

# Martin Vokurka

## Election Program

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## SOME REFLECTIONS ...

### ...ON THE PAST PERIOD

Four years ago, I wrote my election program and then presented it to the academic public and received the trust of the Academic Senate of the First Faculty of Medicine, Charles University. I tried to fulfill this trust, fully implement our program, and continue to serve the development of the faculty. A week after submitting the program, the first lockdown of COVID-19 started, and although the spring of 2020 did not see the epidemic fully ignite in the Czech Republic, it taught us to prepare in at least some aspects for what was to come. Unfortunately, the following period was far worse and affected almost two academic years. We had to reorganize teaching, introduced nursing courses for students who decided to help, ensured a combination of especially clinical teaching with this help ("Study and Help"), online teaching, tried to vaccinate clinical year students etc. COVID weakened our social life; two Medical Balls did not take place. But we learned many things, and there are many things we should not forget.



In 2022, the war in Ukraine broke out, in October 2023, a massacre occurred in the south of Israel followed by subsequent fighting in Gaza, and perhaps the least predictable was the tragic event of December 21 at the Faculty of Arts, Charles University. These mentioned events had and unfortunately still have the most precious cost, the loss of human lives, which as doctors and healthcare workers we are supposed to protect. They also bring new tasks, which were not usually part of election programs in the past. During this time, we demonstrated many abilities and determination.

However, these events have other negative consequences too. Economic problems, income stagnation with inflation, and rising energy prices. Some unfavorable trends in the allocation of resources at the university are appearing. But the faculty managed to deal with this, succeeded in at least slightly increasing salaries, increased scholarships in the current academic year, and mainly – implement and further plan new development of the faculty. For all that we have succeeded and overcome, a big thank you goes to my colleagues in the college, teaching staff, administrative employees of the faculty, and all of you.

## ... ON MEDICINE, ITS FUTURE, AND TEACHING AT THE MEDICAL FACULTY

The development of medicine is very rapid. It almost constantly brings new discoveries, new diagnostic and therapeutic procedures, personalized medicine is expanding, the prognosis of many diseases is improving. Yet, recently in our country, the favorable trends in life expectancy have temporarily halted, and it is also uncertain how new diseases will evolve or emerge in the future. Artificial intelligence is entering medicine, and with the rapid development of this area, it is difficult to predict the future even for the generation that is just now entering universities. All this will undoubtedly be reflected in the organization of healthcare.



Demographic parameters are changing, the population in European countries is aging, and in the foreseeable future, there will be a shortage of professionals - doctors, nurses, and other non-medical professions, some of which may even just be emerging. The content of their expertise and how their professional life will change is not easy to predict. We must be aware of potential risks, but also of great opportunities, and embrace everything with determination and energy.

All this places great demands on medical higher education. We need to create an environment that is open to current possibilities and an unknown and dynamic future. In addition to knowledge and skills, we must lead students to a broad understanding of contexts, preparedness to continue studying, flexibility, sensitivity, and collegiality. The human aspect of healthcare and helping other people should never disappear.

***And from both, the results of the past four years and the vision for the future, comes my program for the years 2024-2028.***

## WHAT WAS ACHIEVED AND HAPPENED

- Overcoming the COVID-19 pandemic and its impact on studies, using hybrid forms of teaching, and other experiences for teaching and further development of the faculty
- Development and support of simulation teaching, its significant expansion into clinical years and main clinical subjects, and preparation of a concept for its further development
- Preparation for the expansion and construction of a simulation center
- Reconstruction of teaching rooms for dentistry
- New study programs: general nursing, consecutive MSc study in physiotherapy, consecutive master's study in addictology in English
- Establishment of a mediator position to solve students' problems
- Support for solving problems of international students and subsequent professional psychological help
- Creation of a structure of year representatives and their regular meetings with the faculty management and Teaching Commission
- Expanding opportunities to perform pre-graduate internships outside faculty hospitals
- Strengthening communication training for medical students
- Creation of additional elective subjects, especially first aid in Dobronice
- Expansion and modernization of spaces for students and development of plans for their further development
- New system of entrance exams for studies in English
- Thanks to the initiative of medical faculties due to the COVID situation, students obtained the qualification of practical nurse after the 4th year of study
- Development of international cooperation in teaching and science
- Creation of two new clinics: Clinic of Palliative Medicine of the First Faculty of Medicine, Charles University and General University Hospital in Prague, and Urology Clinic of the First Faculty of Medicine, Charles University and Military University Hospital Prague
- Further preparation of the Albertov Campus – Biocenter
- Implementation of the Cooperatio program at the faculty and internal evaluation of science
- Successful completion of the Tumor Ecology Center project and continuation of research activities in this area
- Development of scientific equipment, especially from major projects
- Modernization of the laboratory for studying electrophysiology and hemodynamics at the Department of Physiology (angioline)
- Faculty's participation in five NPO Exceles projects, coordination of one of them (National Institute of Public Health) and subsequent development of scientific activities and new equipment (proteomics, virological laboratory BSL-3 in Biocentrum, angioline, and others)
- Submission of project applications within NPO/OP JAK – ERDF+/ESF for support of teaching and equipment of the simulation center and Intersectoral cooperation for the development of cooperation in science with companies
- Creation and gradual implementation of a new organizational structure of the dean's office



- Cooperation with hospitals both in addressing the situation during COVID-19 and in teaching and addressing the issue of labor code and overtime
- Renewal and expansion of faculty events for employees and students, creation of a Newsletter
- Signing a Memorandum between the Association of Deans of Medical Faculties and IPVZ and deans of Medical Faculties are members of the Scientific Council of IPVZ
- Stable faculty economy during a period of stagnating revenues and rising prices

## **WHAT REMAINS A PROBLEM – where we wanted to be further...**

- Digitalization in the area of study and faculty management
- Modernization of the SIS and related systems for students (under the jurisdiction of Charles University, requires significant costs and major IT interventions)
- Spatial solutions within the dean's office and rooms for students (requires investment, thoughtful approach, but is part of the program for the next period)



## VISION AND MAIN GOALS OF THE FACULTY

The faculty is a place of top-notch education and a safe and inspiring environment for female and male students and faculty, both from the Czech Republic and abroad. High-quality scientific research is conducted here, with an emphasis on increasing the share of excellent results and the transfer of knowledge, with intensive international cooperation and the involvement of postgraduate students. It is widely known and highly respected as an institution with outreach to the entire society, a significant partner of teaching hospitals and other medical facilities, economically stable, and constantly cares for its further development in all areas. The faculty should increase its position in the rankings, be more recognized globally, but above all, be a sought-after, recognized, and successful faculty for students and all employees.



The faculty has several main goals ahead, which I will detail further:

- Creation of an independent simulation center, its substantial expansion in space, technology, and staff, and its systematic integration into teaching across the entire study program.
- Construction of the Biocenter – Albertov Campus and preparation of its scientific program at the faculty level and in cooperation with other faculties and institutions.
- Creation of updated strategies for key development areas of the faculty in teaching and science, as well as in economic, personnel, and spatial areas.
- Creation (completion) of the graduate profile as a comprehensive approach to the entire study and its integration.
- Preparation of postgraduate doctoral studies for changes resulting from the amendment to the Higher Education Act and further attention to its development and increasing its success rate.
- Strengthening excellence in science in connection with the Albertov Campus, further direction of BIOCEV, development of projects, and support of European projects, evaluation of science at the faculty, and its subsequent financing.
- Creation of spaces and facilities for students.
- Completion of an efficient structure of the dean's office for the benefit of the entire faculty, students, and all employees.
- Development of digitization in cooperation with the RUK.
- Creation and implementation of measures to increase the safety of the faculty.
- Strengthening the faculty's role within Charles University, in negotiations on the division of resources and the evaluation of science.
- Promotion of the faculty, analysis, and preparation of a new website.



## TEACHING

Teaching at medical faculties is undergoing transformation. Knowledge in medicine is constantly increasing, but at the same time, future doctors must have not only excellent theoretical knowledge but also basic practical skills at the start of their practice in hospitals, be able to communicate, and at least fundamentally understand the administration procedures. It is necessary to further integrate theoretical, practical, and clinical teaching, focusing on essential matters in examinations while maintaining sufficient theoretical knowledge. Support measures which can increase study success.



### Main goals:

- Simulation teaching:
  - Invest in expanding the SIM center and establish it as a separate faculty unit.
  - Complete the integration of simulation teaching into the curriculum.
  - Create conditions for further financing and development of the SIM center and its use for additional activities.
  - Involve doctors, educators, and students in simulation teaching.
- Graduate profile:
  - A profile from individual subjects and their systematic connection across the curriculum, learning outcomes...
  - Connect and integrate theoretical, preclinical, and clinical teaching.
- Curriculum revision:
  - In preparation for future accreditation, analyze and adjust the curriculum, evaluate and possibly adjust the distribution of state exams.
- Strengthening the skills of graduates within the healthcare system and their independence:
  - Use of the hospital information system.
  - The possibility of pre-state examination practices outside faculty hospitals including abroad.
  - Further support the 6th year as a practical year with maximum practical teaching and internships.
  - Optional teaching of economic basics and other useful skills.
- Further define non-negotiable minimums for examinations, strengthen the role of practical clinical exams like OSCE.
- Support extracurricular activities, shadowing in clinical subjects.
- Communication teaching:
  - Within palliative medicine and subjects taught at the Institute of Humanities Studies.
- In cooperation with the university, develop teachers' pedagogical skills.
- Further develop e-learning and other electronic teaching methods, as well as e-support for the organization of teaching.
- Negotiate to extend/increase the government program that financially supports teaching of general medicine in Czech.

- Further improve teaching evaluations by students, especially increase the return rate from students in clinical years and use these results as feedback, publish them in an appropriate form and require responses from departments, reward the best-rated teachers and discuss with teachers in case of long-term negative evaluations, in case of departments discuss the extent of their teaching involvement.
- Support international internships, in the case of Erasmus+ further support the recognition of subjects.

## Simulation Center

Expand the simulation center, currently located at the Physiology Institute, and establish it as a separate faculty department/unit serving the entire faculty and its teaching. One of the main and significant tasks for the coming period. The faculty provides quantitatively and qualitatively excellent simulation teaching with the involvement of teachers, including clinical ones, as well as students (lecturers), and has extensive and long-term experience with this teaching method. However, compared to other medical faculties, it currently lacks sufficient space. Even now, funding support from the university/state is not planned in the foreseeable future, so the faculty must mostly solve the situation on its own to remain attractive to new students and applicants and to further develop simulation teaching. A project was developed several years ago, and a building permit has already been issued.

### Main goals:

- Develop a clear implementation plan for the simulation center.
- Establish the simulation center as a separate faculty department/unit.
- Prepare a cost estimate for the construction.
- Prepare financing – faculty resources, possibly a loan.
- Obtain equipment – current ERDF+ projects.
- Further enlarge the integration of simulation teaching into the curriculum and graduate profile.
- Prepare personnel, educate teachers and students as well as technicians.
- Construction and opening.
- Use the center also for organizing courses or other potentially profitable activities out of the faculty.

## Dentistry

Teaching in dentistry at the faculty is practically oriented, with teaching rooms being redesigned in recent years (partitions, better hygiene control etc.). Teaching is economically demanding and is essentially not covered by grants.

### Main goals:

- Maintain quality teachers and engage in opportunities to obtain state support for this field.

## Teaching in English

Teaching in English is an extraordinarily important part of the faculty's activities. It plays an economic role but also represents a significant element of the faculty's internationalization and reputation. There is generally high interest in medical studies all over the world, but competition from other universities in Europe is currently increasing. Our faculty is interested in talented and highly motivated applicants. There is absolute consensus among all medical faculties about the necessity of this programs in English and its further development and we are ready to support this concept at all necessary levels. To facilitate administration of the English Parallel, new International department was created at the dean's office.

### Main goals:

- Stabilize and further develop interest all over the world to study General Medicine/Dentistry at our faculty through cooperation with agents, own activities and PR promotion of the faculty.
- Expand interest in our faculty into other (new) areas of the world.
- Improve further admission process, including the possibility of conducting tests electronically and remotely.
- Review and update contracts with our foreign agents for recruiting study applicants.
- Increase opportunities for students to undertake internships abroad, in contractual facilities of their home countries.
- Appropriately develop tuition fees and prepare options to address potential economic problems of students (e.g., installments).
- Improve support for foreign students in both academic and non-academic areas, especially at the beginning of their studies.
- Create a system of scholarships.
- Support a correct and safe environment for all female and male students from all countries regardless of their religion, race etc.
- Organize adaptation courses for admitted applicants to acquaint them with the study, faculty, Czechia, and to increase study success.
- Prepare preparatory courses for applicants in English (in-person or remote).
- Consider the possibility of organizing summer or holiday motivational stays for applicants.
- Consistently promote the faculty abroad as exceptionally successful and suitable for study.
- Communicate with Czechia the importance of studying in English for the faculty, Czech medicine, university education, and for the whole country.
- Complete the structure of the International department and its agendas at the Dean's office, and further focus on the needs of foreign students (well-being).

## Non-Medical Professions

Teaching of non-medical professions has played a significant role at the faculty for many years. Currently, the focus is on the development of existing study programs, vertically, where they could gradually have the character of Bc-NMgr-PhD studies. In the last three years, three new study programs have been accredited and opened - General Nursing (Bc.), Applied Physiotherapy (Mgr.), and Mgr Addiction Studies in English (the last two from the academic



year 2024/25). Currently, a special financial support program (and about a 20% increase in the number of accepted students) for some of these fields is being discussed and hopefully prepared at the state level – at our faculty for General Nursing and Nutritional Therapy. The students have their associations with the goal of strengthening their ability to influence the development of their study programs.

#### Main goals:

- Develop the study programs in terms of personnel and pedagogically.
- Gradually develop scientific activity, postgraduate study, and academic career of the teachers.
- Participate in any state program supporting non-medical study programs.

## Admissions Process

The admissions process is key to selecting quality and motivated applicants. At the faculty, it is carried out in a traditional manner but is continuously modified and adapted to developments.

#### Main goals:

- Regularly and long-term analyze results and subsequent study success.
- Sensitively set thresholds for admission without entrance exams, as well as bonuses for key subjects, mathematics, or other high school activities.
- Use experiences from a different type of admissions process for the English parallel.
- Cultivate admissions questions.
- Promote the admissions process, provide quality information continuously and as part of open days.

## Doctoral (PhD) Study

Doctoral studies allow for the training of specialists for medical education, biomedical research, and are a source of future scientific-pedagogical staff of the faculty. At the faculty, doctoral studies are conducted in conjunction with other Prague medical faculties and the Czech Academy of Science, however, recently some more specific fields have emerged and are emerging (cardiovascular medicine, oncology etc.). The new Supreme education act will adjust some aspects of this study, the scholarships, and other rules, and the faculty has already begun to prepare for them. It is important to increase the success of the study, although in the field of biomedicine, four years of study, especially when currently combined with clinical training, can be relatively short.

#### Main goals:

- Prepare for changes that would be brought by the supreme education act (pressure for completion within 4 years, changes in scholarships, the ratio between full-time and combined study, etc.).
- Support the combination of study with clinical training.
- Motivate and support students to spend part of their study abroad.

- Continue in organizing lectures for PhD students such as News in Biomedical Research, utilize visiting professors for that.
- Get more students from abroad.
- Support cooperation with other institutions and contractual partners.

## Specialization

The system for the medical specialization is currently undergoing dynamic development. Since 2011, it has been coordinated by medical faculties but its legal framework is created by the Ministry of Health. Regular negotiations take place between the Ministry of Health and the deans of medical faculties (united in the Association of Deans of Medical Faculties) and the management of the Institute for Postgraduate Medical Education (IPVZ). The deans of medical faculties are members of the IPVZ's Scientific Council.

### Main goals:

- Be an active partner in this development, defending the interests of medical faculties within this type of education.
- Monitor its economic parameters and their contribution to the faculty.
- Increase graduates' interest in the First Faculty of Medicine, Charles University.

## Lifelong Learning

Lifelong learning is also an important part of the faculty's activities, its external presentation, and has economic potential.

### Main goals:

- Develop programs and activities that bring economic profit to the faculty.
- Develop and support micro-credentials.
- Stabilize these programs at the faculty.

## Faculty and its Environment

The faculty must be a safe place for everybody, both students and teachers. A mediator position (ombudsman-like position and member of the dean's extended board) was established to address complaints and suggestions mainly from students and started from the academic year 2022/23. More serious issues would then be addressed by the faculty's ethics council and to the faculty management. Suggestions and/or complaints can, of course, also be submitted through other ways (e.g., year representatives, student associations).

### Main goals:

- Further facilitate the communication of problems, ensure anonymity, and quick resolution of potential acute issues.
- Encourage department heads and other academics to flexibly address issues and actively cooperate with the mediator and faculty management.

- Strengthen the options for psychological care in cooperation with the university and our facilities.
- Regularly monitor and analyze potential issues.
- Provide in-depth information to teachers about the issue as needed.

## Students Life, Associations and Activities

The faculty is located in the beautiful center of Prague in renovated buildings. Within these possibilities, efforts are made to ensure that students have the opportunity to spend their free time at the faculty or between classes, to relax, study, and meet. Recently, several new locations have been created and prepared for reconstruction (U Nemocnice 4, Purkyně Institute, Faust House).

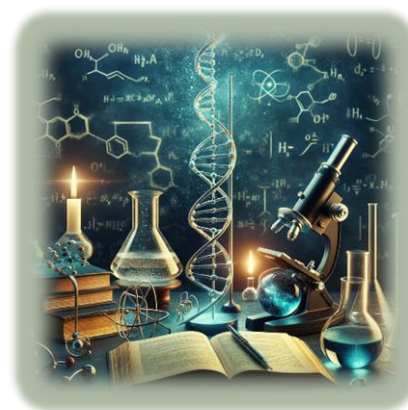
The faculty hosts and supports numerous student associations, with new ones emerging, including independent associations and interest groups within existing ones. These associations regularly present themselves to the faculty leadership at the Dean's College, and the dean meets with the associations collectively approximately twice a year, though many discussions also occur informally or as specific needs arise. The faculty supports associations financially or with necessary equipment as needed, helps organize or co-organizes events, and in March 2024, the first-ever "Halfway Through Medical School" event will be held. Associations significantly aid the faculty, with their members participating in events like Open Day, assisting colleagues from other countries (Erasmus Buddy Program), and engaging in other activities. It is in the faculty's interest to further deepen this cooperation.

### Main goals:

- Continue preparing additional student areas – identifying locations, discussing with students, ensuring adequate equipment.
- Extend library opening hours.
- Continue regular meetings with students and student associations to gather information about further needs.
- Support associations in their activity, including engagement in science, international exchanges, event organization etc.
- Involve associations in the organization of students' events, including the Ball.
- Organize regular meetings and utilize associations as one of the channels for informing the faculty about student needs and challenges for the faculty's development.

## SCIENCE

Science, research, innovation, and their applications are significant activities of the faculty, achieving excellent results even though conditions for their development become challenging due to high competition in grant contests, stagnation of funds for science, demands on the quality of publications. Besides institutional support (university program called Cooperatio) and grants, major projects (Exceles, infrastructures) have been crucial for research development at the faculty, allowing for the acquisition of modern equipment in genomics, proteomics, virology, and other fields.



### Main goals:

- Analyze core research equipment at the faculty, its usage, and collaboration.
- Plan investment for equipment with modern scientific instruments and strive to obtain funding.
- Emphasis on excellence in science, reflecting it in faculty science evaluation criteria (Cooperatio results) and habilitation/professorship criteria.
- Get public support for science and the continuation of major projects (National Recovery Plan, operational programs, research infrastructures).
- Support faculty departments (grants, projects) to facilitate the submission of grants and projects.
- Create special support for searching and submitting European projects like Horizon, ERC.
- Continue returning a portion of overheads from grants as support for faculty grant submissions.
- Support new scientific groups, or scientists coming from abroad – labs, logistics, etc.
- Support possibilities to obtain research funds from non-public sources.
- Collaborate with hospitals and facilitate the submission of joint grants, support scientific cooperation and translational research.
- Collaborate with non-academic institutions and commercial entities.
- Support the transfer and commercialization of discoveries.
- Evaluate Biocev's activities.
- Prepare the scientific concept for the Albertov Campus.
- Within university science evaluations, discuss its parameters with the rectorate, support excellence within faculty evaluations, and the production of own scientific results.
- Promote science among students.
- Publicize scientific results, highlighting the importance of science for the country.
- Participate in scientific events for the general public and those interested in science/study.

## Transfer and Commercialization of Scientific Results

The transfer and commercialization of discoveries are important and developing parts of research at universities. Universities establish departments or companies for commercialization. Our faculty has a transfer program and a patent committee. In recent years, we've achieved several successes in commercialization, especially in the field of COVID-19 diagnostics. Furthermore, professor Smetana's group from the Institute of Anatomy and the group of medicinal chemists (Assoc. Prof. Jakubek from Biocev) have a number of patents.

### Main goals:

- Concept of transfer and commercialization and its update.
- Searching for and supporting results with the potential for commercialization and patents.
- Emphasize the faculty's role in this process and its basis for cooperation with other institutions.
- The role of the designated person at the faculty and the collaboration of the patent committee, scientists, and other institutions.
- Promotion of transfer results and successes.

## Projects

In recent years, the faculty has acquired and newly submitted projects (European funding) which have collectively brought billions to the faculty and could bring significant additional sums. A project committee has been established at the faculty, and a system (pipeline) prepared that allows for an appropriate procedure in the selection, preparation, and subsequent realization of projects. Among smaller projects, for example, was the reconstruction of a whale skeleton at the Institute of Anatomy and the realization of other minor but important actions. A negative outlook is the increase in co-financing of some projects in Prague up to 50%, which is financially very challenging for the faculty in many cases, and the development of these funding sources is unclear.

### Main goals:

- To obtain and update the objectives of individual departments that could be supported by special projects.
- To search for projects and other financing opportunities for these objectives.
- For announced projects and proposals, to analyze individual faculty proposals in terms of their feasibility, sustainability, demands, and benefits within the project committee, and based on that, to decide on supporting the submission of these projects.
- To support the preparation and submission of selected projects and subsequently their realization.
- To prepare co-financing of projects where the benefit for the faculty is evaluated as essential.



## Biocev and Albertov Campus/Biocentrum

Biocev of the First Faculty of Medicine, Charles University, has been operating for about 10 years, now without support (sustainability). Scientific teams that should have an excellent character and create excellent scientific results are active here. The collaboration with the Faculty of Science, Charles University, and the Czech Academy of Sciences is beneficial. These teams should be funded from their scientific activity (grants, projects) and institutional support (Cooperatio), but the operation of Biocev itself is relatively costly and requires further support from the faculty. The Albertov Campus, more precisely one of its buildings in which the faculty has approximately a one-third representation, is the Biocentrum. Besides us, the Faculty of Science (with slightly over 50% share) and the Faculty of Mathematics and Physics (with about 15% share) participate in it. Currently, a contract for the construction has been signed, and an application for funding from the National Recovery Plan is being prepared. Additionally, negotiations are ongoing within Charles University and among the individual faculties and partly with state authorities about further financing. Unfortunately, the allocated subsidy will not allow for the complete equipment of core facilities (i.e., centralized and shared advanced equipment). The individual participating faculties contribute to the construction with their financial investments. The actual construction process is under the management the Rectorate (Charles University), while further financial participation of the university is unclear and is now under discussion. However, the faculty has staff who will monitor the construction and obviously the scientific use. The Campus is to be built by mid-2026.

### Main goals:

- To review and create a concept for the existing and new scientific facilities of the faculty, including their collaboration and further development, and discuss them within the faculty.
- Within the Biocentrum, to continue negotiations with the rectorate and other faculties about the organization and financing of the construction.
- In collaboration with the Faculty of Science and the Faculty of Mathematics and Physics, to complete the Vision of the Campus and subsequently prepare a partnership and operational agreement.
- To prepare the scientific concept of the Campus, involving the faculty's scientific teams.
- To prepare the plan for the operation and financing of the Campus.
- To obtain financial resources for the faculty's investment and further financing – the faculty's own resources, loans, negotiations with the university and state authorities.
- In cooperation with the Rectorate and other faculties, to monitor the construction process.
- Initiate the operation of the Campus and its activities.

## Science and Students

Many students, from both the Czech and English parallels, show interest in participating in research. Some students have established an association (Thaletos), there are also general elective courses (e.g., about scientific articles), many students work at theoretical institutes and clinical departments in research and participate in the Student Scientific Conference (SVK) or even publish scientific articles.

**Main goals:**

- To integrate and develop current activities and facilitate students' access to scientific work.
- To prepare an enlarged and coordinated offer of elective scientific subjects with a connection to the possibilities of engaging in real research.
- To further develop „SVK“ into a scientific conference form with sufficient promotion and the possibility for other students to participate.
- To enable motivated students to do research also abroad.

## INTERNATIONALISATION OF THE FACULTY

One of the basic goals for the development of the faculty is to strengthen its international position. Part of this is directly or indirectly connected with the international (English) parallel and in collaboration with them, but another part is developed through additional activities (university agreements, interstate agreements, EU like EU4+, etc.). This concerns the exchange of both students and teachers, as well as scientific collaboration. A new international department has been established.



### Main goals:

- To develop cooperation within the 4EU+ Alliance and Mobility Fund.
- To support strategic partnerships.
- To utilize and fulfill the memoranda of understanding that the faculty has recently concluded.
- To support international scientific conferences held in cooperation with the faculty.
- To support student exchange programs, especially Erasmus+ and IFMSA.
- To review contracts with foreign universities within the framework of Erasmus and other activities.
- To inform about the experiences of students who have gone on international internships.
- To support the international experience of teachers incl. sabbaticals.
- To strengthen the positions of visiting professors and involve them in teaching – especially lectures and seminars in their area of expertise.
- To finalize the structure of the international department and its agendas.
- To promote the faculty abroad as both an excellent educational and scientific institution, among the public, potential applicants, as well as key personalities of universities and state bodies associated with medical education and healthcare.
- To use alumni for the promotion of the faculty and further scientific or educational collaboration.

# DEVELOPMENT OF THE FACULTY AND ITS DEPARTMENTS, DEVELOPMENT OF THE DEAN'S OFFICE AND HER AGENDA

The faculty has over 70 departments – some of them with teaching hospitals. New departments have been established in the past period, and negotiations about some new ones are underway. This makes significant demands on coordination and information. I highly appreciate the dedication and determination of the dean's office staff. Whether it be in the areas of study, grants, IT, economics, projects, or in less visible areas – payroll, mailroom, internal administration, etc. The faculty should also be a place for their development and fulfillment.



## Main goals:

- To meet regularly with heads of departments, organize dean's visits to the departments.
- Career development.
- To support departments in administration and teaching.
- To ensure department safety and working conditions and environment.
- To motivate departments to adhere to administrative processes.
- To complete the modernization of the dean's office structure.
- To analyze the possibilities of the faculty and dean's office in creating new areas and space, resolve the situation of some departments, and further improve working conditions and subsequent activity efficiency.
- To care for the development of employees (personal development days), participation in training and courses etc.
- Further modernization and improvement of equipment for teaching, students, and employees.
- Based on the evaluation of teaching performance and other parameters, to further optimize the allocation of salary resources to departments and their staffing.
- To analyze the efficiency and subsequently optimize the activities and staffing of individual agendas and departments of the dean's office.
- To establish clear rules for the home office.
- To develop additional benefits for employees.
- To strive for an appropriate development of salaries within economic possibilities.
- Energy saving and sustainability.

## IT

The management of IT, digitalization, and the area of HW and SW are crucial for the further development of the faculty, teaching, research, administration, data management, and their protection. It's an area where some reserves remain – some aspects are developed only in

cooperation with the Rector's Office and are beyond the direct reach of the faculty (especially the Student Information System, SIS), and it's also an economically demanding area. The faculty has been active in some areas – preparing initial application proposals and organizing the first surveys for its implementation. Artificial Intelligence (AI) is also a significant element.

### Main goals:

- To develop digitization of agendas within the faculty including AI use.
- To strive and cooperate with the Rector's Office on modernizing, or creating a new SIS, and possibly related applications for students.
- To ensure the maintenance and modernization of IT equipment.

## Safety

The events of 2023 also highlighted the issue of safety at the faculty, both for students and employees. Safety includes the area of fire protection, work safety, data protection, internet security, and compliance with rules for working with radiation, GMO etc. Basic rules and mechanisms are set, but it's necessary to respond to new threats and have general procedures.

### Main goals:

- To create a permanent crisis staff (operational during the COVID-19 pandemic).
- To regularly monitor the security agenda and its components at the faculty level.
- To create a position at the Dean's Office for comprehensive security agenda.
- To utilize the manuals of the Rector's Office and the Ministry of the Interior and cooperate with both, training employees in this area (beyond the current scope).
- To update specific measures within individual areas.
- To regularly inform heads of departments and the entire faculty about the security situation.

## Economics

The faculty operates in a situation of stagnant funding from the state or the university, against the backdrop of essentially zero growth in the Czech economy, which at the beginning of 2024 had not yet reached the pre-COVID level. Discussions are ongoing at the university level regarding the so-called "Principles of Allocation..." about the distribution of resources among faculties and the amount of resources allocated for the operation of the university itself (Rectorate) and the agendas it provides. A key issue in discussions at Charles University is the recognition of the so-called "coefficient of study difficulty" (KEN) and its application in the allocation of resources, as well as the parameters for allocating funds for research. The study of medical and health care programs is economically demanding (laboratories, simulations...) and scientific outputs are very costly as well. The faculty obtains a significant portion of its finances from other sources, as the allocation from the university alone would be insufficient, just as the faculty receives no support for investment actions from the university (so-called Mikuláš fund). Conversely, the faculty significantly contributes to the common university funds. The main sources of income are from the university for teaching and institutional support of research. A significant source of income is the payment from the state directly for teaching general medicine in Czech, the so-called P program, which has been running since 2018. It is



currently planned for 10 years and has supported an increase in the number of Czech GM students by 15%. The faculty has significant income from grants. Many scientific and developmental activities come from large projects – the National Recovery Plan (NPO), the Operational Programme Jan Amos Komenský (OP JAK), which are very administratively demanding and usually require financial co-participation from the faculty but allow significant development of the given areas. Another key source for the faculty is its own economical activity, the largest part of which is income from self-paying students for studies in English – in general and dental medicine.

The faculty anticipates the following significant expenses in the near future:

- Co-participation in the construction of the Biocentrum Kampus Albertov
- Creation and completion of the SIM center
- Development of student facilities
- Faculty security
- Development of IT, data storage etc.
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Main goals:

- Stable financial management of the faculty with the creation of reserves for development
- Active approach in negotiations at the Rector's Office and within other institutions to influence the allocation of resources
- To consider the possibility of a loan for significant development of the faculty that would not jeopardize its long-term financial management and would enable funding of strategic priorities
- PR of medical and health education
- Maintaining and increasing income from own faculty activities, especially from English parallel
- Maintaining and negotiating to extend and increase resources from the P program
- Efficient financial management of the faculty and its administration, energy savings
- Discussion and involvement in the support for teaching certain non-medical study programs, possibly dentistry
- Resources from projects
- Income from technology transfer

## THE FACULTY IN THE WORLD AROUND IT

One of the faculty's significant activities is its cooperation with other institutions and the way how it presents itself externally.



### Promotion of the Faculty (PR, Marketing)

The faculty is the largest Czech medical faculty and is the most productive in biomedical research. The task is to promote the faculty both among applicants and among the professional and general public. We will use existing and new communication channels and processes. The faculty has a Department of Communication and Marketing, and a variety of tools are used for communication according to target groups: web, social networks, „Jednička“ magazine, internal Newsletter, Medialogs on current topics, press conferences, a number of conferences under the dean and faculty's auspices, workshops for high schools, cooperation with the media. The faculty also organizes events such as Open Day and a number of social events, newly this year, the "Medics' Halving."

#### Main goals:

- Increase the faculty's PR in all areas. Key is to present it to applicants as an attractive first choice for study.
- Involve students more in these activities, respond to new PR opportunities.
- Prepare a new website.
- Use social media in more attractive way (short videos, infographics, more original content, new video business cards, new elements in faculty presentations such as Open Day, participation in the Gaudeamus fair, etc.
- Present the faculty at high schools (new video tutorial, flyers, promotional items, feedback...).
- Cooperate with student associations in presenting the faculty and organizing events.
- Implement a new CI (corporate identity), use "playfulness" in promotion (differentiate formal and promotional visual communication).
- Develop "corporate identity."
- Create new promotional items and materials.
- Promote the faculty abroad in cooperation with the International Department.
- Cooperate with partners, hospitals, or companies.

### Cooperation with Hospitals

Given clinical teaching and scientific grants and projects, this cooperation is absolutely crucial. The importance of good cooperation was shown during the COVID-19 pandemic and also in connection with doctors' protests regarding compliance with the labor code. Besides the key role of VFN (General Teaching Hospital), relationships with other teaching hospitals are also being developed and bring new academic cooperation, with positions in the dean's board for contact with VFN and other faculty teaching hospitals.

**Main goals:**

- Regular meetings with the management of faculty teaching hospitals.
- Cooperation in postgraduate studies, creating conditions for combining research and medical practice.
- Cooperation in HR matters, career growth of doctors and other staff (Ph.D., habilitation etc.).
- Cooperation in supporting research, the possibility of joint support within hospital grants.
- Facilitating the creation of joint scientific teams and submitting grant or project applications.
- Further expansion of the clinical base, creation of new joint departments.
- Developing cooperation with non-faculty hospitals for student practices, including pre-state exams internships including hospitals abroad.
- Cooperation in the PR area.
- Development of social and collegial relationships.

**Cooperation with Academic and Non-Academic Institutions**

The faculty is part of Charles University. Its management like rector, vice-rectors, rector's board, Academic Senate, Rectorate are natural partners. Cooperation with other faculties of Charles University, other medical faculties, scientific partners (especially the Czech Academy of Sciences – CAS), state and local authorities, and commercial companies is important. In all these relationships, the faculty acts as a reliable partner.

**Main goals:**

- Regular active discussions with university management, defending the interests of the faculty and its goals.
- Negotiations on funding within the university.
- Active discussions within the Association of Deans of Medical Faculties (ADLF).
- Cooperation with the CAS, especially with institutes participating in Biocev (IGM, BTI) and the Institute of Organic Chemistry and Biochemistry (IOCB) in the context of collaboration in Exceles projects, Albertov Campus, and others.
- Cooperation with IPVZ in medical specialization education.
- Joint events and mutual support especially with Prague 2, the City of Prague.
- Contacts and negotiations with state authorities, the Ministry of Education, Youth and Sports, the Ministry of Health, the Ministry of Science, and other institutions – highlighting the importance of medical education, its costs, and the necessity at both national and international levels.
- Balanced and mutually beneficial contracts with private companies, especially in healthcare, pharmacy, biotechnology, etc.

## The Third Role of the Faculty

The faculty already plays a significant role in social and community life, organizing various events (e.g., Museum Night) and expressing opinions on medical, educational and relevant issues. This role will continue to be strengthened and developed.

### Main goals:

- Respond to current societal developments and promote the latest scientific findings.
- Promote the faculty as an open institution in dialogue with the public.
- Influence the development and education of society in the field of medicine and healthy lifestyle.
- Cooperate with government administration, local government, and the private sector.
- Offer lifelong learning for a wide spectrum of the population.

## REFLECTIONS AT THE PROGRAM'S CONCLUSION

This program is open... It's open to all of you, academics, female students, male students, employees, supporters, and friends of the faculty... It's a program for a better 1st Faculty of Medicine. Therefore, I will be very pleased if you now or later come with your own ideas. We must be open to new ideas coming just as to new challenges and opportunities that emerge in our so dynamic era.

Thank you for your support, and I look forward to cooperating with everyone!



Yours,

Martin Vokurka

In Prague, March 4, 2024