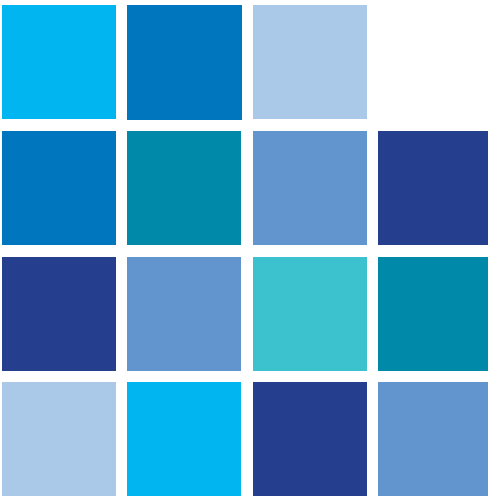


Programme
theses
for the President
of the Academy
of Sciences
candidacy

From June 2009 to December 2024

From the extraordinary Assembly of the Academy
of Sciences to this year's elections

Pavel Baran



The Academy is something I just understand...



Dear colleagues,

with the Academy, I have experienced both periods of financial and existential collapse and periods of stability and success. I have learned a lot, and I think it is time to give back to the Academy, its institutes and the people in them what I have been given.

I have therefore decided to run for the position of the President of the Academy of Sciences and to heed the calls of many of you to do so. In my "business card" *Fifteen Years in Science and Research Management*, I promised to present my programme theses, which I am now doing.

It is clear that the Academy's institutional stability is assured in the current situation. However, this does not necessarily apply to the proper financial provision for science and research needs, and not only in the Academy. Therefore, it is not enough to maintain the current state of affairs; many changes must be made, the need for which, after all, has long been known and discussed.

My candidacy only makes sense if I have the support and mandate to change these things in the Academy in the desired direction. However, changes must be well negotiated and accepted by consensus in the academic community. The proposed changes have a common goal: to ensure the conditions for good, quality science.

Of course, the proposed changes and measures can only be implemented by a team of competent people willing to commit to their work.

General proclamations are not allowed in my programme statement. I do not specifically address the notorious problems in my programme theses, but of course, they need to be considered and dealt with as well (for example, setting an adequate ratio of institutional and targeted support or environmental sustainability).

In the following, I therefore focus only on a few selected agendas that deserve significant attention and for which I am proposing specific changes or measures.

Financial resources of the Academy
of Sciences and its Institutes

1

4

Evaluation of the CAS institutes
("academic" versus "national")

2

The position of the Academy of Sciences
in the system of science and research

Knowledge and technology transfer

5

6

Centre of Administration and Operations of the CAS
("Středisko společných činností")

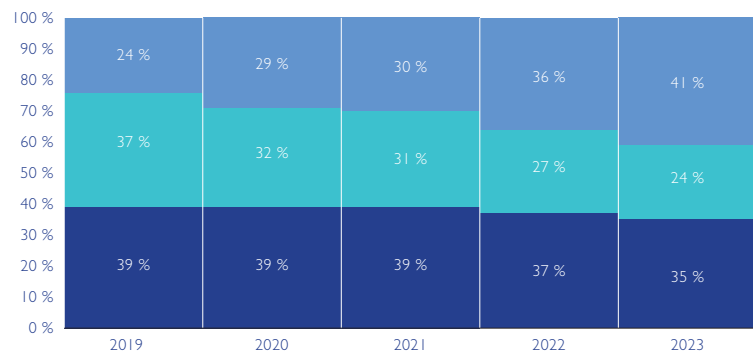
The Institutes and their relationship to the
Academy of Sciences

3

And other selected agendas...

7

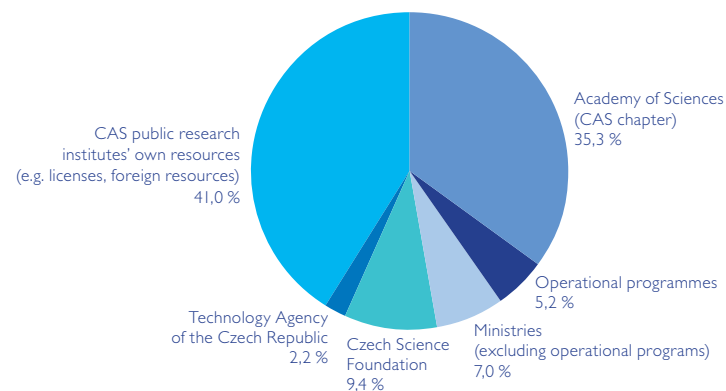
Evolution of structure of financial resources of the Academy of Sciences, including its Institutes, in %



Source:
2023 Czech Academy of Sciences financial report and excerpt from the closing account

■ SB (CAS chapter in state budget)
■ SB (resources from other chapters – including OP)
■ CAS public research institutes' own resources

Structure of financial resources of the Academy of Sciences, including its Institutes, in % (2023)



Source:
2023 Czech Academy of Sciences financial report and excerpt from the closing account

Horizon Europe support to the Academy of Sciences (2021-04/2024)

European Research Council - ERC: 24.3 million
Marie Skłodowska-Curie Actions - MSCA: 12.4 million

Source:
the Prague Technology Centre

Financial resources of the Academy of Sciences and its Institutes

The proposed changes and measures aim to ensure stable and predictable financing of the Academy of Sciences and its institutes, as well as to set the conditions under which the availability of financial resources for the institutes of the Academy of Sciences would be increased, and their diversification would be enhanced:

Academy of Sciences (budget chapter)

- to link the institutional support of the Academy of Sciences chapter (and indeed the R&D&I system as a whole) to the state budget indicators (typically GDP), among other things to eliminate the effects of inflation (e.g. in the form of a government memorandum);
- negotiate with the government additional institutional support for PhD students working at the Academy's institutes as a separate budget item of the Academy of Sciences chapter (subsequently under the responsibility of the Institute's directors);
- negotiate with the government to fund construction projects for the Academy of Sciences chapter as a separate item (when preparing the state budget).

Resources from the chapter of the Ministry of Education, Youth and Sports

- operational programmes: to effectively involve the Academy of Sciences and its representatives in the relevant bodies of the Ministry of Education to use the financial potential of individual calls transparently and to reduce their administrative burden (inter alia, given the possible limitation of funds from future operational programmes);
- support large research infrastructures directly from the chapter of Academy of Sciences (need to amend legislation).

Other ministries with R&D&I funding

- promote the Academy of Sciences and its representatives to the relevant bodies of the relevant ministries (e.g. Ministry of Health – Czech Health Research Council; Ministry of Culture – Council of the Minister of Culture for Research);

- as the leadership of the Academy of Sciences, actively cooperate with the relevant ministries on joint financial agendas.

European resources

- establish robust institutional support (including administrative support) for applying for grants and projects funded by European sources (in the CAS Head Office);
- to provide individual support for successful applicants for “European grants” at the institutes during the project directly from the funds of the Academy of Sciences;
- to effectively involve the Academy of Sciences and its representatives in relevant European bodies with a mandate in science and research and thus influence European science policy.

Resources from the business sector

- jointly establish a “fund” to institutionally anchor and deepen cooperation with the corporate sector, including venture capital (need to amend legislation).

2

The position of the Academy of Sciences in the system of science and research

The proposed changes in this area are aimed at establishing systematic links between the Academy of Sciences and foreign non-university research institutions, actively setting agendas towards partners of the science and research system in our country and, last but not least, strengthening the position of the Academy of Sciences in Brno:

- establish regular contacts with non-university research institutions abroad (e.g. Max-Planck Gesellschaft, Leibniz Gemeinschaft, Centre National de la Recherche Scientifique);
- as the leadership of the Academy of Sciences, to actively cooperate with the representations of universities in common areas of interest (budget, legislation, PhD students, presentation of joint activities, e.g. at the Academic Assembly);

- motivate the institutionalisation of cooperation between the Academy of Sciences (institutes) and the private sector in the field of science and research (e.g. through the establishment of the above-mentioned “fund”);
- establish regular and systematic contact between the leadership of the Academy of Sciences and the political representations, inter alia to systematically set agendas for “informed policy”;
- to significantly strengthen the scientific activities and cooperation of the Academy of Sciences with local authorities and regional universities (e.g. to strengthen the use of European regional funds);
- to delegate a member of the Academic Council to deal with strategic issues of the Academy of Sciences and its institutes in Brno.

The Institutes and their relationship to the Academy of Sciences

3

This section's points include, among other things, the need for transparent communication and proper justification of the Academy of Sciences' management decisions in relevant agendas, as well as the importance of strengthening intra-academic cohesion and openness of the Academy's management positions for the next generation of scientific management.

- deepen transparent communication between the Academy of Sciences and the institutes (e.g. regular meetings with representatives of the boards of the institutes, proper justification of decisions within the academic programmes, sending newsletters from the Academy Council Presidium and gatherings of Academy Council);
- strengthen also “informally” the mutual belonging of academic institutes and their connection to the Academy of Sciences (both in the form of interdisciplinary clusters on common scientific problems and joint non-work activities);
- to open the bodies of the Academy of Sciences and its institutes to the next generation of scientific management (in the form of adequate incentives, informal meetings or internships to deepen the range of managerial skills).

Evaluation of the CAS institutes (“academic” versus “national”)

From the broad issue of evaluation within the Academy of Sciences, I have selected the sensitive agenda of justification and managerial decision-making, the need for change in relation to national evaluation, as well as the reflection on the specifics of applied research and of the social sciences and humanities in their evaluation:

- promote a transparent and managerially justified distribution of institutional support for the long-term conceptual development of institutes based on their evaluation;
- promote the recognition of academic evaluation as a component of the national evaluation for the Academy of Sciences (by adapting the national evaluation methodology);
- consider the specifics of applied research and research in the social sciences and humanities when setting the parameters of academic evaluation (by modifying the Methodology for the Evaluation of Research and Professional Activities of Research-Oriented Departments of the CAS).

Knowledge and technology transfer

In the area of knowledge and technology transfer, I propose changes primarily with regard to the importance of cooperation between academic institutions, the corporate sector and public administration, as well as for the expected economic benefits to the institutes and strengthening the innovation potential of the national economy:

- support the establishment of spin-offs and start-ups in agreement and cooperation with the CzechInvest agency;
- negotiate with the Technology Agency of the Czech Republic the preparation of a programme in which research organisations, not enterprises, will be the leading bidders to support the commercialisation of R&D&I;

- to support, from the position of the Academy of Sciences, the government's plan to establish a transfer investment fund in cooperation with the European Investment Bank.

Centre of Administration and Operations of the CAS (“Středisko společných činností”)

I include the agendas relating to the CAO in view of my belief in the need for an overall reform of the status of the CAO, which has long been discussed and negotiated:

- change the legal form of the CAO (to a public infrastructure institution) and revise its scope through amending legislation to ensure full performance of everyday infrastructure activities (typically e-infrastructures);
- transfer selected agendas from the responsibility of the CAO back to the competence of the CAS Head Office (negotiate an increase in the number of posts in the CAS Head Office);
- analyse the possibility of restructuring the assets of the CAO (hotel and conference facilities).

And other selected agendas...

- freedom of scientific research: balancing the interest of scientists to decide freely on the focus of their research and the objective need to respond to current societal and scientific trends (by actively influencing the political representation / Research, Development and Innovation Council);
- to appoint a member of the Academic Council to address strategic issues related to people in science (e.g., the issue of wages at institutes, return policies, recruitment of foreign researchers) and family-friendly policies, including related legislative changes;
- concentrate the obligatory programme of the Academic Assembly, among other things, and create an “open” space for crucial up-to-date information on the science and research system.

Dear colleagues,

the proposed changes and measures are managerially demanding and require implementation experience and competence. I have the relevant knowledge and competence in this respect, as evidenced, among other things, by the material *Fifteen years in science and research management*, which I attach.

At the same time, I declare quite openly that my linguistic competence includes an active knowledge of German and French; I have only a passive understanding of English. However, my passive knowledge of English has not limited me in any of the tasks I have carried out.

