and legal sciences, in certain fields significant differences apply compared to international excellence.
- **Lack of applied research projects** – despite the recent attempts to strengthen MUP's position in applied research, the Czech research environment is still a bit unprepared for applied research in social and humane sciences.
- **Lack of contractual research / funding from private external sources** – contractual research is still underdeveloped at MUP. Hopefully, new professional study programs will help develop contractual research opportunities.
- **Absence of open-access strategy** – while open access is formally supported, MUP does not have any clear open access strategy and does not currently dedicate any of its own funds to open access.
- **Emphasis on the teaching activity of academic staff** – despite several improvements in the teaching / research ratio (for example shortening the semester to 12 weeks), teaching workload still represents some obstacles for high quality research.

Opportunities

- **Accreditation of habilitation and professorship procedures** – MUP started the accreditation process in 2024, and its prospective success would MUP fully establish in the Czech research environment.
- **Strengthening interdisciplinary research** – based on the accreditation of the new study programs such as psychology and digital economy, MUP

Threats

- **Excessive administrative burden** – while MUP's internal administrative burden is decreasing thanks to the new reporting systems, new grant schemes and national bodies are loading more administrative burden to the research organizations.
- **Significant drop in the number of students, which would destabilize MUP as an institution** – while a drop in the

can establish a solid basis for the strengthening of interdisciplinary research. - Further internalization of MUP – while MUP was recently successful in joint international networking and research projects, further internalization is still possible, for example stronger co-operation with other prominent universities in the EU, more study programs, especially on the MA and PhD levels in English/joint degrees; more international academic staff. - Improvements in data management – along with MUP's access negotiations into national data infrastructure, there is a potential of significant improvement in data management in the future. - Strengthening popularization of science – with the development of digital technologies and in general more diversified methods for popularization of science, MUP can establish itself in the international research environment as well as attract more foreign students.	number of students in the past years led to the successful restructuring of MUP's study programs, another significant drop may destabilize MUP. - Preference for public universities and other research organizations by providers of research resources – as a private university, MUP is not allowed to participate in various grant calls. - Academic inbreeding – while MUP does not currently suffer from extensive inbreeding amongst doctoral graduates, it will have to prevent the inbreeding potential in the anticipated habilitation and professorship procedures. - Departure of researchers with the best performance – while MUP keeps its group of best performing researchers relatively stable, on the internationally competitive labor market, there is always a risk of leaving.
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SELF-EVALUATION REPORT FOR MODULE 3

THE NAME OF THE UNIT BEING EVALUATED: METROPOLITAN UNIVERSITY PRAGUE

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

The evaluated unit will describe its mission and vision and provide a general self-reflection of the societal contribution of R&D&I, along with its long-term goals in the fields it develops. The distribution of research activities by type of research will also be commented on.¹ The evaluated unit will describe its organizational structure and size (staffing, number of students, number of study programs implemented, etc.) based on the data provided in annex tables 3.1.1 to 3.1.6.

Maximum 1000 words.

This is a non-rated indicator that serves as an introduction to the evaluated unit, providing context for data in indicators 3.2-3.7.

Self-assessment:

General information: Metropolitan University Prague (MUP) ranks among the oldest and largest private universities in the Czech Republic. As a fully bilingual (Czech and English) university, MUP offers study programs in the areas of the humanities, international relations, legal specializations, media and communication studies, political science, international economic relations, tourism, digital economy, and psychology in both full-time and part-time forms of study in Czech and English. As regards the political sciences and their sub-subdisciplines, all three Bologna levels are covered with several programs – humanities/liberal arts (BA), international relations (BA, MA, PhD), international business (BA, MA), Politics (MA, PhD), anglophone studies (BA, MA), European studies (BA, MA, PhD), public administration (BA, MA), and Asian Studies (BA, MA). In addition, MUP as a first private university in the Czech Republic applied for the right to confer associate professors and appoint professors in the field of international relations in 2024 (we expect the decision of the Accreditation Authority at the beginning of April, both the evaluation committee and the member of board responsible for political science field recommended our application). By offering these academic titles, MUP strengthens its position as a leading university in international relations research in the Czech Republic and beyond.

Based on the offer of doctoral studies and adequate high-quality research activities, MUP is among the small number of private universities that have been registered as official research organizations in Czechia. In 2021, based on the external international evaluation organized by the central governmental body – the Research, Development and Innovation Council – MUP was evaluated as

¹ Basic, applied, contract, artistic research (see Definition of Terms in Methodology HEI2025+).

the best university within the group of social science universities. MUP has experience in participating as well as leading research and development projects supported by the domestic as well as international grant agencies. MUP is a leading Czech center of teaching and research in the field of international relations and EU studies. The research activities of MUP are concentrated not only in the departments but also in the interdisciplinary research centers (e.g. Centre for Security Studies (C4SS), Centre for Middle Eastern Studies, Centre for Media Culture studies, Centre for African Studies, etc.) that also strive to involve students (especially master and doctoral) in their activities.

MUP is one of the few private universities that have a statute of research organization and therefore obtains national R&D&I funding (Long-Term Conceptual Development of Research Organization and Specific University Student Research). Apart from this, the research activities are funded from international schemes, national schemes (Czech Science Foundation, Technology agency of the Czech Republic), and also its internal budget. MUP researchers were and are involved in dozens of external projects.

In terms of legal structure, Metropolitan University Prague is a public utility company, i.e. a non-profit educational and research institution. It has a long-standing commitment to the integration of people with disabilities through its scholarship program School Without Barriers. MUP is also an active member of the Association for Social Responsibility and develops programs and activities focused on sustainability and the circular economy.

Mission and vision: Although MUP is focused on one branch of the sciences, mainly social sciences and humanities, its research activities focus on all areas of national and European research priorities. If we look at the six main priorities of oriented research, experimental development and innovation, the specific research projects as well as internal departments and individual academics of MUP are very deeply linked to them. These priorities and MUP's plans for their further development are: 1) a competitive knowledge-based economy; 2) sustainability of energy and material resources; 3) environment for quality of life; 4) social and cultural challenges; 5) a healthy population; 6) and a secure society (see details in 5.1). With regard to MUP's focus on social sciences and humanities, the majority of research can be classified as basic research (see details in 4.10.2).

Structure and size: Metropolitan University Prague is not divided into faculties. As indicated by the attached organizational chart (see also the Title page), there are two basic structures for organized research activities. These are 1) departments and 2) research centers. While the departments reflect the accredited study programs and thus their research does not significantly exceed thematic framework of the departments, the research centers provide the platforms for interdisciplinary research since the activity of the centers is often organized by multiple departments.

The size of the university is affected by the structure of the accredited study programs and number of students. Since MUP is a private university, it is primarily dependent on tuition fees and teaching is thus crucial activity of all MUP academic staff. As later indicated in M3 (see for example 3.1.1), there was a slight decrease in the number of academic staff at MUP during the evaluated period. There are several reasons for this. First of all, there was a decrease in the number of students during the covid period (from 3 252 students in 2019 to 2 807 students in 2022). The number of students rose again from 2023 (from 3 045 to 3 240 in 2024). Secondly, MUP operated three university centers outside Prague (Liberec, Plzeň / Pilsen, Hradec Králové) until the academic year 2020/2021 and their

termination of operations caused not only a decrease in the number of students, but also academic staff. In addition, MUP attempted to reduce the number of part-time academic contracts and supported a model where the academics are 100% at MUP and preferably at MUP without any other appointments. This led to a decrease in the total number of academic staff, but the FTEs stayed rather stable due to the increase in individual FTEs. Thirdly, due to decreased student interest in specific programs, MUP also closed the Department of industrial property and the Department of security studies.

Table 3.1.1 - Staffing per FTE²

Academic/ Professional position	Total / Of which women					
	2019	2020	2021	2022	2023	Total
Professor	15/0	11/0	12/0	10/0	12/0	-3/0
Associate Professor	20/11	15/10	15/10	14/8	17/10	-3/-1
Assistant Professor	70/30	64/25	56/21	62/21	57/17	-13/-13
Assistant	11/6	8/4	16/7	8/4	15/6	+4/0
R&D Personnel ³	4/2	3/1	3/1	3/1	4/2	0/0
Researchers in other categories ⁴	21/6	33/6	34/21	39/23	24/10	+3/+4
Technical and economic staff ⁵	5/4	5/4	5/4	5/4	5/4	0/0
Scientific, research and development staff involved in teaching activities	120/48	104/41	106/40	103/35	108/35	-12/-13
Early career researchers ⁶	0/0	0/0	1/1	1/1	1/1	+1/+1
Total ⁷	140/59	139/50	141/64	141/61	132/48	-8/-11

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories, and technical and economic staff are mutually exclusive, i.e. one staff member is reported only under one category. Scientific, research, and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the abovementioned categories.

² The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

³ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁴ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁵ Who participates in the management and support of R&D&I in the institution.

⁶ See Definition of Terms in Methodology HEI2025+.

⁷ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories, and technical and economic staff.

3.1.2 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2019 (numbers of physical employees and personnel)⁸

Academic/ professional position	Under 29 years		30–39 years old		40–49 years old		50–59 years old		60–69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	3	0	1	0	7	0	4	0
Associate Professor	0	0	2	2	7	3	5	2	4	2	2	2
Assistant Professor	4	1	32	17	23	10	9	1	1	1	1	0
Assistant	0	0	2	1	5	3	3	1	0	0	1	1
R&D Personnel ⁹	1	1	2	1	1	0	0	0	0	0	0	0
Researchers in other categories ¹⁰	21	6	0	0	0	0	0	0	0	0	0	0
Technical and economic staff ¹¹	1	1	2	1	1	0	2	2	0	0	0	0
Scientific, research and development staff involved in teaching activities	8	2	37	20	16	6	18	4	12	3	8	3
Early career researcher ¹²	0	0	0	0	0	0	0	0	0	0	0	0
Total ¹³	27	9	40	22	17	6	20	6	12	3	8	3

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D Personnel, Researchers in other categories and Technical and economic staff are mutually exclusive, i.e. one staff member is reported in only one category. The categories of scientific, research, and development staff involved in teaching activities and early career researchers are reported collectively for all the above-mentioned categories.

3.1.3 Age structure of R&D&I personnel of the evaluated unit and their structure by job title and gender in the year 2023 (numbers of physical employees and personnel)¹⁴

Academic/ professional position	Under 29 years		30–39 years old		40–49 years old		50–59 years old		60–69 years old		70 years and older	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	3	0	3	0	3	0	3	2

⁸ The total number of employees/workers as of 31 December of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

⁹ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁰ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹¹ Who participates in the management and support of R&D&I in the institution.

¹² See Definition of Terms in Methodology HEI2025+.

¹³ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I Personnel, Researchers in other categories, and technical and economic staff.

¹⁴ The total number of employees/workers as at 31.12. of the calendar year in question is to be entered, irrespective of the level of time worked, but only in an employment relationship (including agreement on work activity, excluding agreement on work performance). Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

Associate Professor	0	0	3	1	8	4	1	1	3	2	2	2
Assistant Professor	5	2	29	11	18	3	5	1	0	0	0	0
Assistant	2	1	7	1	3	2	2	1	0	0	0	1
R&D Personnel ¹⁵	0	0	1	1	2	0	0	0	0	0	0	0
Researchers in other categories ¹⁶	19	9	3	0	2	1	0	0	0	0	0	0
Technical and economic staff ¹⁷	1	1	2	0	1	1	0	0	0	0	0	0
Scientific, research and development staff involved in teaching activities	11	5	40	13	32	9	11	3	6	2	5	5
Early career researcher ¹⁸	1	1	0	0	0	0	0	0	0	0	0	0
Total ¹⁹	28	14	45	14	37	11	11	3	6	2	5	5

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, R&D personnel, researchers in other categories, and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Table 3.1.4 – Students

Type of study	2019		2020		2021		2022		2023		Total	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Undergraduate	1797	1079	1815	1059	1722	1164	1751	1032	1946	1165	+149	+86
Master's ²⁰	1434	751	1180	795	1150	669	1056	661	1075	644	-359	-107
Doctoral	21	6	33	6	34	21	39	23	24	10	+3	+4
Lifelong Learning Courses	210	139	168	113	68	40	104	63	70	32	-140	-107
Total	3462	1975	3196	1973	2974	1894	2950	1779	3115	1851	-347	-124

¹⁵ The category "R&D Personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

¹⁶ The category "Researchers in other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

¹⁷ Who participates in the management and support of R&D&I in the institution.

¹⁸ See Definition of Terms in Methodology HEI2025+.

¹⁹ Total is the sum of the categories: professor, associate professor, assistant professor, assistant, R&I personnel, researchers in other categories, and technical and economic staff.

²⁰ All master's degree students are listed, regardless of the length of their program of study.

Table 3.1.5 – Study programs in Czech/English

Type of study programme	Total ²¹ / Of which professional study programs											
	2019		2020		2021		2022		2023		Total	
Undergraduate	6/3	1/0	7/4	1/0	8/4	2/0	7/3	2/0	7/3	2/0	+1/0	+1/0
Master's	6/3	0/0	6/3	1/0	7/3	1/0	7/3	1/0	7/3	1/0	+1/0	+1/0
Doctoral	3/1	0/0	3/1	0/0	3/1	0/0	3/1	0/0	3/2	0/0	0/+1	0/0
Lifelong Learning courses	3/2	3/2	2/2	2/2	12/2	12/2	15/2	15/2	18/2	18/2	+15/0	+15/0
Total	18/9	4/2	18/10	4/2	30/10	15/2	32/9	18/2	35/10	21/2	+17/+1	+17/0

Note: For each SP type, enter the number of SPs in Czech in the first cell and insert the number of SPs in English after the slash in the same cell (e.g. 15/3), enter the number of professional SPs in Czech in the second cell and insert the number of professional SPs in English after the slash. Follow a similar procedure in the last column of the table (Total).

3.1.6 – R&D&I capacities

R&D&I field	FORD	FORD share [%]	Predominant type of research	Total share of industry group [%]
1. Natural Sciences	1.1 Mathematics		Zvolte položku.	
	1.2 Computer and information sciences		Zvolte položku.	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	

²¹ The total number of study programmes for which admissions have been announced in a given academic year.

4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	
5. Social Sciences	5.1 Psychology and cognitive sciences		Zvolte položku.	92 %
	5.2 Economics and Business	17 %	Basic Research	
	5.3 Education		Zvolte položku.	
	5.4 Sociology	2 %	Zvolte položku.	
	5.5 Law	14 %	Zvolte položku.	
	5.6 Political science	46 %	Basic Research	
	5.7 Social and economic geography		Zvolte položku.	
	5.8 Media and communications	8 %	Basic Research	
	5.9 Other social sciences	5 %	Zvolte položku.	
6. Humanities and the Arts	6.1 History and Archaeology	4 %	Zvolte položku.	8 %
	6.2 Languages and Literature	1 %	Zvolte položku.	
	6.3 Philosophy, Ethics and Religion	2 %	Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)	1 %	Zvolte položku.	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100 %	-	100 %

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

The evaluated unit will briefly comment on its position in the research community. It shall consider individual and other prestigious R&D&I awards, participation of its academic staff in the editorial boards of international scientific journals, elected membership in professional societies, major invited lectures given by the evaluated unit's academic staff abroad or by foreign scientists and other relevant guests at the evaluated unit. Additionally, it will address the involvement of staff in the evaluation of national or European project/program calls over 2019–2023 based on the data provided in annex tables 3.2.1 to 3.2.5 (max. 10 most relevant items). If necessary, the evaluated unit shall list any additional services to the scientific community that it considers relevant.

Maximum 1000 words.

Self-assessment:

The MUP academics are regularly involved in the international research community in terms of participation in editorial boards of international journals, invited lectures, hosting foreign academics, and involvement in both national and international evaluation processes. Some representative examples are listed in the tables below. While listing only the most significant lectures and guests, MUP academics participated in over 20 invitational lectures and organized over 40 foreign guest lectures under the evaluation period.

It should also be mentioned that we are not listing membership in Czech editorial boards while MUP academics frequently participate in local journals as well. Moreover, MUP publishes two Scopus indexed journals *Politics in Central Europe* and the *Central European Journal of International and*

Security Studies. More than half of the journals' editorial board members are foreign or recognized researchers.

Among participation in both national and international grant provider evaluation bodies, MUP academics have served in the bodies of national and international accreditation offices for study programs and in governmental advisory bodies. The details are listed below.

A full list of invitational lectures, organized lectures, editorial boards, and participation in evaluation bodies is attached to the report.

Table 3.2.1 - Prestigious R&D&I awards granted during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the award	Awarding institution
Prof. Ladislav Jakl	WIPO Medal for Creativity	World Intellectual Property Organization (WIPO)
Prof. Ladislav Jakl	Award for lifelong contribution to the development of legal protection of intellectual property	Industrial Property office of the Czech Republic
Dr. Kateřina Březinová	Best scientific monography award	Charles University
Assoc. Prof. Blanka Knotková-Čapková	Subankim Chattopadhyay Memorial Bankim Chandra International Literary Award	Government of West Bengal

Note: Provide up to 10 examples.

Table 3.2.2 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of scientific journal, ISSN
Assoc. Prof. Martin Lachout	Sprache und Sprachen, ISSN 0934-6813
Prof. Jan Jiráček	European Journal of Communication, ISSN 0267-3231
Prof. Ladislav Cabada	Journal of Comparative Politics, ISSN 1338-1385
Dr. Kateřina Březinová	Migraciones Internacionales, ISSN: 2594-0279
Dr. Kateřina Březinová	Para dialogar con el pasado, ISSN: 1131-5865
Assoc. Prof. Martin Charvát	DOT.COMM, ISSN: 1339-5181
Assoc. Prof. Michal Kolmaš	Routledge: Asia pacific book series
Prof. Josef Šíma	The Review of Austrian Economics, ISSN: 1573-7128
Dr. Radka MacGregor-Pelikánová	Equilibrium – Quarterly Journal of Economics and Economic Policy, ISSN 1689-765X
Prof. Petr Kratochvíl	Lithuanian Annual Strategic Review, ISSN: 1648-8024

Note: Please provide up to 10 examples of academic staff participation in editorial boards of international scientific journals (e.g. editor, editorial board member, etc.).

Table 3.2.3 The most important invited lectures delivered by the academic staff of the evaluated unit at foreign institutions during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Invited lecture title	Name of host institution, or name of conference or event	Year
Assoc. Prof. Blanka Knotková-Čapková	Women's Rights as Human Rights in Rabindranath Tagore's Poems	Collaborative International Conference on Gandhi & Tagore (Edinburgh Napier University)	2019
Dr. Kateřina Březinová	The Cultural Cold War in Latin America	Bielefeld University	2019
Dr. Kateřina Březinová	Latin America's Revolutionary 60s seen from behind the Iron Curtain	Institut für Politikwissenschaft, Vienna University	2019
Prof. Ladislav Cabada	Zentraleuropa und Globalisierung	Europa Union Landkreis Vechta	2022
Assoc. Prof. Blanka Knotková-Čapková	Thakur and translation	Kharagpur University, India	2022
Prof. Petr Kratochvíl	Orthodox political theology between national identity and empire	University of Oxford	2022
Prof. Petr Kratochvíl	Illiberal Democracy and Christianity	Science-Po, Paris	2022
Prof. Ladislav Cabada	Mitteleuropäischelidentität, Visegrád-Gruppeund die Europäische Integration	Institute for History, University of Hildesheim	2023
Assoc. Prof. Michal Kolmaš	How Individuals shape informal institutions: Analyzing contending norm promotion in the Global South	Waseda University, Tokyo	2023
Assoc. Prof. Šárka Kolmašová	Diffusion of citizen security by the Inter-American Development Bank	Ritsumeikan University Japan	2023

Note: Provide up to 10 examples.

Table 3.2.4 - The most important lectures by foreign scientists and other guests relevant to R&D&I at the evaluated unit during the evaluation period

Name, surname and title(s) of the lecturer	Lecturer's employer at the time of the lecture	Invited lecture title	Year
Prof. Ilan Pappé	University of Exeter	Israel and Palestine - One or Two States	2019
Dr. Andrea Boscoboinik	Université de Fribourg	Risk, Culture and Uncertainty	2019
Dr. Francesco Giumelli	University of Groningen	Private Actors and Sanctions: Lessons learned from the Netherlands	2019
Assoc. Prof. Maiko Ichihara	Hitotsubashi / Stanford University	Understanding Japan's Democracy Assistance: From Neoclassical Realism and Speech Act Perspectives	2019
Prof. Gabi Ben Dor	University of Haifa	Terrorism and Democracy: Perspectives across Israel, UK and EU	2020
Prof. Wolfgang Wessels	University of Cologne	Does Geography Matter? The European Council torn (or	2021

		divided) by North and South, East and West	
Dr. Elisa Gambino	London School of Economics	China and Africa	2022
Dr. Reuben Steff	University of Waikato, New Zealand	A New Era of Great Power Competition: The Chinese-Russian Challenge to the European and Indo-Pacific Security Order	2023
Prof. Iver Neumann	Norwegian Fridtjof Nansen institute	European Diplomacy Amidst Russia's War in Ukraine	2023
Assoc. Prof. Cecilia Jacob	Australian National University	Does Responsibility to Protect (R2P) have a future?	2023

Note: Provide up to 10 examples.

Table 3.2.5 - Involvement in the evaluation of national/European research project/program calls relevant to the R&D&I area at the unit during the evaluation period

Name, surname and title(s) of the evaluated unit's staff member	Name of the research project/program call	Name of the contracting authority/guarantor of the project/programme call	Year
Prof. Ladislav Cabada	Programme BETA, ETA, Sigma	Technology Agency of the Czech Republic	2019, 2020, 2021, 2022, 2023
Prof. Ladislav Cabada	Political science; Twin towns	European Education, Audiovisual and Culture Executive Agency	2019, 2020
Dr. Petr Just	Visegrad Scholarship programme	Visegrad Fund	2019, 2020
Dr. Kateřina Březinová	Active Citizen Fund	Open Society Fund	2020, 2021, 2022
Assoc. Prof. Mats Braun	Political and legal sciences panel	Czech Science Foundation	2021, 2022
Dr. Jan Bureš	Political science; History	National accreditation office	2021, 2022, 2023
Prof. Oldřich Bureš	Marie Skłodowska-Curie: Postdoctoral Fellowships, Doctoral Networks, Staff Exchange	European Commission	2021, 2022, 2023
Assoc. Prof. Martin Charvát	Commission for historical and social sciences	Scientific Grant Agency of the Ministry of Education, Research, Development and Youth of the Slovak Republic and the Slovak Academy of Sciences (VEGA)	2021, 2022, 2023

Prof. Ladislav Cabada	Political science	Slovenian Research and Innovation Agency	2021, 2022, 2023
Dr. Kateřina Březinová	Culture: Philology, Literature and Art; History and Archaeology	Ministry of Economy and Digital Transformation (MINECO), Spain	2022, 2023

Note: Provide up to 10 examples.

RESEARCH PROJECTS

3.3 Research projects

The evaluated unit shall list at most 10 (considered the most significant in the evaluated unit) research projects/activities (regardless of whether they are supported by public funds or based on contract research²²) that it has implemented or participated in during the 2019–2023 period.²³ This should be done from the full list in annex tables (Table 3.3.1-3.3.2),²⁴ with particular attention paid to the results achieved or the application potential of the projects. The unit should also describe how the research projects contributed to the mission and purpose of the evaluated unit. If the evaluated unit has been a participant in the listed project, it shall indicate which other entities were involved and describe its contribution to the project. The interdisciplinary aspects of the projects will also be commented on, along with any collaboration with other units of the evaluated HEI.

Maximum 300 words per project.

Self-assessment:

MUP academics have participated in both national and international research, teaching, and networking grants. While we are not listing all the projects below, MUP academic staff increased participation not only in research projects, but were also involved more in networking projects (with the potential of future research grant applications). These include **COST Action** (for example Prof. Cabada participated in the projects *New Exploratory Phase in Research on East European Cultures of Dissent* and *European Network for Research Evaluation in the Social Sciences and the Humanities*, and Prof. Bureš in *Globalization, Illicit Trade, Sustainability and Security*), **Jean Monnet Network** grants (Prof. Bureš in *EU Counter-Terrorism*), and the **International Visegrad Fund** (Assoc. Prof. Vošta, Dr. Charvát, Prof. Cabada). Increased networking activities of MUP academics led to successful grant applications organized during the period under evaluation with the project start set for 2024/2025. Among other, let us mention the **Horizon Europe** project of Assoc. Prof. Kolmaš *Climate, Inequality, and Democratic Action: The Force of Political Emotions*, **Marie Skłodowska-Curie Actions – Doctoral Networks** of Prof. Bureš or Assoc. Prof. Kolmašová's **COST Action** *Democratization at stake? Comparing Anti-Gender Politics in CEE and NME countries*.

See the details of significant projects from 2019–2023 below. The projects reflect the structure of the main study and research programs at MUP. The full list of the 2019–2023 projects, including projects that did not receive financial support, is attached to SER.

²² For the definition of contract research for the purposes of evaluation in the HE segments, see Article 2.2.1 of the Community Framework for State Aid for Research, Development and Innovation 2014/C 198/01.

²³ Regardless of whether the projects are completed or still ongoing, provided that at least part of the project was implemented during the evaluation period.

²⁴ The evaluated unit shall only fill tables that are relevant to it.

- 1) **Japanese national identity and Shinzo Abe's revisionism?** (Czech Science Foundation – Assoc. Prof. Kolmaš, 2018–2020, MUP main beneficiary). The aims of the project were both theoretical and empirical. Theoretically, the project redefined the notion of national identity in international relations, in particular in its relationship to foreign policy. Empirically, it applied this reconfigured concept to contemporary Japan to better understand its foreign policymaking as well as domestic perceptions of the Japanese international role. These aims were successfully carried out within a series of workshops and publications, including two research monographs published with Routledge and Peter Lang, and four articles in high-ranking academic journals. Besides the scientific aims, however, the project also delivered on two other fronts. First, it helped to develop the research orientation of the Department of Asian Studies, which lies at the intersection of international relations and area studies. Three department members at that time participated in the project, and attracted others to raise the visibility of the department both within and outside of MUP. Second, it established a close net of international collaboration, most notably between MUP and Ritsumeikan Asia-Pacific University – one of the highest-ranking universities in Japan. The PI visited Ritsumeikan APU during the course of the project and several high-ranking personnel from APU, most notably dean of the College of Asia Pacific Studies, Yoichiro Sato, visited MUP. Both institutions established a Memorandum of Understanding, and since 2020 began an exchange of students which has flourished to this day. The cooperation of academic staff also continues to the present – Sato has visited Prague several times since then, written a recommendation letter for Kolmaš's habilitation, and both have collaborated on several publications since then. Overall, the project thus contributed to both academic excellence and the internationalization mission of Metropolitan University in Prague.
- 2) **Representing European Citizens? Geography of European elections, degressive proportionality, and member states representation in the EP** (Czech Science Foundation – Dr. Charvát, 2018–2020, MUP main beneficiary). The main objective of the project was to analyze the composition of the European Parliament from the territorial representation perspective, with special focus paid to the degressively proportional representation of EU citizens in the Parliament. As a result, the origins of the degressive proportionality have been delineated, and distortions of this rule and its sources were identified. Furthermore, the analysis concluded that two apportionment strategies may be politically viable; either the clustering method employed during the EP's early stages, or the Cambridge compromise, proposed by mathematicians in 2011. However, both strategies were found to have failed to achieve the degressively proportional representation in all instances. The initial dearth of research on malapportionment, coupled with the lack of studies in the field of political science that have addressed the issue of degressive proportionality in general, underscores the significance of the project's contribution to the existing scholarly debates, particularly among political scientists. Regarding the mission of MUP, the project confirmed the ability of MUP's young scholars to realize independent research of a transnational nature with high-quality results.
- 3) **Smart Migration in the Czech Republic** (Technology Agency of the Czech Republic – Prof. Bureš, 2018–2022, MUP another participant). Smart Migration in the Czech Republic was funded within the first public tender of the ÉTA program designed to support applied research social sciences leading to output with real world applications (i.e. not just academic publications). As such, the project had two objectives. The first was to provide effective support to immigrants in the Czech Republic, who had found themselves in difficult personal situations, through the development and testing of new mobile and web applications “Smart

Migration.” This provided personalized support for immigrants from the former Soviet Union and other countries who are dealing with serious problems during their stay in the Czech Republic. These user-friendly applications should help them in complicated life situations (e.g. job loss, illness, work injury), but also facilitate their integration in the Czech Republic. The second objective of the project was the analysis of three key socio-demographic issues (the current risks and challenges of migration, policy coherence, the Canadian model of active migration policy), the results of which can be applied in the development of public policies by relevant state bodies, their strategic materials, and other appropriate tools for their application in public policy making. The project involved inter-institutional cooperation between two Czech universities. The principal investigator was Dr. Robert Stojanov from the Department of Informatics in the Faculty of Business and Economics at Mendel University in Brno. The principal co-investigator was Prof. Oldřich Bureš from the Center for Security Studies at Metropolitan University Prague. The project was truly interdisciplinary in that it combined traditional social science, computer science, and informatics research methods and approaches. Further information about the project and its output is available at the project webpage Smart Migration.

- 4) **MELIA Observatory – Media Literacy Observatory for Active Citizenship and Sustainable Democracy** (ERDF Danube Transnational Programme, Prof. Cabada, 2020–2022, MUP another participant). The project MELIA Observatory – Media Literacy Observatory for Active Citizenship was implemented in 2020–2022 for a period of 30 months. The consortium consisted of a total of fifteen countries included in the EU macro-regional strategy for the Danube region. A specific feature of the project was the collaboration of research, education, business, media, and civil/non-governmental organizations to ensure both the broadest possible framework for gathering input for the solution and the broad impact and application of the project results. The main objective of the project was to strengthen media literacy in the CEE region, active citizenship and the resilience of society against disinformation or fake news. This objective was achieved mainly through the preparation of educational toolkits and materials for different types of stakeholders, primarily schoolchildren, secondary school students, and educators. An important outcome of the project is the take software platform prepared by Algebra University College (Croatia), designed and developed to easily identify different types of media messages. The platform recognizes the sentiment of media texts and shows users the elements of hate speech to further strengthen their media literacy and is designed for all languages of the Danube Region countries. Metropolitan University was responsible for the preparation and testing of the educational toolkits, which it prepared together with the educational NGO Edhance Plus. The project enabled the strengthening of cooperation in the international environment and with different types of partners within the Czech Republic, the involvement of students from the media studies and political science PhD programs, and the development of interdisciplinary cooperation between the two programs within the Centre for Media Culture Studies.
- 5) **Dynamics of Social Norms in the International Order** (Czech Science Foundation – Assoc. Prof. Kolmašová, 2020–2022, MUP main beneficiary). The project analyzed the complex dynamics of social norms in the international order, focusing on three key questions: (i) how contestation affects the content, meaning, and scope of norms, (ii) how norms are deliberated in global and regional institutions, and (iii) who the key actors legitimizing these norms are. The research team examined how the revisionist policies of the US, China, and Russia influenced the emergence and diffusion of norms. Prof. Hynek and Dr. Karmazin authored the first paper, providing a holistic analysis of these dynamics, with Dr. Karmazin incorporating the English School framework to explore deeply embedded (primary)

institutions and associated norms and practices. Case studies revealed new insights into norm processes. Eugenio Cusumano and Oldřich Bureš published two studies on the anti-mercenary norm, while Šárka Kolmašová researched the Responsibility to Protect (R2P), highlighting it as a contested norm – especially regarding its third pillar involving military intervention – yet widely disseminated since the 2005 World Summit. The project culminated in a collective publication examining the diffusion of specific norms, such as cyber sovereignty, citizen security, climate solidarity, and partnership in development cooperation, particularly in non-Western regions. The team achieved significant outcomes, producing high-quality publications and fostering international collaborations. Deliverables included two monographs (published by Springer and Routledge), four Web of Science (Jimp) articles, and three Emerging Sources Citation Index (ESCI) articles. Despite the ambitious target of nine publications, the team maintained a high standard of research through reputable journals and publishers. The project embraced interdisciplinarity by inviting scholars specialized in political science, international relations, security studies, as well as history and sociology. The edited monograph specifically served as a platform to integrate diverse disciplinary perspectives into the study of norms.

- 6) **“The Portrait of a Judge” – a multi-dimensional model of competencies to be measured during the procedures of selection, evaluation, and promotion of judges** (EEA and Norway Grants Fund for Regional Cooperation, Prof. Klíma, 2020–2024, MUP another participant). The primary objective of this project was to conduct a comparative analysis of the procedures for the selection, evaluation, and promotion of judges across various countries. The aim was to identify the attributes and competencies assessed in these procedures and, based on the findings, formulate recommendations in the form of an optimal model of suitable requirements and competencies for the selection, evaluation, and promotion of judges. Another key task of the project was to assess the situation in the partner countries using a SWOT analysis and to propose necessary changes or develop appropriate tools tailored to each project partner, followed by the presentation of the results. As part of the project, three major international conferences were held. Specifically, these were two-day conferences in Vilnius (June 2021), Tirana (June 2022), and Prague (October 2023), with the latter also organized by MUP. The conferences were conducted in a hybrid format, consistently attracting over 100 participants. Regarding the MUP mission, the project not only fulfilled the principles of internalization, but also established relations with public and applications sphere. In this respect, MUP organized roundtable discussions at the High Court building (with the participation of representatives from the judiciary, the Ministry of Justice, and the Judicial Academy). Furthermore, additional discussions with judges were conducted during study visits to the Netherlands and Slovenia, held in judicial institutions and attended by a representative of MUP.
- 7) **Analysis of export and investment opportunities of the Czech Republic in Central Asia in the context of the changing transit and infrastructure conditions of the region** (Technology Agency of the Czech Republic – Dr. Melnikovova, 2021–2023, MUP main beneficiary). The primary objective of the project, commissioned for the Ministry of Trade and Industry, was to identify opportunities for developing business activities in Central Asian countries, considering existing infrastructure programs and projects in the region. MUP carried out a qualitative analysis examining the economic, political, and social conditions of post-Soviet Central Asian countries, with a focus on identifying opportunities for Czech companies to engage in business activities in the region. The outcomes cover essential topics such as support from Czech authorities and available funding opportunities, the EU–Central Asia treaty framework, the activities of intergovernmental commissions and working groups in

the Czech Republic, development aid as an instrument of economic diplomacy, and export and investment promotion by selected European institutions. The geopolitical analysis, highlighting the role of major regional players such as Russia and China and analyzing the aftermath of the withdrawal of allied troops from neighboring Afghanistan, represents another key part of the study. Additionally, the circumvention of anti-Russian sanctions from the Czech perspective, with a particular focus on the Eurasian Economic Union member states in Central Asia was addressed. A substantial part of the study draws upon the practical experiences of Czech companies operating in the region. The project contributed to the development of the university's research activities and to the university curriculum by enhancing the quality of courses taught, incorporating its findings into academic programs. The interdisciplinary approach, combining insights from economists and political scientists, provided a comprehensive analysis of the business environment specifics and the complexities of the political systems in these countries. The findings of the study were utilized as supporting materials for government officials' visits to the region in 2023, including trips by the prime minister, the minister of trade and industry, and the minister of agriculture of the Czech Republic to the Central Asian republics. The research findings were also published in Czech professional media and shared with Czech entrepreneurs interested in the post-Soviet space through professional interest organizations.

- 8) **Teaching Sustainability and Europe in the World** (EU – Jean Monnet Chair, Assoc. Prof. Braun, 2022–2025, MUP main beneficiary). TSEW is Jean Monnet Chair project. It aims to generate new ways of teaching about the European Union, focusing on the EU's role in global climate governance. The project incorporates new teaching methods in several courses on the EU within the study program international relations and European studies, and into one course of the program regional studies and international business. The teaching approach adopted within the program is based on narratives and centered around the European Union's climate policy. As a part of the project, the syllabi of four courses within the programs have been redesigned and updated, and a new elective course has been designed and introduced into the curriculum. The elective course, i.e. The European Union and the Global Climate Challenge, is also open to students from other study programs. An additional part of the project is linked to public outreach activities. During the first and second year of the project, two conferences were organized with the participation of international scholars, NGO representatives, and public officials. The first event was devoted to climate politics in Central Europe, and the second to the EU's role in the global work with climate change mitigation. Throughout the project, students also worked with podcasts, presented and uploaded to the project webpage. The team members appeared in podcasts and contributed to debates on the European Union through newspaper articles and other media appearances.
- 9) **Enhancing proficiency of insolvency practitioners in applying EU law and fostering trust and understanding of European judicial culture via a participatory training approach and blended learning (InsolEuPro)** (European Commission EU-JUST Project Grants, Dr. Pelikánová, 2022–2025, MUP another participant). "InsolEuPro" was a successful EU funded project carried out in 2022–2025. The project was based on the close partnership between academia, state institutions acting in the area of insolvency policy formation, and supervision of insolvency practitioners ("IPs") and IPs themselves from three countries: Lithuania, Czech Republic and Latvia. From each country one university and one association of IPs participated. InsolEuPro supported the targeted trainings of IPs on EU law implementation in practice, made them aware of the possibilities EU law offers and ready to make cross-border insolvency and pre-insolvency proceedings more efficient. InsolEuPro had a

significant spill-over effect allowing comparison and general enhancement of the awareness. InsoLEUPro led to the development and delivery of innovative blended training courses tailored to IPs and the need for each EU member state to have highly qualified IPs which are able to contribute to the effective implementation of EU law in insolvency area. After the initial participants' coaching and brainstorming, 15 course modules in English and local languages of participants addressing local particularities were prepared and launched as well as a set of national workshops in both hybrid and digital formats. In addition, numerous e-meetings have occurred to make sure that the resulting outcomes are freely available and tailored to real needs of IPs. The focus was on how to solve practical situations arising in areas of IPs work impacted by EU law in the context of the new restructuring directive (10 training modules), GDPR, etc. The leitmotif was "from the policy to the practice" and consequently the participatory training approach allowed a reciprocal exchange of information.

- 10) **Trust in European Democracies (TRUEDEM)** – (EU – European Research Executive Agency, Prof. Cabada, 2023–2025, MUP another participant). The Horizon Europe Trust in European Democracies (TRUEDEM) project has been implemented between 2023 and 2025 by a consortium of twelve universities and research organizations from 11 EU countries and Ukraine. It focuses on researching how to increase trust in politics and democracy, and the causes of the increasing political and social polarization and the resulting mistrust. In addition to cutting-edge research based on work with large sets of quantitative analyses and statistics, the project contributes to knowledge through its own extensive research and data collection in both quantitative and qualitative research. Metropolitan University Prague is responsible for one of the project's work packages, which focuses on research into the formation of new identities and cleavages and their translation into political polarization. In the framework of the project, MUP researchers participate in a number of top international conferences (IPSA, ECPR, APSA) and contribute to prestigious monographs, including the two-volume Encyclopaedia of Democracy (Edward Elgar) and several mono-topical issues of academic journals. In the final year of the project (2025), the focus will be on dissemination to different types of stakeholders (public, media, politicians, etc.). In addition to the opportunity to work in teams and under the guidance of top researchers (including Pippa Norris and Christian Haerpfer as principal investigators), the project has served to strengthen the methodological skills of all MUP researchers, from senior researchers to graduate students.

Table 3.3.1 Projects supported by public funds

In the role of beneficiary						
Provider ²⁵	Project name	Support (in thousands CZK/EUR) ²⁶				
		2019	2020	2021	2022	2023
Czech Science Foundation		1 466/57,8	2 689/106,1	2 826/111,5	2 977/117,4	2 160/85,2

²⁵ If the provider is from abroad, please indicate the provider's country of origin in brackets. For the determination of the country of origin of the provider, the place of residence of the provider is decisive.

²⁶ Indicate the total amount expressed in thousands of CZK and the conversion of the total amount into Euro.

Technology Agency of the Czech Republic				865/34,1	753/29,7	280/11
European Union						335/13,2
Total		1 466/57,8	2 689/106,1	3 691/145,6	3 730/147,1	2 775/109,2
In the role of another participant						
Provider ²⁷	Project name	Support (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Technology Agency of the Czech Republic		281/11,1	198/7,8	205/8,1	84/3,3	
European Union			276/11,8	873/37,2	1317/56,1	2840/121
EEA and Norway Grants Fund for Regional Cooperation		343/14,6	439/18,7	920/39,2	2463/104,1	2287/97,3
Czech Science Foundation					848/36,1	782/33,3
Total		624/25,7	913/38,3	1 998/84,5	4 712/199,6	5 909/251,6

Table 3.3.2 - Contract research activities

Client ²⁸	Activity name	Revenue (in thousands CZK/EUR)				
		2019	2020	2021	2022	2023
Total						

Note: List and describe contract research activities with a revenue in a given calendar year, regardless of the amount of financial revenue.

²⁷ Ibid.

²⁸ If the client is from abroad, indicate in brackets the country of origin of the client.

3.4 Research results with existing or prospective impact on society

The evaluated unit shall briefly comment on a maximum of 10 (considered most significant by the evaluated unit) research results already applied or realistically heading towards application during the 2019–2023 period, based on the overview annex table 3.4.1 (it is recommended to indicate results with a link to projects listed in indicator 3.3). The evaluated unit must demonstrate in its description that the research results have led or will soon lead to positive impacts,²⁹ on society (e.g. description of how the results are used by various users, the range of persons/institutions for which the result is relevant, measurable economic impacts, etc.). The evaluated entity shall indicate in its commentary whether the gender dimension is considered in these results and discuss the impacts of the results regarding sustainability.

Maximum range 300 words/result.

Self-assessment:

While MUP primarily focuses on basic research, it has also participated in applied grant projects as described in 3.3. Most notably, these were the applied projects of the Technology Agency of the Czech Republic. Besides research publication, these projects resulted in applicable results, especially research reports (V outcome according to Methodology 2017+) and one software application. The most significant outcomes are described below:

- 1) **Smart migration (software, project: Smart Migration in the Czech Republic; provider: Technology Agency of the Czech Republic – Prof. Bureš, 2018–2022).** The mobile application *Smart Migration* is the key applied research outcome from the project, jointly realized by C4SS at MUP and the Mendel University in Brno. The application allows immigrants to easily find answers to common problems they face during their stay in the Czech Republic. A key part of the application is a set of interactive tutorials that make it easier to find the information you need. Official documents describing all possible situations are quite complicated and people have a problem finding solutions specifically related to their situation. The tutorial allows the user to select an option describing his condition, and based on these settings, tailored information is provided. Each tutorial also allows to generate tasks that will be saved on a personal task list. The application reminds the user what needs to be done. For the same reason, the application contains a list of relevant contacts to authorities and organizations in the Czech Republic crucial for helping migrants solve a variety of common problems. The last, but very important, part of the application is a personal assistant, which is trained on the same topics as the described tutorials. The user can ask any question and the assistant will go through the problem with them in the form of a conversation to solve the problem. At the end of the project, the application was formally adopted by the Ministry of Labor and Social Affairs of the Czech Republic, one of the project guarantors of the applied research output. It is available for free download both for Android and iPhone and it supports three languages (English, Russian, and Ukrainian). It has been downloaded more than 10 000 times.
- 2) **Canadian system Express Entry (Research report, project: Smart Migration in the Czech Republic; provider: Technology Agency of the Czech Republic – Prof. Bureš, 2018–2022).** The result presents the first global analysis of the functioning of the contemporary Canadian immigration system, “Express Entry,” and its active measures aimed at facilitating and accelerating the migration of skilled workers who are most likely to contribute economically and integrate smoothly. A concurrently developed policy paper for the Ministry of Labour and Social

²⁹ See Terms definition.

Affairs complements this analysis by examining the potential application of these measures in the context of the Czech Republic's active immigration policy. This working paper is publicly available (DOI: 10.13140/RG.2.2.14370.17607, only in Czech). The analysis is based on in-depth, semi-structured interviews with experts in Canadian immigration policy representing the Canadian government (federal and provincial levels), leading think tanks, non-governmental organizations, and academia. These interviews were conducted between February and May 2019 in Canada, specifically in Toronto, Ottawa, and Halifax, to collect primary data and insights. In 2020, this research outcome was implemented by the MPSV application guarantor, utilizing the analysis results to secure a European Commission project through the OECD. The project aimed to establish a new foreign employment policy framework in the Czech Republic based on an objective points-based immigration system for labor migration which was launched in October 2020. This project serves as a key instrument for designing a new concept of foreign employment in the Czech Republic, grounded in an objective points-based system for international labor migration. The research findings published in this study also attracted significant interest from the Canadian Embassy in Prague. The Ambassador personally endorsed and introduced a webinar presenting the research results. The webinar, held on 25 November 2020, was attended by 28 experts from Canada and the Czech Republic and received considerable attention.

- 3) **Risks and Challenges of Czech Migration Policy in the Context of the "Migration Crisis" (Research report, project: Smart Migration in the Czech Republic; provider: Technology Agency of the Czech Republic – Prof. Bureš, 2018–2022)** This research report offers an analysis of the strengths and challenges of the Czech migration policy since the so-called EU migration crisis in 2015 and an overview of its key instruments regarding migrant workers from third countries (outside the EU). Based on semi-structured interviews with 80 experts on different aspects of Czech migration policy-making, we identified three key challenges for migration policy-making: (i) the perception of migration as a threat, (ii) the focus on temporary labor migration, and (iii) the lack of a systematic and conceptual approach to migration. The analysis revealed that migration is perceived as an unwelcome necessity. While migrant workers are in high demand in the Czech labor market, their presence is tolerated rather than welcomed and is based on the assumption that migrants will leave once the demand for their labor ends. The migration policy of the Czech Republic is not set up to support the settlement and integration of migrant workers into Czech society. The report was delivered to the Ministry of Interior of the Czech Republic and it serves as one of the underlying analyses for the ministry's qualified decision-making.
- 4) **Coherence of Czech migration and development policies (Research report, project: Smart Migration in the Czech Republic; provider: Technology Agency of the Czech Republic – Prof. Bureš, 2018–2022)** In the research report, we contributed to a better understanding of the coherence between Czech migration and development policies by exploring the perceptions of different stakeholders involved in these areas. We looked at the main areas of (in)coherence and key points of contradiction in recent Czech migration and development policies since the global economic recession (2008–2010). Despite the fact that hundreds of billions of USD of public budgets are spent annually on both policies and their instruments around the world, an analysis of the state of possible developments in relation to the current migration waves to Europe is completely lacking. Despite the importance of the coherence of the two policies, Czech scholars have paid relatively little attention to this topic, especially at present. The main objective was to at least partly fill this information gap and thus contribute to a greater understanding and deeper knowledge in the area of migration and development policy

coherence for the Czech Republic based on the empirical data collected. Another objective of the report was to develop a list of recommendations for increasing or creating coherence between Czech migration and development policies that will lead to a more effective use of resources, finances, and human potential. The main method of this research was in-depth semi-structured interviews conducted in 2018 and 2019 with 80 experts and practitioners in the field of migration and development policy making and implementation representing the government/public, non-profit, private, and academic sectors. The report was delivered to the Ministry of Foreign Affairs of the Czech Republic, and it serves as one of the underlying analyses for the ministry's qualified decision-making.

- 5) **Analysis of Export and Investment Opportunities of the Czech Republic in Central Asia in the Context of the Changing Transit and Infrastructure Conditions of the Region (Research report, project: Analysis of export and investment opportunities of the Czech Republic in Central Asia in the context of the changing transit and infrastructure conditions of the region, provider Technology Agency of the Czech Republic – Dr. Melnikovova, 2021–2023)** The research report presented the formulation of a strategy for the development of business opportunities and export support tools, including trade policy instruments such as joint committees and bilateral commissions at the ministerial and governmental levels. The report is the result of two years of research and builds on previous results within the project. It is a qualitative analysis that deals with the economic, political, and social conditions of the five Central Asian countries with the aim of investigating the opportunities of Czech companies to engage in business activities in the region. The first chapter is devoted to an overview of basic economic indicators and is based on data from renowned international institutions. The second chapter deals with the geopolitical context and focuses on major players such as Russia, China, and Afghanistan; anti-Russian sanctions circumvention is included as well. In the third chapter, the business environment is briefly characterized according to five basic criteria. The fourth part of the report refers to the Czech state support and financing options. The fifth chapter is dedicated to EU treaties and trade agreements with the countries of the region. The sixth (and most extensive) chapter focuses on individual countries, their economy, and their specific features. In preparing the seventh chapter, the practical experience of companies engaged in the region was utilized, although the generalized information cannot become a universal guide with regard to the specifics of each business case. The findings of the study were utilized as supporting materials for government officials' visits to the region in 2023, including trips by the prime minister, the minister of trade and industry, and the minister of agriculture of the Czech Republic to the Central Asian republics. The research findings were also published in Czech professional media and shared with Czech entrepreneurs interested in the post-Soviet space through professional interest organizations.

However, there are also outcomes which can't be considered outcomes according to the definitions in Methodology 2017+, but they have a wider societal impact than basic research outcomes, such as scientific publication, etc. In this regard, let us mention several examples with a wider societal impact:

- 1) **Participation in V-DEM project (Varieties of Democracy).** V-Dem project is based on expert surveys where country experts evaluate specific features of democracy in respective countries, with particular emphasis on the elections and the electoral processes, functioning of key political and constitutional institutions on both the national and sub-national levels (regions, municipalities), and the role of political actors, both governmental and non-governmental. As the surveys include evaluations of historical periods (not just contemporary events), **the output**

is represented by a complex dataset mapping long-term trends and trajectories of five principles of democracy in each of the included countries: electoral, liberal, participatory, deliberative, and egalitarian. The results are published in several types of publications: democracy reports, policy briefs (incl. specific country briefs), journal articles, and working papers.

- 2) Trainings and teaching modules for insolvency practitioners within the **InsolEUPro** grant (see also 3.3). InsolEUPro supported targeted trainings of insolvency practitioners on EU law implementation in practice, made them aware of the possibilities EU law offers, and prepared them to make cross-border insolvency and pre-insolvency proceedings more efficient. InsolEUPro had a significant spill-over effect allowing comparison and general enhancement of the awareness. InsolEUPro led to the development and delivery of innovative blended training courses tailored to IPs and the need for each EU member state to have highly qualified insolvency practitioners which are able to contribute to the effective implementation of EU law in the area of insolvency. Fifteen course modules in English and the local languages of participants addressing local particularities were prepared and launched as well as a set of national workshops in both hybrid and digital formats. According to the data from the main beneficiary, over 1000 insolvency practitioners participated in organized workshops and modules.
- 3) MUP researchers provided several economic analyses to various subjects during the evaluation period. For example, in 2023 Assoc. Prof. Abrahám and the team from the Department of Tourism prepared the *Measures for the sustainability of tourism in the case of pandemics and emergencies* for Prague City Tourism, the official organization for destination management of the city of Prague. The study serves as a background for the preparation of Prague's crisis plan and crisis management. Similar output was produced for other entities such as the O2 Arena in Prague or the Czech Event Association (see 4.12).

Table 3.4.1 – Overview of research results in the period under evaluation

Type of result ³⁰	Year of application	Name
Software	2022	Smart migration
Research report	2019	Canadian system Express Entry
Research report	2021	Risks and Challenges of Czech Migration Policy in the Context of the "Migration Crisis"
Research report	2022	Coherence of Czech migration and development policies
Research report	2023	Analysis of Export and Investment Opportunities of the Czech Republic in Central Asia in the Context of the Changing Transit and Infrastructure Conditions of the Region

Note 1: Please list and describe the results already applied in practice or heading towards application in practice with an existing or prospective impact on society (e.g. domestic or foreign patents, sold licenses, spin-offs, prototypes, varieties and breeds, methodologies, significant analyses, surveys, expert output for policymaking, or other forms of non-publication output, etc.). Indirect results of research, development, and creative activities with documented societal impact, e.g. expert activities, services to the public/government/scientific community, may also be reported.

³⁰ Specify the type of result. Add rows as needed.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

The evaluated unit shall briefly describe its system for transferring results into practice. It shall also indicate up to five of the most typical users of its results, whether in the university environment or in the non-university application/corporate sphere, detailing how it collaborates with them and how it seeks out new users (using a maximum of five specific examples).

It will also indicate whether and how it commercializes R&D&I results (e.g. selling licences, setting up start-up or spin-off companies, etc.),³¹ providing a brief description of the commercialization methods used. The effectiveness of the transfer of results and the commercialization of R&D&I results will be described using a selection of results (max. five) listed in annex table (Table 3.4.1).³²

Additionally, the evaluated unit shall briefly comment on the funds received during the 2019–2023 period from non-public, non-grant sources (e.g. licences sold, spin-off revenues, donations, etc.). A full summary shall be provided in the annex table (Table 3.5.1).

Maximum 500 words plus 200 words for each provided example of finding a new user of results and commercialization.

Self-assessment:

As defined in Methodology25+, the implementation of results into real-world practice is not only understood as patents, licenses, or spin-offs, but rather has a wider scope. It is also understood as “collecting and **sharing knowledge, including skills and competences in economic and non-economic activities** such as **collaborative research, consultancy**, licensing, transfer of intellectual property rights, spin-offs, **publications and mobility of researchers and others involved in these activities.**” MUP does not have any patents, sold licences, or spin-off companies because the majority of MUP outcomes are in basic research and social sciences where implementation into practical use is more complicated than in other sciences. However, MUP does actively focus on the implementation of results into practical use in its wider understanding.

First of all, since MUP is a private university, it is primarily dependent on tuition fees and teaching is thus a crucial activity for all MUP academic staff. In this respect, teaching itself can be understood as the sharing of knowledge and skills, since the content of the courses reflects research interests and outcomes of the academic staff. Teaching thus creates a basis for transferring results into practical use. In this respect, the transfer is also related to the research projects in both basic and applied research. Let us emphasize the **InsolEUPro grant** (see also 3.3 and 3.4), which led to the development and delivery of innovative blended training courses tailored to Insolvency practitioners and the need for each EU member state to have highly qualified insolvency practitioners that can contribute to the effective implementation of EU law in the area of insolvency. In the **MELIA Observatory grant** (see also 3.3), the main objective was to strengthen media literacy, active citizenship, and the resilience of society against disinformation and fake news in the CEE region. This objective was achieved mainly through the preparation of educational toolkits and materials for different types of stakeholders, primarily schoolchildren, secondary school students, and educators. In addition, there were also **applied grant projects supported by the Technology Agency of the Czech Republic (TACR)** as mentioned in 3.3 and 3.4. These projects and their results are examples of implementing basic research outcomes into real-world practice. While there are outcomes such as journal articles (basic research), these basic research outcomes are the basis for applied outcomes such as research reports for various public or private actors. The details about

³¹ In the case of military HEIs, their specific position is taken into account when evaluating the commercialization/evaluation of R&D&I results.

³² If the commercialization of R&D&I results is carried out in this way.

applied outcomes are comprehensively described in 3.4. Finally, MUP provided several **expert analyses** to various public and private entities, such as ministries, embassies, political foundations, and think-tanks. The expert analyses were also spread via popularization activities such as media presentations, public lectures, and roundtables (see details in 3.6).

The most typical results and users are as follows:

- 1) **Training and educational materials.** As mentioned above, MUP significantly contributed to the training of various professional groups (such as insolvency practitioners) and provided them with educational materials and interactive online modules. The same applies to various groups of students starting from primary education level (Melia Observatory) to tertiary level (Teaching Sustainability). The users are usually determined by the scope of the grant projects.
- 2) **Results of applied research.** MUP produced various practical outcomes during the evaluation period, especially within the applied grant project. In these projects, results like software or research reports with clearly defined topics are defined both by the PI and application guarantor (TACR ETA call, see 3.3) or directly by the provider based on the needs of various public institutions, such as ministries (TACR BETA). In this case, the users are often the application guarantors of the TACR projects defined in the proposals (see 3.3. and 3.4). The Smart Migration mobile application (see 3.4) is a software outcome that is freely available to anyone.
- 3) **Expert analyses** took various forms and had various applications and users, such as economic analyses for public and private entities (Prague City Tourism, O2 Arena – see 4.12), political analyses for foreign embassies looking for Czech and CEE related expertise (Republic of Korea, Republic of Slovenia – see 5.2), operational analyses for ministries (Ministry of Foreign affairs – see 5.2), or simply media presentations in various forms (interviews, news articles, podcasts, etc. – see 3.6).

Table 3.5.1 – Summary of non-public revenues received during the period under evaluation

Type of revenue	Revenue (in thousands CZK/EUR)				
	2019	2020	2021	2022	2023
Total					

Note: Enter funds raised for R&D&I from non-public sources besides grants or contract research (e.g. licences sold, spin-off company revenues, donations, etc.) in the calendar year.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

The evaluated unit shall briefly describe its main activities related to the popularization of R&D&I and communication with the public (e.g. popularization lectures, citizen science initiatives, etc.) during the 2019–2023 period and provide up to 10 examples that it considers the most significant.

Maximum 500 words plus 200 words for each example given.

Self-assessment:

Metropolitan University Prague (MUP) is dedicated to bridging academic research with society through a comprehensive strategy of public engagement through media, TV, and podcasts; research dissemination through public lectures and roundtables; and educational outreach for high school students. Here are some specific examples of popularization activities:

- 1) **Media presentations:** MUP researchers play an active role in mainstream media, providing expert analysis on topics such as political science, electoral processes, international security, and economic development. Academics such as Dr. Tureček (Middle Eastern politics), Dr. Just (elections and community politics), Prof. Bureš (security and counterterrorism), Dr. Březinová (US and Latin American politics), and Dr. Romancov (political geography and the Russia-Ukraine war) frequently appear in news reports, televised debates, and expert discussions, making MUP a recognized authority in public discourse. These scholars have built established reputations and extensive professional networks, positioning them as leading experts in their respective fields. Their credibility and expertise grant them access to high-profile media platforms, ensuring that MUP research findings and analyses reach policy circles, journalists, and the general public. To further support and incentivize media outreach, MUP systematically monitors the media appearances of individual academics and integrates media engagement as a formal criterion in annual performance evaluations.

- 2) **Podcasts and TV shows:** Podcasts have become an increasingly important medium for public education and expert discussions, allowing for in-depth analysis of complex topics in an accessible format. Recognizing the potential of this platform, MUP actively engages in podcasting, both through its own productions and as regular contributors to widely followed external podcasts.

MUP produces the "Asia in Context" podcast, run by the Department of Asian Studies since 2019. This podcast focuses on Asian politics, culture, and society, providing both monthly news highlights and in-depth discussions on key contemporary challenges in the region. With 64 recorded episodes and an audience of 500–1,000 listeners per episode, it serves as a valuable platform for disseminating academic research. The podcast features MUP scholars such as Dr. Karmazin, Dr. Romancov, and Dr. Sedláček, alongside international guests, including Prof. Paul Kowert from the University of Massachusetts Boston. Additionally, MUP has used this platform to stream and record two research conferences, further integrating academic dialogue into digital media.

Beyond its own podcast, MUP academics also play a prominent role in leading external podcasts. Dr. Stroukal, from the Department of International Business, is a regular expert contributor to the finance-focused podcast "Rolling in Dough" (Ve vatě), one of the most successful financial education podcasts in the Czech Republic. Covering topics such as investments, inflation, loans, and economic development, the podcast has gained widespread recognition, winning the Finance Podcast of the Year award three times. With a reach of 500,000 to 1 million listeners per episode, it is hosted by Markéta Bidrmanová and published on Seznam Zprávy, the most visited news platform in the country.

In 2023, Dr. Stroukal from the Department of International Business hosted a popular-educational TV show called "Macroeconomics without Magic" on the Czech Television (public television). There were 12 episodes recorded, covering topics such as inflation, public debt, sustainable growth, unemployment, exchange rates, etc. In a very simple form, Dr. Stroukal introduced basic economic concepts to a wider public.

- 3) **Youth Education:** Beyond media outreach, MUP is strongly committed to fostering youth education in key societal and technological areas, equipping students with the knowledge and skills needed to navigate contemporary challenges. As part of this effort, MUP organizes weekly educational workshops and lectures for high school students, covering pressing topics such as artificial intelligence (AI), digital economy, elections to the European Parliament (EP), economic policy, and international affairs.
 Over the years, MUP has hosted nearly 400 lectures and workshops designed to provide interactive and research-informed learning experiences. These events take various forms, including:
 Debates on economic policy and financial literacy, featuring Dr. Stroukal and Dr. Sedláček, both former members of the National Economic Council, discussing economic reforms, inflation, and financial decision-making.
 Workshops on artificial intelligence (AI) and digital transformation, guiding students through the implications of AI in society, digital ethics, and future job markets.
 Lectures on elections and political processes, helping students understand democratic participation, electoral systems, and the significance of European Parliament elections.
 Academic English and communication skills sessions, supporting students in developing critical reading, writing, and argumentation skills for their academic and professional paths.
 In addition to on-campus workshops, MUP faculty regularly visit high schools to deliver research-based guest lectures, extending the university's expertise directly into secondary education. Between 2019 and 2023, MUP scholars visited over 120 schools and delivered more than 250 lectures, ensuring that students across diverse regions have access to high-quality, research-driven learning experiences.
 Through these initiatives, MUP actively contributes to enhancing youth civic literacy, digital competencies, and economic awareness, helping to prepare the next generation of informed and engaged citizens.
- 4) **Public lectures and roundtables** are a key part of MUP's efforts to make research accessible and relevant beyond academic circles. These events provide a space for open discussion on current political, economic, and security challenges, where experts engage with students, journalists, policymakers, and the wider public. MUP's research centers take the lead in organizing these events, drawing on their expertise in security studies, media and culture, public administration, and regional studies focused on the Middle East, Latin America, and the Indo-Pacific. By focusing on these specific areas, MUP ensures that discussions are grounded in ongoing research and real-world developments.
 Between 2019 and 2023, MUP hosted over 190 public events, covering topics such as election security, terrorism and counterterrorism strategies, digital disinformation, the war in Ukraine, shifting power dynamics in Asia, economic challenges in Latin America, and many others.
- 5) **Project-based popularization:** MUP integrates popularization efforts directly into its research projects, ensuring that new findings and academic work reach professionals, students, and the broader public. Many of the university's research projects include events, workshops, and public seminars designed to engage practitioners and non-academic audiences in meaningful discussions on specialized topics.
 For example, within the InSolEUPro project (see 3.3), MUP organized three full-day seminars tailored for insolvency administrators, law and economics students, paralegals, and legal professionals. These seminars provided practical insights into insolvency law and economic restructuring, allowing experts and practitioners to exchange knowledge and discuss current challenges in the field.

- 6) **Social media outreach:** Beyond in-person events, MUP actively uses social media to share project updates, research findings, and upcoming events. The university's official channels regularly post about new research projects, ongoing studies, and public discussions, helping make academic work visible to a broader, digitally engaged audience. Additionally, individual researchers are strongly encouraged to disseminate their work through personal social media accounts, particularly on LinkedIn, Facebook, and X (formerly Twitter).

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

The evaluated unit will briefly describe how it has implemented the recommendations for Module 3 from the previous evaluation period, if applicable.

Maximum 1000 words.

Self-assessment:

The recommendations from the previous evaluation period can be summarized in four basic categories:

- 1) **Visibility of research.** The panel recommended trying to make research outcomes available to the wider public beyond academic circles. In this respect, MUP successfully supported its academic staff in daily media presentations (see the details in 3.6). Moreover, MUP hired communication officer – Dr. Stroukal. His responsibility is to prepare both MUP's internal and external communication strategies. Dr. Stroukal closely cooperates with the Research, Development and Accreditations Centre, which provides the communication officer data (significant publications, grants, networking activities, etc.). MUP also started using its web page and social networks for sharing its research outcomes on a regular basis. Finally, MUP was also registered in the ORCID consortium and received an institutional API which was integrated into the internal publication reporting system. As of 2025, every outcome published by MUP academics will be visible on an ORCID profile.
- 2) **Interdisciplinary approach.** The evaluation panel recommended that MUP identify several key areas of research and connect different departments / research centers in their particular areas of expertise in order to ensure an interdisciplinary approach to issues. Following this recommendation, MUP formed interdisciplinary teams. This included, for example, the cooperation between the Department of Political Science and the Department of Media Studies (Prof. Cabada – Prof. Jiráček, joint grant on media literacy and sustainable democracy); Department of International Relations and the Department of International Business (Assoc. Prof. Braun – Dr. Melniková, joint Czech science foundation grant on integration within the Eurasian Economic Union). Assistant Prof. Němečková developed a fruitful cooperation with Dr. Reboredo under the tent of the African Studies Centre connecting the Department of International Business and the Department of International Relations. This cooperation resulted in several workshops and recently submitted a grant application. The same applies to the cooperation between MUP's economic departments (Department of Financial Management; Department of International Business) and the Department of Legal disciplines. Dr. MacGregor-Pelikánová, Dr. Hála and Dr. Beneš closely cooperate in the fields of "law and economics" combining economic quantitative methods and legal science. In this regard, MUP's development of economic disciplines (international business, financial management) allowed interdisciplinarity to extend and grow

within research at MUP. In addition, there are internal seminars that invite scholars from various departments to discuss works in progress, such as papers, research proposals (see also 5.4), etc.

3) Partners in applied research and cooperation with non-academic sphere. The panel recommended that MUP develop a stable connection with non-academic institutions and create networks of cooperation with partners in applied research. In this regard, MUP significantly increased cooperation with the application sphere, especially in connection with the development of professional study programs (tourism; financial management; digital economics). Over the evaluation period, MUP institutionalized partnership with various organizations and realized several contractual projects (see also 4.12), especially within tourism program (Assoc. Prof. Abrahám) and digital economy (Dr. Stroukal). Moreover, every department with an accredited professional program has one administrative and one academic staff member dedicated to the institutionalized cooperation / communication with the non-academic sphere. Except for the development of professional programs, MUP also extended its cooperation with the public sphere. In this regard, MUP undertook an applied research project for the Ministry of Industry and Trade (within the Technology Agency BETA framework); applied Technology Agency project for both Czech and foreign application guarantors (for example, the Ministry of Labour and Social Affairs, International Organization for Migration, Ukrainian Initiative in the Czech Republic, etc.); participated in the grant project "Portrait of a Judge" (see 3.3) which also included cooperation with both Czech and foreign judicial organizations and ministries; developed educational modules for Czech and international insolvency administrators within the InSoLEU project (see 3.3). Moreover, individual researchers are also participating in advisory bodies – for example Prof. Jiráček provides analysis for Czech television; Assoc. Prof. Němečková cooperates with the Ministry of Foreign Affairs of the Czech Republic (writing operational analyses), Assoc. Prof. Kolmašová cooperates with the Ministry of Foreign Affairs as well (member of the working group on Women, Peace, and Security (WPS) at the Ministry of Foreign Affairs, where she collaborates with representatives from various ministries (including the Ministry of Defense and the Ministry of Interior), civil society organizations, and academia to develop the National Action Plans on WPS and the respective implementation strategies.), etc. Engagement with non-academic institutions is also a crucial part of the COST Actions where several MUP academics participate (see above).

4) Participation in international conferences / networks and organization of conferences in the Czech Republic. The international evaluation panel, in order to achieve better international recognition and visibility, encouraged MUP to provide initiatives to actively participate in prominent international conferences and networks. In addition, the panel recommended investing more efforts in organizing scientific conferences in the Czech Republic. Regarding the first aim, MUP intensified its efforts to dedicate more funds to its academics' participation in the international conferences (MUP academics regularly visit and organize panels at prestigious conferences and such as ISA, EISA, or regional CEISA), and networks for both shorter and longer periods. As shown in the data, MUP organized between 40 and 70 teaching and trainings mobilities in the Erasmus Program within the period currently under evaluation. The only exception was the covid period. In addition, MUP organized nine research mobilities (from three to six months) via the OP VVV programme. Finally, due to extended involvement in international networking projects such as COST Action, Jean Monnet grants, or MSCA, MUP not only encouraged more academics to participate in the international conferences, but also organized international conferences at MUP. For example, let us mention two international conferences organized through the Jean Monnet Chair grant, including invited speakers from, among others, Harvard University, the University of Oslo, The Fridtjof Nansen Institute, and Pukyong National

University. Traditionally, MUP organizes an annual international IFRS conference (International Financial Reporting Standards) from its own resources. Its proceedings were previously indexed in the Web of Science. MUP's Dr. Březinová also organized a conference on the Cold War, having renowned speakers from the University of Connecticut, the University of Göttingen, and Ca'Foscari University of Venice. Finally, MUP academics not only participated in the organization of panels during prominent events such as the European Consortium for Political Research (ECPR) conference, but they are currently preparing panels and related events such as the European Conference on African Studies (ECAS) where Assoc. Prof. Němečková serves as member of the organizational board. MUP is also one of the candidate institutions for the organization of the Central European Political Science Association conference in 2026.

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 3

Document name	No. criteria	Location (link in HTML)
Attachment_to_Table_3.2.2	3.2.2	https://postamup.sharepoint.com/:b:/s/mep/Eelql3hJwGBEvo3lZYaaug4BINC7QB6W3ayn7KY9d6zlkw?e=spz8JD
Attachment_to_Table_3.2.3	3.2.3	https://postamup.sharepoint.com/:b:/s/mep/EQ3yg6LI1mRHpBDQvQt2YOQBFz7xV_xdXyShU7bZbpPdbA?e=c6sSQb
Attachment_to_Table_3.2.4	3.2.4	https://postamup.sharepoint.com/:b:/s/mep/EUxa9Ye7oMxHofVd2lpVxg8BRfLhAfetl7LNQOVwjTFj7A?e=iJH9Dw
Attachment_to_Table_3.2.5	3.2.5	https://postamup.sharepoint.com/:b:/s/mep/EeVAM5yoHfNCmnBDHM9hD1UBsap-frSuWsnuO1UWiWxERg?e=yYx8iX
Attachment_to_Section_3.3	3.3	https://postamup.sharepoint.com/:b:/s/mep/EdEb9nl8tdJApAcfBr3PB4BtCkb02jOUEPCKLfUKDfzjw?e=vzng8D

SELF-EVALUATION REPORT FOR MODULES 4 AND 5

HIGHER EDUCATION INSTITUTION NAME: METROPOLITAN UNIVERSITY PRAGUE

COMPANY REGISTRATION NUMBER (CRN): 26482789

MODULE 4 – VIABILITY

ORGANIZATION AND MANAGEMENT OF R&D&I

4.1 Organization and management of R&D&I

The HEI will briefly describe its organizational structure³³ and describe the R&D&I management system including the role of the HEI's central management, the management of faculties, and the HEI's institutes in organizing and managing R&D&I. It should also describe the role and structure of the technical and economic apparatus.

Maximum 1000 words.

Self-assessment:

Metropolitan university Prague is not divided into faculties and thus has only a two-stage management system. The supreme management body is the rector's office (including directors and vice-rectors) and the departments serve as the basic management level (the organizational chart is attached to the SER).

Regarding the management of R&D&I, it is rather centralized under the vice-rector for Research and Creative Activities and the director for Financial Affairs and Operations. The managing department is then the Research, Development and Accreditations Centre (RDAC) which is subordinated to both vice-rector and financial director. Along with other administrative, economic, and technical departments subordinated to rector's office, RDAC has in its competence the complex management of R&D&I including internal grant calls organization (see also 4.11), management of external grant projects, reporting to authorities (both financial and scientific), library services, publishing activity under the university publisher (MUP Press), internal evaluation, and other supportive tasks provided to the departments and research centers. The role of the International Department is also crucial in R&D&I management. It is responsible for fostering international cooperation, managing student and faculty exchanges, and supporting global research initiatives. The department works closely with foreign universities, international organizations, and funding bodies to promote the university's global engagement.

As also indicated by the attached organizational chart, there are two basic structures for organized research activities. These are 1) departments and 2) research centers. While the departments reflect the accredited study programs and thus their research does not significantly exceed the thematic framework of the departments, the research centers provide the platforms for interdisciplinary research since the activity of the centers is often organized by multiple departments. In this respect, the research centers seem to be crucial in MUP's organization of R&D&I not only in terms of publication output and external grants, but the centers also provide a platform for workshop organizations. The research centers strive to include the students in all their research activities. The

³³ A graphical representation of the organizational structure will be provided as an annex.

activities are promoted on MUP's website which is attached to the SER. Below is a basic overview of research centers operated at MUP during the period under evaluation:

- 1) **African Studies Centre (ACS)** – founded in 2022 as an interdisciplinary research center focused on the latest development dynamics in Africa and its implications for Europe-Africa relations. The center serves as a networking platform for academics and researchers not only from MUP, but also other universities and research centers across the Czech Republic whose research focuses on various aspects of the current African development. The center's research covers topics like economic dynamics of Africa; EU's Green Deal and its impact on African sustainable development, and geopolitics of Africa in the 21st century.
- 2) **Centre for Middle Eastern Studies (CMES)** – founded in 2005, the CMES focuses on social, political, cultural, and economic affairs in the Middle East and North Africa. CMES activities include specialised conferences, round-table discussions, seminars, and academic courses. In its scientific activities, the CMES is committed to balanced, dispassionate, and objective research.
- 3) **Centre for Security Studies (C4SS)** – founded in 2009, the C4SS focuses on research in conflict resolution and transformation, privatization of security and terrorism, new security threats, and the security of small states. The C4SS is dedicated to linking internationally recognized research into global, regional, and local security issues with the creation of an intellectual environment conducive to the emergence of future generations of security experts from the Czech Republic and abroad. C4SS also organizes the international calls for post-doc positions and is thus strengthening MUP's identity as a research university.
- 4) **Ibero-American Centre (IAC)** – founded in 2009, the IAC is a platform for research and expertise encouraging interdisciplinary examination of the Americas. The center's staff and students are involved in research across a wide range of disciplines, including history, international relations, politics, anthropology, economics, and cultural studies. In addition to offering a set of courses on Latin American Studies the center sponsors research projects, organizes conferences, and invites scholars from universities around the world and practitioners alike to speak at round tables.
- 5) **Centre for Media Culture Studies (CSMK)** – founded in 2013, the center is integrating experts in media studies and focusing on surveying public communication practices in the milieu of historical and current forms of Czech media culture. This research orientation seeks to find out how intensively media practices are determined by the contemporary configuration of discourse regulations (censorship, surveillance, critics, etc.) and politically privileged modes of mass communication (normalization, Americanization, globalization, etc.).
- 6) **Centre for Comparative Public and European Law Studies (CSVEP)** – founded in 2013, the center is a scientific and research-oriented group bringing together internal and external members of the Department of Legal Specialisations and Public Administration, as well as other MUP departments and external guests. The center outlines, negotiates, and organizes scientific activity regarding grants, conferences, and publications in order to meet the long-term goals of students and academics.
- 7) **Centre for Comparative Research of Anglophone Studies (CKVAZ)** – founded in 2021, the center is examining the issues of Anglophone countries in a wide interdisciplinary scope. Using approaches of political, territorial, historical, literary, cultural-historical, and anthropological sciences, the center focuses primarily on the comparative civilizational studies and the history of ideas.

In addition, the departments with accredited doctoral study programs also constitute the doctoral board (see also 4.13)

R&D&I QUALITY MANAGEMENT AND SUPPORT SYSTEM

4.2 System of support for a quality R&D&I environment and incentive measures for quality science

The HEI will briefly describe the systemic incentive measures/tools to support quality R&D&I (if applicable). For each measure/tool described, an example will be provided to illustrate the effectiveness of the measure/tool in practice (e.g. number of projects supported by internal grants, statistics on the use of advisory systems, number of newly established research teams, etc.). The description will pay particular attention to:

- A system of support for attracting national and international projects.
- A system for project consultancy/management/administrative support.
- Science management (e.g. personnel and financial capacity for R&D&I transfer, personnel and financial capacity of the project acquisition support system, science managers, data analysts, business and innovation advisors, etc.).
- The existence of internal funding schemes.
- Strategy/opportunities for establishing new research teams (including international ones) and supporting them within the HEI (e.g. sharing R&D&I equipment, laboratory and information facilities, administrative support, etc.).
- Support system for students and early career researchers.³⁴
- A system to support excellent science (e.g. support for excellent scientists, research teams, PhD students, collaborations, infrastructure, etc.).
- A system of support for interdisciplinary research and collaboration within the HEIs.
- The concept of providing conditions for the emergence of new, high quality research directions/topics, especially those with application potential.

Maximum 300 words per point.

Self-assessment:

The obligation to perform adequate publication and creative activity is incorporated in the employment contract of every academic staff member and further developed in Rector's Directive 9/2020 (on the Principles and Evaluation of Publication Activity).

The Research, Development and Accreditations Centre (RDAC) plays a crucial role here. It provides a full range of services in the science management in collaboration with other administrative bodies such as the Financial Department (especially in both internal and external grant management), PR Department (in popularization of research), and university management, especially vice-rector for Quality and Development and vice-rector for Research and Creative Activities (in terms of strategic decision-making). The details are below.

- 1) **Information about new grant calls, both national and international.** RDAC regularly informs MUP academic staff about newly announced grant calls via bulk mail or during department meetings. The meetings take place twice a year, usually in September and January/February and the head of RDAC takes the opportunity to inform all present academic staff about new grant calls and publication opportunities. Along with the university management, they also encourage staff to apply.
- 2) **Project consultancy and management.** RDAC provides consultancy for potential grant applicants (preparing an applications manual, budget consultancy, etc.). When a grant

³⁴ Student grants, support for PhD students, postdocs, and early career scientists.

application is successful, RDAC is responsible for the management of the project in terms of compliance with tender documentation and legislation. In financial matters, RDAC relies on the support of the director for finance and the Financial Department. RDAC is also responsible for project reporting in administrative and financial issues.

- 3) **Internal funding schemes.** MUP has two internal funding schemes which aims to further develop the scientific activity of involved academic staff and doctoral students. The first scheme is funded via LCDRO and it is used for the systematic support of scientific research activity in the form of internal grant projects. One expected potential outcome of an LCDRO-funded project is the external grant application (see 4.11 for more details). The second scheme is primarily dedicated to the support of doctoral students, but master's students are eligible to apply as well (see 4.13 for details). The Internal Grant System (IGS) has been established to support research projects which combine scientific and scientific-pedagogical activity and which target student research and publication activities and cooperation.
- 4) **Opportunities to establish new research teams and interdisciplinary research.** There are several ways to establish new research teams at MUP, including interdisciplinary research. First of all, MUP supports the establishment of research centers (see also 4. 1) which provide an effective platform for research and other related academic activities for interdisciplinary teams regardless of the affiliation to the department. Secondly, MUP supports the establishment of new research teams (including foreign researchers) via LCDRO-funded projects. Interdisciplinarity and internationalization are both supported and among the evaluation criteria. Finally, MUP intensively supports external grant project applications and establishing new teams via external funding schemes. In this regard, involvement of external researchers with potential of future employment at MUP is supported as well as the promotion of internationalization.
- 5) **Support system for students and early career researchers.** As mentioned above, doctoral students are supported primarily through the Internal grant scheme. In addition, participation of doctoral and master's students in the external research grants is supported and has proven a successful means for the development of research potential in the past. Early career researchers are supported mainly by involvement in the LDCRO-funded internal projects in order to develop the capacity and skill to independently carry out research and increase external grant application potential. In addition, within the LDCRO funded project, MUP annually opens the international call for the postdoctoral positions. Both early career researchers and postdoctoral researchers are provided necessary administrative and financial support (in terms of funding conference participation, publication costs, etc.). International researchers are provided additional services such as administrative and legal support when relocating to the Czech Republic.
- 6) **Support of excellent science.** Excellent science is supported mainly by the C4SS umbrella project within the LCDRO internal grant scheme. Statistically speaking, C4SS receives the biggest share of the funds dedicated to the grant scheme since it serves not only as a regular project, but also as an incubator for young researchers and external grant projects and it organizes the calls for postdoctoral researchers. In addition, unlike other umbrella projects, individual projects within C4SS are supported for 4 years instead of 3 years. This provides predictable funding for a longer period for involved researchers and thus serves as an incentive for other researchers to achieve the level of excellence required by C4SS and its associated funding conditions.

4.3 Quality control system for R&D&I environment

The HEI will briefly describe the system of internal and external evaluation of research units, including the following aspects:

- Internal and external evaluation of R&D&I quality. This includes the evaluation of R&D&I by the HEI's authorities, the evaluation of research teams (if such a system exists), and the involvement of international scientific councils or other independent advisory bodies in quality control and of R&D&I management.
- The ethical aspects of research. This includes adherence to ethical principles and good scientific practice, compliance with related legislation (codes of ethics, ombudspersons, ethics committees and ethics hotlines, and systems for reporting whistleblowing and ethical misconduct).

The HEI shall demonstrate the functioning of the quality control systems in the R&D&I environment by examples (e.g. brief information on the evaluations carried out and their results, specific examples of the use of whistleblowing or the handling of ethical violations, etc.).

Maximum 500 words plus 200 words for each example described (max. five).

Self-assessment:

MUP conducts an internal evaluation process once a year as defined by Rector's Directive 9/2020. The decree also sets minimal requirements of scientific activity in line with practices of the national accreditation office and other national authorities such as the Research, Development and Innovation Council of the Czech Republic. The evaluation is based on the continuously collected data on scientific publications, grant applications, realized grants, involvement in research centers, conference organizations, active conference participations, internationalization and networking activities, participation in popularization and media activities, and accreditation potential of the academic staff. The data are collected by the Research, Development and Accreditations Centre. While the evaluation of publication activity relies on bibliometric data, the evaluation is far more complex as indicated by the list of collected information above. The complex data are presented by the Research, Development and Accreditations Centre to the university management. The results are then discussed with the heads of individual departments and subsequently with evaluated academic staff.

In addition, **MUP relies on the recommendations of the International Advisory Board (IAB)** which was transformed from the International Evaluation Panel from the previous round of evaluation. **The IAB serves as an external evaluation body.** The meetings are organized once a year and MUP presents its development and progress and receives feedback, which is incorporated into the strategic decision-making process for the following year.

Regarding the ethical aspects of research and research integrity, these are regulated by Rector's Directive 9/2020 and the Code of Ethics (Rector's Directive 13/2012). The 9/2020 Directive clearly defines the good and poor practices in research. In this regard, the Directive follows the principles as defined in the European Code of Conduct for Research Integrity. In addition, it is the responsibility of the Research, Development and Accreditations Centre to monitor the international development of the good practices in research (such as new tools for identifying predatory publishers or new tools in open science) and communicate it to the university management and academic staff.

A special ethical committee for research has not yet been established at MUP. However, the **Council of Internal evaluation plays a crucial role.** As recommended in the previous round of evaluation, the council expanded the scope of activities (see also 4.14) and serves as a body for the evaluation of ethical aspects of research, such as ethical aspects of new grant proposals, data collection when humans are involved, etc.

Following EU Directive 2019/1937 (“EU whistleblowing directive”), **MUP established the internal notification system which guarantees protection for whistleblowers**, including, for example, prohibiting termination of employment or non-renewal of employment for a fixed period, reduction of wages, salary, or remuneration or non-award of a personal allowance, dismissal, non-allowance of professional development, etc. In addition, confidentiality regarding the identity of the whistleblower (or other persons concerned) and to the information contained in the notification is ensured.

4.4 Sustainability and resilience of R&D&I

The HEI will describe the arrangements for sustainability and enhancing the resilience of R&D&I, if such a system exists, and provide examples of its implementation. These include:

- The sustainable development concept (strategy, objectives, plan, and implementation).
- Social responsibility strategy.
- A knowledge transfer system, if it is established at central level.³⁵
- The third role, the transfer of R&D&I results to society and interaction with local actors.
- The concept of research data management (data collection, access and sharing of data, use of the information obtained for R&D&I management, responsibility for data files, archiving and backup of data).
- Ethics and personal data protection.
- Intellectual property protection.
- Ensuring institutional resilience (resistance to foreign influence, cyber security, risk prevention, prevention of misuse of R&D&I and knowledge transfer results, a system to prevent or mitigate the negative impacts of R&D&I and knowledge transfer in society).
- Digitization and the use of smart technologies.
- The institutional strategy for Open Science 2.0/Open Access (if one exists), including information on the operation of the institutional repository or similar tools.
- A system for training undergraduate and postgraduate students as well as staff in the field of intellectual property protection and technology transfer.

The HEI will demonstrate the effectiveness of its procedures by examples (e.g. the number of people trained in intellectual property protection and technology transfer, data on the usage of Open Access repositories, handling of risk incidents, etc.).

Maximum 300 words per point.

Self-assessment:

The Metropolitan University of Prague has long been committed to the concept of sustainable development in its strategic documents and specific activities. The strategic plan for the 2021–2030 period mentions the principles of non-discrimination, sustainable development, and corporate social responsibility as the three key principles guiding MUP's activities. In the area of sustainable development, the university therefore strongly supports both strategic activities at the central level and, in particular, the principles of a day-to-day and holistic orientation towards sustainability in a bottom-up perspective. The development of a sustainable institution in terms of its environmental management (including internal waste sorting or greening of MUP facilities) and in all other aspects of its operations, especially with regard to current trends in climate protection, is one of the seven key objectives of MUP's strategy.

The sustainability and resilience of R&D&I is mainly ensured in two key dimensions – securing financial resources and effective use of human capital. With regard to the financial stability of

³⁵ If the knowledge transfer system is decentralised to the unit level, the HEI shall describe how the system works.

research, MUP supports a strategy aimed at diversifying resources, i.e. institutional and project support. At the same time, in the area of project-based research, it does not concentrate its activities on only one type of project, but encourages the participation of academics and PhD students in various funding schemes at European, regional, bilateral and national level.

In the area of science and research, MUP systematically focuses on the implementation of projects related to sustainable development, environmental protection, or the circular economy. The flagship of these projects is currently the Horizon Europe CIDAPE project – Climate, Inequality and Democratic Action: The Power of Political Emotions. The Czech Science Agency project Under Pressure: Crises, Emotions and Political Transformations around Climate Change is also currently underway at MUP (Assoc. Prof. Michal Kolmaš is the principal investigator of both projects). Another project focusing on climate change and the European Green Deal is V4 + Germany: Implementing the European Green Deal (EGD) – Opportunities and Challenges, implemented by Prof. Ladislav Cabada. He has been or is the principal investigator of several other projects supported by the International Visegrad Fund on climate sustainability and the European Green Deal, including in the context of urban policy and post-pandemic recovery, e.g. Urban Post-COVID Recovery in the V4 Countries. The project Analysis and Modelling of the Impact of Bioenergy Transition for Security and Sustainability is also currently underway at MUP with the support of the same funder. Last but not least, the project supported by the Lifelong Learning Programme EU Jean Monnet Chair – Teaching Sustainability and Europe in the World, is led by Assoc. Prof. Mats Braun.

The concept of social responsibility is also one of MUP's long-term priorities. In MUP's strategic plan for 2017–2020, social responsibility is listed as one of its six priority objectives, with a focus on the long-term inclusion of people with different disabilities and the promotion of the concept of equality. Naturally, MUP is continuing and expanding all these activities, which are covered by the Schools without Barriers program. MUP has been very active in supporting migrants from Ukraine, including their involvement in research projects and scholarships. In particular, projects related to the Financial Management and Tourism programs have been successful in combining student internships with applied research in the area of social responsibility. A significant contribution to social responsibility was made by the activities of students of law and public administration in the project "Portrait of a judge," aimed at strengthening the resilience of the judiciary, as well as by the involvement of experts from several MUP departments in the project "INSOLEUPRO – Enhancing proficiency of insolvency practitioners in applying EU law and fostering trust and understanding of European judicial culture through participatory training approach and blended learning." MUP is also an active member of the Association for Social Responsibility.

Given the size of MUP as a research organization, **knowledge transfer is centralized in the activities of the Research, Development and Accreditation Centre (RDAC).** The center ensures the dissemination of key information on new projects and key results of research activities. For this purpose, it uses an occasional newsletter edited by Dominik Stroukal, public information officer, who is responsible for science communication at MUP. The center also organizes seminars on the basics of publishing activities, publishing ethics, good practices, Methodology 2017+, working with databases and digital sources, etc. The facilities and support of the Jiří Hájek Specialised Library are also used in this context. The training of undergraduate and postgraduate students in this area is an integral part of courses focusing on research methods. Some departments or research centers have introduced the model of a professional seminar where current research activities are presented and discussed. A similar activity is already systematically established within the doctoral seminars of individual doctoral programs and the doctoral school as a whole.

Due to some peculiarities of private universities in the Czech tertiary education system, **MUP only partially fulfils the traditional characteristics of the third role of universities.** In the area of research and development, the third role is applied mainly in connection with applied research projects and projects of a mixed nature, where research is complemented by dissemination activities, the

creation of educational modules, the preparation of policy papers, and the transfer of knowledge to various types of stakeholders. In this regard, among the current projects carried out at MUP, we can mention the Horizon Europe TRUEDEM project, in which the research data obtained will be used, among other things, for the development of policy advice to strengthen the resilience of democracies. Another important project was MELIA, which aims to strengthen media literacy and civic education. Its outputs are in the form of educational modules to be used in different types of secondary schools. MUP has also been involved in several projects aimed at the integration of people with disabilities, including the development of functional capacities for accessible tourism. The interaction with local actors is a two-way process – in the framework of professional workshops or conferences, they present research results that can be used in their practice, and at the same time we also receive targeted information about them, which is necessary for the creation of tailor-made scientific and research output.

Regarding the data management, MUP has started accession negotiations to the so-called national repository with the National Library of Technology. MUP will join the repository in the second half of 2025 and the repository will provide MUP with the necessary structure for the data management (secure storage of data, publication of metadata with DOI, open publication of data if allowed by the providers or nature of the data, etc). In addition, a data management plan has been a compulsory part of all the internal grant schemes since 2023. Within MUP, we primarily use internal disks with various levels of access rights, and the Study Information System – the Records of Academic Activity module and Individual Bibliographic Database (OBD). The IT department guarantees backup and risk management. The GDPR data protection officer, who is part of the Research, Development and Accreditations Centre, addresses personal data protection in compliance with the relevant legislation in cooperation with the university management. **On the subject of ethics and the protection of personal data or intellectual property, MUP organises annual training sessions on plagiarism, the ethical use of AI tools, etc.**

Given the nature and topics of research at the MUP, it has not been necessary to address issues related to experimental research and its potential negative effects on humans, animals, or the environment. Given the low or zero commercial potential of the research, it has also not been necessary to address the issue of intellectual property or potential threats to MUP as a holder of research results. In the context of projects supported by the European Research Agency and other European programs, MUP has had to systematise mechanisms to ensure the highest standards of protection for respondents and data. In this context, the rector has instructed the Internal Evaluation Council to include the ethics approval mechanism in its calculations. Thus, before starting any research based on the collection of data from respondents (interviews, focus groups, etc.), researchers submit a research plan that addresses all ethical aspects, with emphasis on anonymity and data protection, which is reviewed and approved by the Internal Evaluation Council.

MUP's systematic activities related to ethical principles are primarily focused on three areas: 1) prevention of plagiarism; 2) protection of young and/or new researchers; 3) informing researchers about bad practices in the area of expert journals (so-called predatory journals) or publishing houses. As far as the protection of young researchers is concerned, MUP acts rigorously against the relatively common practice in certain fields of crediting research results to superior colleagues. MUP has long promoted openness in the area of bad practices – the rector, the MUP management, the Research, Development and Accreditation Centre, and other structures systematically point out these practices and warn against them. Regular seminars for academic staff, organized by the Research, Development and Accreditation Centre, act as significant preventives tools (Methodology 2017+, grant applications, research and scientific marketing etc). In 2020, the Rector's Directive 'Principles and Evaluation of Publication Activity', based on The European Code of Conduct for Research Integrity, was issued. The preparation of the application for the HR Award in Research was another impetus for refining the mechanisms for securing intellectual property protection.

MUP generally follows all recommendations or direct regulations from central authorities at the European or national level. For example, it does not develop research collaborations with Russian, Chinese, Iranian, or North Korean institutions. As MUP focuses on research in the humanities and social sciences, it has not carried out any research activities with a potentially negative technical or biological impact on the population. The type of research carried out at MUP to date has also not been classified. The possibility of temporary classification of results exists for all types of theses and has been used in several individual and scientific cases. The prevention of risks associated with the misuse of research results is ensured, inter alia, by internal control mechanisms applied to all project applications. These are based on a multi-level approval mechanism (head of Department and/or Research Centre, head of Research, Development and Accreditation Centre, vice-rector for Research, rector and/or director). In 2023, the Board of Trustees also carried out an internal audit of all research projects and established a posteriori control mechanism to complement the functional a priori control.

MUP has long promoted the concept of an efficient research organization, minimizing bureaucracy. One of the key tools serving this purpose is digitalization. Most of the administrative tasks associated with the preparation of research projects and their implementation are now fully digitized on the platform of the internal information system. The same applies to the system of registration of creative output, where MUP is now using the new OBD registration system used by most Czech research organizations. In 2024, MUP managed to negotiate its accession to the ORCID consortium as of 1 January 2025, which will significantly simplify data integration, including the assignment of output to the correct author in case of name matches – a common occurrence in the Czech Republic. As far as Smart technologies are concerned, MUP has decided to view their use primarily as a challenge and not as a threat. Methodology courses are being introduced within the PhD School and at lower levels of study to provide skills for the relevant and ethically acceptable use of AI and other tools to collect or filter data and produce professional output. The rector has established a group on the use of AI in teaching and research, which already offers cyclical training for academic staff.

Given its size, **MUP does not have an institutional strategy for Open Access and currently does not have a so-called green OA repository.** However, the repository will be available in the second half of 2025 when MUP joins the national repository not only for data management, but also as the publication output repository (see the data management part above). Currently, MUP recommends that as part of scientific publishing good practice its staff should ensure open access to the results of their research activity and adhere to the principles of visibility, transparency, and verifiability. In the case of output supported by public funds, MUP naturally requires open access in compliance with the rules of the provider, and it prefers the so-called gold OA, where publication in an open journal is primarily supported. OA fees are also regularly budgeted for external grants from the Czech Science Foundation where we aim to publish the most important outcome in open access.

The guarantor of the training system for academic staff is the Research, Development and Accreditation Centre, which organizes seminars on the basics of publishing, publishing ethics, good practices, Methodology 2017+, work with databases, and digital sources, etc. The facilities and support of the Jiří Hájek Specialised Library are also used in this context. The training of undergraduate and postgraduate students in this area is an integral part of the courses focusing on research methods. **The curricula of all subsequent master's programs include courses on general research methodology as well as on specific issues of intellectual property protection.** Within the Doctoral School, a new course (Teaching, Research, Projects, Publications) has been established for all doctoral students under the supervision of Prof. Oldřich Bureš, in addition to which all doctoral programs have their own methodology courses in which the topic of intellectual property protection and technology/knowledge transfer is extensively presented.

PERSONNEL POLICY

4.5 Structure of human resources

The HEI shall describe the current state, age structure, degree of internationalization, and development trends of the staff involved in R&D&I, along with their distribution by job title and gender for the period of 2020–2024 as detailed in annex tables (Tables 4.5.1 to 4.5.3) (including the provision of technical and economic facilities).

Maximum 1000 words.

Self-assessment:

MUP strives to optimise the age and gender structure of its staff over the long term. During the evaluated period, both gender and age structure of MUP researchers remained relatively stable. **The age group of 30–50 years is the strongest group among researchers.** Unfortunately, no female professor is employed at MUP, but their numbers remain very low in the Czech academic context. However, with the accreditation of professorial proceedings at MUP in the field of international relations, there is a potential to increase the number of female professors in this field in the coming years (for example Assoc. Prof. Kolmašová). The same applies to habilitation proceedings and the number of female associate professors (for example Dr. Březinová). Due to the very strictly defined criteria in both habilitation and professorial proceedings, the increase in the number of female associate professors and professors is rather a long-term aim. The number of staff members with foreign citizenship is more or less stable as well. To increase the number of foreign researchers and to strengthen the internalization of MUP are among its long-term aims, as well as part of the HR Award application which was submitted in 2023 and resubmitted in 2024 (see also 5.2 and 5.3).

As also indicated in M3 (see for example 3.1.1), there was a **slight decrease in the number of academic staff at MUP during the evaluated period**. There are several reasons for this. First of all, there was a decrease in the number of students during the covid period (from 3 252 students in 2019 to 2 807 students in 2022). The number of students rose again from 2023 (from 3 045 to 3 240 in 2024). Secondly, MUP operated three university centers outside Prague (Liberec, Plzeň (Pilsen), Hradec Králové) until the academic year 2020/2021 and their termination of operation caused not only a decrease in the number of students, but also in academic staff. In addition, MUP attempted to reduce the number of part-time academic contracts and supported a model where the academics are 100% at MUP and preferably at MUP without any other appointments. This led to the decrease in total number of academic staff, but the FTEs stayed rather stable thanks to the increase in individual FTEs. Following the Methodology 17+ and the quality criteria of the National Accreditation Office, MUP had to lay off academic staff with insufficient productivity based on the quality and quantity of research output.

We have to emphasize the **covid restrictions** which **significantly hindered the internationalization of MUP between 2020 and 2022**. After loosening the restrictions, MUP not only renewed the calls for postdoctoral positions within LCDRO **hiring three post-docs** (see also 4.11), **but went on to hire researchers on the international market**. Under the period of evaluation, MUP primarily hired early career foreign researchers with high potential for top publications and successful grant applications (Dr. Jordan and Dr. Eikonsalo (Anglophone studies), Dr. Sharfaei (international business), Dr. Reboredo (international relations), Dr. Hanson (political psychology)). In this regard, the number of foreign researchers slightly increased within the evaluated period.

Under the evaluation period, **MUP also strengthened the R&D Personnel** when the total FTE for the Research, Development and Accreditations center increased by 1 FTE in 2023. Moreover, MUP also increased the number of support staff in the library by 1 FTE since the portfolio of electronic information resources increased as well.

4.5.1 Staff involved in R&D&I of the university (FTE) in the period under review

Academic/professional position	Total 2020	Of which women [%]	Of which foreign [%] ³⁶	Total 2024	Of which women [%]	Of which foreign [%]
Professor	11	0	0	12	0	0
Associate Professor	15	10 [67%]	3 [20 %]	17	10 [59 %]	1 [6 %]
Assistant Professor	64	25 [39 %]	8 [12,5 %]	54	15 [28 %]	7 [13 %]
Assistant	8	4 [50 %]	4 [50 %]	17	6 [35 %]	4 [24 %]
R&D Personnel ³⁷	3	1 [33 %]	0	2	1 [50 %]	0
Researchers in other categories ³⁸	33	6 [18 %]	10 [30 %]	27	11 [41 %]	13 [48 %]
Technical and economic staff ³⁹	5	4 [80 %]	0	7	5 [71 %]	0
Early career researcher ⁴⁰	0	0	0	2	2 [100 %]	2 [100 %]
Scientific, research and development staff involved in teaching activities	104	41 [39 %]	19 [18 %]	100	31 [31 %]	16 [16 %]
Total number of foreign nationals	25	2 [8 %]	----	27	2 [7 %]	---

Note: The categories professor, associate professor, assistant professor, assistant, other scientific, research and development staff, scientific staff not falling into other categories and technical and economic staff are mutually exclusive, i.e. one staff member is reported under one category only. Scientific, research and development staff involved in teaching activities, as well as early career researchers are reported collectively for all the above-mentioned categories.

Note: The average number of hours worked is calculated as the ratio of the total number of hours actually worked during the reference period, from 1 January to 31 December, by all staff (including agreement on work activity, excluding agreement on work performance) to the total annual working time pool per full-time employee. The full-time status of the worker in the evaluated unit is always reported. If an employee holds more than one type of full-time job within the evaluated unit, the total sum of the two shall be reported.

4.5.2 Percentage of HEI's staff involved in R&D&I, categorized by age structure, job title, and gender in the year 2020 (number of physical employees and staff)

Academic/professional position	Under 29 years [%]		30–39 years [%]		40–49 years [%]		50–59 years [%]		60–69 years [%]		70 years and over [%]	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	3 [27 %]	0	1 [9 %]	0	5 [46 %]	0	2 [18 %]	0
Associate Professor	0	0	2 [13 %]	0	6 [40 %]	4 [67 %]	2 [13 %]	2 [100 %]	1 [7 %]	1 [100 %]	4 [68 %]	3 [75 %]
Assistant Professor	3 [5 %]	1 [33 %]	30 [47 %]	15 [23 %]	21 [33 %]	7 [33 %]	8 [13 %]	1 [13 %]	1 [2 %]	1 [100 %]	1 [2 %]	0
Assistant	0	0	2 [25 %]	1 [13 %]	2 [25 %]	1 [50 %]	3 [38 %]	1 [33 %]	0	0	1 [13 %]	1 [100 %]

³⁶ Researchers with Slovak citizenship are not considered foreign.

³⁷ The category "Other scientific, research and development personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

³⁸ The category "Researchers not falling under other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

³⁹ Who participates in the management and support of R&D&I in the institution.

⁴⁰ See Definition of Terms in Methodology HEI2025+.

Early career researcher ⁴¹	0	0	0	0	0	0	0	0	0	0	0	0
R&D Personnel ⁴²	0	0	0	0	1 [20 %]	1 [100 %]	1 [20 %]	0	1 [20 %]	1 [100 %]	0	0
Researchers in other categories ⁴³	29 [74 %]	5 [17 %]	3 [8 %]	1 [33 %]	1 [3 %]	0	0	0	0	0	0	0
Technical and economic staff ⁴⁴	3 [33 %]	1 [33 %]	3 [22 %]	2 [68 %]	0	0	0	0	0	0	0	0
Scientific, research and development staff involved in teaching activities	3 [2 %]	1 [33 %]	34 [25 %]	16 [50 %]	32 [23 %]	12 [38 %]	14 [10 %]	4 [27 %]	7 [5 %]	2 [29 %]	8 [6 %]	4 [50 %]

Note: The total number of employees/workers as of 31.12. of the calendar year in question is to be given, irrespective of the proportion of full-time equivalents, but only in an employment relationship, i.e. not including persons working on parttime agreements. Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

4.5.3 Percentage of HEI's staff involved in R&D&I, categorized by age structure, job title, and gender in the year 2024 (number of physical employees and staff)

Academic/professional position	Under 29 years [%]		30–39 years [%]		40–49 years [%]		50–59 years [%]		60–69 years [%]		70 years and over [%]	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
Professor	0	0	0	0	3 [25 %]	0	3 [25 %]	0	3 [25 %]	0	3 [25 %]	0
Associate Professor			2 [12 %]		7 [41 %]	4 [57 %]	2 [12 %]	2 [100 %]	4 [24 %]	2 [50 %]	2 [12 %]	2 [100 %]
Assistant Professor	1 [2 %]	1 [100 %]	13 [24 %]	3 [23 %]	26 [48 %]	5 [19 %]	9 [17 %]	3 [33 %]	4 [7 %]	2 [50 %]	1 [2 %]	1 [100 %]
Assistant	1 [6 %]	1 [100 %]	2 [12 %]	1 [50 %]	6 [35 %]	0	5 [29 %]	2 [40 %]	2 [12 %]	1 [50 %]	1 [6 %]	1 [100 %]
Early career researcher ⁴⁵	2	2 [100 %]	0	0	0	0	0	0	0	0	0	0
R&D personnel ⁴⁶	0	0	1 [33 %]	1 [100 %]	2 [66 %]	0	0	0	0	0	0	0

⁴¹ See Definition of Terms in Methodology HEI2025+.

⁴² The category "Other scientific, research and development personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

⁴³ The category "Researchers not falling under other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁴⁴ Who participates in the management and support of R&D&I in the institution.

⁴⁵ See definitions in Methodology HEI2025+.

⁴⁶ The category "Other scientific, research and development personnel" includes technical and professional personnel who are not directly involved in R&D&I but are indispensable for the research activity (e.g. operators of research facilities).

Researchers in other categories ⁴⁷	25 [93 %]	10 [40 %]	1 [4 %]	1 [100 %]	1	0	0	0	0	0	0	0
Technical and economic staff ⁴⁸	3 [33 %]	1 [33 %]	3 [22 %]	2 [68 %]	0	0	0	0	0	0	0	0
Scientific, research and development staff involved in teaching activities	4 [3 %]	2 [50 %]	21 [16 %]	4 [19 %]	51 [39 %]	9 [18 %]	26 [20 %]	4 [15 %]	18 [14 %]	5 [28 %]	11 [8 %]	4 [36 %]

Note: The total number of employees/workers as of 31.12. of the calendar year in question is to be given, irrespective of the proportion of full-time equivalents, but only in an employment relationship, i.e. not including persons working on parttime agreements. Other types of contractual relationships under the Civil Code that involve purchase of services are not included.

4.6 Academic and Research Careers

The HEI will briefly describe the central system for HR recruitment, placing particular emphasis on recruitment from outside the HEI, especially from abroad, as well as the system of career development of academic and research staff, if such a system exists. Information will be provided on:

- Career development rules and legislation related to the recruitment and career development of domestic and foreign employees (e.g. Career Code, HR Award, OTMR policy, etc.).
- International tenders.
- The process of new employee adaptation and mentoring.
- Transparent distribution of institutional time, attitudes towards chaining of contracts, and senior academic positions.
- Rules for filling senior positions in the context of R&D&I.
- The rules and support system of sabbaticals.
- Measures for the return of workers after a stay in an external workplace, including a foreign workplace.
- Arrangements for workers to return after maternity/parental leave or other career breaks (e.g. caregiving for family members).
- Other relevant information at HEI discretion.

The HEI shall provide a reference to an existing career code or similar document (if one exists). The HEI shall describe the effectiveness of the systems used with examples (e.g. a model example of the adaptation process, a specific anonymized example of an academic's career path, statistics on the return after maternity/parental leave, or career breaks before and after the implementation of the measures, etc.).

Maximum 300 words per point.

⁴⁷ The category "Researchers not falling under other categories" includes all other staff who cannot be classified under any of the above categories (e.g. independent researcher/scientist).

⁴⁸ Who participates in the management and support of R&D&I in the institution.

Self-assessment:

Career development at MUP is regulated by several internal regulations and the general principles of the HR Award in Research, which MUP strives for, including the principles of the OTMR policy. The primary internal regulation is the Career Code for Academic Staff (Rector's Directive No 4/2019), which governs the general area of the professional competence and professional growth of academic staff employed by MUP. Among other things, the document defines the expectations associated with academic growth, including the recommended maximum time limits for transition between the three basic levels (assistant professor, associate professor, full professor). At the same time, it defines the key tools to support career development according to the individual needs of academics (flexibility of workload in response to their family situation, especially parenthood, health status, possibilities for long-term placements abroad, combination with administrative duties, work-life balance, etc.). Each academic staff member has their own career plan set out in the information on the content of the employment relationship. The fulfilment of this is evaluated once every five years by the rector together with the relevant head of department and the divisional director for human resources and strategic development. Meanwhile, an annual evaluation of the results of creative activities is carried out in collaboration with the rector and the head of department concerned. In the case of post-doctoral internships, this annual check is carried out directly by the supervisor, i.e. the head of the Centre for Security Studies.

MUP is a bilingual university, where study programs in Czech and English coexist. As a private university, MUP offers not only **full-time research positions**, but always a **combination of teaching and research activities** within one employment contract, with the exception of post-doctoral fellows. Therefore, it holds fully open international competitions for positions where teaching is expected to be exclusively in English. This is the case for the international relations and English sections of the Departments of International Economics and Politics and Anglophone Studies. We therefore find a **higher proportion of foreign staff in these departments**. International calls for tenders are also issued in the context of international projects where knowledge of the national language is not required (e.g. for data collection).

The adaptation process of new employees is carried out in the administrative area by internal departments, in particular the Centre for Research, Development and Accreditation, the International Office and the Jiří Hájek Library, and in the academic area by the department to which the new employee is assigned. Mentoring is primarily provided by the head of department or a senior member of staff nominated by the head of department. The secretary of the department also plays an important role in the adaptation process. Adaptation is intensively focused on the entire first year of the new employee's work at MUP, taking him or her through the cycle of the academic year and the regular deadlines associated with research activities. During this period, arrangements are made, in collaboration with the Research Development and Accreditation Centre, for the new member of staff to enter the internal grant system and also to be included in forthcoming external grant applications within the wider research team. The next phase of mentoring is then passed on to the senior members of such teams, with the aim, among other things, of ensuring that in the next period the individual researcher is already in a position to weigh up an independent project application and to prepare systematically for career progression (PhD, habilitation).

As a private university, MUP is not bound by the system of pay grades known at public universities. Despite this fact, MUP ensures that the volume and quality of both teaching and research activity are in accordance with remuneration. In cooperation with the department heads, MUP management carries out a regular annual evaluation of various employee activities, including research and publishing activities. In addition to this, a five-year mechanism of continuous evaluation of research and publishing activities has been introduced. These evaluations are subsequently used, inter alia, for allocating support for internal research projects. With the exception of new researchers, these resources are merit-based, i.e. based on previous results. MUP

uses the mechanism of sabbaticals on an ad hoc basis to support academic qualification improvement (habilitations, appointment of professors) and to support internationalization, building expert networks, etc. More than 90% of the employment contracts with academic staff are currently for an indefinite period; as a rule, new staff contracts are for fixed-periods for two years, and after this they switch to an indefinite period. Chain contracts are not used.

MUP has long monitored the success of its staff in applying for external grants, as the success of applications and their subsequent implementation is a key indicator of progress in the R1-R4 line. At the same time, as a further indicator, MUP systematically monitors how certain researchers function on research teams, including their different roles, or whether they tend to prefer individual projects. On the basis of these criteria, the Centre for Research, Development and Accreditation, in cooperation with the university management, initiates a series of negotiations on the composition of appropriately structured research teams for each call for proposals. The experience of the last five years shows the high success rate of this process, including the transfer of skills and knowledge between disciplines and the strengthening of the pool of senior researchers. To support successful senior researchers, MUP strategically uses funding for the long-term conceptual development of the research organization, primarily on the platform of internal research centers and projects that serve as incubators for applications to external funding schemes.

Czech legislation has long provided for a sabbatical mechanism, but at the same time it clearly states that a sabbatical can only be granted by a university if it does not disrupt the proper course of activities. **MUP does not have a standardized sabbatical mechanism**, but in the past and in the present the **rector has decided to grant sabbaticals based on the possibilities within and needs of individual disciplines**, especially with regard to the preparation of the habilitation thesis and the completion of the habilitation procedure. Like other Czech universities, MUP has benefited from the mobility program several times in the last 6 years, as a total of 10 academics have been released for research stays abroad for 3–5 months on the basis of an internal selection procedure. Most of these sabbaticals have led to an increase in qualifications.

When an **MUP academic staff member is released for an extended stay at an external workplace**, the scope of the **tasks he/she is expected to perform is already determined** before his/her departure. If the placement is at the invitation of an external entity, MUP does not enter into a discussion on the obligations set by the host institution, but tries to use at least part of the results in a synergetic way for its own needs, in particular to strengthen accreditation potential and the ability to build international networks. When MUP releases an academic for a long-term external placement, it usually does so with a view to enhancing qualifications. This is then seen as fulfilling the conditions. Doctoral students' external placements are specifically monitored by program guarantors and subject councils.

MUP is a fully flexible employer. As it **offers both full-time and blended programs**, it offers academics during or after maternity/parental leave or other career breaks the opportunity to transfer part of their activities, e.g. to solely blended teaching (usually on Saturdays). There are, of course, flexible procedures for adjusting the amount of time to take into account the time available to academics. An even more flexible approach is offered by MUP in the case of research – it is common practice for academics to retain only the research part of their time during maternity/paternity leave, linked to internal or external funded projects, at a level that suits them. All activities are carried out from home. Periods of maternity/parental leave or other career breaks do not count towards the five-year evaluation period.

4.7 Gender equality measures

The HEI will briefly describe the measures relating to the application of gender equality in the areas required for assessment criteria 4.5, 4.6, with an emphasis on:

- Gender equality in recruitment and career development.
- Legislation and documents regulating gender equality (e.g. Gender Equality Plan, Action Plans, strategic documents for equality, including links to overarching strategies, etc.).
- The filling of leadership positions (including gender balance in leadership positions, see Table 4.7.1).
- Nominations to professional bodies.
- Evaluation and remuneration.
- Measures to reconcile the work and family life of researchers (flexible working hours, flexible forms of work, maternity/parental leave management, facilitating child/dependent care, age management in relation to gender).
- Measures to eliminate negative workplace behavior such as mobbing and sexual harassment.

The HEI shall provide evidence of the examples from practice (e.g. use of flexible working hours, dealing with cases of mobbing or sexual harassment, compliance with the principles of gender equality in HEI professional bodies, etc.).

Maximum 300 words per point.

Self-assessment:

Along with the approved Gender Equality Plan and submitted application of HR Award, MUP is aware of the fact that despite the implementation of targeted strategies and public policies in the field of gender equality, there are still significant gaps, for example in the inefficient use of the potential of highly educated female academics. In this respect, MUP decided to apply the principles of the European charter for Researchers, the Code of Ethics for the Recruitment and Selection of Researchers and Academic Staff in Science, Research, Innovation and Other Creative and General Intellectual Activities, and the European Commission's Gender Equality Strategy. Gender equality principles have also been declared in MUP's strategic documents such as Strategic Plan for the period 2021–2023. In this period, we expect full implementation of indicated aims and measures.

Gender equality in recruitment and career development. Within recruitment and career development, MUP promotes gender equality throughout the selection process of new employees and within their individual career plans. In the case of a selection process for a newly opened position, gender-inclusive language is already maintained in the advertisement and throughout the process. Prevalently gendered career breaks, such as maternity leave, are taken into account, as are other caregiving responsibilities that are highly gendered according to current research, such as caregiving for sick or dependent parents and grandparents. MUP also takes this aspect into account in individual career plans. For example, in the evaluation of scientific performance, it takes into account not only the career break itself but also the gap that continues for several years afterward due to the nature of the publication process; heads of departments take into account that returning to work is challenging and doing so along with new family responsibilities requires consideration and support. In this sense, informal hierarchical and peer mentoring is implemented.

Legislation and documents regulating gender equality. MUP Prague has had a Gender Equality Plan since 2022 that considers the specifics of a smaller research institution and thus focuses on indicators that can be implemented in such a context. In this regard, it focuses on work-life balance measures for people with caregiving responsibilities and the gender dimension in research. The measures are individualised to the greatest extent possible in order to fully meet each person's requirements and needs and to take into account their individual experiences or problems.

The filling of leadership positions and nominations to professional bodies. Leadership positions at MUP are filled solely on the basis of professional qualifications, the evaluation of which is tied to logical career breaks that are often gendered against women in light of existing research. In this sense, women are actively encouraged in the process of obtaining qualifications such as associate professor or full professor (for example via funded long-term international mobilities), which in the Czech context are not tied to jobs, but are awarded for life through a system similar to the conferral of a PhD. This support actively and diligently aims to encourage more women to acquire these qualifications and to subsequently take on specific leadership positions such as representative on scientific councils, the position of vice-rector, or the position of study program guarantor who, for organizational reasons, are also in management positions in the various organizational units of the university, such as departments. Furthermore, women are strongly encouraged to apply for and obtain grants in leadership positions such as principal investigator. They are continuously supported with grant applications based on peer-review of the application text or by providing networking opportunities. Examples of the success of this support include Assoc. Prof. Kolmašová, who is not only a head of the IRES Department, but also currently PI of a grant project provided by a Czech grant agency which has a very strong gender dimension in research. Another example is Assoc. Prof. Němečková, who is the PI of the LCDRO project and guarantor of both the bachelor's and master's programs in international Business. Similarly, the Financial Management program is guaranteed by Assoc. Prof. Jindřichovská, who is also the head of the department. Regarding the nomination to professional bodies, such as the MUP Academic Board, there are no defined gender measures. However, if a female researcher is a head of department, guarantor of the study program, or undergoes habilitation or professorship procedures, there is an unwritten rule that she automatically receives an invitation into the Academic Board.

Evaluation and remuneration. In terms of remuneration, no gender policies are applied at MUP, but the principles are fully in line with the principles of non-discrimination. As a private university, MUP insists on contractual salaries. Salaries of all academic employees at MUP are set via individual contracts, which reflect the qualification levels, prior experience, etc., regardless of gender. All the relevant social security provisions, including health insurance, sickness or maternity leave, are ensured at the national level according to Labour Code No. 262/2006 Coll.

Measures to reconcile the work and family life of researchers. To support work-life balance, MUP provides several systematic measures that take into account the individual situations and caregiving responsibilities of each employee. The first is flexible working hours combined with the possibility of working from home. At the same time, each employee has their own physical workstation so that they can freely and independently choose whether their work-life balance is better supported by working from home or, conversely, by separating these spheres. Flexible working time applies both to the daily work process and to the scheduling of teaching, whereby the teacher can set time preferences and there are non-negotiable minima, i.e. depending on their FTE the employee can choose, for example, two specific afternoons a week when they cannot teach, and will not be scheduled at these times. In the context of work-life balance and with regard to caregiving responsibilities, the scheduling process also takes into account (as it does in a current situation) if two employees are married and parents, so that, depending on their preferences, they either teach at the same times or at different times to fulfil their caregiving responsibilities. MUP is also fully prepared to respond to these needs and regularly addresses acute or temporary situations that require strengthening measures to reconcile the work and family life of researchers. Examples include accommodating a researcher's trip by assisting in their immediate family's relocation, or adjusting working hours to account for newly acquired caregiving responsibilities.

Measures to eliminate negative workplace behavior such as mobbing and sexual harassment. The basic measures relating to unethical behavior in the sense of discrimination or bullying against persons of a different gender, age, nationality, race, sexual orientation, religion, culture or physical

ability are formulated in the Code of Ethics of the Metropolitan University Prague, which every member of the academic community is obliged to observe, and appropriate disciplinary actions are consistently drawn from violations of this code. Individual cases are dealt with on a case-by-case basis. Another measure is to consider the soft skills of persons promoted or recruited to leadership and managerial positions, in the sense that they should clearly demonstrate the ability not only to solve such problems but also to be sensitive to spotting signs of unethical behavior that have not yet been reported to them. Gender-neutral or gender-inclusive language is promoted in all communication within the institution to help prevent discriminatory behavior.

4.7.1 Gender balance in management positions

Senior staff	2020		2024	
	Men	Women	Men	Women
Rector	1	0	1	0
Vice-Chancellor	2	0	2	0
Dean ⁴⁹	N/A	N/A	N/A	N/A
Academic Senate	N/A	N/A	N/A	N/A
Scientific/Artistic/Academic Council	26	4	23	5
Quaestor	1	0	1	0
Board of Directors	2	1	2	1

Note: If one person holds more than one of these positions within the HEI, he/she will be counted in each.

4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)

The HEI shall describe in a concise and structured manner its strategies and objectives for the mobility of academic and research staff (including PhD students), with particular emphasis on mobility related to the development of excellent science and interdisciplinary (intersectoral) mobility. The HEI shall identify potential barriers to mobility, including gender-based barriers. The HEI shall provide information on long-term stays abroad by its own academic staff or, conversely, by foreign staff at the HEI being evaluated.⁵⁰

The achievement of the set objectives will be demonstrated by the HEI by describing specific examples of mobility or by brief statistics on mobility in the 2020–2024 period.

Maximum 500 words plus 200 words for each example given (max. five examples with a specific description of the relevance of mobility to the stated objectives).

⁴⁹ or other head of a relevant work unit of a higher education institution under Section 22(1) of the Higher Education Act performing R&D&I activities, regardless of the designation.

⁵⁰ Long-term mobility means an uninterrupted period of more than three months.

Self-assessment:

MUP supports the mobility of academic staff (usually in the form of 1–2 weeks teaching and networking mobility within the Erasmus+, CEEPUS, etc. programs) without any restrictions other than financial. MUP does not interfere with individual academic mobility, but generally requires that teaching mobility should also be used to promote transnational research collaboration. For doctoral students, internal legislation requires that they spend at least 30 days (one month) at a host institution abroad during their studies. The specific institution and program are negotiated in collaboration between the doctoral student, his/her supervisor and the Departmental Board, which carries out a final check as part of the annual curriculum review. In particular, for full-time doctoral students, the MUP aims to ensure that the period of study abroad is at least one semester during their study.

Regarding long-term research mobility, **MUP has repeatedly supported trips of both junior and senior employees** on the basis of an invitation from a foreign institution for 1 to 2 semesters. In the case of these trips, the benefits of the trip for MUP are always discussed with regard to improving qualifications, strengthening internationalization and inclusion in top international research teams. Preference is given to excellent departments where we believe in gaining new competences and promoting excellence.

The Mobility Programme, offered by the Ministry of Education, has repeatedly been a key instrument to support external mobility. Under the program, a total of 10 researchers were able to go on a research stay of 3–5 months on the basis of an internal selection procedure, usually with the intention of completing work on their habilitation.

MUP has also hosted a large number of foreign academics who usually use their stay for data collection or take sabbaticals at MUP. MUP always seeks to engage visiting scholars in networking towards joint projects or presenting their work in a lecture or at workshops or conferences organized by MUP.

RESEARCH INFRASTRUCTURE

4.9 Research infrastructure

The HEI will describe the system for acquiring/optimizing expensive instruments and equipment, as well as refurbishing outdated expensive instruments. The HEI will also briefly present the internal organization of the research infrastructure (including technology, expensive instruments, and instrumentation)⁵¹. The HEI will describe the system of sharing (including external research entities) of instruments and instrumentation, including expensive instruments and instrumentation units, referred to as 'core facilities' (if such a system exists). The HEI will demonstrate the effectiveness of the systems with examples (e.g., specific instruments acquired/optimised and their relevance to the achievement of research objectives, examples of sharing of expensive instruments and instrumentation, statistics on sharing of expensive instruments and instrumentation, etc.). The HEI will briefly comment on the data in Table 4.9.1.

The HEI shall also indicate whether it hosts large research infrastructure projects. The name and a brief description will be provided.

Maximum 500 words plus 200 words for each example given (max. five examples).

⁵¹ The definition of research infrastructure is set out in the Framework for State Aid for Research, Development and Innovation (2014/C 198/01) and Commission Regulation (EU) No 651/2014 of 17 June 2014 declaring certain categories of aid compatible with the internal market in accordance with Articles 107 and 108 of the Treaty.

Self-assessment:

As a university evaluated in FORD 5, MUP does not purchase any expensive instruments or equipment since they are not necessary for social and humane sciences. In this regard, MUP focuses on the acquisition of small equipment such as PCs and laptops for researchers and staff and their maintenance. In addition, MUP mainly invests in the Electronic Information Resources, databases and individual subscriptions, approx. 37 500 EUR annually (not indicated in 4.9.1 as there is no appropriate cost category available). In the first two lines in Table 4.9.1., we report costs on the acquisition of small equipment funded out of MUP's own resources. In addition, we are indicating the IT staff salaries as costs related to the repairs and maintenance of the purchased equipment.

During the evaluated period, MUP undertook one larger investment in new IT equipment related to the development of doctoral studies. It involved equipping two offices for doctoral students with complete computer sets, including speakers, webcams and high-quality printing equipment. In addition, doctoral students were provided laptops available for work anywhere outside the office. Two smaller teaching classrooms were restored and provided with audio and video equipment suitable for online transmissions or hybrid meetings.

Regarding the software investments, MUP focused on the development in three segments:

- 1) **Editorial system** for MUP press' journals. In 2021, the university made a significant investment in a new web interface that enhances the submission process for authors. This modern, user-friendly platform allows for easy article submissions and provides comprehensive information on the journals and their published issues, contributing to the overall efficiency and accessibility of the publishing process. MUP expects the investment to have a positive effect on the quality of the submitted articles and, subsequently, the quality of the journals. Indexing in Web of Science is among our aims for the future.
- 2) **Library software.** A new library software system allows for the management of the MUP library collection (including required literature and grant books, etc.), loans, online catalogue, or readers' accounts. MUP has recently invested in simplifying and updating the transfer of information on students and scholars from the Student Information System (SIS), which will support the efficient operation of the library, particularly the reservation system and the accurate generation of loan periods and fees. MUP has also invested in the management of the regularly updated collection. In addition, the library is responsible for the management of electronic resources, databases, and individual subscriptions which are accessible through the library software as well.
- 3) **Personal bibliographic database.** In order to simplify both internal and external evaluation processes, MUP purchased the personal bibliographic database. It is specialized software for continuous user-friendly reporting of scientific output. The system has pre-defined output categories and thus simplifies the data insertion. Once the data are inserted, they are submitted via the system the national authorities once a year. In addition, in 2024 MUP purchased the database extension and it is now connected with ORCID via an institutional API. Every reported output in the database can now be submitted to public ORCID profiles of individual MUP researchers with just one click.

4.9.1 Summary of expenditure/costs on research infrastructure and equipment for the period under review (including related non-investment and personnel costs).

Costs/expenses in thous. CZK/EUR/year	2020	2021	2022	2023	2024	Total value of assets ⁵²
Costs/expenses related to the acquisition of small fixed assets for R&D&I	705/27,8	2 447/96	321/12,6	722/28,8	2 066/81,5	6 261/247
Cost of repairs and maintenance of equipment	3 493/138	3 605/142	3 971/156	4 120/162	4 355/172	19 545/771
Acquisition of tangible (DH) and intangible (DN) assets for R&D&I (investments)						
Of which software	427/16,8	893/35				1 320/52
Of which other intangible fixed assets						
Of which land, buildings and structures						
Other intangible fixed assets (machinery, apparatus, equipment, etc.					1 654/65	1 654/65
Total infrastructure spending in years ⁵³	4 625/182,6	6 945/273	4 292/168,6	4 842/190,8	8 075/318,5	28 780/1135

⁵² Enter the sum of the row.

⁵³ Enter the sum of the column.

FINANCES

4.10 Budget and structure of financial resources

The HEI shall provide and comment on an overview of the total R&D&I budget in the 2020–2024 period, broken down by organizational units of the evaluated HEI and by source of funds (Table 4.10.1). The HEI shall also comment on the shares of total costs/outputs covered by public and non-public sources by type of R&D&I for the period under evaluation as shown in Table 4.10.2.

As complementary data, the university will provide an overview of prestigious research projects obtained during the 2020–2024 period (ERC⁵⁴, MSCA⁵⁵, HHMI⁵⁶, HFSP⁵⁷, NSF⁵⁸, Horizon Europe⁵⁹, NIH⁶⁰, Wellcome Trust⁶¹, EDF⁶², OP JAK⁶³, OP TAK⁶⁴, NPO⁶⁵, GA ČR⁶⁶, TA ČR⁶⁷ etc.). Include information on the amount of funding received and whether the HEI were principal investigator or co-investigator in Tables 4.10.3, 4.10.4 and 4.10.5.⁶⁸

In addition, the HEI will describe in more detail up to five of the most important projects from the list of prestigious individual projects abroad (ERC, MSCA, HHMI, HFSP, NSF, etc.), providing basic information at the HEI's discretion and regardless of the funder: title, field of expertise, agency, amount of funding, other project participants, and other relevant information as appropriate.

A maximum of 500 words plus 200 for each example of a prestigious international individual project given.

Self-assessment:

The overall **budget of MUP dedicated to R&D&I consists of three basic components – MUP's own budget, national and international grants, and institutional support (LCDRO)**. In this regard, MUP contributes primarily to personnel costs, local travel costs (research-related), organization of local workshops, publication costs, and costs of equipment renewal. Research-related costs, such as foreign business trips, mobilities, data collections, etc. are primary covered from the LCDRO via internal grant schemes, specialized grant projects (such as Erasmus), or by the individual grant project funded by both national and international providers.

⁵⁴ The European Research Council (ERC) is part of the "Excellent Science" pillar of Horizon Europe. The ERC funds cutting-edge research by supporting individual Principal Investigators and their research teams.

⁵⁵ Marie Skłodowska-Curie Action (MSCA) is part of the "Excellent Science" pillar of Horizon Europe and is also aimed at supporting young researchers, including PhD students.

⁵⁶ Howard Hughes Medical Institute – a non-profit organization in the USA significantly supporting international biomedical research.

⁵⁷ Human Frontier Science Program – an international program to support research, particularly in the natural sciences and computer science.

⁵⁸ National Science Foundation (USA).

⁵⁹ Horizon Europe – the EU's 9th Framework Program for research and innovation, running from 2021 to 2027.

⁶⁰ National Institutes of Health (NIH) – an agency under the United States Department of Health and Human Services. NHI is a major player in project support for biomedical research.

⁶¹ A major UK private foundation supporting mainly biomedical research.

⁶² The European Defence Fund.

⁶³ Operational Program Jan Ámos Komenský – Priority 1 – Research and Development – multiannual program under the Ministry of Education, Youth and Sports. Within the framework of the OP JAK it is possible to draw financial resources from the European Structural and Investment Funds (ESIF) in the 2021–2027 period.

⁶⁴ Operational Program Technologies and Applications for Competitiveness. The European Regional Development Fund (ERDF) is available in 2021–2027 to co-finance business projects in the areas of research, development and innovation, digitalization and digital infrastructure, business development, smart and sustainable energy and the circular economy.

⁶⁵ National Recovery Plan – under Pillar 5 – Research, Development and Innovation of the National Recovery Plan, the Recovery and Resilience Facility (RRF) is available for the 2022–2026 period.

⁶⁶ Grant Agency of the Czech Republic.

⁶⁷ Technology Agency of the Czech Republic.

⁶⁸ The military and the police HEIs, as parts of the organizational unit of the state, are treated specifically in terms of the possibility to participate in the projects.

While we are providing national grant funds in a summarized form without project specification (see the full list of projects in the attachment to the SER, including non-financial grants), the most significant projects from foreign providers are listed in Table 4.10.2. Regarding the national providers, MUP regularly applies for Czech Science Foundation calls. The Czech Science Foundation also constitutes the largest national grant provider in terms of received financial contributions by MUP. The share of funds provided by the Technology Agency of the Czech Republic is significantly smaller as also indicated in 4.10.2 by the percentage of applied research. In addition, with the end of the ETA program, which aimed to support applied research in social sciences, new Technology Agency programs are not suitable for MUP's research areas, especially in terms of required output (for example software, patents, etc.) while publication output are not allowed as a main outcome of the research projects. Without institutional change, the share of applied research is expected to likely shrink in the future.

Among both national and international external grant sources, MUP is also recipient of institutional support for the Long-term Conceptual Development of Research Organization (LCDRO). LCDRO serves as a tool for the constitution of research groups with the potential of receiving prestigious national and international grants in the future. The details about the distribution of the resources are described in part 4.11. In terms of budgetary matters, the LCDRO contributes approx. 650 000 EUR annually to the research budget.

In the overview of the most important projects, we would like to emphasize the growing internationalization of MUP research in terms of participation in prestigious research grants while being continuously successful in national grant calls. We separately list two instances of participation in Horizon Europe grants (TRUEDEM and CIDAPE), Jean Monnet Chair (TSEW), Norway grants (JUDGE). These projects mainly cover MUP's most represented research areas, such as political science, international relations, international security, but JUDGE represents MUP's legal studies (together with the InsolEUPro grant, which has both legal and economic aspects). Other foreign grant projects are summarized without project specification. Separately listed projects are not included in the summarized budgets.

4.10.1 Total budget of the HEI

Name of the HEI unit	Total budget in thous. CZK/EUR	Percentage of public funding in the Czech Republic	Share of public funding from abroad in %	Percentage of funding from other sources
MUP	224 115 / 8 841	49 %	6 %	45 %

4.10.2 Share [%] of total costs/outputs by type of R&D&I paid from public and non-public sources

	2020	2021	2022	2023	2024	Total
Basic research	95 %	94,7 %	94 %	99 %	100 %	96,54 %
Applied Research	5 %	5,3 %	6 %	1 %	0 %	3,46 %
Experimental development and innovation	0 %	0 %	0 %	0 %	0 %	0 %
Total	100	100	100	100	100	100

Note: For definitions see Definition of Terms in Methodology HEI2025+.

4.10.3 Projects supported by a foreign provider

Table 1: Projects supported by a foreign provider							
In the role of beneficiary							
Provider / Investor	Program/Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
<u>European Union</u>	<u>Jean Monnet Chair</u>	<u>Teaching Sustainability and Europe in the World</u>				<u>335/13</u>	<u>386/15,2</u>
Total						<u>335/13</u>	<u>386/15,2</u>
In the role of another participant							
Provider / Investor	Program/Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
<u>EEA and Norway Grants Fund for Regional Cooperation</u>	<u>Common Challenges – Shared Solutions</u>	<u>JUDGE: "The Portrait of a Judge" - a multi-dimensional model of competencies to be measured during the procedures of selection, evaluation and promotion of judges</u>	<u>109/4,3</u>	<u>917/36,2</u>	<u>1 956/77,2</u>	<u>2 021/79,8</u>	<u>361/14,3</u>
<u>EEA and Norway Grants Fund for Regional Cooperation</u>			<u>330/13</u>	<u>3/0,1</u>	<u>507/20</u>	<u>266/10,5</u>	
<u>European Union</u>	<u>EU - JUST Project Grants</u>	<u>InsolEuPro: Enhancing proficiency of insolvency practitioners in applying EU law and fostering trust and understanding of European judicial culture via participatory training approach and blended learning</u>			<u>275/10,9</u>	<u>623/24,6</u>	<u>290/11,5</u>
<u>European Union</u>	<u>HORIZON-CL2-2022-DEMOCRACY-01</u>	<u>TRUEDEM: Trust in European Democracies</u>				<u>1 190/47</u>	<u>1 888/74,5</u>
<u>European Union</u>	<u>HORIZON-CL2-2023-DEMOCRACY-01</u>	<u>CIDAPE: Climate, Inequality, and Democratic Action: The Force of Political Emotions</u>					<u>457/18</u>
<u>European Union</u>	<u>Various (EACEA, Jean Monnet Network, ERDF)</u>		<u>276/11</u>	<u>873/34,5</u>	<u>1042/41</u>	<u>1042/41</u>	
Total			<u>715/28,3</u>	<u>1 793/70,8</u>	<u>3 780/149,1</u>	<u>5142 / 202,9</u>	<u>2 996/118,8</u>

Note: For co-sponsorship projects, please only indicate the amount of funding for the evaluated HEI.

4.10.4 Projects supported by the Czech provider

In the role of beneficiary							
Provider / Investor	Program/Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
<u>Czech Science Foundation</u>	<u>Standard Grants</u>		<u>2 689/106</u>	<u>2 826/11,5</u>	<u>2977/117,5</u>	<u>2 160/85</u>	<u>2 692/106,2</u>
<u>Technology Agency of the Czech Republic</u>	<u>BETA</u>			<u>865/34</u>	<u>753/29,7</u>	<u>280/11</u>	
Total			<u>2 689/106</u>	<u>3 691/145.5</u>	<u>3 730/147.2</u>	<u>2 440/96</u>	<u>2 692/106.2</u>

In the role of another participant							
Provider / Investor	Program/Grant Scheme	Project name	Support (in thousands CZK/EUR)				
			2020	2021	2022	2023	2024
<u>Czech Science Foundation</u>	<u>Standard Grants</u>				<u>848/33,5</u>	<u>782/30,8</u>	<u>915/36</u>
<u>Technology Agency of the Czech Republic</u>	<u>ETA</u>		<u>181/7,2</u>	<u>181/7,2</u>	<u>76/3</u>		
Total			<u>181/7,2</u>	<u>181/7,2</u>	<u>924/36,5</u>	<u>782/30,8</u>	<u>915/36</u>

Note: Please summary list GA CR, TA CR and other departmental projects. For co-sponsor projects, please indicate the financial volumes for the HEI. Projects financed from EU structural funds and focused exclusively on R&D&I (e.g. OP JAK, OP TAK, NPO) and projects financed from regional sources focused exclusively on R&D&I list individually. For co-sponsoring projects, please indicate the financial volumes for the evaluated HEI only.

4.10.5 Projects supported from non-public sources

In the role of beneficiary						
Provider / Investor	Project name	Support (in thousands CZK/EUR)				
		2020	2021	2022	2023	2024
Total						
In the role of another participant						
Provider / Investor	Project name	Support (in thousands CZK/EUR)				
		2020	2021	2022	2023	2024
Total						

Note: Indicate, for example, sponsorship donations, resources generated from other own economic activities, foreign subsidy programs of private entities.

4.11 Rules for the use of institutional support for the LCDRO

The HEI will describe the strategy and rules for the use of institutional support for the LCDRO in the management of institutionally supported research activities (e.g. prioritization of research topics by the HEI according to individual needs, internal grant agencies, incentive tools, support for excellent science) and the method for distribution of institutional support to individual departments/research teams for the 2020–2024 period. The impact on the management of institutionally supported research activities will be described by the HEI using specific examples (e.g. distribution of institutional support in the 2020–2024 period depending on the evaluation results, examples of supported excellent science projects, etc.).

Maximum 500 words plus 200 words for each example given (max. five examples).

Self-assessment:

Institutional support for the LCDRO is used for the systematic support of scientific research activity in the form of internal grant projects and related administrative agenda, i.e. support of the Research, Development and Accreditations Centre.

During the period under evaluation, there was a slight shift in the scope of the 4 umbrella projects when compared to the previous round of evaluation which indicates the strengthening position of

economics programs at MUP as of 2021. In the 2020–2024 period, MUP financed the following umbrella projects:

- 1) **Centre for Security Studies (C4SS)** – principal investigator: Prof. Oldřich Bureš
- 2) **Political Science, Media and Anglophone Studies** – principal investigator: Prof. Ladislav Cabada (until 2023), Dr. Jakub Charvát (as of 2024)
- 3) **Economic studies, International Business and Financial Management** – principal investigator: Dr. Radka MacGregor Pelikánová
- 4) **International Relations and Territorial Studies** – principal investigator: Dr. Lukáš Tichý
- 5) **Public Administration, Legal Disciplines and Industrial Ownership** (until December 2020) – principal investigator: Dr. Zuzana Horváthová

The umbrella project usually includes from 2 to 5 projects in related research areas (approx. 30–40 researchers supported every year).

Internal projects are selected through the grant calls organized once in three years. The proposals are evaluated by the grant committee which consists of MUP leading researchers in the priority research areas, i.e. field of accredited study programs. The evaluation criteria are 1) Originality, quality, and excellence of the project; 2) Aims, methodology, schedule, and viability; 3) Research team quality (track record); 4) Output of the project according to Methodology 2017+; 5) Project costs (value for money). In addition, the grant committee evaluates applicant's future potential of external grant applications. Internal research projects aim at systemic support for colleagues with the potential for scientific excellence, regardless of the stage of career. The performance of internal research projects is assessed on a year-on-year basis (interim evaluation) and is at the end of the project (final evaluation).

Apart from personnel costs, which naturally represent the largest share of funds due to the nature of social sciences, LCDRO is used to support participation in international conferences, research visits, publication costs, and other research related costs, such as economically and professionally justifiable memberships in professional organizations, etc. In addition, within the C4SS project, MUP annually opens an international call for the postdoctoral position.

LCDRO is also partially used to support the Research, Development and Accreditations Centre. This support includes the contribution to the salaries of center staff (including external communication officer), contribution to the purchases of electronic information sources / databases and for the publication of the SCOPUS indexed academic journals *Politics in Central Europe* and *Central European Journal of International & Security Studies (CEJISS)*.

The most significant impacts:

- 1) **Follow-up external grant projects.** Researchers supported with internal grants are motivated to apply for external grants. For example, during the evaluation period, there were 10 Czech Science Foundation projects granted to MUP (Dr. Tichý, 2x Assoc. Prof. Kolmašová, Dr. Karmazin, 2x Assoc. Prof. Kolmaš, Dr. Daniel, Assoc. Prof. Braun, Dr. MacGregor-Pelikánová, Dr. Charvát). Supported researchers also successfully participated in larger consortium projects such as Horizon Europe, Jean Monnet Network, and other prestigious grant calls.
- 2) **Postdoctoral positions.** The effect of regularly opened postdoctoral positions is twofold. Firstly, it is a means of internationalizing research at MUP since all the postdoctoral researchers were hired on the international market and came to MUP from various countries (Dr. Dufalla – USA, Dr. Anicetti – Italy, Dr. Andreeva – Bulgaria). Secondly, the publication output of postdoctoral researchers published during their appointment at MUP

are regularly reported within the M1 of evaluation showing the top quality of hired researchers.

- 3) **Incubator for junior researchers.** Internal grants serve as the incubator for junior researchers and allow them to closely cooperate with senior researchers within 4 umbrella projects. Not only did it result in successful grant applications by the junior researchers (for example, Dr. Karmazin) or excellent publication outcomes (for example, Q1 publications of Dr. Ter-Ghazaryan, Dr. Fikejzová's independent book, etc.), but we also expect the internal grants to be an incubator for future ERC project applications in starting (Dr. Fikejzová, Dr. Karmazin) and consolidator (Assoc. Prof. Kolmaš) calls.
- 4) **Development of MUP journals.** Both journals published by MUP, respectively MUP-Press are partially developed within the LCDRO scheme (see also 4.9). While both journals are indexed in Scopus database, the ultimate aim, while ambitious but still realistic, is to have the journal indexed in Web of Science in the upcoming evaluation period. *Central European Journal of International and Security Studies (CEJISS)* was in Q2 (2023) and *Politics in Central Europe (PCE)* was in Q3 (2023). The growing quality of both journals can be illustrated by their decreasing rates of acceptance since only high-quality papers are accepted for publication (CEJISS acceptance rate 9 % in 2024; PCE 26 % in 2024).
- 5) **Interdisciplinary research.** Internal grants are used for the development of interdisciplinary research. While the research centers (see 4. 1) are not directly funded from LCDRO, the umbrella projects reflect the interdisciplinarity of the centers and provide additional financial resources to the development of interdisciplinary teams. In the period under evaluation, there was successful cooperation in various interdisciplinary fields, such as law and economics (Dr. MacGregor-Pelikánová, Dr. Beneš, Dr. Hála), political science and media studies (Prof. Cabada, Prof. Jiráček, Assoc. Prof. Charvát), political science and cultural / anglophone studies (Dr. Eikonsalo, Dr. Charvát). MUP expects to establish strong interdisciplinary teams with potential to apply for prestigious external grant projects.

NATIONAL AND INTERNATIONAL COOPERATION

4.12 Important collaborations in R&D&I

The HEI will describe specific cases of R&D&I collaboration at the national level (maximum five examples) and the international level (maximum five examples), including examples of concrete results and impacts in the field of R&D&I beneficial for the HEI during the 2020–2024 period.

Maximum 300 words per example.

On the national level, MUP cooperates with research organizations, universities, state administration organizations, and other institutions. The cooperation takes multiple forms. In R&D&I activities, MUP has joint grant projects with other Czech universities, both private and public, in basic research. MUP also cooperates closely with other universities and the Czech Academy of Science in the organization of conferences. In applied research, MUP not only cooperates with university partners, but for example also with the Czech ministries (in the form of application guarantor). In contractual research, MUP provides expert analyses to various private and public subjects. While we can't list every cooperation, see the specific examples below.

- 1) During the evaluation period, **MUP carried out several joint projects with other universities in the role of main beneficiary as well as the other participant.** We can mention, for example, the Czech Science Foundation projects. While being a main beneficiary, MUP participated with Palacký University Olomouc on the project *Brave New World: Youth, Music*

and *Class in Czech Post-socialism* (2020–2022, media studies / history). In the role of other participant, MUP undertook a joint project with Charles University, Faculty of Social Sciences called *Under Pressure: Crisis, Emotions, and Political Transformations around Climate Change* (2022–2024, political sciences). As of 2025, MUP as a main beneficiary started a joint project with the Prague University of Economics and Business. Of course, there were also other joint (albeit unsuccessful) proposals with other Czech universities and institutes of the Czech Academy of Sciences.

- 2) In terms of **collaboration within the public sphere**, we would like to particularly emphasize the Technology Agency of the Czech Republic applied grant project *Smart Migration in the Czech Republic* (2019–2022). Not only was that project carried out in cooperation with Mendel University of Brno, but in terms of application of the research outcomes, there were several guarantors using the project outcomes, including the Ministry of Labour and Social Affairs, the Ukrainian Initiative in the Czech Republic, the International Organization for Migration, the Consortium of NGOs working with migrants, and the South-Moravian Region.
- 3) There were also **several projects carried out in cooperation with private entities and the public sphere based on the principles of contractual research**. For example, MUP provided analyses to entities like Prague City Tourism (*Measures for the sustainability of tourism in the case of pandemics and emergencies*, 2023), the O2 Arena in Prague (*Study on the impact of the O2 Arena in Prague on the public finances of the Czech Republic*, 2024), or the Ministry of Culture of the Czech Republic (*Mapping of the event industry within the cultural and creative sector in the Czech Republic*, joint project with Czech Event Association, 2024–2025).
- 4) **Within the accredited professional study programs** (Digital Economy, Tourism, Financial Management), **MUP closely cooperated with various entities from the private and public sphere**. There were 162 contracts signed under the period of evaluation. Within these partnerships MUP not only carried out research projects with contractual partners such as Prague City Tourism or Czech Event Association (see point 3 above), but also organized student internships on the workplaces of contracted partners. In addition, MUP conducted negotiations with the Ministry of Interior of the Czech Republic in 2023 and 2024 and managed to include several courses within the accredited program public administration into the directive on professional competences. As of 2025, MUP graduates will be recognised as having automatically passed the relevant professional competence test required to work as a civil servant in local government offices.
- 5) Besides the cooperation within the joint research project, **MUP also actively cooperates with research organizations and other public institutions in the organization of conferences**. Let us emphasize the joint conference with the Institute of Contemporary History of the Czech Republic (topic: *The Cold War Between the “Second” and the “Third” World: Socialist Bloc and Latin America*, June 2024) or annual conferences with the Anglo-American University dedicated to the International Financial Reporting Standards (*IFRS: Global Rules & Local Use – Beyond the Numbers*). In addition, MUP closely cooperates with various embassies located in the Czech Republic in organization of workshops, roundtables, and conferences.

Regarding the international collaboration, MUP significantly extended collaborations with foreign universities in various international grant schemes. This applies to both research and networking activities. Apart from the cooperation in research grants, MUP has 227 partner universities out of which 140 are located in the EU and 87 outside EU. The most significant collaborations are below.

- 1) **Cooperation within Horizon Europe calls.** In the evaluated period, MUP started participating in two consortium projects funded within the Horizon Europe framework. The project called *TRUEDEM – Trust in European Democracies* (2023–2025) includes partners from 12 EU countries. The project is coordinated by the Institute for Comparative Survey Research “Eurasia Barometer” from Vienna, Austria, and MUP is a leader of one Working Package (Political polarization). The second consortium project (2024–2027) is called *CIDAPE – Climate, Inequality, and Democratic Action: The Force of Political Emotions* and includes 11 partners from 8 EU countries. The project also involves cooperation with a non-university NGO sector (for example People in Need). The project is coordinated by the University of Vienna and MUP leads one Working Package (Localising Global Norms of Climate Change). MUP also participated in other international Horizon Europe grant proposals, albeit unsuccessfully.
- 2) **In 2023, MUP was awarded the Marie Skłodowska-Curie Actions – Doctoral Networks** grant within a consortium coordinated by the Dublin City University. The project is called *EU-GLOCTER European Global Counter-Terrorism*. The project started in 2024 and will be undertaken until 2027. MUP hosts 3 foreign doctoral students out of 11 students trained during the project duration. The project involves 7 recruiting partners and 18 affiliated partners inside and outside EU. In addition, the MSCA-DN grant can be understood as a follow-up project of the *EUCTER* grant (2020–2023), which was funded within the Jean Monnet Research Network. The network was coordinated by the University of South Wales and involved 13 partners both from and outside EU.
- 3) During the evaluation period, **MUP participated in the important networking projects** supported from various sources such as COST Action Networks, International Visegrad Fund, etc. We would like to particularly emphasize participation in 4 COST Action Networks (2016–2020 *European Network for Research Evaluation in the Social Sciences and the Humanities*; 2018–2022 *New Exploratory Phase in Research on East European Cultures of Dissent*; 2022–2026 *Globalization, Illicit Trade, Sustainability and Security*; 2024–2028 *Democratization at stake? Comparing Anti-Gender Politics in CEE and NME countries*) serving as an important means of MUP’s internationalization. In addition, two proposals were submitted in 2024 by the Department of Financial Management and International Business and are awaiting evaluation. While COST Action Networks include partners from the whole world, the International Visegrad Fund (IVF) proved a useful tool for tightening the partnerships within the CEE region (Poland, Slovakia, Hungary). During the evaluation period, 6 IVF projects were carried out.
- 4) **International collaborations were systematically supported by the mobilities of academic staff.** During the evaluation period, 140 academic mobilities were undertaken within the Erasmus framework. 14 mobilities out of 140 were outside EU. Other mobilities were done thanks to the OP VVV mobility funds. Among other universities, MUP academics visited prestigious universities such as the London School of Economics and Political Science; the University of Massachusetts Boston, and Leiden University.
- 5) **MUP started an extensive cooperation with Mykolas Romeris University** (Vilnius, Lithuania) which resulted in two important external projects covering previously underdeveloped fields in terms of grant cooperation (law, economics). In addition, both projects also included non-academic partners and had a wider societal impact, not only in the Czech Republic, but within the EU thanks to projects’ international teams (see details in 3. 3).

STUDIES

4.13 Doctoral studies

The HEI will briefly describe the organization of the doctoral studies (if there are any doctoral study programs⁶⁹). HEI will comment on:

- Structure and organization of studies.
- A system of cooperation between PhD students and their supervisors.
- Basic statistics (including drop-out rate, student workload, etc.).
- Information on promotion and recruitment schemes.
- Cooperation within doctoral studies (e.g. Czech Academy of Sciences, application sphere, building open study programs for foreign nationals, and creating international networks of study programs, "joint degree," "cotutelle," etc.).
- Student care system (e.g. counselling, wellbeing care, career guidance).
- A system for tracking the careers of graduates.⁷⁰
- Other relevant data, such as the existence of a doctoral school, basic soft skills courses, etc., at the discretion of the HEI.

The HEI shall support this with appropriate examples (e.g. a model example of doctoral student cooperation with their supervisor, statistics on collaboration within doctoral studies, specific examples within doctoral studies, statistics on the use of student care systems, etc.).

Maximum 300 words per point.

Self-assessment:

Doctoral studies are offered by only a few private universities in the Czech Republic, and MUP is the only one to offer more than one doctoral program. In 2017, the first international relations and European studies program was complemented by two new programs, media studies and political science, while MUP decided not to continue offering the International and Regional Relations in Industrial Property doctoral program, which had reached its potential and which did not match well the primary social sciences profile of MUP. The offer of three doctoral programs, two offered in both Czech and English, required a refinement of the organization of studies, including the research part.

It should be emphasized that **doctoral studies are organized in compliance with the Higher Education Act and other valid legislation, i.e. primarily focused on study.** The Ministry of Education and other central authorities have long insisted that doctoral students should not be overburdened with teaching or other primarily administrative activities and should devote maximum energy to their studies. In this respect, MUP has fulfilled these expectations from the very beginning, when the students' share of teaching was limited to a few lectures in courses of their mentors or other academics at the department.

Yet **the individual study plans also include research activities**, while the requirements for valid publication output are gradually being aligned by the doctoral program boards with Methodology 2017+. The key body for the evaluation of all components of study, including research activity, is the doctoral board chaired by the guarantor of the relevant doctoral program, which approves individual study plans and carries out an annual review of implementation and possible revision. The boards consist of 10–15 members, with one-third to one-half of them being external members. The composition of the board is approved by the MUP Scientific Council on the proposal of the rector.

⁶⁹ If the HEI does not organize any doctoral program, it will explicitly state this information in the self-evaluation report.

⁷⁰ The HEI will list the top five highest ranked graduates in academia, the private sector, and public administration over the past five years.

The Centre for Research, Development and Accreditation coordinates the activities of the boards, as well as direct cooperation of the chairs of the partial boards.

The Internal Grant System (IGS) is established to support research activity of doctoral students; their co-researchers are generally the supervisors of their dissertations. After 2017 there was a change in the MUP internal regulations related to the implementation of the Methodology 2017+ principles, and thus the IGS research output is expected to meet the adequate qualitative criteria (WoS, Scopus papers etc.). The grants undergo regular evaluation by the Internal Grant System Committee which consists of doctoral program guarantors, vice-rector for research, and head of the Research, Development and Accreditations Centre.

Upon admission to the program, the rector, acting on a proposal from the Departmental Board of the relevant doctoral program, appoints a supervisor to guide the student through the program.

At the beginning of the program, the doctoral student and the supervisor draw up a three-year individual study plan, which, in addition to the student's study obligations, includes information on the student's expected research activities, publications, and stays abroad. Each individual study plan must be approved by the relevant program committee. During the first four semesters of study, each doctoral program includes a doctoral seminar course, which provides regular postgraduate consultation on the preparation of the dissertation and other needs of the student. The third year of study and, if extended, subsequent years up to a maximum of seven years will be devoted exclusively to the preparation of the dissertation. If the PhD student applies for an internal research grant, the supervisor will normally be a co-supervisor, which further strengthens their interaction. The preparation of joint conference presentations or publications involving the student and supervisor is common.

The supervisor may not supervise more than five doctoral students at any one time. If necessary, a consultant specializing in a specific area and/or theory may also act alongside the supervisor.

The supervisor, together with the doctoral student, prepares an annual progress report and a proposal for adjustments to the individual study plan, which will be assessed and approved by the board.

Each year, MUP recruits approximately 6 new PhD students, with the aim of recruiting an equal number of students from each of the three programs. As a private university, MUP is not able to use the funds available to public universities to support doctoral students in the form of unconditional scholarships. This makes it virtually impossible to compete, which is why MUP considers it essential that only highly motivated and high-quality doctoral students are admitted to the program. For them, the internal grant system, based on the use of grants for specific research, i.e. research with a high involvement of postgraduate students, is used as an important support tool. Each year, MUP has been able to support about a dozen such projects, where a significant part of the budget consists of research grants. In order to strengthen its position in a highly competitive environment, MUP has decided to increase this support by 50% in 2024. This means that it will be able to support approximately 7 projects per year, but with a higher amount. At the same time, projects can only be submitted by students in their first three years of study, which is an additional incentive to graduate on time.

MUP clearly prefers that doctoral students devote maximum energy and time to their studies. According to the internal regulations, doctoral students are expected to be present in the department two days a week, a measure that serves primarily as a tool for socialization and involvement in university life. Doctoral students do not have regular classes; their activities are primarily related to creative work.

Even taking into account the above-mentioned facts, the total number of PhD students is relatively low – 29 in the academic year 2024/2025, including 19 full-time students and 5 part-time students.

The student failure rate was zero in the academic year 2023/2024. Of course, not all doctoral students succeed and complete their studies successfully, but the dominant reason is the tendency to leave their studies due to new job opportunities; it should be emphasized here that more than half of the doctoral students start their studies after ten or more years of work experience and their main motivation is lifelong learning or the desire to mobilize themselves for new knowledge and skills. Thus, on average, one student per year in each doctoral program drops out or exhausts the maximum period of study without submitting a thesis for defence.

The admission procedure for doctoral studies is organized into two rounds and on two different dates. The first round takes place before the summer holidays (June) and the second round after the summer holidays (September). Both dates follow the state final examinations and the defence of the dissertation. The dissertation project is the main basis for the evaluation of the candidate. This can be submitted by the candidate without prior communication with the supervising department, but all departments offer consultations for the candidate. These consultations are particularly used by the best students of the MUP's master's programs, who are contacted by the supervising departments during their studies and offered assistance in preparing the documents and application for the PhD program.

Information on the content of the admission procedure and the requirements for applicants are included in the rector's annual decision on the conditions of the admission procedure. This information is subsequently published in Czech and English on the official notice board and on the MUP website in the Admissions section.

In the case of the GLOCTER project, where MUP is part of an international consortium, the admission procedure was conducted in a different way, based on the use of common recruitment platforms in the international political science community.

Historically, MUP has offered a doctoral program in international relations and European studies in cooperation with the International Relations Institute in Prague; however, since 2020 this study program has been offered only under the guarantee of MUP. **At the moment, MUP does not systematically cooperate with any external entity in the implementation of doctoral studies.** However, on an individual level, supervisors and sponsoring departments use their networks to integrate doctoral students into the international scientific environment. This applies to short and long-term study and research stays, as well as involvement in international research teams. MUP is, among others, part of the Erasmus+ Blended Intensive Programme consortium, aimed at strengthening the methodological competences of PhD students. The leader of this consortium is the University of Wrocław (Assoc. Prof. Piotr Sula) and MUP PhD students gain knowledge and competence in the use of more demanding quantitative methods (R, N-Vivo, etc.) during the intensive summer school. Within the GLOCTER project, MUP is involved in an international consortium in which some study activities are organized jointly for all PhD students.

External members are involved in the disciplinary committees of doctoral programs at MUP, as well as in dissertation defence committees, etc. The most important Czech academic institutions offering studies and research in the social sciences and humanities are represented among these experts, i.e. Charles University, Masaryk University, and some institutes of the Czech Academy of Sciences – the Institute of Sociology, the Institute of History, and others.

The supervisor is a key partner of the doctoral student. It is the supervisor who helps him/her to integrate into the international research community, quite often preparing research projects and presenting publications together. At MUP, there has long been a mechanism for sharing information about postdoctoral fellowship and residency offers among the chairs and other members of the departmental councils and sponsoring departments. In the framework of a joint seminar in the first year of study, PhD students are introduced to the basic principles of the international academic community, mechanisms for learning about job offers, etc. Here, among other things, the activities

and capacity of the Research, Development and Accreditations Centre as a support and information tool for career guidance are presented.

Although the doctoral studies are guaranteed as three years, **the Czech legislation and the internal regulations of MUP foresee the possibility of extending the studies**, for whatever reasons. The internal regulations allow a doctoral student to interrupt his/her studies for a semester and up to two years, both in aggregate and broken down over several periods. These interruptions, as well as maternity/paternity leave, are not counted towards the total period of study, which is a maximum of seven years. These instruments allow a very individual approach and at the same time sufficient flexibility to reflect the specific needs of doctoral students. The majority of dissertation defences over the five-year period therefore took place in the fifth year and above.

From the media studies program, we can mention the successful careers of two graduates in the last five years. The first of them is Michaela Fikejzová, who defended her dissertation in September 2024. During her doctoral studies, Michaela successfully completed several internal research projects, the results of which can be seen in professional articles in journals from the Web of Science and Scopus databases. At the same time, she worked at the Institute of Sociology of the Academy of Sciences. In the last year of her studies, she started working as an assistant professor at MUP. Her dissertation is ready for publication and she is preparing an ERC project for young researchers.

The second successful graduate is Denisa Charvátová, who defended her dissertation in June 2023. During her studies, she also successfully completed several internal research projects and participated in an external project led by the University of Nitra. After completing her doctoral studies, she won the position of assistant professor at the Department of Philosophy and Humanities, Faculty of Philosophy, University of Ústí and Labem, where she also works as secretary. Her dissertation has already been published.

Peter Popálený defended his PhD thesis in political science in October 2024. During his studies, he worked on several internal research projects, including a comprehensive monograph related to his thesis topic. Peter studied as a part-time student when his studies complemented his professional specialization in the field of cyber security. In this field, he works as a managing director of a medium-sized company while lecturing in the political science and public administration (research methodology) and financial management (cyber security) programs.

Levon Ter-Ghazaryan studied international relations and defended his dissertation thesis in 2022. During his studies, he served as a researcher in the Czech Science foundation project "Integration within the Eurasian Economic Union from a post-functionalist perspective." Since 2023 he has been an assistant professor at Metropolitan University Prague. His research focuses on the intersection of power, orders, and structures in postcolonial and post-imperial spaces. His studies have been published in prestigious journals such as *Eurasian Geography* and *Economics and Environment and Planning F*.

Míla O'Sullivan, a graduate from international relations, is currently a researcher at the Centre for Global Political Economy of the Institute of International Relations Prague and a lecturer at Charles University. Her research interest straddles feminist international relations, feminist security studies and feminist political economy. Through her focus on gender and war, the UN Women, peace and security agenda, gender and diplomacy, and feminist foreign policy, she explores institutions of security governance (NATO, OSCE), foreign policies of Central European countries and the Russian invasion of Ukraine, including through field research. She has published her work in prestigious journals such as *International Affairs* and *Politics & Gender*.

The MUP Doctoral School is mainly organized by the Research, Development and Accreditations Centre, which communicates to doctoral students both the mechanisms of the Internal Grant System and external research opportunities. At the same time, the center is involved in offering a

first common course for all doctoral students, focusing on the development of soft skills (Teaching, Research, Projects, Publications) supervised by Prof. Oldřich Bureš, with teaching input from academics across all three accredited PhD studies programs. As such, this course tool also serves as a space for building interdisciplinary awareness and cooperation among doctoral students. A similar tool is interdisciplinary cooperation at the level of doctoral supervisors and disciplinary councils. The supervisor of the media studies program, Prof. Jan Jiráček, is a member of the disciplinary council of the political science program, and vice versa, the supervisor of the political science program, Prof. Ladislav Cabada, is a member of the disciplinary council of the media studies program. Both are currently supervising a doctoral thesis of an interdisciplinary nature in the partner department. The entrance examinations are also organized in a coordinated manner, both in terms of requirements and deadlines.

IMPLEMENTATION OF RECOMMENDATIONS

4.14 Implementation of the recommendations in Module 4

The HEI will briefly describe how it has implemented the recommendations for Module 4 from the previous evaluation period, if applicable.

Maximum 1000 words

Self-assessment:

The recommendations from the previous evaluation period can be summarized in nine basic categories:

- 1) **Strengthening the Research, Development and Accreditations Centre (RDAC).** Under the evaluation period, MUP strengthened the R&D Personnel when the total FTE for the Research, Development and Accreditations center increased by 1 FTE in 2023. Moreover, MUP also increased the number of supportive staff in the library (subordinated department to the RDAC) by 1 FTE since the portfolio of electronic information resources increased as well. From this point of view, MUP also significantly increased the resources dedicated to the research support not only in terms of salaries, but by extending the library portfolio (purchasing, for example, ProQuest ebook collections as of 2023, Czech News Agency archives since 1988, etc) as well as investing in modern AI tools (for example, licences of AI tools for academic staff; organization of trainings in AI, etc).
- 2) **Extending the number of academic staff involved in high-quality research projects and international networking.** MUP made strong efforts to support academic staff in participation in high-quality research projects, including international calls and networking grants (see details in 3. 3; 4. 10 and 4. 12). Regarding the networking projects, MUP joined four COST Action projects, six International Visegrad Fund projects, and one Jean Monnet Network. In addition, as a follow-up to the networking, MUP participated in the international calls with the networking partners. The applications resulted in participation in several international grants such as MSCA Marie Skłodowska-Curie Actions – Doctoral Networks, and two consortial Horizon Europe grants. MUP also succeeded in individual Jean Monnet Chair calls. In order to train the junior researchers, MUP intentionally involved PhD students and junior researchers into the research done within aforementioned grants. In addition, MUP has been continuously successful in Czech Science Foundations calls, being awarded at least one research project every year. In 2024, MUP achieved a significant success and was awarded three (including the project of junior researcher, Dr. Karmazin) Czech Science Foundation grants beginning in 2025. All the projects include PhD students or postdoctoral researchers and thus extend the number of staff involved in the external grants.

- 3) **Doctoral school and internationalization of PhD studies.** As recommended by the evaluation panel, MUP established the Doctoral School in which a new course (Teaching, Research, Projects, Publications) has been introduced for all doctoral students under the supervision of Prof. Oldřich Bureš. In addition to which all doctoral programs have their own methodology courses in which the topic of intellectual property protection and technology/knowledge transfer is extensively presented. Significant steps were also taken in terms of internationalization. Not only did MUP get a new English PhD program in political science accredited, but it has also participated in Marie Skłodowska-Curie Actions – Doctoral Networks since 2024. Three foreign doctoral students (from the USA, Canada, and Great Britain) have already been hired under this scheme. While hired from the project, the MSCA-DN students also participate in Doctoral school and other regular activities together with MUP PhD students and thus significantly contribute to the internationalization of PhD studies.
- 4) **Setting up a database about the research priorities of individual academics.** In 2022, MUP hired communication officer (Dr. Stroukal) in order to develop both internal and external communication strategies of MUP. In terms of internal strategy, Dr. Stroukal closely cooperates with the Research, Development and Accreditations Centre which provides the communication officer data (significant publications, grants, networking activities, etc.). Based on the data, Dr. Stroukal creates an internal newsletter in which MUP informs all internal academic staff not only about the recent publications of MUP researchers and grant applications, but also future grant calls and the list of researchers willing to apply. In this respect, the MUP newsletter informs all academic staff of ongoing research at MUP regardless of the field of research and thus it provides the basis for potential interdisciplinary research at MUP. The newsletter is published two or three times a year.
- 5) **Reducing of reporting and principles of evaluation.** In terms of reporting, MUP collects data on the academic activities once a year, usually in September right before start of the new academic year. All academics are required to fill in the data on active conference presentations, invited lectures, membership in editorial boards, memberships in research organizations, organization of conferences / workshops at MUP, research stays abroad, and other related activities such as popularization of research, media presentations, etc. Annual reporting is set within a longer framework of three and five years of activity for each academic staff member. Medium and long-term trends are then evaluated. If a problem is identified within the three-year framework, the rector, in dialogue with the head of department concerned, requests measures to improve the situation. The five-year evaluation is closely linked to the re-accreditation processes of individual programs, which are accredited for ten years or for a reduced period of five years. In 2021, MUP purchased new online reporting software for publication output through which MUP reports the data to the national authorities (such as the Ministry of Education, Czech Science Foundation, etc.) and has thus since avoided multiple-reporting of publications. In addition, all the above-listed criteria are the basis for a complex internal evaluation of all the academic staff which is undertaken by the MUP management, heads of the department, and RDAC in January and February of every year. The teaching quality, while still partially relying on student-surveys, is evaluated by the heads of the department who observe new courses or the lectures of new academic staff in order to ensure the quality of teaching.
- 6) **Extension of competences of the Council for Internal Evaluation.** Following the recommendations of the evaluation panel, MUP extended the competences of the council. As of 2023, the council serves as the body for the evaluation of ethical aspects of the research, including evaluation of grant applications or the design and mechanism of data collection when people are involved.
- 7) **Data management and open access strategy.** In terms of data management, MUP started requiring data management plans in internal projects in 2023 including doctoral grants.

There was no specialized infrastructure for data storage, but it was possible to store the data in the Individual Bibliographic Database (OBD). As of 2024, MUP started the accession negotiations to the so-called national repository with the National Library of Technology. MUP will join the repository in the second half of 2025 and the repository will provide MUP the necessary structure for the data management (secure storage of data, publication of metadata with DOI, open publication of data if allowed by the providers or nature of the data, etc). Open access is supported and MUP encourages researchers to integrate open access funding into new project applications (e.g. Czech Science Foundation), newly approved projects already have a budget for open access, but the institutionalized strategy is still missing.

- 8) **Teaching buy-outs and sabbaticals.** The international evaluation panel recommended introducing sabbatical leave procedures and teaching buy-outs. Since MUP is a private university, it is primarily dependent on tuition fees and teaching is thus a crucial activity for all MUP academic staff. While sabbatical leave was not – and for natural reasons – could not be introduced, MUP strive to provide at least some reasonable substitutes such as long term mobilities lasting from three to six months (see also 3. 7) or Erasmus mobilities.
- 9) **Measures in Gender issues and gender balance.** The international evaluation panel emphasized the importance of gender measures in the last round of evaluation. Following the recommendation, MUP prepared and approved the Gender Equality Plan for 2022–2024 with expected evaluation and further development in 2025. In addition, MUP submitted an HR Award application in 2024 and is currently waiting for evaluation. Naturally, the action plan involves gender equality measures too. MUP also established the position of gender equality officers and appointed Prof. Cabada to this role. Unfortunately, no female professor is employed at the MUP yet, as their numbers remain very low in the Czech context (see more details in 4. 5).

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 4

Document name	No. criteria	Location (link in HTML)
Organisational Chart of MUP	4.1	https://dokumenty.mup.cz/predpisy/en/internal_registered_codes/organisational_chart.pdf
Quality Assurance System Rules	4.3	https://dokumenty.mup.cz/predpisy/en/internal_registered_codes/quality_assurance_system_rules.pdf
Career Code for Academic Staff	4.6	https://dokumenty.mup.cz/predpisy/en/rectors_directives/rr_c_2019_04_Career_Code_Academic_Staff.pdf

Gender Equality Plan	4.7	https://dokumenty.mup.cz/web/Gender_Equality_Plan_MUP.pdf
Admission Procedure for Doctoral Degree Study Programmes	4.13	https://dokumenty.mup.cz/predpisy/en/rectors_directives/rr_en_2024_09_Admission_Procedure_for_Doctoral_Study_Programmes_2025_2026.pdf
Announcement of the Internal Student Grant Competition	4.13	https://dokumenty.mup.cz/predpisy/en/rectors_directives/rr_en_2025_02_Announcement_of_the_Internal_Student_Grant_Competition_2025_2026.pdf

MODULE 5 - STRATEGY AND POLICIES

5.1 Mission and vision of the evaluated institution in R&D&I

The HEI will briefly describe its mission and vision with emphasis on R&D&I in general and its R&D&I capacities in the implemented R&D&I fields⁷¹ (Tables 5.1.1 and 5.1.2). In particular, the HEI's vision covers the following five-year period and must relate to the strategic objectives of the Provider, the National Policy on Research, Development, and Innovation of the Czech Republic 2021+, the Gender Equality Strategy 2021–2030, and other higher national and supranational strategic documents in the field of R&D&I (Table 5.1.3). The HEI shall complement the description with active references to its strategic plan for the teaching, scholarly, scientific, research, development, artistic, and other creative activities of the higher education institution (regarding the results and recommendations from the previous evaluation period, if the evaluated HEI participated in it). The HEI shall describe how the vision and mission were implemented during the 2020–2024 period.

Maximum 2000 words.

Self-assessment:

The MUP mission and vision is to be the highest-quality private Czech university that is competitive in the fields of social-science and humanities even with the faculties of public Czech universities. MUP funding is significantly higher on a year-on-year basis than funding of any other private Czech university and is comparable to smaller public universities. However, in addition to the above-mentioned quantification/financial measures, there is additional subtle evidence of MUP's position, such as representation in the evaluation panels of grant agencies, National Accreditation Authority committees, committees for professor appointments, habilitations, and committees for the defence

⁷¹ For so-called R&D&I capacities, see Definition of Terms in Methodology HEI2025+.

of doctoral programs. The quality of research at MUP is further reflected in its ability to build stable international academic networks.

MUP succeeds in fulfilling this mission when it is perceived as a partner by important public universities providing education and research in the social sciences and humanities, as well as by foreign academic institutions. MUP academics often serve as members and even chairpersons of committees for professorial appointments and habilitations at other universities, as members of scientific councils of some ministries of the Czech government, as advisors to members of the government, and so on. In the last five years, MUP has established itself significantly in the field of European research projects, its academics are permanent members of the panel of the Czech Research Agency for Politics and Law, and they frequently work as grant evaluators at the national and European levels.

As a private university, MUP is primarily dependent on tuition fees and attracts applicants by offering an attractive range of programs and, above all, by their quality and delivery. Since 2017, with the change in legislation in force, MUP has had to respond to increased pressure from the National Accreditation Authority to ensure that teaching is carried out primarily by academics with relevant research activity, measured by the new metrics set by the Czech government (Methodology 2017+).

It is this impulse and other factors that have led MUP to look for customized personnel solutions that allow for different modalities of workload composition and optimal use of the potential of MUP employees. Thus, just after 2017, we see a significant diversity that reflects the appreciation factors of each academic employee. Therefore, at MUP we currently see a situation (especially in the case of academics who teach in professional programs) where academics are primarily looking for contract research linked to practice, as well as groups of academics who are increasingly devoting more time to research, and MUP is reducing their teaching load so that they can carry out excellent research. However, it remains the case that full-time research positions are the exception (post-docs) and that each academic must combine his or her research and teaching activities.

Obviously, this situation requires minimizing the non-teaching and research load of academics, i.e. strong administrative support from MUP service units. Therefore, over the last five years, MUP has increased the total staff time in the Center for Research, Development and Accreditation, and has also made more intensive use of external cooperation, especially in the administration of international research projects with complicated and extensive bureaucratic and control activities. At the same time, MUP strives to distribute research and creative activities more evenly among a larger number of people, in particular by using the knowledge and expertise of successful external project applicants and researchers. MUP motivates them financially and with other incentives to set up and lead new project teams, where the experience gained is then used to socialize new project leaders. This is also true to a significant extent for the relatively small, but all the more rigorously selected groups of PhD students who are involved in research, both individually and in projects, from the beginning of their studies. The Joint Doctoral School model enables collaboration across programs, both between doctoral students and between the heads of individual departments and research centers. MUP's intention for the next five years is to further strengthen these mechanisms of interdisciplinary cooperation and shared best practice, while integrating other disciplines it wants to focus on developing (psychology, digital economics, etc.).

Although MUP focuses on particular branches of the sciences, mainly social sciences and humanities, its research activities focus on all areas of the national and European research priorities. If we look at the six main priorities of oriented research, experimental development, and innovation, specific research projects as well as internal departments and individual academics of MUP are clearly linked to them. These priorities and MUP's plans for their further development are as follows:

- 1) **A competitive knowledge-based economy.** Under the new conditions of accommodation since 2017, MUP has expanded its portfolio of economically oriented study programs by adding three professional programs to the international business program – tourism, financial management and digital economics. As the last five years have shown, all these programs have great potential for application in contract research aimed at strengthening competitiveness and economic resilience. In the field of international business, MUP has implemented several projects aimed at strengthening business opportunities for Czech companies in Central Asia, Africa, and among other locations, in cooperation with the Ministries of Industry and Trade and Foreign Affairs. In the next period, MUP intends to build on this experience with similar projects, especially on the platform of the Technology Agency of the Czech Republic. In professional programs, especially in tourism, MUP has implemented a number of contract projects focusing on post-pandemic revitalization. Independently or in the coexistence of two or all professional economics programs, it intends to further strengthen this portfolio of contract research.
- 2) **Sustainability of energy and material resources.** Although this is a priority focused more on technical solutions, MUP has and will continue to focus on two aspects related to resource security in particular – the issue of strengthening the pipeline network and strategic analysis for the benefit of the Czech government, or the issue of energy security. In 2025, MUP has just started two new external projects on these topics and we expect that, given the importance of this topic, it will be possible to continue to offer the acquired expertise for the benefit of the Czech government and in the international research environment.
- 3) **Environment for quality of life.** The issue of healthy living environments is an important part of MUP's research activities. Research teams have been or are involved in several large international consortia projects on this topic. As environmental policy is one of the two cross-cutting priorities of the EU, MUP focuses on building projects with different focuses – combining environmental issues with economics, energy, security, education, and other aspects. This is where we see the most significant development of interdisciplinary teams over the next five years.
- 4) **Social and Cultural Challenges.** This is another cross-cutting and interdisciplinary theme that includes sub-themes such as demographic and social change, governance and management, values and identity, human potential, or the relationship between people and new technologies. MUP is a very active research organization in this area and has been very successful over the past five years in involving virtually all departments and research centers in addressing the aforementioned sub-themes. In the next period, we see as very promising the cooperation of MUP with the Czech judicial authorities in the establishment of the Centre for Digitization and Artificial Intelligence in Justice. We also foresee the preparation of a follow-up project to the Horizon Europe TRUEDEM project, which will also focus on issues of governance and social change. We foresee that a research focus on issues of social and cultural change, possibly linked to environmental and/or security issues, could be the impetus for a new Center of Excellence alongside the current C4SS.
- 5) **Healthy population.** Public health cannot be reduced to physical health issues alone, as the increasingly visible negative effects of the pandemic and the response to it clearly demonstrate. In general, research shows that significant groups of the population are affected by psychological difficulties, insecurities, and difficulties in navigating an environment of constant and dramatically rapid change. We anticipate that the psychology program now being opened and the new group of scholars that will implement it will serve as a hub around which new research teams can be built, with crossovers to security studies, governance, justice and corrections, communication studies, and economics.
- 6) **A secure society.** In a situation of dramatic change in the global security environment and the technological framework for securing or disrupting security, security research issues continue to be the most prominent topic on which MUP wants to focus. C4SS is now an

internationally established center of excellence, as evidenced by its involvement in a number of prestigious international projects and, pending the approval by the National Accreditation Authority, MUP becoming the only private university in the country to offer habilitation and professorships in the international relations program. Thus, in the next five years, the main objective will be to maintain this high quality and excellence, while strengthening the group of senior researchers (R4) within C4SS and building new research teams around them, including the involvement of post-docs and PhD students.

Regardless of the research topic, the size of the research team, or the funding structure, **MUP intends to devote the next five years to strengthening the principles of diversity in research teams.** This is a goal already required by most external research funding agencies. Diversity will be viewed through several key prisms: 1) gender, where our goal is to further strengthen the representation of women in research teams and especially in the leadership of research teams, i.e. in R3 and R4 positions; 2) age, where our goal is to integrate representatives of all research generations in the R1-R4 line into the team; 3) discipline, where, especially in larger research teams, we want to continue to promote interdisciplinary cooperation between departments and research centers.

5.1.1 R&D&I capacities of HEI in the year 2025

Field of Research	FORD	FORD share [%]	Predominant type of research	Total share of field of research [%]
1. Natural Sciences	1.1 Mathematics		Zvolte položku.	
	1.2 Computer and information sciences		Zvolte položku.	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	

5. Social Sciences	5.1 Psychology and cognitive sciences		Zvolte položku.	91 %
	5.2 Economics and Business	19 %	Basic research	
	5.3 Education		Zvolte položku.	
	5.4 Sociology	2 %	Basic research	
	5.5 Law	14 %	Basic research	
	5.6 Political science	45 %	Basic research	
	5.7 Social and economic geography		Zvolte položku.	
	5.8 Media and communications	8 %	Basic research	
	5.9 Other social sciences	3 %	Basic research	
6. Humanities and the Arts	6.1 History and Archaeology	5 %	Basic research	9 %
	6.2 Languages and Literature	2 %	Basic research	
	6.3 Philosophy, Ethics and Religion	1 %	Basic research	
	6.4 Arts (arts, history of arts, performing arts, music)	1 %	Basic research	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100 %	-	100 %

5.1.2 Target R&D&I capacities of HEI for the next five-year period

Field of Research	FORD	FORD share [%]	Predominant type of research	Total share of field of research [%]
1. Natural Sciences	1.1 Mathematics		Zvolte položku.	
	1.2 Computer and information sciences		Zvolte položku.	
	1.3 Physical sciences		Zvolte položku.	
	1.4 Chemical sciences		Zvolte položku.	
	1.5 Earth and related environmental sciences		Zvolte položku.	
	1.6 Biological sciences		Zvolte položku.	
	1.7 Other natural sciences		Zvolte položku.	
2. Engineering and Technology	2.1 Civil engineering		Zvolte položku.	
	2.2 Electrical engineering, Electronic engineering, Information engineering		Zvolte položku.	
	2.3 Mechanical engineering		Zvolte položku.	
	2.4 Chemical engineering		Zvolte položku.	
	2.5 Materials engineering		Zvolte položku.	
	2.6 Medical engineering		Zvolte položku.	
	2.7 Environmental engineering		Zvolte položku.	
	2.8 Environmental biotechnology		Zvolte položku.	
	2.9 Industrial biotechnology		Zvolte položku.	
	2.10 Nanotechnology		Zvolte položku.	
	2.11 Other engineering and technologies		Zvolte položku.	
3. Medical and Health Sciences	3.1 Basic medicine		Zvolte položku.	
	3.2 Clinical medicine		Zvolte položku.	
	3.3 Health sciences		Zvolte položku.	
4. Agricultural and veterinary sciences	4.1 Agriculture, Forestry, and Fisheries		Zvolte položku.	
	4.2 Animal and Dairy science		Zvolte položku.	
	4.3 Veterinary science		Zvolte položku.	
	4.4 Other agricultural sciences		Zvolte položku.	

5. Social Sciences	5.1 Psychology and cognitive sciences	5 %	Balanced basic and applied research	92 %
	5.2 Economics and Business	23 %	Balanced basic and applied research	
	5.3 Education		Zvolte položku.	
	5.4 Sociology		Zvolte položku.	
	5.5 Law	15 %	Basic research	
	5.6 Political science	40 %	Basic research	
	5.7 Social and economic geography		Zvolte položku.	
	5.8 Media and communications	9 %	Basic research	
	5.9 Other social sciences		Zvolte položku.	
6. Humanities and the Arts	6.1 History and Archaeology	5 %	Basic research	8 %
	6.2 Languages and Literature	2 %	Basic research	
	6.3 Philosophy, Ethics and Religion		Zvolte položku.	
	6.4 Arts (arts, history of arts, performing arts, music)	1 %	Basic research	
	6.5 Other Humanities and the Arts		Zvolte položku.	
Total		100 %	-	100 %

5.1.3 Relation to the strategic objectives of the provider and strategic documents in the field of R&D&I

Strategic document	Follow-up
National priorities of oriented research: https://vyzkum.gov.cz/FrontClanek.aspx?idsekce=782681	Although MUP focuses on particular branches of the sciences, mainly social sciences and humanities, its research activities focus on all areas of the national and European research priorities. The details are described in 5.1.
Strategy for the internalization of higher education from the period from 2021: https://msmt.gov.cz/uploads/odbor_30/DH/SZ/internationalisation_strategy_2021_.pdf	The is continuously supported by MUP via various internal and external grant calls. The involvement of international academic staff in research and teaching at MUP is among its priorities.
Strategic plan of the Ministry for higher education from the period from 2021: https://msmt.gov.cz/uploads/odbor_30/DH/SZ/strategic_plan_2021_.pdf	MUP's strategic plan reflects the plan of the Ministry of higher education. MUP's strategic plan and its update is attached to M5.

5.2 Research and development objectives

The HEI will describe its intentions and goals for the next five-year period. The objectives in the fields of research development, innovation, and knowledge transfer, as well as the objectives in terms of cooperation with public administration, entrepreneurs, and non-profit organizations will be described in relation to the mission, vision, and disciplinary capacities of the HEI. Furthermore, the objectives for the development of the HEI as a research organization will be described in the areas of human potential development, institutional resilience, the implementation of open science, and adherence to the principles of ethics, scientific integrity, and good practice, and their interrelationship with R&D&I objectives. The objectives described must be consistent with the strategic plan for the teaching, scholarly, scientific, research, development, artistic and other creative activities of the higher education institution.

Maximum 2000 words.

Self-assessment:

- 1) **Full integration of newly accredited study programs into research agenda.** MUP successfully accredited two new professional study programs in 2024 (Digital Economy) and in 2025 (Psychology). It opens potential for strengthening interdisciplinary research, such as involvement of psychology in economics (behavioral economics), media studies (psychological effects of media consumption in the digital age), political science (political psychology) or academics from digital economy into the Center for Security Studies (cybersecurity behaviors and digital privacy concerns). The new programs are also expected to bring forth new topics such as the psychological impact of digital transformation on organizations, and the influence of technology on cognitive processes.
- 2) **Habilitation and Appointment Procedures at MUP.** In 2024, MUP as the first private university in the Czech Republic applied for the right to confer associate professors and appoint professors in the field of international relations (we expect the decision of the Accreditation Authority at the beginning of April, both the evaluation committee and the member of board responsible for the field of political science recommended our application). By offering these academic ranks, MUP strengthens its position as a leading university in international relations research in the Czech Republic and beyond. Accreditation of new procedures will not only make it more attractive for existing faculty to pursue career growth within the institution, but it will attract academics from outside MUP to start habilitation and appointment procedures at MUP and thus further consolidate MUP's position in the Czech academic environment. The ability to offer academic promotions may help MUP attract and retain high-quality researchers and lecturers. The aim is to start at least several procedures at MUP within the next 5 years (both internal and external).
- 3) **Creation of ERC incubator and ERC projects applications.** The European Research Council (ERC) funds groundbreaking research with global impact. If MUP secures ERC grants, it will significantly boost its academic reputation and position in the European context. If successful, ERC projects will draw top-tier international academics, thus expanding MUP's research network and expertise, which will forge strategic partnerships with top universities and research institutions worldwide. In order to encourage MUP academics to apply for ERC projects, MUP aims to establish an ERC Incubator within the Research, Development and Accreditations Centre that would provide mentorship, grant-writing support, and proposal development to help MUP researchers successfully apply for ERC grants.
- 4) **Strengthening the internationalization of research.** We consider the continuous strengthening of the interdisciplinary dimension of research at the MUP to be a great success. Internationalization is an important framework for the post-doctoral program, and offering two PhD programs in English opens up similar opportunities at this level. The

increasing number of international projects and consortia in which MUP researchers are involved is also crucial, especially the fact that most MUP departments are intensively involved in the international research environment.

- 5) **Strengthening the cooperation with the public and private sector.** As described in M3 and M4, MUP has striven to cooperate with various types of non-academic actors. Let us recall the inclusion of MUP courses within the accredited public administration program into the directive on the professional competences of the Ministry of Interior. As of 2025, MUP graduates will be recognized as having automatically passed the relevant professional competence test required to work as a civil servant in local government offices. **MUP will aim to extend the scope of the certified courses and seek new opportunities of certification in other accredited programs as well.** Another type of collaboration with the public sphere was the cooperation with the Ministry of Trade and Industry of the Czech Republic via the Technology Agency BETA call. The primary objective of the project was to identify opportunities for developing business activities in Central Asian countries, considering existing infrastructure programs and projects in the region. At the same time, there are new calls regularly announced on behalf of the public sector that reflect societal needs and challenges. In a similar manner, Assoc. Prof. Němečková conducted an operational analysis for the Ministry of Foreign affairs of the Czech Republic on the Global Gateway and Africa and the opportunities for the Czech entities. **MUP should strive for intensive participation within similar calls and strengthen the cooperation with the public sphere. MUP sees the potential, especially in the economics study programs, to provide various public entities with expert analyses on various topics.** On the international level, MUP researchers collaborated with embassies of foreign countries and provided expert analysis in various specializations (for example Dr. Just (embassy of the Republic of Korea); Prof. Cabada (embassy of the Republic of Slovenia)). **MUP will support the continuation of current collaborations and strive to extend the portfolio of partners.** In addition, MUP co-founded in 2025 the Centre for Digitalisation and Artificial Intelligence in Justice (CendAI). Other co-founding members are the High Court in Prague, Industrial Property Office of the Czech Republic, and the Czech Association for Artificial Intelligence. One of the objectives of the center is to raise awareness among the judiciary about issues related to the introduction and use of artificial intelligence and to try to eliminate the negative impact of artificial intelligence on judicial processes, especially with regard to the use of deepfakes. **MUP will aim to fully develop the established cooperation which should result in joint research projects and other scientific activities.**
- 6) **Accreditation of the PhD economics program.** As MUP has significantly raised its profile in the field of economics in the last 5 years, we expect that the team led by Prof. Josef Šíma and the guarantor of the bachelor's and master's programs in international business, Assoc. Prof. Tereza Němečková, will be able to profile a new doctoral program in economics.
- 7) **Development of commercialization strategy.** In the past evaluation period, MUP has not been entirely successful in contractual research and commercialization of its output. While commercialization in social and humane sciences is a difficult task, MUP should strive to develop a commercialization strategy. For example, there is a potential to monetize MUP's expertise by offering customized training programs and consulting services to companies in relevant industries. This seems natural for the fields of financial management, international business, or digital economy, but MUP should aim to support an interdisciplinary approach and increase the number of potential clients, for example including C4SS in analyses or trainings on geopolitical risk assessment for global businesses. In addition, MUP should co-develop research projects with private companies in fields such as digital economy, fintech, behavioral psychology, or cybersecurity.
- 8) **Development of external communication strategy and strengthening of the internal communication strategy.** While MUP developed its internal communication strategy in the

form of an internal newsletter published two or three times a year (see for example 4. 14), MUP does not currently have a comprehensive strategy for external communication in scientific affairs, such as a standardized method of announcing new MUP grants, top publications, new collaborations, etc. Medialization and is more or less based on the initiative of individual researchers. Developing such an external communication strategy for scientific affairs is crucial for enhancing MUP's research visibility, fostering collaborations, and increasing its societal impact.

- 9) **Development of data management strategy and open access strategy.** While MUP took the first significant steps in the development of data management strategy in 2024 and have started the accession negotiations to the so-called national repository with the National Library of Technology, the comprehensive strategy integrated into MUP's official documents is still missing. MUP will join the repository in the second half of 2025 and the repository will provide MUP with the necessary structure for the data management (secure storage of data, publication of metadata with DOI, open publication of data if allowed by the providers or nature of the data, etc). MUP will also aim to develop an open access strategy which is essential for MUP to enhance its research visibility, academic impact, and global collaboration.
- 10) **Full adoption of ORCID or other persistent identifiers.** As of 2025, MUP became member of the ORCID consortium. In addition, MUP integrated the ORCID Application Programming Interface (API) into the publication reporting system (OBD). However, the infrastructure was not yet fully developed and its creation is an immediate target. Full integration with the OBD will allow validation of records listed on the ORCID profile, e.g. manually entered by the researcher or from a trusted source. Such data can then be considered trustworthy and can be used for grant applications, preparation of manuscript submission, etc. Records can also be transcribed the other way around, i.e. from the ORCID profile to the internal system
- 11) **Getting the HR Award, evaluation, and update of the Gender Equality Plan.** MUP prepared and approved its Gender Equality Plan for 2022–2024 with an expected evaluation and further development in 2025. In addition, MUP submitted the HR Award application in 2024 and is currently waiting for the evaluation. Naturally, the action plan involves gender equality measures too. In the following period, MUP should aim to be granted the HR Award and carry out the mid-term evaluation (24 months after the award).

5.3 Institutional tools and measures for the implementation of the research and development strategy

The HEI will describe its institutional and strategic tools (e.g. strategic management tools, tools created to support the implementation of research objectives, legal and organizational norms in relation to R&D&I support, etc.) that are designed to fulfil the research and development objectives for the next five-year period (Table 5.3.1), with an emphasis on:

- Supporting quality R&D&I.
- Excellent science.
- Innovative environment and increasing the international or disciplinary competitiveness of the HEI's research activities.
- Development of human potential.
- Institutional resilience.
- Adherence to ethical principles, scientific integrity, and good practice in R&D&I.

Maximum 2000 words.

Self-assessment:

Metropolitan University Prague is actively enhancing its research and development strategy to strengthen its academic standing, international collaborations, and partnerships within public and private sectors. Key initiatives, as defined in section 5. 2, include integrating newly accredited study programs into research activities, advancing habilitation and appointment procedures, fostering ERC grant applications, and expanding international research cooperation. Additionally, MUP is working on strengthening ties with government bodies and businesses, launching a commercialization strategy, and improving external and internal communication. Further priorities include the accreditation of a PhD economics program, implementation of open-access policies, full adoption of ORCID, and achieving the HR Award while ensuring gender equality. These measures will support MUP's long-term vision of becoming a leading research institution. (See the specific measures and tools to each of the defined points in 5. 2 below.) Each point is also classified according to categories of progress as defined in 5. 3.

Full integration of newly accredited study programs into research agenda (*supporting quality R&D&I; excellent Science; increasing competitiveness of the HEI*). MUP has accredited new programs in digital economy (2024) and psychology (2025), opening opportunities for interdisciplinary research. The university aims to foster collaboration between psychology and fields like economics, media studies, and political science. Research groups will be formed, joint projects initiated, and funding opportunities explored. The establishment of interdisciplinary research teams will be made via new call of LCDRO-funded internal projects. As mentioned in 4. 11, internal grants are used for the development of interdisciplinary research. The new call will be open no later than 2026 and integration of newly accredited programs into interdisciplinary research teams will be bonified.

Habilitation and Appointment Procedures at MUP (*development of human potential; institutional resilience; supporting quality R&D&I; innovative environment*). MUP, as the first private university in the Czech Republic, applied for the right to confer associate professors and appoint professors in the field of international relations. By offering these academic titles, MUP strengthens its position as a leading university in international relations research in the Czech Republic and beyond. Accreditation of new procedures will not only make it more attractive for existing faculty to pursue career growth within the institution, but it will attract academics from outside MUP. In addition, MUP has already set high-quality criteria for the potential candidates and prepared directives and decrees. However, it will be necessary to establish infrastructure to ensure the functioning of the entire agenda. In order to do that, MUP will strengthen (financially and personally) the Research, Development and Accreditations Centre to guarantee the smooth running of the procedures.

Creation of ERC incubator and ERC projects applications (*excellent science; supporting quality R&D&I; increasing competitiveness of the HEI; development of human potential*). To enhance its research impact, MUP plans to establish an ERC Incubator within its Research, Development, and Accreditations Centre. This initiative will provide mentorship, grant-writing workshops, and proposal development assistance for ERC applications. Strengthening partnerships with established research institutions and securing internal funding for proposal development will be key components of this strategy. In order to establish the incubator, Research, Development, and Accreditations Centre staff will undergo the training within existing initiatives such as open workshops organized by Charles University and Czech Academy of Sciences in 2025 and 2026. Based on this experience, the center will organize internal workshops for potential applicants at MUP. The incubator should be established no later than 2027. It should also be noted that the head of the Research, Development, and Accreditations Centre – Dr. Nikodym - has previous and extensive experience with ERC applications and ERC management. He has participated in the management of three successful projects and has helped prepare several applications which all made it into the second round of evaluation, with some receiving support by the ERC-CZ program.

Strengthening the internationalization of research (*supporting quality R&D&I; increasing competitiveness of the HEI; development of human potential; institutional resilience*). MUP is committed to increasing international collaboration through its PhD programs in English and growing participation in international research consortia. In addition to these general aims, MUP will aim to expand its postdoctoral program to disciplines other than international relations / security studies. In order to do that, MUP will support external grant applications which aim to establish new research teams, and hiring new post-docs will be among the specific aims. MUP plans to bonify, for example, applications for so-called Junior Star grants provided by the Czech Science Foundation. The first application will be submitted in 2025 in the field of economic sciences. Within PhD studies, MUP will continuously strive for participation in projects such as the MSCA-Doctoral networks in order to establish joint PhD supervision with foreign universities. Finally, MUP will aim to provide more funding for international research activities. Naturally, LCDRO internal calls are supposed to be the major tool and internationalization should be bonified in the evaluation.

Strengthening the cooperation within the public and private sectors (*institutional resilience; development of human potential*). MUP is enhancing its collaborations with government bodies and businesses. Graduates of the public administration program will automatically meet professional competence requirements for civil service roles. The university also participates in public-sector research projects, including studies for the Ministry of Trade and Industry and the Ministry of Foreign Affairs. Additionally, MUP co-founded the Centre for Digitalisation and AI in Justice (CendAI), collaborating with public institutions to study AI's impact on judicial processes. Future efforts will focus on expanding certified courses, providing expert analyses, and forming new strategic partnerships.

Accreditation of a PhD economics program (*supporting quality R&D&I; increasing competitiveness of the HEI; institutional resilience*). Given its strengthened economics research profile, MUP plans to accredit a PhD program in economics. Led by prominent faculty, this initiative will align with national accreditation standards, foster international collaborations, and provide financial support for research activities. In addition, following the planned extension of the postdoctoral program into other disciplines, this aim goes hand in hand with the accreditation of a PhD economics program. Thanks to the accredited PhD program in economics, MUP will be eligible to participate in external grants supporting both PhD and postdoctoral programs.

Development of a commercialization strategy (*innovative environment; institutional resilience; supporting quality R&D&I*). As mentioned in 5. 2, MUP has not been entirely successful in contractual research and commercialization of its output. Naturally, commercialization in the social and humane sciences is a difficult task, but MUP should still strive to develop a commercialization strategy, at least in the fields of financial management, international business, or digital economy. It should also strengthen the position of economics study programs at MUP. In order to set up a strategy, MUP will establish a working group which will investigate how other universities (both inside and outside the Czech Republic) are developing their strategies for 2026. In the following period, the working group will strive to prepare a strategy suitable for MUP and its study / research programs.

Development of an external communication strategy and strengthening of the internal communication strategy (*good practice in R&D&I; innovative environment*). MUP aims to standardize its approach to external research communication. A dedicated research platform will be developed on MUP's website, and media relations will be strengthened to promote research achievements. Internally, the university will expand its research-focused newsletter and organize annual public research dissemination events. The strategy will be prepared in 2025 and put into practice as of 2026. The communication officer, PR department, and the Research, Development, and Accreditations Centre will be responsible for this task.

Development of data management strategy and open access strategy (*scientific integrity and good practice in R&D&I; institutional resilience; innovative environment*). While MUP is finalizing its integration into the National Repository, providing a structured framework for data storage and open-access publication, it will be necessary to prepare supportive directives and decrees in order to institutionalize the mechanisms for the data management and open access strategy. The university will thus develop comprehensive data management policies and offer faculty training. The Research, Development, and Accreditations Centre and the IT department will be responsible for the task. The data management policies will be prepared in 2026. MUP will also strive to prepare the strategy for securing the funding for open-access publishing, ensuring greater research visibility and impact. In addition, MUP will prepare training programs for researchers in various open-access strategies, especially the tools for securing green open-access. The open access strategy will reflect MUP's integration into the ORCID consortium and National Repository. The strategy should be developed in 2026 and put into the practice as of 2027.

Full adoption of ORCID or other persistent identifiers (*scientific integrity and good practice in R&D&I; innovative environment*). MUP is advancing the integration of ORCID into its research infrastructure. The ORCID API will be fully linked to the internal publication reporting system (OBD), enabling automatic validation of researchers' records. Training sessions and automation tools will encourage widespread adoption, ensuring MUP researchers' publications are easily tracked and recognized in grant applications and institutional reports. The internal directives for the use of ORCID will be prepared in 2026 as well.

Getting the HR Award, evaluation, and update of Gender Equality Plan (*adherence to ethical principles, scientific integrity and good practice in R&D&I; Institutional resilience; development of human potential; supporting quality R&D&I*). MUP has applied for the HR Award and will conduct a mid-term evaluation of its Gender Equality Plan in 2025. In the HR Award's Action plan, there are several actions defined for the second half of 2025 and for 2026. Among other actions, these include updating The Code of Ethics (current Rector's Directive 13/2012) to full compliance with the European Code of Conduct for Research Integrity, establishing an MUP ethics committee, or preparing a hiring process code for academic staff together with the Code of Conduct for the Recruitment of Researchers. Naturally, there are overlaps with the M5 aims, such as preparation of the external communication strategy, use of the best practices from the C4SS experience and transforming them into MUP-wide rules, and explicit guidelines for the recruitment and performance evaluation of postdoctoral researchers. While these are continuous aims, major efforts will be made in 2026 after the end of MUP's external evaluation.

5.3.1 Institutional tools and measures for the implementation of the research and development strategy

Name of instrument/measure	Description of the tool/measure	Implementation status	Year
Full integration of newly accredited study programs into research agenda	The integration is partially implemented since the programmes are already accredited. The integration will be done via new call of LCDRO-funded internal projects. The projects will start no later than in January 2027. Full implementation should be reached after evaluation of the projects, i.e. in 2030.	Implemented partially	2030
Habilitation and Appointment Procedures at MUP	The procedures are partially implemented since the application was already submitted to National accreditation office. Once approved, MUP will establish infrastructure to ensure the functioning of the entire agenda (expected year	Implemented partially	2030

	2026). Full implementation means finishing the procedures at MUP.		
Creation of ERC incubator and ERC projects applications	MUP will establish an ERC Incubator within its Research, Development, and Accreditations Centre providing mentorship, grant-writing workshops, and proposal development assistance for ERC applications. The Incubator will be established no later than 2027.	Not-implemented	2027
Strengthening the internationalization of research	The internationalization is partially implemented since it is continuously supported by MUP via various internal and external grant calls. New schemes of support, such as Junior Star grants, will be tested as a tool for internationalization.	Implemented partially	2030
Strengthening the cooperation with the public and private sectors	The cooperation within the public and private sectors is partially implemented since it is continuously supported by MUP. Future efforts will focus on expanding certified courses, providing expert analyses, and forming new strategic partnerships.	Implemented partially	2030
Accreditation of a PhD economics program	MUP plans to accredit a PhD program in economics. Following the strengthened economics research profile, MUP will support external economic grant application as a basis for future accreditation of Ph.D. programme. MUP will focus on external grants in economics in following three years. When successful, the accreditation application will be prepared and submitted.	Not-implemented	2030
Development of a commercialization strategy	In relation with the development of high-quality research in economics, MUP will strive to develop a commercialization strategy in the fields of financial management, international business, or digital economy. Working group will be established in 2026 and the strategy should be implemented no later than in 2028.	Not-implemented	2028
Development of an external communication strategy and strengthening of the internal communication strategy	The strategy is partially implemented since it works at least in the internal communication. MUP will standardize its approach to external research communication. A dedicated research platform will be developed on MUP's website, and media relations will be strengthened to promote research achievements. The strategy will be implemented no later than in 2026.	Implemented partially	2026
Development of data management strategy and open access strategy	MUP will integrate into the National Repository providing a structured framework for data storage and open-access publication. The data management strategy will be fully implemented in 2026. As a follow-up, MUP will prepare open access strategy focusing on green OA tools and external funding for gold OA.	Not-implemented	2026-2027
Full adoption of ORCID or other persistent identifiers	The adoption is partially implemented since MUP joined the consortium in 2025 and already integrated the API into its reporting system. In second half of 2025, MUP will provide its academic staff training sessions of the	Implemented partially	2026

	automation tools. Full implementation is expected no later than in 2026.		
Getting the HR Award, evaluation, and update of Gender Equality Plan	Partially implemented since HR Award application was already submitted and GEP approved. Re-evaluation will be conducted in 2025 and the measures prepared in 2026.	Implemented partially	2026

5.4 Implementation of the recommendations in Module 5

The HEI will briefly describe how it has implemented the recommendations for Module 5 from the previous evaluation period, if applicable.

Maximum 1000 words

Self-assessment:

The recommendations from the previous evaluation period can be summarized in five basic categories:

- 1) R&D&I strategies and policies should better reflect international guidelines.** As indicated in 5.2, we consider the increase in the internalization of MUP in the last evaluation period to be a success. Starting with the participation in the international networking projects, MUP strongly encouraged its researches to apply for international grants. The increasing number of international projects and consortia in which MUP researchers are involved is also crucial, especially the fact that most MUP departments are intensively involved in the international research environment. These successes in the international research environment then affected MUP strategies. An example of this is the emphasis on ethical aspects of research in the European grant schemes. While the ethical approval is not compulsory in (e.g.) Czech Science foundation calls, MUP's Council for Internal Evaluation is evaluating even national grant from the ethical point of view. In addition, the participation in European grants raised the awareness of the importance of data management. Following this logic, a data management plan has been a compulsory part of all the internal grant schemes since 2023 and MUP plans to further develop the data infrastructure in the coming years. This applies similarly to open access. While not compulsory in Czech grant schemes, MUP encourages researchers to integrate open access funding into new project applications, and newly approved projects already have a budget for open access. However, as indicated in 4. 14, the institutional strategy is still missing.
- 2) Involvement of an international component in MUP's evaluation mechanisms.** Following IEP's recommendation, MUP established its International Advisory Board (IAB), which was transformed from the International Evaluation Panel from the previous round of evaluations. The IAB serves as an external evaluation body. The meetings are organized once a year and MUP presents its development and progress and receives feedback, which is reflected in the strategic decision-making process for the following year. With the personnel changes in the IEP, there is a potential of extending the IAB after the end of current evaluation.
- 3) Organization of workshops for less experienced researchers.** The IEP recommended that the experience of more successful researchers in drafting research projects funded abroad should be transmitted to colleagues in MUP through internally organized workshops. Following this recommendation, MUP departments IRES, MVES and the department of Asian studies started as the most experienced departments in terms of successful grant applications (Prof. Bureš, Assoc. Prof. Kolmaš, Assoc. Prof. Kolmašová) started organizing internal workshops open to anyone who is willing to apply for both national and international projects. The applicant gets feedback and valuable advice on how to prepare

a successful grant application. The participation is not limited to members of the aforementioned departments. In addition, PhD students are regularly schooled in the internal grant scheme principles and they are provided with a basic overview of both national and international grant types by the Research, Accreditation and Accreditations Centre.

- 4) **Detailed strategies and tools for the upcoming 5-year period.** The IEP recommended that MUP be more specific not only in setting strategies, but also in specifying the tools in order to assure better ways of measuring and evaluation results. Based on this recommendation, MUP tried to be specific in its aims and tools as much as possible in section 5. 2 and 5. 3.”
- 5) **Filling the positions via international tenders.** The IEP recommended that MUP fill the position via international tenders. While MUP had to rely on the national market for its Czech study programs, the tenders for English speaking programs were international. After loosening the covid restrictions, MUP renewed calls for postdoctoral positions within LCDRO, hiring 3 post-docs (see also 4. 11) and continued in hiring researchers on the international market. Under the period of evaluation, MUP specifically hired early career foreign researchers with high potential of top publications and successful grant applications (Dr. Jordan and Dr. Eikonsalo (anglophone studies), Dr. Sharfaei (international business), Dr. Reboredo (international relations), Dr. Hanson (political psychology).

A LIST OF SUPPORTING DOCUMENTS/LINKS FOR MODULE 5

Document name	No. criteria	Location (link in HTML)
Strategic Plan of MUP 2021–2030	5.1	https://dokumenty.mup.cz/web/Strategic_plan_2021-2030.pdf
Implementation plan of the Strategic plan and Internationalisation Strategy for 2024	5.1	https://dokumenty.mup.cz/web/Implementation_plan_2024.pdf
HR Award application supportive documents	5.2	https://www.mup.cz/en/about-mup/internal-regulations/hr-award/