

Dear members of the academic community,

just like 8 years ago, I have decided to run for Rector because I am convinced that the job of Rector is an untapped way

- to connect CTU and help both the top teams and the developing parts of the university.
- The rector's job is to protect the reputation of the school in the eyes of the public and
- to find a way to become a heavyweight in the Czech Republic and to stand up to European and international comparison.

Unfortunately, CTU is not in good shape:

- We have low scientific performance and our scientific work is under-cited compared to the world.
- Despite our tradition, we are not able to fully exploit our unique potential for collaboration with industry.
- Our largest student accommodation campus in Europe is in an absolutely dismal state.
- And in all this - as we know - we are going through a historic crisis of confidence in the institution of the Rector at the University.

Do you know what Charles University, the Czech University of Life Sciences, Masaryk University, Palackeho University, University Hradec Kralove or University Ceske Budejovice have in common? They all finished ahead of CTU in the latest Times World University Ranking.

Although it is not just about rankings, it is clear to me that CTU needs a vision and a significant transformation of management. I am convinced that incremental improvements to the current style of university governance have run their course.

I am running because I have a plan to get us out of this crisis and I have a balanced track record that guarantees that I will be able to implement the plan:

- I know what it's like to be a student at CTU - I earned my engineering degree and later my PhD here. I can compare my experience with studying in Edinburgh, where I got my Master's degree.
- I have experience in the top management of multinational technology companies, where I managed multi-stakeholder organisations and learned that teamwork and transparent and justifiable decision-making always lead to the best results.
- I have been fortunate to have gained hands-on experience of how some of the top international universities such as UC Berkeley and USC operate during my academic career.
- Although I was never a dean or a vice-chancellor, I gained the most important managerial experience at CTU.
 - 25 years ago, I built the Artificial Intelligence Centre, now a major scientific institution, and gradually raised hundreds of millions CZK for its development.
 - At CTU I acquired and led a half-billion OPVAVPI project: Research Centre for Informatics, in which 4 faculties participated.
 - 15 years ago I founded, accredited and for 10 years guaranteed Open Informatics, a modern, flexible and today the largest teaching program at the FEL
 - I was the head of the Computer Science Department, which has 150 people.
 - For 12 years I was a member of the Academic Senate at FEL.

My 10-point plan for change at CTU is based on

- strong support of human resources,
- improving the quality of teaching, research and creative activities and
- on opening the university to society and developing cooperation with industry.

More specifically, I would like to improve

- the situation of early career assistants. Primarily through increasing the minimum salaries of those who are full time with us to 60k per month.
- I will attract the new generation to the CTU Starting program, which would allow young assistant professors to start research groups. I will set aside 50M for this purpose next year.
- At the heart of the quality of research work of any university is the work of PhD students and I want to help them with a supportive programme of joint training with specialist supervisors from quality universities. I will set aside 20M next year for this purpose.
- We have robust methodologies to measure the quality of published research and we need to learn how to assess and manage the quality of applied research and the impact of scientific work on society.
- In the area of education, I want to encourage growth in the quality and relevance of our programmes by promoting increased optionality and educational interdisciplinarity. *We have ideal conditions for this at CTU.*
- And last but not least, I want to initiate a strategic discussion on building a new modern campus for mixed student housing in Strahov.

I am convinced that my plan for change will put us among the top 100 technical universities according to QS within ten years. Today, we are 189th in this ranking and we need to match universities such as Dresden Technical University or Eindhoven Technical University, Kings College London or Johns Hopkins in the United States. We are comparable to these schools in most criteria. But we need to strengthen

- in the citation rate of our research,
- improving our overall academic reputation and
- linking ourselves to the international research environment.

But we are not building CTU for rankings.

We want a high-quality, dynamic and successful university that will be developed by the generations that come after us.

Do you know how I imagine CTU in 10 years?

- As a place of socially relevant education. As a university that is focused on the development of knowledge but mainly on the future careers of students. A place where students are systematically involved in research projects and industrial cooperation projects - thus creating the unique value of a CTU diploma.
- I want CTU in 2035 to be the university of first choice for students as well as for teachers, scientists and creative workers. I envision CTU as a sought-after Czech employer that is attractive to professionals from all over the world. Both because of its unique mission, technological and scientific achievements, and competitive salary conditions. The cosmopolitan CTU will be the reason why people with experience or education from abroad will return to the Czech Republic.
- Within ten years, CTU will become a strong and diversified university with high quality scientific work, engineering and creative activities in all topics of our expertise. Thanks to its diversity, it will be at the birth of new interdisciplinary topics.
- From the perspective of the society, CTU will be perceived as a useful university and an engine of innovation and technological development of Czech and Central European industry. 20-30% of research funding will come from industry and we will have up to 100 professorships funded by industry and patrons. CVUT will be the place with the highest density of established spin-offs and startups per student.
- I don't know what the world will be like in 10 years, but I am convinced that CVUT will become an institution that will be a model for academic self-governance, transparent, participatory and justifiable decision-making and sustainable development. As an institution that is not run like a company,

nor like a government office, but as a perfectly managed public university that will become a model for others.

Although CTU is not currently at the top of its form, we have everything we need to succeed in the fierce international competition. We have great students, graduates and PhD students thanks to our excellent teachers. We have famous scientists at CTU who have made their way to the top of the world. Our architects build world-renowned architecture and our engineers construct complex engineering projects. We have great partnerships with industry.

We have everything, but somehow not enough.

But I am convinced that our shared experience, and unique opportunity for interdisciplinary education and research will enable us not only to respond to the technological changes of the 21st century but, more importantly, to succeed as a university.
