



EVALUATION REPORT FOR EVALUATION OF RESEARCH ORGANIZATION IN THE SEGMENT OF HIGHER EDUCATION INSTITUTIONS IN YEAR 2025

HIGHER EDUCATION INSTITUTION NAME:**University of Chemistry and Technology Prague****COMPANY REGISTRATION NUMBER (CRN): CZ60461373****THE LIST OF EVALUATION UNITS IN MODULE 3:****Faculty of Chemical Engineering****Faculty of Chemical Technology****Faculty of Environmental Technology****Faculty of Food and Biochemical Technology****Technopark Kralupy nad Vltavou****CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL**Name and surname: **Prof. Minnamari Vippola**

Phone number: [REDACTED]

E-mail: [REDACTED]

LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS

Name and surname	Position in IEP	Current position
Minnamari Vippola	chair	Professor, Vice Dean for Research Tampere University
Chiara Dall'Asta	member	Professor of Food Chemistry University of Parma
Istvan Furo	member	Professor KTH Royal Institute of Technology
Jean-Luc BLIN	member	Professor University of Lorraine
Zara Cherkezova-Zheleva	member	Professor Institute of Catalysis, Bulgarian Academy of Sciences
Jean-Bernard Vogt	member	Emeritus professor Univeristé de Lille
Chiara Giosue	member	Research Fellow – RTDa at SIMAU department (UNIVPM)
Jozef Golian	member	President of Slovak Academy of Agricultural Sciences

PROVIDERS METHODOLOGIST

Name and surname: Mgr. Vratislav Kozák, Ph.D.

Phone number: [REDACTED]

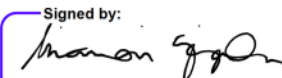
E-mail: [REDACTED]

Date of on-site visit of higher education institution:

In Prague date 12-13 June 2025

Signature

Signed by:



C20C0AED298A444...

(IEP chairperson)

OVERALL EVALUATION IN MODULES 1 TO 5

OVERALL EVALUATION

Provide a summary evaluation of the HEI as a whole across all five modules. Justify your evaluation and highlight the main strengths and/or weaknesses of the evaluated HEI. The overall grade is determined according to the rules of the "Methodology VŠ2025+".

MODULE	MODULE WEIGHT	GRADE [A–D]
MODULE 1 and 2	50 %	A
MODULE 3	30 %	A
MODULE 4	10 %	A
MODULE 5	10 %	A
OVERALL RATING		A – Excellent

Qualitative assessment:

The University of Chemistry and Technology in Prague (UCT Prague) emerges as a strategically focused institution with a clear mission rooted in scientific excellence, societal relevance, and international engagement. Its structure, comprising four faculties and the Technopark Kralupy, supports a dynamic integration of teaching, research, and industrial collaboration. Each unit contributes distinctively to UCT's goals, with strengths in materials science, sustainability, food and biochemical innovation, and environmental policy. Technopark enhances applied research and industry ties, though its integration with academic faculties and public outreach could be improved. UCT's governance model balances centralized strategy with faculty-level autonomy, fostering a positive internal culture and resilience. Its commitment to sustainability, open science, and ethical standards aligns with global priorities, while infrastructure investments and support for early-career researchers strengthen its research environment. International collaboration is robust, yet internal cooperation across faculties remains limited, potentially affecting interdisciplinary competitiveness. Strategically, UCT demonstrates maturity through its alignment with national and European frameworks, comprehensive planning, and responsiveness to external evaluations. However, challenges persist in implementing measurable indicators, ensuring gender balance, and improving doctoral completion rates. UCT's visibility in broader academic rankings can be constrained by its specialized focus, and further efforts are needed to harmonize internal structures and enhance inclusivity. In conclusion, UCT Prague is a well-positioned and evolving institution with a credible strategic direction and growing global profile.

Recommendations:

UCT Prague stands out as a research-driven institution with strong national relevance and growing international ambitions. Across its five units, UCT demonstrates a commitment to academic excellence, societal engagement, and innovation. To enhance its global competitiveness and long-term viability, UCT is encouraged to deepen international collaboration, particularly within European research frameworks, and diversify its funding sources beyond national grants. Strengthening ties with industry, fostering commercialization, and supporting spin-offs are key to amplifying research impact. A recurring theme is the importance of nurturing emerging talent. Involving younger researchers in leadership, outreach, and institutional development will ensure generational renewal and sustain a dynamic academic culture. Doctoral education requires reform

to address structural challenges, with recommendations including improved financial support, clearer career pathways, and enhanced mentoring. UCT is also urged to reinforce inclusivity, transparency, and ethical standards across its operations. Promoting gender equity, open science, and sustainability aligns the university with broader societal goals. Strategic planning should remain focused and adaptable, supported by robust evaluation mechanisms and meaningful stakeholder involvement, including industry experts and international advisors. By aligning its mission with societal needs, investing in infrastructure and talent, and maintaining a clear strategic direction, UCT Prague is well-positioned to evolve as a resilient, innovative, and socially relevant academic institution.

SUMMARY RATING IN MODULE 3

MODULE 3 – SUMMARY RATING

After evaluating the individual units, please provide a summary evaluation of social relevance in Module 3 for the HEI as a whole. Please assess the balance of the evaluated units, how they contribute to the mission and vision of the HEI and describe the strengths and weaknesses of the HEI assessed in Module 3.

The summary rating is determined in accordance with the rules of the Methodology HEI2025+ as the average of the grades of the individual units, weighted by their size in terms of FTE staff.

EVALUATED UNIT	Grade [A–D]
Faculty of Chemical Technology (36%)	A
Faculty of Chemical Engineering (24%)	A
Faculty of Food and Biochemical Technology (25%)	A
Faculty of Environmental Technology (11,5%)	B
Technopark Kralupy (3,5%)	B
Summary grade	A

Summary quality assessment:

The International Evaluation Panel (IEP) members had a pleasure to familiarize themselves with the University of Chemistry and Technology in Prague (UCT Prague). More specifically the attention was on UCT's four faculties: Chemical Technology, Chemical Engineering, Food and Biochemical Technology and Environmental Technology each comprising departments that integrate teaching and research. The fifth unit, strategic extension of UCT's activities, is Technopark Kralupy which fosters industry collaboration and applied research. These five units collectively form a multifaceted academic and research organization distinguished by its integration of scientific excellence, educational depth, and societal relevance.

Each unit contributes uniquely to the UCT's mission. FCT and FCE serve as foundational pillars, combining broad disciplinary coverage with strong international visibility and a proven capacity for securing competitive funding. Their research spans from fundamental science to applied innovation, with FCT excelling in materials and regenerative medicine, and FCE in sustainable technologies and healthcare. Both faculties demonstrate robust commercialization efforts and public engagement, although FCE shows room for growth in pharmaceutical translation. FFBT stands out for its interdisciplinary approach and methodological sophistication in food and biochemical sciences. Its success in translating research into practical innovations and its active role in public outreach reinforce its societal impact. FET, while smaller, maintains a focused commitment to environmental sustainability. Its experienced staff and applied research profile contribute meaningfully to public policy and environmental solutions, though future funding and commercialization strategies require attention. Technopark complements the academic faculties by bridging research with industrial application. Its strength lies in corrosion engineering and materials science, supported by a dual funding model and strong industry ties. While its operational flexibility and research rigor are commendable, broader cooperation with UCT faculties, dissemination and public engagement remain underdeveloped.

Together, these five units form a cohesive academic organization that balances disciplinary diversity with strategic alignment and thus demonstrates a well-structured institute for research, development, and innovation (R&D&I). Their collective strengths lie in high-impact research,

international collaboration, and societal engagement. However, challenges persist in harmonizing visibility across unit's departments, sustaining long-term funding, and expanding outreach. Addressing these areas will be key to reinforcing UCT's unified vision and enhancing its role as a international leader in science, education, and innovation.

Summary recommendation:

The five units of UCT collectively demonstrate strong foundations in research, societal engagement, and academic excellence. To further enhance their impact and cohesion as a unified organization, several overarching themes emerge. A central recommendation is the strategic expansion of international engagement, particularly through increased participation and leadership in European research initiatives. While national funding remains a strength, diversifying income sources, especially by securing more European and contract-based funding, will bolster financial sustainability and global visibility. Fostering innovation through enhanced patenting, commercialization, and spin-off activities is another shared priority. Encouraging self-initiated research and strengthening ties with industry and external partners will amplify the practical impact of research outputs. Equally important is the cultivation of emerging talent: all units are urged to involve younger researchers more actively in institutional development, research leadership, and public engagement. This not only ensures generational renewal but also supports a dynamic and inclusive academic culture. Public outreach and science communication are recognized as vital tools for societal relevance and recruitment. Expanding efforts in these areas, particularly through digital platforms and targeted programs, can inspire future scientists and reinforce the institution's role in addressing societal challenges. Inclusivity, especially gender equality in science, is emphasized as a cross-cutting value that enhances research quality and community impact.

To achieve these goals, UCT should adopt structured evaluation mechanisms, promote internal collaboration, and ensure balanced recognition across departments. By aligning strategic priorities, investing in talent, and deepening international and societal engagement, UCT is well-positioned to strengthen its role as a leading, innovative, and resilient academic institution.

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Chemical Technology

FORD: 2 - Engineering and technology

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

The Faculty of Chemical Technology (FCT) is an academic institution composed of eleven departments and one laboratory, encompassing a broad interdisciplinary scope within the fields of chemistry, technology, and material science. With a total staff of 440 persons including 330 full-time employees, 165 of whom are permanent academic and research personnel, the faculty demonstrates a strong commitment to both teaching and research excellence. Administrative support is provided by a dedicated team of 15 full-time staff. FCT is recognized nationally and across Europe for its achievements in applied chemistry, materials science, and engineering, with research activities that span both fundamental and applied domains. These efforts have led to significant societal and economic impacts, particularly in areas such as environmental protection, human health, pharmaceutical technologies, and the protection of cultural heritage. The faculty also engages in innovative work in informatics in chemistry, drug design, and even the history of arts, reflecting its diverse academic portfolio. A key strength of FCT lies in its robust collaboration with industry, which integrates researchers, students, and technicians into real-world projects that address pressing technological challenges. These partnerships contribute to advancements in sectors such as chemical manufacturing, automotive, electrotechnical, and energy, while also fostering the development of advanced materials. While the breadth and the internal cohesion of FCT is impressive, some of its departments are rather small that may lead to both fragmentation and isolation.

FCT's research and development, innovation (R&D&I) capacities are primarily concentrated in chemical sciences (49%) and materials engineering (28%), supporting a wide range of academic programs. FCT offers nine bachelor's and ten master's programs, along with six doctoral programs, three of which are double degree tracks. With approximately 250 PhD students, 65% of whom are enrolled full-time, the faculty maintains a strong international attractiveness for doctoral candidates. Operating with an annual budget of 18 million euros, sourced equally from institutional funding and competitive projects, FCT continues its mission of integrating high-level research with quality education. FCT's sustained performance reflects a clear alignment with its strategic vision and the high capacity.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

FCT enjoys strong recognition within the research community, both nationally and internationally. This reputation is reflected in the faculty's active participation in prestigious scientific events and its involvement in high-level research evaluations. FCT staff members have been invited to speak at renowned conferences such as the European Ceramic Society, the 9th European Symposium on Fluorine Chemistry, the 16th International Conference on Calixarenes, and the NWC Nano Boston Conference, among others. These invitations underscore the faculty's visibility and influence across diverse scientific domains. The faculty's academic excellence is further demonstrated by the numerous awards received by its members during the evaluation period, including the J.M. Lehn Prize for Chemistry, the ECERS Young Scientist Award, the President of the Czech Science Foundation Award, and the Fulbright-Masaryk Scholarship. These honours highlight both individual and collective achievements and affirm the faculty's commitment to high-quality research. FCT researchers also contribute significantly to the global scientific dialogue through editorial roles in leading journals such as *Electrochimica Acta*, *Applied Materials Today*, *Small Methods*, and *Journal of Macromolecular Science*. FCT staff's memberships in professional societies and participation in national and European research evaluations, such as those conducted by the Czech Science Foundation, ERC, MSCA, IUPAC, and the German Research Foundation, further reinforce their position in the academic community. International collaboration is typical for FCT, with foreign researchers from countries including the USA, Japan, South Africa, Canada, France, Germany, Switzerland, and the UK regularly invited to deliver lectures. This exchange of expertise enriches the faculty's research environment and strengthens its global connections.

Recommendations:

FCT enjoys notable international recognition, primarily driven by the achievements of its established researchers. While this reputation reflects the faculty's strong academic foundation, there remains room for growth in enhancing its global visibility and competitiveness, particularly in attracting international funding. Continued support for talented young scientists is essential to broaden FCT's international profile. By fostering their development and encouraging excellence, the faculty can strengthen its presence on the global research scheme and secure more diverse funding opportunities.

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCT leads a diverse and impactful portfolio of research projects that span a wide range of scientific disciplines and societal applications. These projects address pressing challenges in areas such as regenerative medicine, cancer treatment, drug development, advanced materials including 2D structures and composites, membrane technologies, molecular crystallography, and sustainable alternatives to conventional construction materials. Their relevance to health, energy, environmental sustainability, and industrial innovation emphasizes the faculty's alignment with societal needs and its strategic mission to balance fundamental and applied research. FCT's research activities are supported by a strong mix of national and international funding sources, including prestigious programs such as JuniorStar, EXPRO, and European initiatives like the Marie Skłodowska-Curie Doctoral Networks. These projects not only reflect the FCT's scientific excellence but also its commitment to nurturing young researchers and fostering collaborative networks across academia and industry. One notable European project (MSCA-DN) involves a consortium of seven universities, three research centers, and four industrial partners, exemplifying FCT's capacity in large-scale, interdisciplinary efforts. The faculty's success in securing competitive funding is evident in its extensive project portfolio, which includes over 100 projects as a beneficiary. Funding sources range from the Czech Science Foundation (GACR) and the Technology Agency of the Czech Republic (TACR) to various ministries and international bodies. Contract research also plays a significant role, contributing to both scientific advancement and financial sustainability. With more than 118 clients, FCT demonstrates its strong engagement with external stakeholders and its role as a recognized center for research, development, and innovation. Overall, FCT's research activities highlight its strategic focus on responsible science, societal relevance, and academic excellence, underlying its position as a leading institution in the chemical and materials sciences.

Recommendations:

FCT successfully attracts both national and international funding for its research projects, with support from agencies such as GACR, TACR, various ministries, and industry partners. While European funding has been secured, it currently represents only a small portion (3%) of the total funding obtained, including research contracts. To strengthen its international research profile and diversify its funding base, it is recommended that FCT continue its efforts to increase the share of European funding. Expanding this dimension would further enhance the faculty's visibility and competitiveness on the international stage.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCT has produced a range of research results with clear and meaningful societal impact, reflecting its commitment to applied innovation and collaboration. These outcomes include two scholarly books, five pilot plants, a certified methodology for disinfecting and cleaning textile materials used in seal attachments, a utility model for a biodegradable zinc alloy, and proprietary know-how related to the development of adsorbents for HPLC columns used in separating enantiomers of chiral compounds. These achievements demonstrate the FCT's ability to translate scientific research into practical solutions that benefit both industry and society. FCT's research activities are often conducted in close cooperation with industrial partners, both nationally and internationally. This collaborative approach has led to tangible advancements in areas such as environmental protection and healthcare. For instance, a new wastewater treatment technology was developed to address sulphide leachates produced during gasoline desulfurization, and biodegradable zinc alloys have been applied in medical implants, with clinical trials paving the way for commercialization by Pro-Spon. These innovations not only improve public health and environmental outcomes but also contribute to economic development, as evidenced by the establishment of a new production unit for dicyclopentadiene by ORLEN Unipetrol, which created 20 new jobs. The diversity and relevance of these research results are well aligned with FCT's strategic objectives in research, development, and innovation. They highlight the faculty's capacity to generate knowledge that leads to improved materials, technologies, and methodologies with real-world applications. Through its sustained efforts, FCT continues to demonstrate its role as a key driver of societal progress and industrial advancement.

Recommendations:

The contribution of FCT staff members to society through research reporting and R&D&I activities is notably impactful, particularly in terms of economic relevance. The faculty is encouraged to maintain this trajectory, continuing its valuable work with the same level of commitment and excellence.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCT demonstrates a strong capacity for transferring research outcomes into practical applications, with a notable record of innovation and commercialization. Over the evaluated period, FCT reported 99 utility models and 18 patents, including three that were licensed and two registered with the European Patent Office. In addition, 22 pilot plants or verified technologies were delivered, and one spin-off company, Galochrom, was established in 2023 to commercialize HPLC column technology. These achievements reflect the faculty’s strategic focus on translating research into societal and industrial value. The technology transfer process is closely coordinated with the university’s Rector’s Office for Research and Technology Transfer (R&TTO), ensuring alignment with institutional goals and facilitating sustainable innovation. Several successful examples illustrate this impact: a new methanol regeneration column developed for VUAB Pharma enables the recovery of approximately 2,000 tons of methanol annually; a sulfide liquor oxidation unit significantly reduces environmental burden in wastewater treatment; and a large-scale production unit for dicyclopentadiene, implemented by Unipetrol, now accounts for 25% of Europe’s total output of this compound. FCT’s partnerships with key industrial players including Unipetrol, Škoda Auto, Preciosa, TEVA, Zentiva, AGC, Taminco, MSD, Motim Refractories, and ČEZ, further reinforce its role as a bridge between academy and industry. It’s ability to attract non-public funding, totalling 607,000 euros during the evaluation period (with more than 90% from donations supporting research and student activities), highlights its appeal and relevance beyond traditional grant mechanisms. Altogether, these outcomes show FCT’s effectiveness in delivering research with real-world impact, fostering innovation, and contributing to both economic development and societal well-being.

Recommendations:

FCT’s efforts in implementing and commercializing research findings are of considerable societal relevance, with applications spanning a wide range of fields. To further enhance this impact, continued development is encouraged, particularly in extending patent coverage to European or global levels, increasing the number of spin-off ventures, and strengthening collaboration with other UCT faculties and Technopark Kralupy.

POPULARIZATION OF VAVAI

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

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCT is strongly committed to the popularisation of research, development, and innovation (R&D&I), actively engaging with the public and fostering interest in science among younger generations. Faculty members and students participate in a wide range of outreach activities, including summer schools, youth academies, and professional programs for secondary school students. These initiatives are complemented by public events such as ScienceFest, European Science Night, and the university’s open days, which serve as platforms for showcasing scientific achievements and stimulating curiosity. FCT also organizes local dissemination events and contributes to university-wide efforts to connect students with industry. One such initiative, “Contact,” introduces enterprises to students often through alumni encouraging career interest in R&D&I. The UCT Student Scientific Conference is another key event, where students present their research projects to industry representatives, with top projects receiving recognition from both scientific and industrial organizations. FCT’s visibility is further enhanced through traditional media and social

networks, supported by UCT's Communications Department. This includes contributions to official podcasts such as CarbonCast and The Curious, which feature audiovisual profiles and discussions that make science more accessible to the public.

Recommendations:

FCT is very active in popularisation of R&D&I and communication with the public and FCT members are encouraged to continue this way. Invest in specific actions, aimed at encouraging a broad diversity of dissemination activities and in particular presenting best examples of successful scientific careers to attract the next generation of scientists and innovators. Special attention can be directed to the topic "women in science", aiming at encouraging young women to choose scientific studies and careers in FCT related fields.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCT has actively responded to the recommendations from its previous institutional evaluation, demonstrating a thoughtful and strategic approach to continuous improvement. Each recommendation was addressed in the self-evaluation report, with concrete actions taken to enhance faculty operations, research environment, and societal impact. FCT maintained an open and inclusive policy for approving project proposals, encouraging diverse research topics and providing financial incentives and co-funding options. International cooperation was further promoted, especially among younger researchers, while significant investments were directed toward enhancing research infrastructure. FCT's departmental structure allows for efficient allocation of teaching responsibilities, while research teams are organized across and beyond departments to foster interdisciplinary collaboration. FCT also strengthened its efforts in commercialization and technology transfer. This included support for increasing the technology readiness level of research outputs, promoting research teams and their results to potential partners, and collaborating closely with the Research and Technology Transfer Office (R&TTO). FCT's strategy to equally support applied and industrial research led to a notable increase in patent applications, utility models, prototypes, and pilot technologies. R&TTO played a key role in extending patent protection internationally and securing licenses. To address generational gaps in research, FCT implemented measures to support young scientists, including encouraging postdoctoral experiences abroad and re-attracting talent. Grant opportunities, cross-institutional collaborations, strong infrastructure, and a supportive institutional culture helped create an environment conducive to both academic excellence and work-life balance.

Recommendations:

All these activities merit continued attention and expansion and should be continued, reinforcing the faculty's broader mission and amplifying its research impact.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	5 - Outstanding
3.4 Research results with existing or prospective impact on society	5 - Outstanding
3.5 Transfer of results into practice	5 - Outstanding
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	5 - Outstanding
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	5 - Outstanding
Grade [A–D]:	A
Summary assessment: The Faculty of Chemical Technology (FCT) is a multidisciplinary academic institution distinguished by its integration of high-level research, quality education, and meaningful societal engagement. Comprising eleven departments and one laboratory, FCT operates with a staff of 440, including a strong core of academic and research personnel. Its strategic focus spans chemistry, materials science, and engineering, with research activities that bridge fundamental inquiry and applied innovation. FCT's reputation is firmly established both nationally and internationally, reflected in its participation in prestigious scientific events, editorial contributions to leading journals, and numerous awards recognizing individual and collective excellence. The faculty maintains robust international collaborations, regularly hosting researchers from across the globe, which enriches its academic environment and strengthens its global visibility. Research at FCT addresses critical societal challenges, including regenerative medicine, drug development, environmental sustainability, and advanced materials. These efforts are supported by a diverse mix of funding sources, including competitive national and European programs, and are often conducted in close partnership with industry. FCT's ability to lead large-scale interdisciplinary projects and secure over 100 funded initiatives show its capacity for innovation and its relevance to both academia and industry. FCT's commitment to translating research into practical applications is evident in its portfolio of patents, utility models, pilot plants, and spin-off ventures. Strategic coordination with the university's technology transfer office ensures that these advancements align with institutional goals and contribute to sustainable innovation. Beyond research and commercialization, FCT actively promotes science to the broader public. Through outreach programs, student conferences, and media engagement, the faculty fosters interest in research and development among younger generations and strengthens connections between students and industry. These efforts reflect a holistic approach to education and innovation, where scientific excellence is paired with societal responsibility. As a summary FCT is a forward-thinking institution that successfully integrates research, education, industry collaboration, and public engagement. Its sustained performance, strategic alignment, and	

broad impact positions it as a leading force in chemical and materials sciences, contributing significantly to societal progress and technological advancement.

Summary recommendations:

FCT has established a commendable international reputation, largely due to the accomplishments of its senior researchers. However, to further elevate its global standing, the faculty must continue nurturing emerging talent and expanding its reach in international research funding. While FCT has demonstrated success in securing both national and international financial support, European funding remains a relatively small fraction of its overall portfolio. Increasing this share would not only diversify its funding sources but also enhance its visibility and competitiveness on a broader scale. The faculty's societal contributions through research and development are significant, particularly in areas with economic impact. This momentum should be sustained, with ongoing efforts to translate research into practical applications. Strengthening patent coverage beyond national borders and fostering more spin-off ventures would amplify FCT's influence and innovation potential. Collaboration with other university faculties and external partners, such as Technopark Kralupy, is also key to maximizing the societal relevance of its work. Public engagement and the popularization of science are areas where FCT shows strong commitment. Continued investment in outreach initiatives, especially those that highlight successful scientific careers, can inspire future generations. Emphasizing inclusivity, particularly through promoting the role of women in science, will further enrich the faculty's impact and help cultivate a more diverse scientific community. Altogether, FCT stands at a promising juncture, with a solid foundation and clear opportunities for growth. By strategically enhancing its international presence, fostering innovation, and deepening societal engagement, the faculty can continue to evolve as a dynamic and influential force in the global research landscape.

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Chemical Engineering

FORD: 1 - Natural sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

The Faculty of Chemical Engineering (FCE) at the University of Chemistry and Technology in Prague is a dynamic academic unit comprising five departments and employing around 200 full-time staff as of 2023. It plays a central role in both education and research across the university, offering comprehensive programs at the bachelor, master, and doctoral levels. These programs span a wide array of disciplines, including analytical and physical chemistry, chemical engineering, measurement and control engineering, informatics, cybernetics, mathematics, and physics. FCE's broad teaching responsibilities reflect its foundational position within the university, providing essential scientific knowledge that supports other faculties and disciplines. Research at FCE is characterized by a strong emphasis on both fundamental and applied science, with 39% of its R&D&I activities focused on chemical sciences and 25% on chemical engineering. This dual orientation fosters a diverse and curiosity-driven research culture, which naturally leads to thematic heterogeneity. The faculty's research is closely aligned with societal needs, addressing challenges in energy storage, sustainable transport, healthcare innovations, drug delivery systems, and advanced materials. This relevance is further underscored by FCE's active participation in prestigious national and international projects, including EXPRO and JUNIOR STAR initiatives.

FCE maintains robust collaborations with academic institutions and industrial partners, which not only enhance its research capabilities but also facilitate the transfer of scientific knowledge into practical applications. This is evident in its contributions to patent development and the founding of spin-off companies, with FCE responsible for a significant share of UCT's recent commercialization efforts. A notable example of its industry-academic synergy is the PARC pharmaceutical research platform, where FCE plays a leading role in postgraduate education and innovation. The high student involvement in PARC, reaching 72%, highlights the faculty's commitment to integrating research with real-world impact. Overall, FCE stands out within UCT for its foundational role in scientific education, its vibrant and interdisciplinary research environment, and its strong engagement with societal and industrial challenges. Its blend of curiosity-driven inquiry and application-oriented development positions it as a key contributor to both academic advancement and technological innovation. It has also a broader disciplinary width than that of the other faculties that may require careful consideration so that critical mass is maintained in pursued research directions.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

FCE enjoys a strong reputation both nationally and internationally within the research, development, and innovation community. This recognition is reflected in the frequent invitations extended to its researchers to deliver lectures and keynote presentations at respected institutions and conferences around the world, including in Germany, France, the United Kingdom, Korea, Israel, and Canada. These engagements highlight the faculty's visibility and influence across the global scientific landscape. FCE's academic staff is actively involved in the editorial work of internationally recognized scientific journals, such as the Journal of Molecular Spectroscopy and the Journal of Chemical and Engineering Data and have been elected to serve on boards of international associations and professional societies. These roles underscore their expertise and standing in the field. The faculty's excellence is further demonstrated through numerous awards received by its researchers, including the Neuron Award, the Werner von Siemens Award, and the Humboldt Alumni Award, which reflect both individual achievement and institutional strength. In addition to their research and publishing activities, FCE members regularly contribute to the evaluation of national and European research projects, serving as reviewers for organizations such as the Czech Science Foundation, the Ministry of Education and Sport, and the RDI Council. Their involvement in these processes confirms their professional competence and the trust placed in them by the broader scientific community. The faculty's capacity for leadership and collaboration is also evident in its successful organization of international congresses and workshops, which serve as platforms for scientific exchange and further reinforce its role as a respected contributor to global research efforts.

Recommendations:

FCE is widely recognized as a leading institution in its field within both national and international scientific communities. Nevertheless, there remains room to strengthen the faculty's international visibility, particularly through greater involvement in global research governance and evaluation structures. Broader recognition at the international level would further reinforce its position and open new opportunities for collaboration. Providing tangible support (such as suitable starting grant but also mentoring by older faculty with proven track record in e.g. patents and spin-offs) for younger researchers in building their own visibility is also essential, ensuring that the next generation of scientists can contribute meaningfully to the faculty's reputation and impact.

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

FCE demonstrates remarkable breadth and depth in its research activities, with selected projects spanning a wide range of scientific domains and societal challenges. These include advancements in energy technologies, such as next-generation redox-flow batteries, environmental innovations aimed at reducing reliance on noble metals and rare earths in catalytic systems, and health-related research focused on improving drug development pathways and understanding the neurological effects of methanol poisoning. The projects undertaken at FCE reflect a strong alignment with the faculty's core areas of expertise and combine both fundamental and applied research. Their relevance to pressing societal needs and their potential for economic impact in the short to medium term underscore the faculty's strategic orientation and scientific capacity. FCE's success in securing competitive funding from diverse source, both national and international, enables its dynamism and recognition. Among the supported initiatives are European projects, including Marie Skłodowska-Curie Actions, and numerous grants from the Czech Science Foundation, the Ministry of Education, Youth and Sports, the Ministry of Health, and other national bodies. The faculty's ability to attract and manage a wide variety of projects, ranging from small-scale investigations to large, multidisciplinary collaborations, highlights its versatility and institutional strength. Many of the projects are carried out in partnership with leading foreign universities and companies, further reinforcing FCE's reputation and attractiveness as a research partner. The faculty's excellent success rate in securing Czech Science Foundation funding, along with its role in contract research for over 39 clients, illustrates its capacity to translate scientific expertise into practical outcomes and sustained research revenue.

Recommendations:

While FCE participates in numerous international projects, the number of those coordinated directly by its staff remains relatively modest. Enhancing the faculty's presence as lead coordinators in European projects would reinforce its position as a driver of innovation and scientific leadership. The proportion of funding derived from research contracts currently accounts for 4% of the total. Given the applied nature of FCE's research and its close engagement with industrial partners, this share could be increased through strategic expansion of contract-based collaborations. Co-operation with other faculties should also be strengthened.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCE has produced research results that are highly relevant to society, with clear potential to improve public well-being and contribute to economic development. Projects such as the encapsulator for preparing liquid marbles and the spray-drying method for composite microparticles show promise in pharmaceutical applications, particularly in enhancing the bioavailability of anti-cancer drugs. Other initiatives, like the development of real-time simulation software for catalytic exhaust filters, aim to reduce vehicle emissions and improve air quality, offering tangible benefits for environmental health. These outcomes reflect the faculty's strong alignment with its mission and research capacities, and they demonstrate the practical value of both its fundamental and applied research. The selection of key results reported during the evaluation period illustrates FCE's ability to translate scientific innovation into real-world impact, with many projects already executed in practice. Sustainability and societal relevance are central to these achievements, and while the gender dimension is not explicitly embedded in the nature of the research topics, the benefits of the work extend broadly across society. The faculty's contributions are consistent with its high R&D&I capacity and its commitment to addressing complex challenges through science.

Recommendations:

FCE maintains a diverse and impactful research portfolio with strong national support. There is room to improve the balance between national and international funding sources. During the evaluated period, close to 90% of the faculty's funding came from state-established institutions and ministries, while European funding and research contracts each accounted for only 4%. Continued efforts to expand participation in European projects and to secure more contract research opportunities could help to achieve a more balanced and resilient funding structure.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCE has demonstrated strong effectiveness in transferring research results into practice. This is achieved through a combination of research contracts, patents, and the establishment of spin-off companies. During the evaluated period, FCE participated in 13 projects funded by the Technology Agency of the Czech Republic (TACR), and faculty members secured 40 research contracts with both

national and international industrial partners. These collaborations reflect the faculty's active engagement with industry and its capacity to deliver applicable solutions. The commercialization of research has also been supported through intellectual property protection, with 14 patents recorded during the period. Notably, the patent for a method of preparing microparticles by spray drying has been extended to Europe, the United States, and Canada, indicating the global relevance of the faculty's innovations. Two spin-off companies, MarbleMat and Levaré, were founded during this time, further demonstrating FCE's entrepreneurial activity. Some research outputs have already been adopted by industrial partners, such as the catalytic filter simulation software purchased by Mercedes-Benz AG. FCE works closely with the university's Research and Technology Transfer Office (R&TTO) to protect and commercialize its R&D&I results. While the faculty received €262,000 in non-public revenues during the evaluation period, this remains modest relative to the potential of its research. In particular, the pharmaceutical sector presents significant opportunities, as many new drugs in clinical trials face challenges with solubility. FCE's patented spray-drying technology offers a promising solution to improve bioavailability, with the potential for substantial economic impact. These achievements underscore the faculty's applied research strength and its growing role in translating scientific innovation into societal and commercial value.

Recommendations:

FCE is actively engaged in the transfer and commercialization of its research results. This activity is already effective and reflects the faculty's commitment to applying scientific knowledge for societal and economic benefit. However, there is room to further expand these efforts. Increasing non-public revenues beyond grants and contract research would contribute to a more diversified and sustainable funding model. FCE is encouraged to pursue broader implementation strategies, such as extending patents to European or global markets and establishing additional spin-off companies. Strengthening collaboration with other UCT faculties and with Technopark Kralupy would also support the faculty's research transfer and commercialization goals.

POPULARIZATION OF VAVAI

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

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FCE is highly active and successful in the popularization of research, development, and innovation, as well as in its communication with the public. Faculty members regularly participate in university-wide outreach events such as ScienceFest, Youth Academy, Open Days at UCT, European Science Night, and the Summer School, making science accessible and engaging to diverse audiences. In addition, FCE organizes its own dissemination activities, including the celebration of the 100th anniversary of the word "robot" and the annual pre-Christmas Nobel Lectures, which have become well-recognized public events. The faculty also contributes to student related initiatives such as the UCT Student Scientific Conferences, where students present their research to industry representatives and receive recognition from both industrial and academic organizations. Public engagement is further supported by appearances of FCE scientists in traditional media and on social platforms, often facilitated by Communications Department. Initiatives such as the CarbonCast podcast and The Curious audiovisual profiles help to highlight the work of researchers and bring scientific topics to a broader audience.

Recommendations:

FCE is strongly encouraged to maintain its high level of engagement in the popularization of science and communication with the public. These activities play a vital role in promoting scientific understanding and in highlighting the appeal of research careers, particularly among prospective students and young researchers. They are also important in encouraging female students to consider careers in science and engineering. The faculty's dynamic approach to outreach, involving staff at all levels, contributes meaningfully to the visibility of its scientific. By actively participating in public events and sharing research outcomes with industry and society will further strengthen the faculty's role as a bridge between academic research and the wider public.

IMPLEMENTATION OF RECOMMENDATIONS**3.7 Implementation of the recommendations in Module 3**

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:	5 - Outstanding
---------------	-----------------

Qualitative assessment:

FCE has demonstrated a clear commitment to continuous improvement by actively responding to recommendations from previous evaluations. One outcome of this process is the merger of the Department of Mathematics and the Department of Computer and Control Engineering, resulting in the creation of the new Department of Mathematics, Informatics and Cybernetics. Further developments have taken place at both the faculty and university levels, particularly in the doctoral school, which has undergone positive changes in line with the recommendations. Policies supporting sabbaticals and career development have been introduced to encourage researchers to engage more actively in industrial consultancy, commercialization of research, and initiatives that enhance international visibility. Improvements in the activities of the Research and Technology Transfer Office have also contributed to a more supportive research environment.

Recommendations:

FCE is encouraged to set additional measures for coordination of teaching activities at faculty by sharing teaching of basic modules between faculties to better organize research studies and to decrease the teaching duties for FCE particularly at the BSc level, while maintaining a common educational programme (and level) for all BSc students in UCT. This would enable more widely sabbaticals for FCE staff to further strengthen their career development and international recognition.

EVALUATED UNIT RATING**Evaluation of unit**

Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good

3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	5 - Outstanding
3.5 Transfer of results into practice	5 - Outstanding
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	5 - Outstanding
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	5 - Outstanding
Grade [A–D]:	A
Summary assessment: The Faculty of Chemical Engineering (FCE) at UCT is a central academic unit distinguished by its broad disciplinary scope, vibrant research culture, and strong societal engagement. With five departments and approximately 200 full-time staff, FCE plays a foundational role in the university's educational mission, offering comprehensive programs across bachelor, master, and doctoral levels. Its teaching spans chemistry, engineering, informatics, mathematics, and physics, supporting not only its own students but also other faculties through essential scientific instruction. FCE's research activities reflect a balanced integration of fundamental and applied science, with thematic areas pressing societal challenges such as energy storage, sustainable transport, healthcare innovation, and environmental protection. This dual orientation fosters a dynamic and curiosity-driven environment, supported by successful participation in national and international projects. The faculty's institutional strength and strategic focus ensure its ability to secure competitive funding and manage multidisciplinary collaborations. Internationally, FCE enjoys high visibility and recognition. Its researchers are frequent invited speakers at global conferences and serve on editorial boards and professional societies. Awards such as the Neuron, Werner von Siemens, and Humboldt Alumni further highlight the faculty's excellence. FCE also plays a key role in organizing international scientific events and contributes to the evaluation of research projects at both national and European levels. The faculty's commitment to transform research into practice is evident in its strong track record of commercialization. Through patents, research contracts, and spin-off companies, FCE has successfully transferred innovations to industry. Collaborations with industrial partners and the university's Research and Technology Transfer Office have facilitated these outcomes, although there remains untapped potential, particularly in the pharmaceutical sector. Public engagement is another area where FCE excels. Faculty members actively participate in outreach events such as ScienceFest, European Science Night, and the Summer School, making science accessible to diverse audiences. Initiatives like the CarbonCast podcast and The Curious video series help communicate research to the public, while student-focused events such as the UCT Student Scientific Conferences foster academic and industry connections. In summary, FCE represents a dynamic and interdisciplinary academic environment that combines educational leadership, research excellence, and societal relevance. Through its broad disciplinary reach, international engagement, and commitment to public and industrial collaboration, FCE continues to shape science and society in meaningful ways.	
Summary recommendations: FCE stands as a nationally and internationally respected institution with a robust research portfolio and strong engagement in applied science. While its reputation is well-established, there is potential to enhance its global visibility by increasing participation in international research governance and evaluation, and by supporting younger researchers in building their own academic profiles. Although the faculty is involved in numerous international projects, its role as lead coordinator remains	

limited. Strengthening leadership in European research initiatives would reinforce FCE's position as a scientific innovator. The faculty's funding is predominantly national, with only a small share coming from European sources and contract research. A more balanced funding structure could be achieved by expanding contract-based collaborations and increasing European project involvement. FCE is also active in transferring and commercializing research outcomes, reflecting its commitment to societal and economic impact. Further diversification of non-public revenue streams, broader patent strategies, and stronger ties with internal and external partners could enhance these efforts. Finally, FCE's dedication to science outreach and public engagement plays a vital role in promoting research careers and fostering inclusivity, particularly among young and female students. By continuing to bridge academic research with industry and society, the faculty can further solidify its role as a dynamic and forward-looking institution.

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Food and Biochemical Technology

FORD: 1 – Natural sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

The Faculty of Food and Biochemical Technology (FFBT) at University of Chemical Technology being one of the four faculties engages in various research and teaching activities focused on excellence, particularly in areas like food chemistry and technology, food analysis and nutrition, biotechnological processing applied to food and pharmaceuticals, food microbiology and biochemistry. The FFBT faculty consisting of seven departments is appropriate in number of staff and with an increasing enrolment of early-stage researchers. University of Chemical Technology being the host for FFBT has a mission, vision and strategy that correspond to modern trends in universities in the European Union. All areas of the university are included in an appropriate manner, while preserving the uniqueness and specificity of the university and its individual faculties. The university has a history, experience and staff that can fulfill the visions and strategies of its future development.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

5 - Outstanding

Qualitative assessment:¹

The excellent position of the FFBT in the RDI research community is based on numerous achievements. The FFBT hosts large infrastructure projects (like METROFOOD-CZ, ELIXIR-CZ, EATRIS-CZ), centres of excellence (National Institute of Virology and Bacteriology, Pharmacrine, New synthetic drugs), national centres of competence (like Biorefinery Research Centre of Competence, BIORAF; Biorefining as circulation technology, BIOCIRTECH; BIOCIRKL) all reported more specifically in Self-evaluation report 3.3, which demonstrate the scientific relevance and attractiveness of the faculty both nationally and internationally. The ability to attract competitive funding showing also

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

recognition by research community is evidenced by the high number of European projects (like FOODSAFETY4EU and EU-CHINA-SAFE) and publication in high-ranking journals. Faculty staff has also shown excellent performance on various academic and scientific activities: prestigious awards in domestic and foreign competitions every year, representation of academic staff in the editorial boards of international journals, invited lectures at foreign universities and international conferences as well as evaluation of calls for proposals for national and international research projects. Faculty has also been actively inviting foreign scientists and experts to the university. These lectures contribute to the quality of study programs and their profiling. All these activities can be considered significant and beneficial for the development of recognition of the faculty by research community and wider audience. Within the evaluation FFBT presented the information in a very analytical way, with critical analysis and measures to overcome the weaknesses.

Recommendations:

FFTB is recommended to form a separate group of experts, which will monitor the evaluated indicators. At the same time, group can propose actions, topics, etc. that will increase the prestige of the faculties and university in general. It is necessary to involve the younger generation of staff members more in all processes.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FFBT demonstrates a strong international orientation, as evidenced by its success in securing a substantial number of competitive research projects. These efforts have resulted in significant funding from both public and private sources, with over 10 million euros acquired in the role of beneficiary and more than 14 million euros as a participant in public projects. Private sector involvement has also been notable, contributing nearly 6 million euros to research initiatives. This financial backing shows the faculty's ability to engage with complex, high-impact topics using advanced methodologies. In the evaluation period, the faculty was involved in 51 projects as a primary beneficiary and 80 as a co-investigator. These projects collectively highlight the faculty's interdisciplinary strengths, societal relevance, and practical application potential. The outcomes of these efforts are not only quantitative—such as a high volume of publications and intellectual property—but also qualitative, demonstrating the faculty's commitment to addressing pressing global challenges. Noteworthy among these is the METROFOOD project, which supports metrology in food and nutrition and has yielded a substantial number of scientific outputs, including publications, a patent, and several functional prototypes. Similarly, the EU-China partnership project on food safety has produced a significant body of work, further illustrating the faculty's international reach and scientific productivity. The faculty's ability to secure funding and deliver impactful results is further supported by detailed financial tracking and contractual research activities, which reveal a growing capacity for collaboration with industry, associations, and other stakeholders. This trend suggests a dynamic and evolving research environment where academic excellence is closely aligned

with societal and industrial needs. Overall, the faculty is well-positioned to continue contributing meaningfully to both domestic and international research landscapes.

Recommendations:

It is proposed to the FFBT to consider a modest increase in the number of submitted domestic and international project proposals. Such an initiative would further enhance its research activity and reinforce its position within the competitive landscape of academic and applied research.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FFBT's research activities during the evaluation period have resulted in a wide range of outputs with notable socio-economic impact. These include patents, utility models, functional samples, prototypes, proven technologies, certified methodologies, and software, all of which reflect the faculty's strong capacity for innovation and its ability to translate research into practical applications. The consistent implementation of results across the evaluated years demonstrates both scientific creativity and a commitment to societal relevance. A key contributor to this success is the faculty's ability to secure substantial EU funding, which has supported the development of impactful technologies and methodologies. The presence of the EIT Food Hub further strengthens the faculty's role in fostering regional innovation ecosystems and advancing the goals of the EIT Food and Regional Innovation Scheme. EIT Food hub supports not only scientific excellence but also the broader dissemination and application of research outcomes. The evaluation highlights several specific examples of research with tangible benefits. Patents and utility models are already in use, and certified methodologies in the chemical sciences have shown positive effects in areas such as sustainability and gender inclusion. Proven technologies in industrial biotechnology and chemical engineering further illustrate the faculty's applied research strengths. Overall, the faculty's research profile is characterized by a strong orientation toward practical impact, supported by a well-established framework for innovation and collaboration.

Recommendations:

It is recommended that the FFBT would moderately increase the involvement in both domestic and international projects. Such a step would further strengthen its already solid foundation in research activity and enhance its visibility and competitiveness within the broader academic and innovation landscape.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

4 - Very good

Qualitative assessment:

FFBT has demonstrated a strong capacity to translate research into practical applications, supported by effective structures such as the R&TTO and the EIT Food Hub. These entities have played a key role in ensuring that research results are not only produced but also meaningfully exploited. During the evaluation period, non-public revenues reached 83,000 euros, reflecting the faculty's growing ability to generate income through commercialization and partnerships. The transfer of research outcomes into practice has been effective in food products, where innovative developments have successfully reached end users. Collaboration with industry and other practical stakeholders is increasingly important for the faculty. It not only enhances the real-world impact of its research but also contributes to the professional development of students and the diversification of funding sources. The growing interest in such partnerships suggests a promising trajectory for further development, reinforcing the faculty's role as a bridge between academic research and societal needs.

Recommendations:

Although the transfer of results into practice appears to be in the good level, it may be further improved considering the huge number of collaborative projects obtained by FFBT, supporting spin-off and start-up initiatives among FFBT research activities. If possible, it would be appropriate to economically quantify the impacts of translating knowledge into practice to be used in future evaluations.

POPULARIZATION OF VAVAI

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

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

4 - Very good

Qualitative assessment:

FFBT staff and students participate regularly in university-wide popularization activities and events. These include Summer Schools, Science Festival, Youth Academy and European Researchers' Night. The faculty also organizes its own events and uses former graduates for this purpose. Popularization is also ensured by researchers through appearances in the media and on social networks. Activities that are developed towards secondary schools can also be considered significant. The University of the Third Age is also very important as an opportunity to systematically educate seniors and

stimulate their interest in the practical use of acquired knowledge to improve their lives. The public engagement appears to be appropriate for the FFBT dimension.

Recommendations:

When considering the high quality and the international dimension of FFBT staff, the faculty should implement a stronger communication campaign through social media to reach out and engage young PhD students and to expose them to science.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

As the report is written, all observations seem to have been absorbed and incorporated by the FFBT faculty within the possibilities. Some activities were also affected by the COVID 19 crisis. The recommendations are being implemented, the research environment is being strengthened, opportunities for researchers are being developed, and awareness of the faculty is being improved. The faculty's communication on external forums, in the media and on social networks has been significantly strengthened.

Recommendations:

FFBT is encouraged to continue these activities ensuring the faculty's research mission and reinforcing its research impact.

EVALUATED UNIT RATING

Evaluation of unit

Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	5 - Outstanding
3.3 Research projects	5 - Outstanding
3.4 Research results with existing or prospective impact on society	5 - Outstanding
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	5 - Outstanding

Average rating [1–5]:	5 - Outstanding
Grade [A–D]:	A
Summary assessment: The Faculty of Food and Biochemical Technology (FFBT) stands out as a dynamic and internationally recognized institution, engaged in research and education across food chemistry, biotechnology, nutrition, and microbiology. Comprising seven departments, the faculty maintains a balanced staff structure and continues to attract early-stage researchers. FFBT's prominence in the research, development, and innovation (RDI) landscape is underscored by its involvement in major infrastructure projects and centres of excellence etc. These initiatives reflect the faculty's scientific relevance and its ability to secure competitive funding, including numerous European projects and collaborations with the private sector. The faculty's interdisciplinary approach and methodological sophistication have enabled it to address complex global challenges, producing both high-impact publications and practical innovations. FFBT's research profile is strongly orientated toward applied science. The faculty has successfully translated research into tangible outputs like patents, certified methodologies, and functional prototypes demonstrating its commitment to societal relevance and industrial collaboration. Structures like the EIT Food Hub and the Research and Technology Transfer Office (R&TTO) facilitate the commercialization and dissemination of research outcomes, reinforcing the faculty's role as a bridge between academia and real-world application. Public engagement is another integral aspect of FFBT's mission. Through participation in university-wide events, media outreach, and educational programs targeting youth and seniors, the faculty fosters scientific literacy and community involvement. These efforts contribute to a broader recognition of the faculty's work and support its educational objectives. In conclusion, FFBT is an academic community that combines scientific excellence with practical impact, international collaboration, and meaningful public engagement. Its strategic focus on innovation, interdisciplinary research, and societal relevance positions it as a key contributor to both national and global research ecosystems.	
Summary recommendations: The Faculty of Food and Biotechnology Technology (FFBT) is encouraged to adopt a more structured and strategic approach to its development by forming dedicated expert group for key categories of evaluation. This group would not only monitor performance indicators but also actively contribute to initiatives that elevate the faculty's and university's overall prestige. A central theme across the recommendations is the importance of engaging younger staff members more deeply in institutional processes, fostering a culture of renewal and innovation. Enhancing research activity is also emphasized, with a call for a modest increase in both domestic and international project proposals. This would strengthen FFBT's research foundation and improve its visibility in the competitive academic and applied research landscape. While the faculty demonstrates commendable success in translating research into practice, particularly through collaborative projects, there remains room for improvement in quantifying the economic impact of these efforts, especially in relation to spin-offs and start-ups. Finally, given the high quality and international profile of its staff, FFBT is advised to amplify its communication efforts, particularly through social media, to better engage young PhD students and promote scientific outreach. Together, these measures form a coherent strategy aiming to reinforce FFBT's academic excellence, societal relevance, and future resilience.	

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Environmental Technology

FORD: 2 - Engineering and technology

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

The Faculty of Environmental Technology (FET) is a compact academic unit comprising five departments dedicated to addressing challenges in environmental protection, sustainability, and environmental chemistry. Despite its relatively small size, the faculty maintains a strong focus on research and teaching excellence in areas that are critical to long-term ecological well-being. A notable characteristic of the faculty is the age distribution of its professors, with a significant portion belonging to older age groups. This demographic trend reflects the depth of experience within the faculty, while also suggesting considerations for future generational renewal. Overall, FET plays a meaningful role in advancing knowledge and solutions related to environmental science through its dedicated and experienced team.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

The Faculty of Environmental Technology demonstrates a commendable level of academic engagement and recognition, both nationally and internationally. Staff members have received numerous awards over recent years and have actively contributed to the broader scientific community through participation in conference boards, program committees, and project evaluations. Their involvement extends beyond national borders, with lectures delivered at international universities and conferences, and invited speakers welcomed from abroad. However, while the faculty as a whole shows strong visibility and impact, there is noticeable variation among departments in terms of recognition and participation. Some units appear less engaged or visible, which may raise concerns about long-term cohesion and sustainability across the faculty.

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

Nonetheless, the overall picture reflects a dedicated and outward-looking academic community with significant contributions to environmental science.

Recommendations:

The Faculty of Environmental Technology faces an ongoing challenge in ensuring consistent visibility across its departments. While some units are more prominent in academic and professional circles, others remain less engaged or recognized. To address this imbalance, it is important that all departments, regardless of size or current standing, actively work to enhance their presence showing equal involvement per capita. A structured and quantitative approach to evaluating departmental activities, such as participation in conferences, lectures, and evaluation panels, could provide valuable insights and help guide improvement efforts. Additionally, increasing the involvement of younger faculty members would contribute to both visibility and long-term sustainability, fostering a more balanced and dynamic academic environment within FET.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The Faculty of Environmental Technology has demonstrated strong activity in research, securing a substantial number of funded projects over time. Most of the financial support has come from national sources, particularly the Czech government, with a smaller share from European Union programs. While this funding has enabled meaningful research, many of the long-term projects have either concluded or are nearing completion, which may present challenges for future continuity. In addition to research, the faculty appears to have engaged in service delivery, which has provided supplementary financial support. The overall funding landscape includes both public and private contributions, with projects often focused on applied environmental topics that reflect interdisciplinary relevance. These efforts show the faculty's commitment to addressing significant environmental challenges through competitive and impactful research.

Recommendations:

The Faculty of Environmental Technology is encouraged to strengthen its participation in long-term and EU-funded research programs, which are essential for maintaining competitiveness and securing sustainable funding. While service delivery offers financial benefits, it is important that it does not detract from core academic and research activities. Exposing younger faculty members to international funding schemes, particularly those within the EU, is seen as a strategic priority for future success. A slight decline in funding compared to previous periods has been noted, though this may be influenced by external factors such as delays in project initiation following the COVID-19 pandemic. Establishing clear criteria for highlighting significant research programs could also support more effective evaluation and strategic planning.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The research conducted by the Faculty of Environmental Technology has demonstrated meaningful societal impact, particularly in areas such as water treatment, water quality, sustainability assessments (LCA), and other environmental aspects. These contributions reflect a strong alignment between the faculty's scientific efforts and public needs, validating the use of governmental funding for such work. The outcomes of FET's research are generally viewed as satisfactory in terms of public engagement and relevance, with clear benefits to environmental policy and practice. This societal influence shows the faculty's role in addressing real-world challenges through applied and interdisciplinary research.

Recommendations:

The Faculty of Environmental Technology is encouraged to pay closer attention to the gender dimension in its research activities and reporting. This consideration should extend beyond simply counting individuals involved, and include how gender is reflected in the design, authorship, and intended users of research projects. Ensuring that gender aspects are consistently addressed across all projects enhances inclusivity and relevance. Additionally, maintaining continuity in research efforts over the years is important for building long-term impact and institutional resilience.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The Faculty of Environmental Technology has produced research outcomes with clear societal relevance, yet the transfer of these results into practical applications and commercial avenues remains somewhat below expectations. Some innovations being in the form of apparatus or in the form of software and patent, show market potential, and there has been a noticeable increase in funding value in recent years. The faculty benefits from support structures like the Research and Technology Transfer Office (R&TTO), which have helped to improve the valuation of research outputs. However, there is room for improvement in long-term efforts to secure and maintain patents, both nationally and internationally.

Recommendations:

With a growing number of significant and diverse research projects emerging from the Faculty of Environmental Technology, greater emphasis on the patenting dimension is warranted. Although the research outputs span a wide range (from methodologies to tangible products) the representation of patents remains limited. In a university setting focused on environmental and technological advancement, patents should be more numerous and reflect practical societal impact, reinforcing the applied nature of the faculty's work. Establishing internal benchmarks to normalize and evaluate faculty outcomes could further enhance transparency and strategic development.

POPULARIZATION OF VAVAI

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

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

The Faculty of Environmental Technology demonstrates strong commitment to public engagement and science outreach, actively promoting chemistry and environmental sciences across diverse age groups. Through initiatives such as summer schools, researcher's nights, and targeted lectures for high school students and teachers, the faculty fosters interest in scientific fields among both the younger generation and senior citizens through collaboration with the University of 3rd Age. These activities are thoughtfully designed to appeal to a wide range of stakeholders, differentiated by age and interest. While the overall dissemination efforts are well-received, further recognition of the roles played by researchers and PhD students in these events would enhance their visibility.

Recommendations:

The contributions of PhD students in FET to dissemination activities deserve greater recognition. Their involvement plays an important role in public engagement and the communication of scientific work, and valuing their efforts more visibly would strengthen the faculty's outreach and academic culture. Collecting statistics on stakeholder participation could also help evaluate and strengthen the impact of these outreach programs.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

The current report showing research activities suggests that the Faculty of Environmental Technology has taken into account previous observations and incorporated them into its ongoing

development and research actions. This responsiveness reflects a constructive attitude toward evaluation and continuous improvement within the faculty.

Recommendations:

FET should continue on similar activities in order to guarantee the faculty's future success in research funding leading to enhanced impact both in academia and wider society.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	5 - Outstanding
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: The Faculty of Environmental Technology (FET) is a focused and impactful academic unit committed to advancing environmental protection, sustainability, and chemistry. Despite its modest size, the faculty demonstrates a strong dedication to research excellence and educational quality, supported by a team of experienced professionals. The age profile of its academic staff, focusing towards older generations, highlights both the depth of expertise and the importance of planning for future renewal. FET maintains a notable presence in the scientific community, with staff actively participating in national and international forums, contributing to conferences, and receiving recognition for their work. While this engagement is commendable, disparities in visibility and involvement across departments suggest a need for greater cohesion to ensure long-term institutional sustainability. Research at FET is robust, with a history of securing competitive funding primarily from national sources, supplemented by European and private contributions. These projects often address applied environmental challenges, reflecting interdisciplinary relevance and societal needs. However, as many long-term projects conclude, the faculty faces the challenge of sustaining momentum and securing future funding. The societal impact of FET's research is evident in areas such as water treatment, sustainability assessments, and environmental policy. These contributions affirm the faculty's alignment with public interests and the responsible use of governmental support. Nonetheless, the translation of research into commercial applications remains an area for growth. While some innovations show market promise, efforts to secure patents	

and enhance technology transfer could be strengthened. Public engagement is a central part of FET's mission, with outreach activities designed to inspire interest in environmental sciences across all age groups. Programs such as summer schools, public lectures, and collaborations with the University of the Third Age reflect a thoughtful approach to science communication. Recognizing the contributions of researchers and PhD students in these efforts could further enhance visibility and impact.

In summary, the Faculty of Environmental Technology exemplifies a committed and capable academic community, contributing meaningfully to environmental science through research, education, and public engagement. Continued attention to internal cohesion, generational renewal, and innovation transfer will be key to sustaining its relevance and impact in the years ahead.

Summary recommendations:

The Faculty of Environmental Technology (FET) is navigating a multifaceted landscape in its pursuit of academic excellence, institutional visibility, and societal impact. A central challenge lies in achieving balanced recognition across its departments, where disparities in engagement and visibility persist. Addressing this requires a deliberate and inclusive strategy that encourages all units to participate actively in academic and professional arenas. Structured evaluation of departmental activities and increased involvement of younger faculty members are seen as key to fostering a more dynamic and equitable academic culture. Research remains a cornerstone of FET's mission, with particular emphasis on long-term and EU-funded projects that ensure both competitiveness and financial sustainability. While service delivery contributes to funding, it must not overshadow core research objectives. The faculty is urged to expose emerging scholars to international funding mechanisms, especially within the EU framework, to build future capacity. Although recent funding levels have dipped slightly, strategic planning and clearer criteria for evaluating major research programs can help restore momentum. Inclusivity also plays a vital role in shaping the faculty's research identity. Integrating gender considerations into project design, authorship, and intended impact enhances the relevance and reach of research outcomes. This approach, coupled with sustained research efforts over time, contributes to institutional resilience and long-term influence. As FET's research portfolio grows in diversity and significance, the underrepresentation of patents signals an area for development. Given the faculty's focus on environmental and technological innovation, a stronger emphasis on patenting would better reflect its applied contributions and societal relevance. Patents serve not only as markers of innovation but also as bridges between academic work and practical implementation. Finally, the role of PhD students in dissemination activities deserves greater visibility. Their contributions are vital to public engagement and the broader communication of scientific knowledge. Recognizing and valuing their efforts more explicitly would enrich the faculty's outreach and reinforce a culture of academic openness. Together, these themes underscore the importance of strategic alignment, inclusivity, and recognition in advancing the Faculty of Environmental Technology's mission.

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Technopark Kralupy nad Vltavou University of Chemistry and Technologies Prague

FORD: 2 - Engineering and technology

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

Technopark is an independent entity within the University of Chemistry and Technology (UCT), distinguished by its own organizational structure and a focused mission that blends applied research with technical expertise. While it operates differently from traditional faculties at UCT, it remains an integral part of the university's research ecosystem. The site is particularly recognized for its innovative contributions to corrosion engineering and materials science, with a strong emphasis on aluminosilicate applications. Research activities are organized into specialized groups, including one dedicated to analytical chemistry, and these groups often collaborate on multidisciplinary projects. PhD students actively participate in research through collaborative programs. Their involvement spans both academic and commercial projects, providing them with valuable experience in scientific practice, technology transfer, and client engagement. The research staff, comprising approximately 22 full-time equivalents (FTE), work alongside 9 FTE technical and support personnel who maintain the site's operations. Administrative functions such as human resources and accounting are managed in coordination with UCT's administration. Overall, Technopark serves as a dynamic and productive research environment that supports both academic inquiry and practical innovation.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

The recognition of research quality at Technopark is notably influenced by the contributions of two key individuals within few additional contributions from other staff members. These two key staff members' active roles in international scientific communities have significantly enhanced the centre's reputation. Their involvement in editorial boards of respected journals, invited lectures at international conferences, and leadership positions in European federations reflect a high level of

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

professional engagement. Additionally, their participation as evaluators in both national and international research projects underscore their expertise and visibility in the field. Despite the limited number of staff, particularly professors, the centre demonstrates a commendable level of research activity and external recognition. Awards and invitations to speak at academic events highlight the impact of its work, although there appears to be some inconsistency in the frequency and documentation of such engagements. The absence of data on visiting foreign researchers may be attributed more to the structural nature of the organization than to the quality or relevance of its research. Overall, the centre maintains a dynamic presence in its field, driven by a small but influential group of contributors.

Recommendations:

Technopark researchers are encouraged to maintain a dynamic and balanced engagement across their main research areas. While certain fields, such as ceramics, appear underrepresented in current presentations, there is a clear intention to support more equitable involvement across disciplines. Strengthening the visibility and contributions of all staff members is seen as essential, particularly in fostering recognition within the broader research community. Increasing opportunities for external collaboration and participation is also emphasized to enrich the research environment and enhance the overall impact of Technopark's work.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

Technopark has demonstrated consistent engagement in research activities supported by public funding, with projects spanning both national programs such as TACR and GACR and selected European initiatives. Most recent big project openings being EU funded “Recycled aluminium alloy coatings with chemically tailored electrochemical potential for safe protection of steel structures” and TACR funded “Determination of limit hydrogen concentration in a mixture with natural gas for safe use of underground gas storage facilities”. These projects encompass all major research areas within the centre and are distributed across the five-year span of the self-evaluation report, indicating sustained activity. Recent actions in 2022 and 2023 further reflect the group's ongoing commitment. In addition to publicly funded research, Technopark maintains a strong portfolio of contracts with industry, including collaborations with foreign companies, which speaks to its growing international reputation. The financial contributions from external sources are substantial, with significant funding received both as a direct beneficiary and as a participant. This level of activity is particularly notable given the relatively small size of the staff, underscoring the centre's efficiency and relevance in both academic and industrial contexts.

Recommendations:

Technopark demonstrates strong research activity, yet there remains an imbalance between national and European funding sources. While national support is well established, there is a clear

recommendation to increase participation in European research programs. Greater involvement in larger-scale European projects would not only provide more substantial funding but also enable longer-term commitments, foster broader collaboration, and enhance the visibility of Technopark's research outputs. Such strategic engagement is seen as a pathway to strengthening its position within the international research community.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

Technopark effectively fulfils its mission, with research outcomes that are broad in scope, though much of the work remains concentrated around corrosion. The research activity is closely tied to commercial projects, which play a vital role in sustaining the operational infrastructure. While this alignment with industry is a core objective, the research also demonstrates meaningful societal impact and continuity over time. The primary findings tend to be methodological, often centred on risk-related themes. Despite limited opportunities for funding equipment or expanding activities, there is a clear need to strengthen dissemination efforts. Although not extensively detailed, some outreach, such as visits from high school students, suggests potential for broader engagement that could be further developed.

Recommendations:

Although corrosion remains a central focus of Technopark's research, the institution is not limited to this area alone. There is a clear recommendation to broaden the visibility and dissemination of results across all research topics pursued within the centre. Expanding dissemination activities would not only reflect the full scope of Technopark's expertise but also strengthen its engagement with the wider scientific and public communities. This approach would help ensure that the diversity of its research is more accurately represented and recognized.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

4 - Very good

Qualitative assessment:

Technopark operates within a structure that requires it to secure funding for its continued existence, leading to a strong orientation toward business and industry collaboration. In addition to

government-funded research contracts, the centre engages in short-term industrial projects that address specific problems posed by external clients. These projects are designed to produce practical solutions, often intended for direct implementation, though feedback from industrial partners is not always documented. Within this framework, Technopark conducts its activities according to contract-based policies, yet it also maintains the capacity to pursue self-initiated research and patent development. This dual approach allows for both responsiveness to immediate industrial needs and the potential for longer-term innovation.

Recommendations:

Technopark is encouraged to actively promote its research results within both national and European funding frameworks, particularly where the outcomes show potential for practical application. Technologies such as the geopolymer binder system for foundry moulds exemplify innovations that could benefit from broader dissemination and integration into collaborative projects. Alongside this, there is a recommendation to pursue more self-initiated activities aimed at developing patents and independent research projects. These efforts would not only enhance Technopark's visibility but also strengthen its capacity for innovation and long-term impact.

POPULARIZATION OF VAVAI

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

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

3 - Average

Qualitative assessment:

Technopark has made some efforts to engage with the public, notably by welcoming high school students for laboratory visits. However, the environment is generally perceived as unsuitable for broader popularization and communication of research, development, and innovation activities. Beyond these limited outreach efforts, there is a noticeable lack of structured initiatives aimed at public engagement. While confidentiality agreements such as NDAs are cited as constraints, the involvement of both scientists and PhD students in ongoing research suggests that more could be done to foster communication and dissemination. Strengthening these activities would help bridge the gap between Technopark's research and its visibility within society.

Recommendations:

Technopark's contribution to public engagement is currently perceived as modest, with limited initiatives beyond occasional lab visits for high school students. There is a clear recommendation to open its doors more widely, for example during science festivals or to first-year bachelor students, who may not yet fully appreciate the connection between research and industry. Although many of Technopark's activities are business-oriented, its substantial involvement in publicly funded projects underscores the importance of sharing its work with a broader range of stakeholders. Expanding outreach efforts would help foster greater awareness of its research and strengthen its role within both academic and societal contexts.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3	
Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.	
If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.	
Rating [1–5]:	4 - Very good
Qualitative assessment: Technopark has demonstrated clear commitment to continuous improvement proposed in recommendations from previous evaluations. Technopark has shown a thoughtful approach to develop Mechanochemical Operations Centre, CirkTech, a workplace operating as demo unit for the study of decarbonization and transformation of industrial resources in real conditions, focused on the use of local sources of waste and other raw materials in the specified Ústí nad Labem Region for processing into marketable products. Technopark's involvement in activities connected to the UCT within its faculties is now more clearly demonstrated for example with PhD students more actively participating in research. On the other hand, there is still room for improvements in the communication and collaboration with individual faculties and Technopark.	
Recommendations: Technopark is encouraged to continue such activities which assumingly ensure the unit's research mission, provide wider collaboration network among UCT and all faculties, more customers and reinforce its research and societal impact. It is suggested that PhD student's role could be strengthened through a dual status, being formally enrolled at UCT while also recognized as scientific staff within Technopark. This would help to clarify their position and potentially enhance their engagement and development within both academic and applied research contexts.	

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	3 - Average
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B

Summary assessment:

Technopark, an autonomous unit within the University of Chemistry and Technology in Prague, plays a distinctive role in bridging academic research with industrial application. While structurally separate from traditional faculties, it remains embedded in the university's research landscape, particularly excelling in corrosion engineering and materials science, with a notable focus on aluminosilicate technologies. Its multidisciplinary research groups, including those in analytical chemistry, foster collaboration and actively involve PhD students, offering them hands-on experience in both scientific inquiry and commercial engagement. This collaboration with UCT is also visible by joint scientific papers. The centre's reputation is significantly shaped by a small number of highly active researchers whose international visibility, through editorial roles, conference participation, and project evaluation, has elevated its standing. Technopark consistently secures public funding through national and European programs, with recent projects addressing advanced materials and energy safety. Its strong industrial ties, including collaborations with international companies, contribute substantially to its financial sustainability and underscore its relevance in applied research. This dual funding model, public and private, supports a wide range of activities and reflects the centre's operational efficiency. Research at Technopark is both methodologically rigorous and practically oriented, often addressing risk-related themes. Commercial projects are central to its operations, ensuring continuity and infrastructure support. While dissemination efforts are currently modest, there is clear potential for broader societal engagement, particularly through educational outreach. Operating under a contract-based framework, Technopark balances short-term industrial problem-solving with opportunities for self-directed innovation and patent development. This flexible approach allows it to respond to immediate needs while fostering long-term research goals. Public engagement remains an area for growth. Although some outreach activities, such as student visits, have been initiated, the centre's environment is not yet fully conducive to broader communication of its research. Confidentiality constraints are acknowledged, but expanding dissemination and visibility could enhance Technopark's societal impact and strengthen its connection with the wider community.

Summary recommendations:

A key theme throughout Technopark's development is the strategic expansion of its funding base. Although national support is robust, increasing participation in European research programs is seen essential for securing long-term resources, enabling deeper collaboration, and elevating international profile. This shift would not only strengthen the financial foundation but also align research more closely with global scientific priorities. Dissemination of research outcomes is another area identified for growth. By promoting results across all research topics, not just flagship areas, the diversity of expertise can be reflected more accurately. Innovations with practical applications, such as the geopolymer binder system, exemplify the potential for broader integration into collaborative projects and industry partnerships. Encouraging self-initiated initiatives, including patent development and independent research, further supports a culture of innovation and long-term impact. Public engagement, while currently modest, is recognized as a vital component of future mission. Expanding outreach through events like science festivals and targeted programs for students would help to bridge the gap between research and society, enhancing awareness and appreciation of its work. This is particularly important given Technopark's involvement in publicly funded projects, which carry a responsibility to communicate value beyond academic circles. Finally, attention to internal cohesion and researcher support is emphasized. Ensuring that PhD students remain connected to UCT despite Technopark's peripheral location, and that their research commitments are well-structured, is crucial for maintaining a healthy academic environment. Enhancing visibility through platforms such as a dedicated webpage for publications and conference contributions would further integrate Technopark's work into the broader scientific community.

EVALUATION REPORT FOR MODULES 4 & 5

HIGHER EDUCATION INSTITUTION NAME:

University of Chemistry and Technology Prague (UCT Prague)

COMPANY REGISTRATION NUMBER (CRN): CZ60461373

MODULE 4 – VIABILITY

ORGANISATION AND MANAGEMENT OF R&D&I

4.1 Organisation and management of R&D&I

Evaluate the organizational structure and setup of the R&D&I management system in relation to the size and type of the university and its mission and vision. Also consider comparisons with foreign universities of similar size and focus.

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

The University of Chemistry and Technology in Prague (UCT Prague) demonstrates a well-structured and internationally relevant and comparable institute for research, development, and innovation (R&D&I). Its governance model, led by the rector and senate, is transparent and facilitates both top-down policy implementation and bottom-up decision-making. The university is organized into four faculties: Chemical Technology, Environmental Technology, Food and Biochemical Technology, and Chemical Engineering, each comprising departments that integrate teaching and research. The Technopark Kralupy serves as a strategic extension of the university, fostering industry collaboration and applied research. UCT's R&D&I leadership is supported by clearly defined roles and institutional frameworks. While the university meets international standards in its organizational setup, there is room for improvement in gender representation, particularly in leadership roles. The institution has made notable progress in staff development, with a significant increase in early-career researchers and foreign academic staff, contributing to generational renewal and internationalization. However, gender balance remains a challenge, even in the associate professor category where numerical improvements have been made. UCT has invested in support structures such as the Project Centre and the Research and Technology Transfer Office, which enhance its capacity to secure funding, manage intellectual property, and commercialize research outcomes. Internal funding mechanisms and sustainability strategies further reinforce its commitment to long-term development. UCT actively promotes sustainable practices, including energy efficiency, waste reduction, and the integration of green chemistry principles into its academic and research activities. Despite its strengths, UCT is challenged due to its unique position as a standalone institution focused on chemistry and technology. This specialization, while fostering a strong institutional identity and loyalty, may contribute to underrepresentation in international rankings due to limited recognition in wider research themes. National separation in engineering disciplines may also lead to inefficiencies and missed opportunities for interdisciplinary collaboration. Internally, the faculties vary significantly in size, which can lead to imbalances in influence and resource allocation. Although leadership roles are distributed across faculties, cooperation between them appears limited, potentially hindering the university's ability to form

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

competitive consortia for large-scale research funding. The breadth of study programs, particularly at the bachelor's level, results in small cohort sizes, raising questions about the optimal use of teaching resources and its indirect impact on research productivity. As a summary, UCT presents a robust and evolving academic institution with a clear strategic direction, strong industrial ties, and a growing international profile. Continued efforts to enhance internal collaboration, streamline academic offerings, and improve visibility on the global stage will be key to realizing its full potential.

Recommendations:

UCT Prague should consider the following points: UCT has established some key areas such as drug delivery, energy production, and environmental protection, both locally and globally. However, to maintain its leading position within the Czech Republic and to increase UCT's international competitiveness, ongoing efforts are needed to raise researcher qualifications, expand into new research areas, and attract additional financial support and collaborations. UCT demonstrates strong productivity, particularly in the quality of its publications, with a high proportion of papers in top-tier journals. Most publications result from collaborations with national research centers, though there is significant potential to increase the share of international collaborations, which currently remains low. The gradual creation of specialized research centers in partnership with industry and foreign universities is encouraged to further strengthen UCT's research profile. Strengthening ties with complementary national institutions, such as CTU, and deepening cooperation with the Czech Academy of Sciences are also seen as valuable strategies. Internally, fostering collaboration across faculties and departments, supporting diverse young scientists, and rewarding joint initiatives are important for sustaining a cooperative spirit. The integration of a gender dimension within the R&D&I leadership structure is recognized as an important step toward fostering inclusivity and diversity. UCT should keep up its momentum in that direction. UCT's online presence, particularly its homepage, requires significant improvement to ensure information is well-organized, accessible, and coherent across faculties and departments. Issues such as inconsistent navigation, missing or outdated information, and lack of unified staff and project listings hinder both internal coordination and external visibility, especially for entities like Technopark Kralupy where present external visibility is not promoting outreach and external financing. Addressing these challenges will help UCT to maintain its reputation and enhance its ability to attract international partners and funding. While there are established interactions between the Technopark and university faculties, there is also notable disparity among faculties in terms of their engagement with the Technopark. These relationships could be further enhanced to better facilitate the valorisation of research results and to strengthen connections with industry partners. Administrative support, particularly from the finance department, could be more transparent in explaining how it assists researchers with contract management. UCT's educational programs should be regularly evaluated for resource effectiveness, and greater central coordination is needed in admissions and teaching to address imbalances among organizational units but also in order to make more attractive programs.

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

Evaluate the systems/measures/tools described to stimulate high-quality science at the HEI being evaluated. In your evaluation, consider the documented effectiveness of the measures described, their impact on achieving the mission and vision of the HEI being evaluated, the realization of excellent science and the possible absence of key systems/measures/tools.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

The culture at UCT Prague is characterized by a strong appreciation for scientific quality, with a shared sense of accomplishment among researchers for both fundamental and applied work. This quality-oriented culture is actively maintained and valued by the university's leadership, ensuring that the high-quality science remains central to the institution's mission and vision. UCT employs a range of strategies to enhance the quality and impact of its research, development, and innovation activities. The university supports its researchers through dedicated departments such as the Department of Scientific Research and Development and the Technology Transfer Department, as well as through robust financial resources, advanced infrastructure, and international mobility programs for both staff and doctoral students. There is a strong institutional focus on attracting talents and increasing the competitiveness of PhD students, particularly in relation to prestigious international excellence schemes. The establishment of the Project Centre in 2021 has centralized and strengthened support for project development, grant writing, and capacity building, offering workshops and seminars that benefit both young and established researchers. These initiatives are complemented by a variety of funding mechanisms, including national and internal schemes, which are particularly effective in supporting early-career researchers. The university's technical and administrative resources, such as the central laboratories and the Project Centre, have contributed to notable successes in securing highly competitive national and international grants. Tools like the Dagmar Prochazkova Fund and "proof of concept" grants are especially valued for encouraging innovative projects and supporting talented individuals at all stages of their careers. UCT's commitment to research excellence is evident in its support for multidisciplinary research and international cooperation, as well as in the positive reception of these measures by staff. The Project Centre is expected to yield measurable results in the coming years, and its impact will be assessed both qualitatively and quantitatively.

Recommendations:

Over the past five years, UCT Prague has made significant progress in strengthening its support system for high-quality research, development, and innovation, though disparities among faculties remain and should be addressed through targeted support for selected smaller units of high potential and for interfaculty cooperation (see also elsewhere). The university has introduced a variety of effective tools and initiatives to foster research excellence, but it is important to avoid spreading resources too thinly and instead focus on the most impactful mechanisms. Regular evaluation of these tools is recommended to ensure their relevance and effectiveness, particularly in supporting researchers to develop and sustain new projects over the long term. A systematic methodology should be established to create clear pipelines for project development, unique solutions, and partnerships. While quantitative incentives like linking faculty support to external grant acquisition can boost productivity in the short term, care must be taken not to undermine the open and collaborative academic culture, especially in fundamental research. Incentives should increasingly support innovative and diverse project ideas, particularly for high-performing and early-career researchers who need opportunities to establish independent research platforms. Encouraging cooperative work, especially with faculty members who drive societal impact through patents and spin-offs, can further enhance learning and lower barriers to entrepreneurship, with young researchers benefiting most from such schemes. Beyond formal incentives and training, UCT should also recognize the importance of informal and diverse meeting spaces "coffee rooms", which are vital for fostering creativity and a sense of community. Supporting these cultural elements, alongside structured support mechanisms, will help to sustain an appreciative academic environment while driving continued progress in research excellence.

4.3 Quality control system for R&D&I environment

Evaluate the described internal and external evaluation system in terms of its quality, effectiveness and suitability for the HEI.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

UCT Prague has established a well-structured and organized system for evaluating and assuring the quality of its research, development, and innovation activities. This system incorporates both internal and external evaluation processes, aligning with national and international standards. Internal assessments are centrally managed by the Rectorate through the Department of Quality Assessment, following clearly defined regulations and quality indicators that are periodically reviewed. The external evaluation is conducted in accordance with procedures set by the Ministry of Education and includes both annual and multi-year cycles, as well as international benchmarking through bodies such as the IEP. UCT has also set up an International Advisory Board (IAB) to assist research strategy work and ensure alignment with global best practices. Ethical considerations are given significant attention, with established ethics committees, a Code of Ethics, and the appointment of Ombudsman to oversee ethical principles. Tools and procedures are in place to address issues of ethics and social safety, and both staff and students are regularly informed and educated on these topics through seminars, publications, and digital channels. Mechanisms for reporting unfair practices and ensuring social safety are clearly defined and accessible. While the evaluation system is robust and comprehensive, it is recommended that internal quality assessment should not be solely top-down. It is important to ensure that the perspectives and contributions of young researchers and doctoral students are not overlooked, as they play a vital role in the university's research ecosystem. Additionally, while quantitative indicators are useful, their limitations are acknowledged, and a balanced approach that values both qualitative and quantitative measures is encouraged. Overall, UCT's quality assurance framework is effective and continues to evolve, supporting a culture of integrity, transparency, and continuous improvement in research.

Recommendations:

UCT Prague is planning to further strengthen its commitment to ethics and social security by developing e-courses for both students and staff, and it is encouraged to implement these initiatives promptly. The university's evaluation practices are well aligned with international standards and encompass all aspects of academic activity, including teaching, research, and contract work. However, there is still room for improvement, especially in how researcher contributions are recognized, with the goal of better motivating individuals and departments through better acknowledgment of their efforts. Ensuring anonymous access to evaluation results and providing students with opportunities to complete feedback questionnaires are important steps for enhancing internal quality assessment. Involving non-academic members from the closely related industrial sectors in evaluation processes could also add valuable perspectives. The publication of clear guidelines on undesirable behaviour by superiors would help foster a respectful and accountable environment. While the IAB is mentioned in evaluation materials, its active involvement and visible impact appear limited. Strengthening the Board's immersion in university activities and improving its connections with faculty would help to ensure that its insights are fully leveraged. The International Advisory Board, while currently focused on research strategy, could also provide valuable input on teaching strategies, particularly at the doctoral level. Overall, UCT's evaluation and quality assurance systems are robust, but ongoing efforts to enhance transparency, recognition, and engagement could further support a positive and high-performing academic culture.

4.4 Sustainability and resilience of R&D&I

Evaluate the described system of measures for sustainability and resilience of R&D&I in terms of their quality, effectiveness or possible absence of key measures.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

UCT Prague has embraced a comprehensive sustainability strategy that aligns closely with the United Nations Sustainable Development Goals (SDGs). This approach extends beyond environmental and economic concerns to include social responsibility, education, scientific research, and creative development. UCT's commitment is evident in its institutional policies, which aim to integrate sustainability into all aspects of its operations, from research and development to public engagement and internal governance. A central focus of UCT's research agenda is the cultivation of "green" skills and the promotion of sustainable practices. This is supported by the implementation of ethical frameworks such as the European Charter for Researchers and a Code of Ethics. UCT has developed a monitoring system to ensure that its research activities are meaningfully connected to the SDGs, fostering interdisciplinary and intersectoral collaboration. These efforts are mirrored in its technology transfer initiatives, that align academia and industry toward sustainability. UCT demonstrates a strong sense of social responsibility, actively engaging with the public through educational outreach and events that bring science into schools and communities. UCT maintains productive relationships with public institutions and regional stakeholders, reinforcing its role as a socially embedded institution. Its internal culture, as reflected in feedback from both faculty and doctoral students, is described as positive and motivating, contributing to resilience and long-term sustainability. UCT has established clear and coherent policies on knowledge transfer, intellectual property protection, data security, and open science. These policies are supported by dedicated structures such as the Research and Technology Transfer Office, which facilitates the valorisation of research outputs. Training in intellectual property and technology transfer is being expanded, with mandatory courses planned for PhD students. Cybersecurity measures are also in place to safeguard institutional data and ensure compliance with legal standards. Digitisation is well integrated into both the research and administrative frameworks of the university, enhancing efficiency and transparency. Electronic systems for document and invoice processing are part of a broader strategy to modernise operations. UCT's support for open access publishing and knowledge dissemination further underscores its commitment to openness and innovation. Overall, UCT presents a well-rounded and mature sustainability profile. Its strategic planning, institutional culture, and operational practices collectively contribute to a resilient and forward-looking organisation addressing societal challenges through education, research, and public engagement.

Recommendations:

UCT's commitment to open science and sustainable research practices should include encouragement of open access publishing and its support for depositing scientific outputs in public repositories such as Zenodo. This approach enhances the visibility and accessibility of research across its faculties. While UCT recognizes the need to maintain high standards, publication in questionable (predatory pay-for-publish) journals must be ceased and open access publishing should be critically evaluated and aligned by national initiatives (CzechELib). Sustainability and responsibility in research, development, and innovation should remain central to UCT's strategic direction. This includes aligning institutional objectives with broader frameworks such as the Sustainable Development Goals and the European Union's perspective on research quality and impact. A key aspect of this strategy involves strengthening the competencies of academic and administrative leaders. By investing in the development of managerial skills within the framework

of sustainability and quality of education and scientific research activities, the university can aim to uphold the quality of education and research.

PERSONEL POLICY

4.5 Structure of human resources	
Evaluate the described structure of human resources at the evaluated HEI in terms of age composition, degree of internationalization, distribution by job classification, and gender balance. For the assessment, use the data from the annexed tables 4.5.1 and 4.5.2; it is also possible to draw on the more detailed staffing data presented in indicator 3.1 of the self-evaluation reports for the evaluated units.	
Rating [1–5]:	4 - Very good
Qualitative assessment: UCT Prague has demonstrated a consistent and strategic expansion in its staffing over recent years, reflecting both institutional growth and its appeal to emerging researchers. Between 2020 and 2024, the university increased its total number of employees by over 130, marking a 12% rise. Particularly notable is the 38% increase in early career researchers, which includes a modest but meaningful rise in female representation within this group. This trend shows UCT's attractiveness to young talent, including some international researchers, and signals a dynamic research environment. Despite these positive developments, challenges remain in achieving gender balance, especially in senior academic roles. While the number of female early career researchers has grown, the overall proportion of women in leadership positions has declined (see also 4.7). This discrepancy highlights the need for targeted measures to support gender equality across all levels of the academic hierarchy. The university's policy framework acknowledges this issue, but further action is required to reverse the downward trend and ensure equitable representation. The increase in foreign staff, particularly among early career researchers, reflects UCT's growing international profile. However, there are open questions regarding the long-term integration of these researchers into the academic system, especially in terms of tenure pathways and career development. The university has made strides in intergenerational renewal, with a noticeable shift in age distribution among academic staff. The proportion of younger assistant professors has risen, while the number of staff aged 60 and above has declined, suggesting a healthy turnover and potential for sustained academic vitality. UCT has also strengthened its support structures by increasing technical and administrative staff, which contributes positively to workplace well-being and helps prevent overburdening research personnel. The balance between research and support staff appears appropriate, and the university's responsiveness to regulatory changes has been reflected in its staffing adjustments. Given the limitations in physical infrastructure such as laboratory space and the uncertainty over the number of PhD students each requiring more funding, concerns arise about the long-term sustainability of personnel growth. Indeed, expansion may not be feasible indefinitely, but strategic allocation of resources and thoughtful career planning may help to maintain quality and productivity. The age distribution across academic ranks suggests a functioning progression system, but the presence of older associate and assistant professors points to a need for clearer career transitions and retirement planning.	
Recommendations: UCT Prague continues to evolve its institutional framework with a growing awareness of the need for more inclusive and sustainable academic career development. While the university has made notable progress in attracting early career researchers and increasing international participation, there remains significant room for improvement in gender equity and long-term career planning. The underrepresentation of women in leadership roles within research and development is a	

recurring concern. Despite some gains in female participation among early career researchers, the overall trend in senior positions is declining. To address this, UCT is encouraged to intensify efforts to attract female applicants, particularly for leadership roles, through targeted communication strategies and incentive programs. Programs could include financial rewards, recognition schemes, and structured support for career advancement. While such schemes may be controversial, their use can be justified as a temporary measure to establish a situation where a gender balance is self-sustained. A key area for development is the establishment of a clear and sustainable tenure pathway, especially for early career researchers and international staff. While UCT has demonstrated its ability to attract young talent, the lack of a defined progression system risks long-term retention and institutional stability. Academic titles and positions should be viewed not as lifetime rewards but as opportunities tied to performance and time-bound expectations. This shift in perspective would support a more dynamic and merit-based academic culture. UCT is also encouraged to continue efforts to lower the average age of professors and to stimulate the role of emeritus professors as part of a broader strategy for academic renewal. Increasing the proportion of associate and full professors under the age of 50 would contribute to a more balanced and forward-looking faculty structure. Similarly, expanding the share of foreign staff in senior academic roles would enhance the university’s international profile and research capacity. UCT’s approach to academic progression should be revisited to ensure that career development is supported at all stages, not only at entry. Where progression stalls, alternative career pathways outside academia should be considered, supported by a professional human resources department that operates independently from academic leadership. This can manage transitions more effectively and ensure that institutional decisions are guided by strategic priorities rather than personal affiliations. Overall, UCT is positioned to build on its strengths by implementing more robust policies for career development, gender equity, and internationalisation.

4.6 Academic and Research Careers

Evaluate the described system for the recruitment and career development of academic and research staff. Evaluate the system in terms of its quality and effectiveness, as well as the potential absence of key elements.

Rating [1–5]:

4 - Very good

Qualitative assessment:

A transparent and non-discriminatory framework of UCT Prague governs recruitment, career development, and evaluation processes, ensuring fair opportunities for all staff categories. This approach is articulated in the HR Award Action Plan and has been recognized by the attainment of the European HRS4R label. Over recent years, UCT has demonstrated a commitment to attracting international talent, as evidenced by a significant increase in the proportion of foreign staff. Internal funding schemes and reintegration plans, such as those supporting early career researchers and staff returning from parental leave, further reinforce the institution’s inclusive ethos. Career development is supported through a variety of mechanisms, including mobility plans, sabbatical opportunities, and professional development workshops. While soft skills training is available, there is not yet a formalized lifelong learning program. The institution has also implemented flexible working arrangements and childcare provisions, which are highly valued by staff and facilitate a supportive working environment, particularly for those returning from career breaks. Procedures for recruitment, promotion, and evaluation are regularly revised to maintain transparency and objectivity. The criteria for advancement, including habilitation and promotion, are clearly defined and widely communicated. However, there are some concerns regarding the independence of early-career researchers such as assistant professors in certain departments (often smaller ones), as well as the perceived subjectivity and limited rigor in their promotion. The restricted number of available positions may also pose a risk of demotivation among staff though, at the same time, the

limitation can be a driver toward excellence. Overall, UCT's efforts to foster equality, transparency, and continuous improvement in human resources management are evident. The combination of clear procedures, supportive measures for career development, and ongoing evaluation contributes to a positive and equitable academic environment, although some areas like the independence of junior researchers and the robustness of promotion criteria may benefit from further attention.

Recommendations:

UCT Prague's efforts to enhance academic and research environments increasingly emphasize long-term career development, particularly through lifelong education programs tailored for both research and administrative staff. A clear and transparent tenure strategy for early-career researchers is essential to ensure that talented individuals can envision a meaningful and sustainable academic future. While initiatives such as HRS4R aim to promote excellence in research through structured HR practices, their effectiveness varies significantly depending on the existing national and institutional frameworks. In some cases, the added administrative layers have not necessarily translated into tangible improvements, highlighting the need for a cautious and context-sensitive approach to certification and implementation. Maintaining the autonomy of young researchers is a critical priority. While collaboration with senior faculty can be beneficial, it should not overshadow the independent research trajectories of assistant professors, especially when considering promotion and career progression. Flexibility in academic careers, including part-time opportunities and the integration of practitioners into educational roles, can further enrich the university environment and broaden participation. To support these goals, institutions are encouraged to unify recruitment procedures and adopt best practices that facilitate the hiring and integration of international staff. Key performance indicators should reflect the added value brought by these initiatives, ensuring that HR efforts genuinely support scientific excellence. Ultimately, the success of such efforts depends on their ability to foster a supportive, inclusive, and forward-looking academic culture.

4.7 Gender equality measures

Evaluate the gender equality measures described in self-evaluation. Evaluate the measures in terms of their quality and effectiveness, as well as the potential absence of key measures.

Rating [1–5]:

3 - Average

Qualitative assessment:

UCT Prague actively promotes gender equality through a comprehensive Gender Equality Plan (GEP) and related guidelines, ensuring transparent recruitment protocols and equal opportunities for all positions. The university has implemented several supportive measures, such as flexible working hours, part-time job options, and the establishment of the Childcare Center Zkumavka, all of which contribute to a positive work-life balance for employees. The Julia Hamáčková Prize, awarded annually, further raises awareness and encourages the consideration of gender aspects in both research and teaching. While these initiatives are well-received and align with European standards, as evidenced by the HRS4R label, challenges remain. The overall proportion of women in most staff categories, except for associate professors, has shown a declining trend, which disagrees with the university's strategic objectives. However, there has been notable progress in the early career researcher category, where the share of women has increased, showing potential for future improvement. UCT's approach to gender equality is supported by transparent nomination and election processes for academic bodies, and by human resource management courses that emphasize work-life balance. Despite these efforts, the lack of clear key performance indicators and monitoring systems for the GEP may hinder the ability to track progress effectively. Additionally, while childcare support is available, there is recognition that such measures should benefit all parents equally, not just women returning from leave. UCT demonstrates a strong commitment to

gender equality, with policies and practices that foster an inclusive and supportive environment. Continued attention to monitoring outcomes and addressing persistent imbalances will be important to fully realize UCT's goals in this area.

Recommendations:

Promoting gender equality in academia requires sustained and multifaceted efforts, particularly in increasing the representation of women in leadership and governance roles. While some progress has been made, the current measures have not sufficiently addressed the imbalance, and more targeted strategies are necessary. This could include temporary incentives or compensation structures that acknowledge the additional responsibilities women take on in governance, as well as initiatives that actively encourage female staff to pursue management and strategic positions. Support structures such as on-site childcare remain vital, and their continued development should be informed by direct input from female staff. Engaging women in shaping these services ensures that improvements are relevant and widely supported. Moreover, fostering interest in leadership roles among women and ensuring equal access to the tools and opportunities needed to succeed in these positions are essential steps toward a more inclusive academic environment. Recruitment practices should be examined to understand why the growth in female representation remains slow. It is important to assess whether the issue lies in the availability of female candidates or in the recruitment process itself. Although many female staff report satisfaction with current equality measures and do not feel discriminated against, the data shows that their presence in senior R&D&I positions is still limited. This underlines the need for continued and proactive engagement to ensure that gender balance for the future.

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

Evaluate the described mobility of academic and researcher staff. Pay attention to whether the evaluated HEI achieves the set objectives, whether the mobility objectives are appropriately set for the HEI and whether the strategies in place lead to their achievement or help remove existing barriers to mobility.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

Over the past five years, UCT Prague has demonstrated a strong commitment to fostering international mobility, particularly among early career researchers. This has resulted in a vibrant, internationally connected academic community with policies and infrastructure that have made it an attractive destination for researchers worldwide. UCT has seen a notable increase in both incoming and outgoing mobility, supported by a range of funding sources such as MSCA, Horizon 2020, Horizon Europe, national grants and industry collaborations. International PhD students and postdoctoral researchers are well represented, with many benefitting from structured exchange programs and long-term placements, especially within the EU, EEA, and Switzerland. Short-term internships and research visits are also common, often linked to conferences, collaborative projects, and joint study programs. UCT has established an infrastructure to support mobility, including a Welcome Office and a Mobility Information System, which facilitate both the administrative and practical aspects of international exchanges. The university's strategic plan emphasizes international cooperation, two-way mobility, internal internationalization, language education, and gender equality, all of which contribute to a dynamic and inclusive research environment. While UCT attracts foreign students and researchers, it continues to refine its objectives for inbound mobility, particularly regarding the roles and expectations for visiting senior scientists. Despite these strengths, certain barriers persist. For incoming researchers, challenges include language constraints, limited affordable housing, and administrative hurdles related to visas and permits. Outgoing staff, particularly those with families, face structural obstacles such as insufficient

financial support for childcare and family travel during long-term placements. The university recognizes these issues and is actively seeking solutions, such as fostering agreements with housing providers and enhancing support services.

Recommendations:

International collaboration and mobility within the university context face persistent structural and societal barriers that are difficult to overcome by any single institution acting alone. Despite these challenges, there are several promising avenues that could be pursued to foster a more dynamic and globally connected research environment. One such approach involves inviting senior scientists from abroad for medium-term stays, typically lasting two to four months. These visits, even when loosely aligned with existing research themes, can offer valuable contributions through PhD-level courses, seminars, and informal interactions that stimulate new perspectives and catalyse cooperation. Their presence in everyday academic settings, such as shared spaces like coffee rooms, can enrich the intellectual atmosphere and encourage spontaneous exchange. Encouraging younger researchers, particularly assistant professors, to take advantage of sabbatical opportunities is another important strategy. Sabbaticals can serve as a gateway to international exposure, professional growth, and the development of long-term collaborations. Similarly, establishing a minimum requirement for PhD students to spend time abroad would allow them to experience different research cultures and methodologies, thereby broadening their academic horizons. UCT currently faces significant difficulties in organizing long-term mobility and hosting foreign researchers and students. Nonetheless, it is essential to continue working toward a more balanced approach to mobility, both in terms of duration and direction. Strengthening long-term mobility for university staff and ensuring a more even flow of incoming and outgoing researchers, will help to build robust international networks. These networks are crucial for forming consortia and leading international research projects, rather than merely participating in them.

RESEARCH INFRASTRUCTURE

4.9 Research infrastructure

Evaluate the system described for the acquisition/optimisation of core facilities and other equipment and their renewal. Evaluate the system in terms of its effectiveness and suitability for the HEI. Also consider the system for sharing instruments and equipment, including core facilities and equipment of evaluated units. Use the data in Annex Table 4.9.1 to support your evaluation.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

Research instruments and equipment at UCT Prague are distributed across faculties, the Technopark, and especially the Central Laboratories, which serve as a core facility for the university. Both faculties and Central Laboratories prepare annual plans for equipment acquisition and renewal, which are incorporated into strategic documents submitted to the Ministry of Education, Youth and Sports. The laboratories, particularly those for the Faculty of Chemical and Biochemical Technology, are equipped with reasonable advanced and well-maintained instrumentation, and the staff are highly trained. Access to and management of these facilities are well organized, contributing to an outstanding overall research environment. UCT's approach to centralizing expensive research infrastructure in the Central Laboratories is both practical and economically sound. This model ensures that local projects receive adequate support, and the quality of instrumentation is sufficient for high-level research. While the proportion of the total budget allocated to research infrastructure, including IT, is relatively modest by international standards, UCT's involvement in national and international research infrastructures enhances its competitiveness and supports the development of its faculties. The Central Laboratories provide

analytical services to both internal and external clients, with internal invoicing covering operational costs and external services generating additional income for maintenance. The centralization of analytical services is considered both correct and cost-effective. Significant investments have been made in IT infrastructure to meet cybersecurity requirements and the growing demands of data storage and management, in line with Open Science policies. UCT's participation in major research consortia and large research infrastructures, such as CZ-OPENSOURCE and METROFOOD-CZ, further strengthens its research capabilities and integration into the European Research Area. Investment policies prioritize the renewal and sharing of equipment, with priorities updated annually and operating costs covered through internal and external funding sources. UCT demonstrates a well-structured approach to managing its research infrastructure, balancing technical excellence, financial responsibility, and strategic collaboration at both national and international levels.

Recommendations:

UCT Prague faces a strategic decision in determining whether its overall research quality is better served by increasing personnel or by concentrating resources on fewer individuals with access to superior infrastructure. Evidence suggests that prioritizing high-quality research facilities may yield greater long-term benefits. This calls for a more ambitious investment strategy in advanced instrumentation and infrastructure, potentially in collaboration with other national institutions such as the Czech Academy of Sciences and CTU. Joint laboratories and shared equipment could play a pivotal role in enhancing research effectiveness, providing their use is well-coordinated and strategically aligned. While the costs associated with equipment maintenance appear manageable, attention must be paid to the less visible but equally important intangible assets, which may not be as well controlled. Monitoring the proportion of total incoming resources allocated to infrastructure could help assess whether usage is efficient and aligned with institutional goals. Maintaining a strong commitment to infrastructure investment is essential for sustaining UCT's high standards in research, development, innovation, and teaching. This not only supports the competitiveness of individual researchers but also strengthens UCT's position in the international academic landscape. Improvements in the collaborative use of facilities, such as those available at the Technopark, could further enhance the value derived from existing resources. IT department as part of UCT's infrastructure should be as efficient and aligned with institutional goals as are other infrastructures. IT has a particularly important role in open science activities, data management, cyber security as well as providing a good online presence that fosters the visibility of UCT and helps to establish its unique profile among Czech universities and globally.

FINANCES

4.10 Budget and structure of financial resources

Evaluate the budget and financial resource structure of the evaluated HEI in terms of its suitability for the HEI, i.e. whether the financial resource structure is appropriate for the size and type of the evaluated HEI. You should also pay attention to the ability of the evaluated HEI to attract prestigious research projects. Use the data in the annexed tables 4.10.1 to 4.10.5 to support your evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The allocation of budgets at UCT Prague is primarily determined by the size and research capacity of each unit, with a relatively consistent balance between national and international funding across faculties. Technopark distinguishes itself by securing a higher proportion of foreign funding, largely due to its active participation in EU-funded projects and international collaborations. In recent years, there has been a noticeable increase in funding for fundamental research, supported by national schemes, while applied research and technology transfer have had relatively less emphasis.

Although UCT demonstrates strong competitiveness in attracting funding, the distribution among faculties is uneven, with some units receiving significantly less than others. Majority of funding originates from Czech public sources, with non-competitive funding forming a substantial portion. This provides long-term stability but may limit the drive for innovation typically associated with competitive grants. Despite numerous partnerships with the corporate sector, non-public funding remains a relatively small share of the overall budget, clearly suggesting that despite having many collaborative projects most of those are modest in scale. UCT's success in securing prestigious European projects highlights its capacity to compete internationally and the effectiveness of its internal support structures for researchers. While the predominance of national funding ensures financial security, there is recognition of the value that EU and foreign projects bring, not only in terms of resources but also through fostering international collaboration. The shift towards more fundamental research is seen as a natural development, though there is an understanding that applied research should remain a priority, especially given the university's technological focus. The criteria for project selection and the specific roles of UCT in collaborative projects could be clarified further to enhance transparency. Overall, UCT's budget reflects a diversified but nationally dominated funding landscape, with increasing success in international and non-public sources. UCT's policies and structures have enabled growth in foreign funding and support for fundamental research, while continued attention to applied research and industrial collaboration is crucial to maintain a balanced and forward-looking research profile.

Recommendations:

To strengthen its research and innovation capacity, UCT should aim to increase its participation in EU-funded projects, with particular attention to supporting smaller faculties in becoming more competitive for such funding opportunities. This targeted support can diversify UCT's funding portfolio and reduce reliance on governmental sources. At the same time, UCT must carefully balance its engagement with the corporate sector, ensuring that collaborations are not only financially fair but also rooted in high-quality research. The goal should be to foster deeper, more meaningful, and long-term partnerships that reflect the true value of academic expertise. Mobilizing UCT's considerable potential to apply for prestigious international grants is essential. Researchers should be encouraged and supported in pursuing highly competitive funding opportunities, both nationally and internationally. This includes promoting the valorisation and commercialization of research findings, which can significantly increase the share of non-public and commercial funding. Transparent criteria for project selection like the proportion of funding received or whether the university leads the project can guide strategic decisions and ensure alignment with institutional priorities. Maintaining momentum in these areas will not only enhance UCT's financial sustainability but also reinforce its position as a key player in internationally recognized research ecosystem. UCT should clearly communicate not only its principal idea with Technopark but also its long-term vision for it becoming an externally financed engine of technology transfer. As such, its share of public funding should decrease and UCT should clearly define a roadmap in that direction.

4.11 Rules for the use of institutional support for the LCDRO

Evaluate the strategy described and the rules for the use of institutional support for the LCDRO. In your evaluation, consider the effectiveness of the implemented strategy and policies and whether they contribute to the mission and vision of the HEI.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

The allocation and management of institutional support for the long-term conceptual development of the research organization (LCDRO) at UCT Prague is primarily distributed to faculties, which then

apply their own internal rules for further distribution among departments. This decentralized approach allows the university to accommodate the specific needs and development strategies of each faculty, considering their size and research focus. While this system is generally effective and satisfies university managers, there is recognition that a more harmonized scheme could further enhance alignment with broader institutional goals. The use of LCDRO funds is guided by both strategic priorities and research excellence, supporting not only established research areas but also the development of new or socially relevant fields. UCT has successfully leveraged external support to advance research in key areas such as energy and health, while also fostering excellence in specialized domains like medicinal chemistry. UCT's strategy ensures that institutional support is used to co-finance research schemes, awards, and special chairs, as well as to increase the visibility of research and teaching activities, particularly at the international level. The distribution of LCDRO funds is based largely on research outcomes but also allows for negotiation of extra funding to support emerging or highly relevant research. This flexibility enables the university to respond to changing scientific landscapes and societal needs. The internal grant agency further supports research grants for PhD students, pedagogical innovation, and social activities, drawing on various financial resources. Importantly, UCT recognizes the value of supporting activities that may not result in high-impact publications but contribute to its reputation in unique fields, such as monument conservation. The involvement of internationally recognized experts and the establishment of research groups focused on excellence have significantly contributed to the university's mission and vision. The Research and Technology Transfer Office and Project Centre play key roles in coordinating research, supporting technology transfer, and ensuring effective policy implementation. As a summary, the management of LCDRO at UCT Prague reflects a careful balance between strategic direction, faculty autonomy, and responsiveness to both internal and external opportunities. This approach has contributed to the university's ability to support high-quality research, foster innovation, and enhance its international profile.

Recommendations:

Strategic planning within the university, particularly under the LCDRO framework, requires a nuanced approach that not only identifies areas of high potential and excellence but also acknowledges those with declining relevance, interest, or funding. Although addressing such areas can be challenging, it is essential for maintaining a dynamic and forward-looking research environment. Long-term policies should not be constrained only by current conditions but instead anticipate future needs and opportunities, even if that means deviating from the status quo. Externally, UCT benefits from a rich network of collaborations, especially with institutes of the Czech Academy of Sciences. Strengthening these ties further could enhance research depth and visibility. At the same time, the underutilized relationship with CTU, despite its complementary strengths and geographic proximity, presents a missed opportunity that warrants thoughtful, long-term consideration. Internally, the strategy for allocating institutional support under LCDRO could be refined to better prioritize socially relevant research topics and support individual departments and research groups in emerging areas. Promoting the results of institutionally supported research to the public is also important for transparency and impact. In doing so, it should be acknowledged that excellence varies across disciplines and is not always accurately reflected by conventional metrics such as journal impact factors or researcher H-indices.

NATIONAL AND INTERNATIONAL COOPERATION

4.12 Significant collaborations in R&D

Evaluate listed examples of significant R&D&I collaborations with respect to the effectiveness of the collaborations established, their proportionality and appropriateness to the type of HEI and its mission and vision.

Rating [1–5]:

4 - Very good

Qualitative assessment:

UCT Prague demonstrates a strong commitment to collaboration at both national and international levels, engaging in a wide array of partnerships that span universities, research institutes, companies, and large-scale networks. UCT's participation in prominent international initiatives and infrastructures is a testament to its solid reputation and the high relevance of its work. Its mission and vision are clearly articulated and sustainable, though the distribution of collaborative efforts among faculties could be more balanced. The nature of UCT's collaborations is diverse, encompassing various forms, topics, and partners, all of which contribute significantly to both the quality and impact of its research and societal engagement. Notable examples, such as BioMates, ORBIS, and the Food Safety 4U platform, illustrate the university's effective approach to fostering cooperation and innovation, while partnerships with international entities like Taiwan further expand its research horizons. UCT's collaborative projects are well-suited to its faculties and often involve multiple departments, with the extent of involvement reflecting the specific focus and expertise required. Although recent collaborations may not have been newly initiated, the breadth and depth of ongoing projects provide a comprehensive view of UCT's active role across various fields. The outcomes of these partnerships are evident in high-quality research outputs, patents, and practical applications that address societal challenges, consistently aligning with UCT's mission. The expertise and skills of UCT's staff play a crucial role in establishing and maintaining these fruitful collaborations, which not only enhance research and teaching but also reinforce the university's standing in international research landscape.

Recommendations:

UCT Prague has successfully cultivated strong national and international collaborations, largely thanks to its highly qualified researchers and advanced research infrastructure. However, there remains untapped potential in expanding both internal and external partnerships. Internally, greater efforts could be made to rebalance participation among faculties and foster interdisciplinary cooperation, particularly in areas where collaboration is currently limited. Externally, the university should continue to pursue new partnerships. To ensure that partnerships with the corporate sector are both meaningful and equitable, the university should aim for deeper, long-term cooperation that reflects the true value of its research contributions. This means moving away from transactional models and toward relationships that offer fair compensation for the time, expertise, and resources invested. UCT's reputation for high-quality research provides a strong foundation for such collaborations, but continued investment in researcher development and the pursuit of new research areas will be essential for maintaining and expanding this position. By strengthening internal collaboration, initiating new external partnerships, and refining its approach to corporate engagement, UCT can further enhance its visibility and impact, both locally and internationally.

STUDIES

4.13 Doctoral studies

Evaluate the described organisation of doctoral studies. Pay attention to the setup and quality of the processes, as well as their effectiveness through basic statistics, such as drop-out rate or data on the future career of graduates.

Rating [1–5]:

4 - Very good

Qualitative assessment:

Doctoral studies at UCT Prague are characterized by a comprehensive and well-structured program that attracts a significant number of both domestic and international students. The standard duration of doctoral studies is four years, though many students take longer to complete their degrees, with the majority graduating in the sixth or seventh year. The overall graduation rate stands at about 50%, and only a small proportion of students finish within the expected timeframe. This extended duration is influenced by several factors, including high teaching loads and the necessity for students to supplement their income through participation in external research projects, which, while providing valuable experience, can also contribute to delays in completion. UCT ensures the quality of its doctoral programs through internal regulations, supervisor standards, and support structures such as consultation hours, career centers and intellectual property guidance. Doctoral students benefit from a variety of opportunities, including collaboration with the Czech Academy of Sciences, joint and double-degree programs, and partnerships with industry, all of which enhance the international dimension and practical relevance of their training. The curriculum is demanding, requiring coursework, teaching, internships abroad, scientific presentations, and publication of research, which collectively foster the development of scientific and creative skills. Promotion of doctoral studies is effective, utilizing both traditional and modern channels, and the UCT's capacity to attract candidates is strong, with a notable proportion of international students. Career prospects for graduates are excellent, with most securing employment in academia, research organizations, industry, or government shortly after graduation. However, the relatively low graduation rate and lengthy completion times remain areas of concern, suggesting a need for additional support, particularly in the early stages of doctoral studies. Gender balance among students is generally good, though disparities persist at higher academic levels. As a summary, UCT's doctoral programs are recognized for their high quality, international outlook, and strong links to both research and industry, even as they continue to address challenges related to completion rates and program duration.

Recommendations:

UCT Prague's doctoral program is built on a solid strategic foundation, but several persistent challenges require careful attention. Some among these are the high dropout rate and the extended duration of studies, which may stem from inadequate financial support and an excessive burden of non-research responsibilities placed on doctoral candidates. Addressing these issues is essential for improving completion rates and maintaining the integrity of the program. Recent and upcoming changes to the financing system for PhD students in Czechia, including a general increase in base salaries, reflect a broader recognition of the societal value of doctoral education. UCT must align with this shift. A more selective admission process, coupled with a reduction in teaching duties, especially in the early stages of the doctoral journey, can help students focus more fully on their research and improve overall outcomes. Efforts to limit the duration of doctoral studies, introduce a Doctoral School for personalized support, and raise the minimum salary are all positive steps. These measures, along with clearer definitions of support structures and expectations, aim to foster a healthier balance between research, work, and personal life. Additionally, increasing the number of double-degree PhDs and analysing the low average graduation rate will contribute to a more internationally competitive doctoral program. To ensure the success of these reforms, university

management must remain responsive, continually evaluating the impact of changes and adapting strategies as needed.

IMPLEMENTATION OF RECOMMENDATIONS

4.14 Implementation of recommendations in Module 4

Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

UCT Prague has made significant efforts to address the recommendations from the previous institutional evaluation, demonstrating a commitment to continuous improvement. The impact of the COVID-19 pandemic on the five-year evaluation period, particularly regarding international mobility and student engagement, is acknowledged as a major factor influencing recent developments. While some guidelines and policies remain under revision or are still being implemented, the overall direction of change is positive. UCT has established a well-structured recruitment scheme and continues to support research, with mechanisms in place to enhance competitiveness across different career stages. Progress has been also made in improving gender balance, though disparities persist, especially in senior roles, and further efforts are needed to address these structural issues. Some of the changes implemented in response to recommendations have been formal and systemic, such as the creation of the International Advisory Board and the establishment of the Project Centre to support research initiatives. These developments are appreciated by faculty and contribute to the university's organizational robustness. However, certain recommendations, like those concerning PhD student financing, are influenced by broader national-level changes and remain challenging to resolve at the institutional level. UCT has provided comprehensive documentation to demonstrate its actions and progress, and the establishment of central laboratories continues to be a priority for ensuring research quality. Despite these advances, the absence of a quantitative evaluation methodology is noted as a limitation, and its adoption would enhance the objectivity of future assessments. While not all critical issues have been fully resolved, particularly those requiring long-term cultural or structural change, UCT's strong organizational framework and ongoing commitment to improvement are evident.

Recommendations:

UCT Prague continues to make progress in implementing recommendations from previous evaluations, with several new actions and tools already in place or planned. However, a medium-term analysis will be necessary to assess the effectiveness of these measures and guide future improvements. One area requiring particular attention is the doctoral career path, which should be supported not only through academic development but also through the implementation of mental health policies aimed at reducing dropout rates and improving overall well-being. Gender equity at leadership levels remains an important goal, and more effective policies should be introduced to ensure balanced representation and inclusive decision-making. Additionally, increasing awareness among researchers and academics about the services and resources available, like those offered by the project centre and central laboratory, can enhance institutional efficiency and support. To ensure accountability and strategic alignment, UCT should introduce a clear methodology for evaluating the impact of its main development actions. This will help to maintain momentum in addressing both past and current recommendations.

MODULE 4 RATING

MODULE 4 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 4. Assess the overall state of the research and institutional environment and the quality of the internal processes of the HEI. Consider whether and how the set processes contribute to the fulfilment of the HEI's mission and vision.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
4.1 Organisation and management of R&D&I	4 - Very good
4.2 System of support for a quality R&D&I environment and incentive measures for quality science	5 - Outstanding
4.3 Quality control system for R&D&I environment	5 - Outstanding
4.4 Sustainability and resilience of R&D&I	5 - Outstanding
4.5 Structure of human resources	4 - Very good
4.6 Academic and Research Careers	4 - Very good
4.7 Gender equality measures	3 - Average
4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)	5 - Outstanding
4.9 Research infrastructure	5 - Outstanding
4.10 Budget and structure of financial resources	4 - Very good
4.11 Rules for the use of institutional support for the LCDRO	5 - Outstanding
4.12 Important collaborations in R&D&I	4 - Very good
4.13 Doctoral studies	4 - Very good
4.14 Implementation of recommendations in Module 4	5 - Outstanding
AVERAGE RATING	5 - Outstanding
GRADE [A–D]	A

Summary assessment:

The University of Chemistry and Technology in Prague presents itself as a strategically oriented, internationally relevant university with a strong foundation in research, development, and innovation (R&D&I). Its governance model supports both top-down and bottom-up decision-making, and its faculty structure enables integration of teaching and research. UCT's specialized focus in chemistry and technology fosters a distinct identity, though it may limit visibility in broader academic rankings and interdisciplinary collaboration. UCT's strengths lie in its commitment to scientific excellence, sustainability, and internationalization. The institution has made notable progress in attracting early-career and international researchers, supported by robust infrastructure, funding mechanisms, and mobility programs. The Project Centre and Technology Transfer Office enhance research competitiveness and commercialization, while the Central Laboratories provide high-quality, centralized research facilities. UCT's sustainability strategy is

comprehensive, aligning with the UN SDGs and embedding ethical, environmental, and social responsibility into its operations. Digitization and open science practices further reinforce transparency and innovation. UCT's internal culture is described as positive and motivating, contributing to long-term resilience. UCT's human resources policies emphasize transparency, inclusivity, and career development, though challenges remain in gender balance, particularly in senior roles. The Gender Equality Plan and related initiatives are well-conceived but require stronger monitoring and performance indicators. Career progression pathways and support for junior researchers could benefit from further clarity and consistency. International collaboration is a key strength, with UCT actively participating in European research infrastructures and maintaining diverse partnerships. However, internal cooperation across faculties is limited, potentially affecting the university's ability to form competitive consortia. Budget allocation reflects a stable but nationally dominated funding landscape, with growing success in securing international grants. Doctoral programs are well-structured and internationally oriented, though extended completion times and low graduation rates suggest a need for enhanced early-stage support. UCT has responded constructively to previous evaluation recommendations, implementing systemic changes and demonstrating a commitment to continuous improvement.

As a summary, UCT Prague is a robust and evolving institution with clear strategic direction, strong industrial ties, and a growing international profile. To fully realize its potential, the university should continue strengthening internal collaboration, refining academic structures, and enhancing visibility and inclusivity across all levels.

Summary recommendations:

UCT Prague demonstrates strong research productivity and national relevance. To enhance its international competitiveness, the university is encouraged to deepen collaborations, especially globally, and invest in specialized research centers and infrastructure. Strengthening ties with national institutions such as the Czech Academy of Sciences, while fostering internal interdisciplinary cooperation, can support this goal. UCT's research excellence is supported by effective tools and initiatives, but strategic focus is needed to avoid resource dilution. Incentives should promote innovation, especially among early-career researchers, while preserving a collaborative academic culture. Informal spaces and inclusive practices are vital for sustaining creativity and community. UCT's evaluation systems are robust but could benefit from greater transparency and recognition of individual contributions. Enhancing the role of the International Advisory Board and involving industry experts in evaluations would add valuable perspectives. Ethical standards and social responsibility should be reinforced through timely implementation of training and clear guidelines. Open science and sustainability are central to UCT's strategic direction. The university should promote responsible publishing and align its goals with broader frameworks like the SDGs. Career development policies must be strengthened, with clearer tenure pathways and improved gender equity, especially in leadership roles. Internationalisation efforts should include better support for mobility and recruitment of foreign staff. Infrastructure investment, particularly in advanced instrumentation, is essential for long-term research quality. Strategic use of shared facilities and improved online presence will enhance visibility and effectiveness. UCT should also expand its participation in EU-funded projects and define a clear roadmap for Technopark's evolution into a self-financed technology transfer hub. Doctoral education requires reform to address high dropout rates and long study durations. Measures such as increased financial support, reduced teaching loads, and personalized guidance through a Doctoral School are recommended. Mental health policies and clearer career pathways will further support doctoral candidates. Overall, UCT Prague is well-positioned to build on its strengths. Continued strategic planning, inclusive policies, and targeted investments will ensure its sustainability and growth as a leading research institution.

MODULE 5 – STRATEGY AND POLICIES

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

Evaluate the described vision and general mission of the university emphasizing R&D&I (in context of its educational function and the educational policy strategy of the state or the relevant ministry for higher education. Compare the defined mission with reality. The evaluation should consider how the mission and vision of the HEI has been fulfilled in the past five-year period and whether the vision for the next five-year period is adequately set and realistically achievable.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

UCT Prague articulates a clear and coherent vision focused on achieving international recognition for its quality and research excellence, a direction shaped in consultation with its International Advisory Board. UCT's research strategy is built around three main pillars: health and safety, materials and specialty chemicals, and energy efficiency. These pillars reflect both societal challenges and national priorities, ensuring that UCT's activities remain relevant and impactful. UCT's international reputation is underpinned by a robust network of collaborations and sustained competitiveness in research funding, while strong partnerships with industry, municipalities, and state administration further reinforce its societal role and financial sustainability. A significant proportion of UCT's scientific potential is realized through the active engagement of doctoral students, supported by motivated staff and a positive institutional culture. Its achievements are evidenced e.g. by national recognition, such as participation in major research programs like the Johannes Amos Comenius – Excellence in Research initiative. UCT's strategic plan for 2021–2025 sets realistic and sustainable priorities, aiming to maintain its position as a leading technical and research university with a broad societal impact, particularly in Central Europe. UCT's mission is to combine the social demand for education and knowledge with internationally competitive and responsible research and innovation, addressing the challenges of sustainable development across a wide range of scientific and engineering disciplines. UCT's approach is characterized by a balance between basic and applied research, a commitment to high standards in higher education, and a tradition of excellence in technical chemistry and food science. The university's objectives are closely aligned with European and national standards, and its strategic priorities include fostering cooperation with research and industry partners, increasing international recognition, securing diverse funding sources, and supporting the development of doctoral students and research staff. While UCT's vision and mission are well-defined and credible, occasional inconsistencies between stated objectives and actual activities are noted, particularly regarding the emphasis on basic versus applied research. UCT's ongoing efforts to strengthen its unique identity as a technically oriented institution within limited selection of scientific/engineering disciplines, its active promotion of natural sciences and engineering, and its commitment to societal impact are widely recognized. The involvement of the International Advisory Board in shaping strategic direction is a positive feature, though greater transparency regarding its practical function and utility would be advantageous. Overall, UCT Prague's vision and mission are ambitious yet achievable, supported by a strong organizational framework and a clear focus on excellence, cooperation, and societal relevance.

Recommendations:

UCT Prague is entering a critical phase in its strategic development, particularly in relation to its doctoral program and broader institutional mission. With anticipated changes to national funding and a planned increase in base salaries for PhD students, a significant reduction in doctoral enrolment is likely unless offset by improved external funding or internal budget adjustments. While this presents challenges, it also offers an opportunity to restructure suboptimal elements of the project system and refocus efforts on delivering high-quality research aligned with the

university's mission and vision. Maintaining a motivated and high-performing academic staff is essential, but long-term excellence also requires difficult decisions. Career paths should support personal development while also incorporating mechanisms to redirect efforts when research performance declines, whether through increased teaching responsibilities or encouragement toward industry careers. This balance is necessary to ensure that public funds are used optimally in pursuit of institutional goals. UCT should continue expanding cooperation with industrial partners, enhancing knowledge transfer, and supporting doctoral studies through these collaborations. Retaining top-performing researchers and reinforcing the international dimension of its activities remain key priorities. UCT is encouraged to uphold its ambitious mission and strategic priorities, which combine societal demand for education and knowledge with internationally competitive and responsible research. Efforts to maintain R&D&I funding at over 50% of the operating budget are commendable and should be sustained. Involving staff, students, and the International Advisory Board (organization which can provide independent opinion) in shaping and reviewing the university's vision and mission will help to ensure that strategic decisions remain inclusive, relevant, and forward-looking. Aligning internal structures more consistently with LCDRO priorities and thematic areas will further strengthen the university's capacity to meet future challenges with resilience and clarity.

5.2 Research and development objectives

Evaluate the set goals of the HEI in both the area of R&D&I and the development of the HEI as an institution. Consider whether the goals are adequately established in relation to the size and type of the HEI, as well as its mission and vision, and whether they are achievable within the proposed timeframe.

Rating [1–5]:

4 - Very good

Qualitative assessment:

UCT Prague has set excellence in science as its primary objective for the coming years, with a strong focus on supporting researchers in securing international funding and fostering a competitive research environment. It plans to provide both administrative and financial incentives, particularly targeting young researchers and PhD students, to encourage active participation in high-level research activities. Investments are planned for central laboratories and new research spaces, ensuring that facilities remain attractive and technologically advanced for leading research teams. Open science practices and the maintenance of high research integrity are also prioritized, reflecting a commitment to transparency and ethical standards. Efforts to strengthen connections with industry, including technology transfer and innovation exploitation, are ongoing, with structures like the Technopark playing a key role. UCT recognizes the importance of securing sustainable funding for research and aims to obtain prestigious grants, such as ERC-type awards, which, while ambitious, are considered within reach given the university's capacity and strategic planning. The objectives for research, development, innovation, and knowledge transfer are well-aligned with UCT's mission and vision and are continuously integrated into its strategic development plan. While the objectives are sound and consistent with UCT's ambitions, achieving them will require navigating practical challenges and compromises, particularly in balancing the pursuit of excellence with available resources. The university is attentive to the need for clear definitions and measurable targets within its incentive schemes and acknowledges that further enhancement is needed in areas such as technology transfer. UCT's goals seem to be ambitious yet realistic, integrating international research practices, high ethical standards, open science, and a supportive human resource policy. UCT's ongoing commitment to support talented researchers, maintain state-of-the-art equipment, and expand industry collaboration positions supports its objectives and sustain its reputation for research excellence.

Recommendations:

As UCT Prague continues to refine its strategic direction, it must ensure that support is extended not only to its most prominent research groups but also to selected smaller teams whose sustainability and development are vital to a diverse and resilient academic ecosystem. Achieving this balance requires clear prioritization across competing objectives, especially in a context of finite financial resources. Ambitions such as maintaining a high number of PhD students, investing in modern infrastructure with new advanced instrumentation, and offering competitive salaries must be weighed carefully and frankly against each other. Management must clearly define how these goals will be achieved, particularly in areas like open science, ethics, and integrity, which are less financially demanding but still require sustained focus and leadership. The challenge of fostering spin-offs without access to venture capital highlights the need for strategic use of international collaborations to identify external funding sources. Legal support in these efforts is essential, and setting measurable targets, such as increasing the share of non-public funding for units like Technopark, can help to guide progress. To ensure strategic alignment and accountability, UCT should adopt a few key performance indicators (KPIs), even if not formally required. These can help to assess whether goals are being met and inform future adjustments. Maintaining R&D&I funding at over 50% of the operating budget remains a priority, and care should be taken to ensure the quality of outputs, particularly in open-access publishing. UCT's long-term vision should continue to integrate social demand for education with internationally competitive research. Areas for improvement include also increasing global visibility, boosting success rates in international project applications, enhancing doctoral graduation rates, and developing human potential through targeted support for scientific staff.

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

Evaluate the described institutional and strategic instruments for the fulfilment of the research and development objectives regarding how they will contribute to the fulfilment of these objectives. In your evaluation, also pay attention to the possible absence of key instruments or measures.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

UCT Prague has established a comprehensive set of strategic and budgetary measures to support research, development, and innovation, with a particular emphasis on fostering excellence in science. Resources are allocated to strengthen human capital, especially among early career researchers, and to enhance the international and sectoral competitiveness of research activities. UCT's approach is both credible and sustainable, aiming to attract and support students and researchers at all levels while also recognizing the importance of clear career development paths and support for tenured positions. A variety of institutional tools underpin the implementation of UCT's research strategy. These include support for high-quality research and innovation, financial assistance for hosting renowned foreign experts, personnel support for outstanding projects, and mechanisms for the commercialization of research results. The university has also established standards and documentation for recruitment and career development, ensuring alignment with the principles of the European Charter for Researchers and maintaining a code of ethics consistent with European standards. Many of these measures have been in place for over a decade, while others are more recent, reflecting a continuous process of improvement. UCT's support extends beyond grants to include working conditions such as laboratory spaces and access to technical and economic resources like libraries and project management services. Its commitment to developing human potential is evident in its logistical and financial support for researchers at all stages. While the institutional measures and tools are generally appropriate and effective, the absence of

numerical indicators makes it challenging to fully assess their impact. Nonetheless, these instruments collectively contribute to a sustainable and long-term policy for advancing research quality and innovation at UCT Prague.

Recommendations:

UCT Prague's mission and vision are well-articulated, but further clarity is needed in defining the pathways that support academic career progression, particularly toward tenured positions. Ensuring a structured and transparent transition process is essential for attracting and retaining talented researchers. At the same time, UCT should focus on completing measures that remain unimplemented and gradually initiating those that have yet to begin, while clearly communicating the reasons behind partial or non-implementation in its reporting. To avoid strategic dilution, it is important not to multiply tools and measures unnecessarily. Instead, UCT should concentrate on the most impactful actions that directly support its mission and vision. Establishing a few numerical indicators and monitoring their effectiveness through the Department of Quality Assessment will help to ensure that progress is measurable and aligned with institutional goals. By prioritizing key objectives and evaluating their outcomes systematically, UCT can continue to strengthen its academic environment and uphold its commitment to excellence.

5.4 Implementation of recommendations in Module 5

Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

UCT Prague has thoroughly addressed the recommendations from the IEP2020 evaluation, integrating most of them into a well-structured organizational framework. Strategic implementation is regularly discussed with key stakeholders, including major employers and industry associations, ensuring that the university's direction remains relevant and impactful. Several significant organizational changes have been adopted, such as a nationwide review of the university's structure to improve teaching efficiency, the establishment of doctoral schools with standardized procedures, the introduction of workload distribution and gender equality measures, and the creation of an international advisory body to provide external guidance. Regular internal reviews of science, research, and innovation policies have also been instituted, supporting ongoing strategic development. UCT has provided clear and detailed responses to each recommendation, demonstrating a systematic approach to institutional improvement. The most notable actions include the formation of International Advisory Board in refining the university's mission and vision and embedding these aims throughout UCT. Strategic objectives have been further developed in line with stakeholder needs, and project management has been optimized to better support the university's leadership. Efforts have also been made to build a critical mass of researchers in key R&D&I areas, particularly in emerging fields relevant to societal needs. While UCT has assessed and responded to recommendations point by point, the absence of quantitative key performance indicators is noted, making it more challenging to measure the full impact of these changes. Nevertheless, UCT's comprehensive and proactive approach to implement recommendations reflects a strong commitment to continuous development.

Recommendations:

UCT Prague has demonstrated notable progress in both its organizational structure for research, development, and innovation (R&D&I) and in refining its mission, vision, and strategic direction. These advancements position the university as a level A institution, comparable in strength and

focus to leading universities of similar size at both national and international levels. However, continued improvement is necessary in several areas to maintain and build upon this status. One key priority is the revision of methodologies and procedures in line with the 2025 amendment to the Higher Education Act. By continuing to act on recommendations from both past and current evaluations, UCT can further strengthen its institutional impact and international recognition.

MODULE 5 RATING

MODULE 5 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 5. Evaluate the overall setting of the HEI's strategic objectives and development plan.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
5.1 Mission and vision of the evaluated institution in R&D&I	5 - Outstanding
5.2 Research and development objectives	4 - Very good
5.3 Institutional instruments and measures for the implementation of the research and development strategy	4 - Very good
5.4 Implementation of recommendations in Module 5	5 - Outstanding
AVERAGE RATING	5 - Outstanding
GRADE [A–D]	A

Summary assessment:

The University of Chemistry and Technology in Prague presents a coherent and forward-looking strategic vision centered on scientific excellence, societal relevance, and international recognition. Its mission is firmly rooted in addressing global challenges through high-quality education and research, with a particular focus on health, materials, and energy efficiency. These priorities are well-aligned with both national and European standards, and the university's strategic planning reflects a balance between basic and applied research. UCT has made substantial progress in developing a supportive environment for researchers, especially early-career scientists and doctoral students. Investments in infrastructure, open science practices, and ethical standards reinforce its commitment to transparency and innovation. UCT's policies emphasize collaboration with industry and public stakeholders, enhancing its societal impact and financial sustainability. UCT's strategic and budgetary measures are comprehensive, aiming to strengthen human capital and research competitiveness. Institutional tools such as recruitment standards, career development frameworks, and commercialization mechanisms support long-term growth. However, the lack of quantitative indicators limits the ability to fully assess the effectiveness of these initiatives. UCT has responded constructively to external evaluations, integrating recommendations into its organizational structure and refining its strategic objectives. The establishment of doctoral schools, workload and equality measures, and the International Advisory Board demonstrate a commitment to continuous improvement. While some inconsistencies remain between stated goals and implementation, particularly in balancing research types, UCT's overall direction is credible and sustainable.

In conclusion, UCT Prague's strategy and policies reflect a mature and ambitious institution with a clear mission, strong stakeholder engagement, and a robust framework for research and

innovation. Continued attention to measurable outcomes and internal coherence will be key to realizing its full potential.

Summary recommendations:

UCT Prague is at a pivotal moment in its strategic development, particularly regarding its doctoral program and broader institutional mission. Anticipated changes in national funding and doctoral student salaries present both challenges and opportunities. These shifts enable a restructured approach to project systems and a renewed focus on high-quality, mission-aligned research. Strategic decisions must balance individual career development with institutional needs, ensuring optimal use of public funds while maintaining a motivated academic staff. UCT is encouraged to support not only its leading research groups but also selected smaller teams that contribute on a potentially outstanding manner to a diverse and resilient academic ecosystem. Ambitions such as expanding doctoral enrolment, investing in infrastructure, and offering competitive salaries must be carefully prioritized. UCT should strengthen its international collaborations, enhance legal and financial support for spin-offs, and adopt key performance indicators to guide progress and accountability. Clear pathways for academic career progression, especially toward tenure, are essential for attracting and retaining talent. UCT should focus on implementing impactful measures, avoiding unnecessary complexity, and ensuring transparency in its strategic reporting. Monitoring progress through structured evaluation will help to align actions with institutional goals. UCT's recent advancements in refining its mission and organizational structure position it among top-tier institutions. To maintain this status, the university must continue to act on evaluation recommendations and revise its methodologies in accordance with upcoming legislative changes. By integrating social demand with internationally competitive research and fostering inclusive strategic planning, UCT can sustain its excellence and adaptability in a changing academic landscape.