

Management Strategy Proposal

This outline is not based on a presumed situation in Prague but on the way I generally prefer to work. The basic is to find (a) a consensus of the existing staff, (b) a vision of how eventual weaknesses can be improved and (c) roadmaps on how this can be achieved. The consensus is required as any improvement has to build on the existing situation and it is usually required to share the desire for improvement as well as each individual to identify with roles to achieve such improvements. In short, the dean is primarily a coach that manages the direction of the internal processes, as the organization has to exercise its own strength.

It is of primary importance to achieve a transparent organization for a flexible reaction to changing demands on the diverse markets of a technical university. The classical university is built around a number of fundamental research groups, of varying quality in terms of their publication record. Most of these groups have a large distance from industry, though the primary product (students) is to be consumed. Furthermore the industrial market is largely not mono-disciplinary. For the student to be innovative, he has to learn to 'look over the edge'.

It has become more and more normal to create cross-disciplinary research groups, often in line with Ph.D. schools. Here the broad education together with in-depth research is learnt. The success of this can be found in applied research centers, where spin-off companies find a good cradle. A number of the former Ph.D. students take a number of years to bridge the gap to the market. It is advisory to have here also a number of adjunct professors from industry.

In line with the research organization, we find the teaching organization. The under-graduate level is largely supported from the fundamental research groups. Though there is a tendency to have staff with only teaching responsibilities and vice versa staff that only performs research, I personally do not find a healthy situation. Though docents may be involved at the under-graduate program, involvement in cross-disciplinary programs gives useful feedback and enriches the courses. Similarly the involvement of research staff in graduate programs helps to motivate the students for their professional career. Furthermore an elite system for students that even brings them into the Ph.D. schools is a major motivator.

Internationalization is a major effort. The Prague students should be bringing the mission of the university to the outside world. Therefore the internationalization program is not only to give students a good time abroad, but they are the pioneers in building university contacts. It is therefore important to be selective in students and partner universities. A fertile connection gives support to create liaisons for collaborative research, but also to ease making contacts for university spin-off companies on an ever more international market.