



## EVALUATION REPORT FOR MODULES 4 & 5

**HIGHER EDUCATION INSTITUTION NAME:** Police Academy of the Czech Republic in Prague

**COMPANY REGISTRATION NUMBER (CRN):** 48135445

### 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:<sup>1</sup>

The Police Academy of the Czech Republic in Prague (PA CR) has a well-structured and comprehensive organisational setup that effectively supports its dual mission of providing high-level education and conducting specialised security research. The clear division of responsibilities between the Rector, Vice-Rectors, Bursar, and supporting departments ensures that strategic leadership, academic excellence, and operational efficiency are appropriately balanced.

The presence of dedicated Vice-Rectors for Studies, Strategy, and Science shows a strong focus on aligning teaching, research, and innovation with the institution's mission. Administrative and operational functions — such as finance, procurement, logistics, energy, catering, accommodation, and security — are managed by specialised departments, which supports smooth day-to-day operations and student services.

The two faculties are logically organised, with clearly defined leadership roles (Dean, Vice-Deans, Secretary) and specialised departments covering key areas of law, security management, crisis response, criminalistics, and policing. This ensures that teaching and research activities are rooted in the practical needs of the security sector while maintaining academic standards.

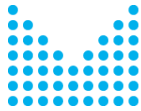
Importantly, dedicated units like the Science and Research Department, the International Cooperation Department, and the Lifelong Learning Department demonstrate PA CR's commitment to advancing research, fostering international collaboration, and providing continuous education for professionals.

Overall, the structure is robust, appropriate for a specialised police academy, and well-aligned with its mission to serve as a key national institution for training security professionals and producing applied security research.

##### Recommendations:

Promote more cross-departmental collaboration (e.g., between faculties and the Science and Research Department) to boost interdisciplinary research and modernise curricula.

<sup>1</sup> 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.



Further strengthen the International Cooperation Department with more staff or resources to increase mobility, joint research, and partnerships.  
Enhance support for students and researchers (career services, research support offices) to attract and retain talent.  
Implement structured feedback mechanisms so that insights from students, graduates, and external partners can inform updates to organisational processes and programmes.

## 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]:**

**4 - Very good**

#### Qualitative assessment:

The Police Academy of the Czech Republic in Prague (PA CR) has built a well-structured and systematic research support environment that aligns strongly with its mission to deliver practical, security-focused research. The Science and Research Department (SRD) plays a central coordinating role, providing end-to-end support — from identifying funding opportunities to project administration and result dissemination.

The institution's emphasis on interdisciplinary cooperation, applied research, and partnerships with security forces ensures that its outputs have clear practical value. Incentives for excellence and the active involvement of students through the SSPA competition help cultivate a pipeline of future researchers.

Strengths include clear roles, dedicated support staff, solid infrastructure, and proactive networking at national and EU levels. Challenges for further improvement include scaling capacity as projects grow, expanding international visibility, and deepening the measurement of real-world impact.

Overall, PA CR's research system is robust, practical, and well-matched to its security mission — positioning it as a key contributor to security research in the Czech Republic and beyond.

#### Recommendations:

Encourage more joint projects within Horizon Europe, NATO, and other EU security research programmes to deepen international networks.

Consider creating a specialized scientific research center, such as the International Research Center of Security Studies or a Forensic Sciences Center. PA CR is a unique place that can explore interdisciplinary topics in security studies in the long term.

Increase researcher mobility and exchange — offer more opportunities for staff and PhD students to work temporarily at partner institutions abroad.

Promote international co-publications in high-impact journals and support publishing in English to reach a wider audience.

Consider to expand professional development opportunities beyond academic titles to include training in research leadership, grant writing, or international project management.

Continue to invest in modern analytical tools, databases, and shared labs, especially those supporting digital forensics and cyber security.

Develop secure shared spaces for sensitive data analysis in compliance with EU security research standards.



Explore partnerships with private sector technology firms for joint development of innovative security applications.

Engage more actively in European and global security research networks to gain early access to emerging trends and funding.

#### 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]:**

**4 - Very good**

##### **Qualitative assessment:**

The Police Academy of the Czech Republic (PA CR) has established a robust system to ensure the quality of its research environment. Internal and external evaluations, active participation in international research teams, and strong cooperation with security bodies ensure that research is relevant, rigorous, and applicable in practice. The Academy supports research quality through incentive measures such as performance-based bonuses, career development opportunities, and flexible working conditions.

A clear Code of Ethics (**Code of Ethics for Employees of Police Academy of the Czech Republic issued by Rector's Instruction No. 5/2018**), an independent Ethics Commission, and effective whistleblowing mechanisms demonstrate a strong commitment to ethical standards and good scientific practice. Regular internal and external reviews, along with investments in infrastructure and doctoral studies, further strengthen research quality.

PA CR has established a clear and robust system for maintaining ethical standards in its scientific and academic activities. The institution addresses key areas such as plagiarism, scientific fraud, and other unethical behaviour through clearly defined procedures and disciplinary measures. The presence of an Ethics Committee, the use of a whistleblowing system, and strict penalties for proven misconduct demonstrate a functional framework for safeguarding academic integrity. This system contributes positively to the credibility of PA CR's research and educational activities, while fostering a culture of responsibility and ethical awareness among staff and students.

Overall, PA CR's system for quality assurance of research activities is well developed and functioning effectively.

##### **Recommendations:**

Expanding the involvement of external independent experts in the evaluation of research outputs to ensure an objective perspective and strengthen international benchmarking.

Increasing transparency and feedback mechanisms so that evaluation results and improvement measures are more clearly communicated to staff and research teams.

Strengthening the monitoring of the real-world impact of research outputs, for example by systematically tracking the practical application of results by security forces and public administration.

Continuing to invest in modern infrastructure, support services, and training for ethical research conduct to maintain high standards of scientific integrity.

PA CR should expand ethics training, share clear case examples, and make the whistleblowing system more visible and easy to use.

These steps will help ensure that the research environment remains excellent, credible, and aligned with both national and international best practices.



#### 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:

PA CR has a clear strategic framework for sustainable development and social responsibility, defined by its Strategic Plan and annual Implementation Plans. The institution demonstrates a strong commitment to security research, public safety, and knowledge transfer through close cooperation with security forces and applied research outputs.

The knowledge transfer system works effectively through coordination at central and faculty levels, although a dedicated central office does not yet exist. Research data management is robust, with clear structures for storage, security, and ethical oversight by the Ethics Committee.

Intellectual property is well protected, especially in student theses and institutional publications, with strong anti-plagiarism measures in place. Institutional resilience is ensured through cyber security training, measures against foreign interference, and digitisation of internal processes with modern smart technologies and data analytics.

Open Science principles are supported through open access publishing in the Academy's own journal and transparent sharing of qualification theses. Staff and students receive training in IP protection through curriculum content and internal training activities.

Overall, PA CR shows a high degree of maturity in these areas but would benefit from further strengthening practical implementation, centralising knowledge transfer management, and expanding awareness and training in Open Science and IP protection.

##### Recommendations:

PA CR should consider setting up a dedicated central office or clearer coordination mechanism for knowledge and technology transfer to strengthen support for researchers and external partners. It would also be useful to expand systematic training in Open Science and intellectual property rights and the use of Artificial Intelligence for all staff and students to enhance awareness and practical skills. Finally, continuing to modernise digital tools and infrastructure will help sustain resilience and efficiency in research and knowledge sharing, in view of the new challenges of the AI parties in relation to copyright.

## 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:

Between 2020 and 2024, PA CR shows a positive trend in overall staff growth and an increase in gender balance, especially among assistant and associate professors. The increase in assistant professors suggests successful recruitment of younger researchers. However, there is a clear



underrepresentation of women at the professor level, and a drop in the number of assistants indicates possible gaps in early-career entry or progression pathways.

The age structure at PA CR in 2020 shows a strong dominance of older academics, especially among professors and associate professors. Younger staff are mainly concentrated in lower positions, such as assistants and assistant professors. Women are more represented in junior roles but are still significantly underrepresented in top academic ranks and older age groups.

In 2024, the Police Academy of the Czech Republic continues to face an ageing academic workforce, particularly in senior positions such as professors and associate professors, where staff over 50 remain dominant. The professorial category shows limited rejuvenation, with no representation below the age of 40–49 and a strong concentration in the 60–69 and 70+ age groups. This indicates that the pathway to the highest academic titles remains long and may lack sufficient generational renewal.

A more balanced age structure is visible among assistant professors, where younger age groups (30–39 and 40–49) form the majority. This demonstrates that PA CR is successfully attracting early-career academics, which is positive for the long-term sustainability of the institution's research and innovation capacity.

In terms of gender, there is a mild but clear improvement in the representation of women in junior and middle ranks, especially among assistant professors. However, the gender imbalance at the professorial level persists, with only one woman represented in the oldest age group, highlighting the ongoing challenges women face in reaching the highest academic positions. Among assistants, older age groups are still strongly represented, which may suggest slow career progression or limited pathways for advancement for some staff. Overall, the structure indicates that PA CR is on the right path in strengthening its base of younger academics and improving gender balance at lower levels.

**Recommendations:**

PA CR should actively support the promotion of women to senior academic ranks through mentoring and career development measures.

PA CR should strengthen recruitment of young academics and create clear pathways for their career progression. Targeted measures to encourage earlier habilitation and promotion, especially for women, would help balance the age and gender structure at senior levels and ensure generational renewal in R&D&I staff.

Consider to monitor and adapt human resource strategies regularly to maintain a dynamic and inclusive academic environment aligned with evolving security and academic needs.

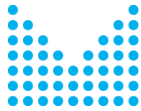
PA CR should develop and implement a clear succession and talent development plan to address the ageing of its senior academic staff. Priority should be given to supporting the career progression of younger academics and creating structured pathways for assistants and assistant professors to advance to higher positions. In addition, PA CR should take advantage of sabbatical leave opportunities to enable academic staff to complete major research and publication projects, and to prepare for habilitation, thereby strengthening both individual careers and the institution's long-term research capacity.

**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:**

The Police Academy of the Czech Republic (PA CR) has established a comprehensive framework for recruiting, developing, and retaining academic staff, in line with national legislation and European standards. The internal regulation for the selection procedure ensures that recruitment is conducted transparently and competitively, with positions publicly advertised and selection decisions made at the level of the Rector and Deans.

The Incentive Programme and the linked Development Programme reflect a clear institutional effort to motivate academic staff to achieve high-quality results in research, education, and knowledge transfer. By rewarding above-average performance in project activity, publications, citations, and application outputs, PA CR creates conditions that encourage staff to actively contribute to the institution's reputation as a research organisation.

The Career Rules provide a structured approach to career development, defining pathways and expectations for progression, and offering motivational tools through personal allowances and remuneration linked to performance. The use of regular evaluations at departmental and faculty levels further supports accountability and alignment of individual performance with institutional goals.

PA CR's grading system, which links remuneration levels to academic qualifications and scientific ranks, supports a culture of continuous professional development. Additionally, flexible working hours, the possibility of remote work, and clear provisions for maternity and parental leave demonstrate that the institution respects the work-life balance of its staff, which is especially important for retaining talent.

The adaptation process for newly recruited staff is well structured, with the involvement of senior colleagues and clear orientation through internal systems and tools. The emphasis on gradually integrating newcomers into both teaching and research activities helps maintain standards while supporting the growth of early-career academics.

The Gender Equality Programme is a clear strength of the PA CR system. By adhering to national policies, appointing a gender advisor, and ensuring that recruitment and promotions are gender-neutral, PA CR demonstrates a proactive approach to promoting equal opportunities. Training activities and participation in projects like CZERA show commitment to aligning with European expectations on gender equality in research and academia.

**Recommendations:**

Actively recruit and develop younger academics through clear career pathways, postdoctoral positions, and succession planning.

Set clear targets for gender balance in senior roles and strengthen support for staff returning from parental leave.



#### 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]:**

**4 - Very good**

##### **Qualitative assessment:**

The Police Academy of the Czech Republic (PA CR) demonstrates a clear commitment to gender equality through structured policies and practical measures. Recruitment and career development processes are designed to be gender-neutral and to actively encourage greater female representation, especially in academic and leadership roles.

The Gender Equality Programme is well-integrated with core institutional documents and backed by concrete mechanisms for implementation. PA CR's focus on balanced representation in management and nominations to professional bodies shows that gender equality is seen as a cross-cutting priority.

Transparent performance evaluation and pay monitoring help minimise gender-based disparities in remuneration, while flexible working arrangements and support for maternity/parental leave contribute to a more family-friendly work environment.

Importantly, the Academy also addresses workplace risks by implementing safeguards against discrimination, mobbing, and harassment, with a dedicated Gender Advisor providing oversight.

Overall, PA CR's approach reflects good practice in creating an inclusive, fair, and supportive working environment for both women and men.

##### **Recommendations:**

To further strengthen its commitment to gender equality, PA CR should continue to expand targeted support for women's career progression, especially into senior academic and leadership roles. It is recommended to enhance mentoring programmes, monitor the effectiveness of flexible working measures, and maintain regular training on preventing discrimination and harassment. Strengthening internal monitoring and transparent reporting will help ensure that gender equality remains an integral part of the institution's culture and development.

#### 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]:**

**4 - Very good**

##### **Qualitative assessment:**

PA CR shows clear commitment to internationalisation as a strategic priority, with active participation in European programmes such as Erasmus+, MEPA, and CEPOL. The institution supports short-term staff mobility for teaching, training, and professional exchange. Good practice examples, like expert teaching exchanges in Slovakia and specialized training in Spain, demonstrate that staff mobility brings tangible benefits — sharing expertise, building networks, and applying new knowledge in teaching and research.

However, the overall volume of mobility remains limited by staffing capacity and funding constraints, particularly the reliance on EU-funded Erasmus+ grants. Long-term placements abroad

are rare, which may restrict deeper international research collaboration and career development opportunities for staff.

Despite these limitations, PA CR successfully leverages its memberships in networks like AEPC (Association of European Police Colleges) to maintain regular contact with European partners and broaden opportunities for knowledge exchange. The institution's efforts contribute positively to the development of staff skills, international visibility, and the overall quality of research and education.

**Recommendations:**

PA CR should continue to strengthen international staff mobility by diversifying funding sources beyond Erasmus+ and planning for more medium- and long-term stays abroad. Developing strategic partnerships with additional institutions and expanding participation in international research projects could help increase staff exposure to global best practices. Priority should be given to supporting young researchers and teaching staff to gain international experience early in their careers.

PA CR should expand language training and preparatory programs for academic staff to increase non-Slovak international participation.

## 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:**

Between 2020 and 2024, the Police Academy of the Czech Republic systematically invested in developing and maintaining its research infrastructure. The focus was primarily on upgrading computer hardware, expanding software capabilities, modernising audiovisual equipment, and improving office facilities, which are all essential for supporting research activities.

In 2020, investments in computing equipment and Adobe Acrobat software improved the capacity for digital processing, editing, and archiving of scientific outputs. The timely repair of the printing press ensured that printing and publishing activities could continue without disruption, which is especially important for the dissemination of research results.

In 2021, the purchase of specialised analytical software (ATLAS) and audiovisual tools, including microphones, cameras, monitors, and a projector screen, broadened the means for data analysis, collaboration, and professional presentation of research findings. Upgrading furniture and workspaces contributed to a better working environment for academic staff, supporting their daily research activities.

By 2023, further investments in computing and licensing, such as PLESK and Adobe Acrobat, strengthened the digital infrastructure and enabled more efficient work with scientific documents and data. The acquisition of a camcorder allowed for the recording of lectures, field research activities, and knowledge sharing, further enhancing the documentation and dissemination of research work.

In 2024, the focus on renewing software licenses, adding monitors, and acquiring a laminator reflected the ongoing commitment to maintain up-to-date tools for research work. Improvements to staff facilities, such as the purchase of a coffee machine and furniture, demonstrate an awareness



that good working conditions contribute to staff satisfaction and productivity. Continuous maintenance of the network printers and printing machine shows PA CR's practical approach to ensuring stable administrative support for research.

Overall, the consistent upgrades and targeted investments over this period have strengthened PA CR's research infrastructure. This systematic approach has provided academic and research staff with better technical, digital, and working conditions, supporting higher-quality outputs and enabling more effective collaboration, both internally and externally.

**Recommendations:**

To build on the progress made, PA CR should continue to systematically modernise its research infrastructure, with a stronger focus on acquiring specialised research tools and software tailored to the specific needs of each department. In addition to IT and AV (audio-visual) equipment, investments in shared research facilities, secure data storage solutions, and collaboration platforms should be prioritised.

To build on the progress made, PA CR should continue to systematically modernise its research infrastructure, with a stronger focus on acquiring specialised research tools and software tailored to the specific needs of each department. In addition to IT and AV equipment, investments in shared research facilities, secure data storage solutions, and collaboration platforms should be prioritised. This includes for example:

Exploring AI tools to support administrative tasks (e.g., document management, plagiarism checks, research impact analysis).

Using AI to enhance teaching and student engagement, for example by developing AI-based learning aids or chatbots.

## 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.

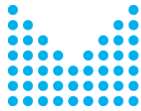
**Rating [1–5]:**

**4 - Very good**

**Qualitative assessment:**

The Police Academy of the Czech Republic in Prague (PA CR) operates as a state-funded institution, with the entirety of its core budget allocated from public sources through the Ministry of the Interior. This structure ensures stable and predictable basic funding for the Academy's educational and research activities. At the same time, this reliance on state funds creates a clear boundary for financial flexibility, especially in a context where additional internal or commercial sources are not available.

Despite this, PA CR demonstrates good practice in leveraging external international funding opportunities, particularly through active participation in competitive projects funded by the European Commission. Notable examples include the ARICA 2 project addressing the prevention of child sexual abuse, the CHIMERA project developing hazard identification systems for urban security, and the CLARUS project focused on improving digital forensics and inter-organisational communication. These projects highlight PA CR's ability to secure funding in demanding European security research calls and confirm its relevance within international security research networks.



Participation in such projects not only brings financial resources but also strengthens PA CR's scientific and institutional reputation, promotes staff mobility, enables knowledge transfer, and builds valuable strategic partnerships with other European institutions. However, it is also clear that the volume of these international projects remains relatively modest compared to the Academy's total operational needs and ambitions. In addition, co-funding requirements and administrative complexity may pose challenges for further expansion.

**Recommendations:**

To strengthen the financial base and reduce reliance on a single source of public funding, PA CR should continue to expand its capacity to apply for international and EU-funded projects. This includes investing in project management skills, administrative support, and building long-term strategic partnerships with foreign institutions.

To strengthen and diversify its financial resources, PA CR should develop closer cooperation with the private sector, especially companies active in security technologies, digital forensics, or applied criminology. This could include joint research projects, contract research, professional training for industry partners, or consultancy services. Any such cooperation would need to be governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption. PACR must be very cautious in order to avoid potential risks.

**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 PA CR's approach to institutional support for long-term conceptual development is well-structured and aligns with its mission as a specialised university and research organisation in internal security. The division into a central budget line and individual project funding is appropriate:

- The central budget line clearly supports infrastructure, publishing activities, research centres, operational costs for information systems, and, in exceptional cases, individual project needs — all of which directly help maintain a stable, quality-focused research environment.
- The individual project funding item ensures that concrete research tasks are implemented under a clear framework, giving faculties the means to run focused, relevant research aligned with national security priorities.
- The Incentive Programme is well described and sets out a meaningful way to motivate staff and recognise high-quality work across research, teaching, dissemination, and professional impact.
- The research themes show good relevance and direct practical value for police practice and internal security — from new technologies and criminalistics to radicalisation and crisis management.

Overall, the funding rules reflect a sound balance between core institutional support and targeted project activity. This helps maintain capacity, support staff, and ensure outputs that meet the expectations of the Ministry of the Interior and other security stakeholders.

**Recommendations:**

To further strengthen the use of institutional support, PA CR could:



Strengthen links to private-sector partners: Where appropriate (e.g. for tech or forensic tools), invite co-financing or in-kind partnerships with reputable private companies to modernise equipment or co-develop new methods. Any such cooperation with private sector would need to be governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption.

Enhance internationalisation: Consider using part of the central fund to support short-term incoming visits from foreign experts or joint workshops, which can boost research quality and networking with European partners.

## 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:

The Police Academy of the Czech Republic in Prague (PA CR) demonstrates an active and relevant approach to international R&D&I collaboration, combining research, teaching, and practical training in security and policing:

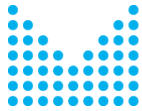
- The long-term collaboration with Tarleton State University Texas is a good example of how an initial expert lecture was successfully turned into an enduring research partnership. The fact that joint research outputs have been presented at major conferences abroad highlights the real impact and visibility of the cooperation.
- The international scientific conference “Advances in Criminalistics” creates a valuable multidisciplinary platform for academics, practitioners, and students. It fosters an exchange of current knowledge and innovative technologies in criminology and forensic science — and directly supports the exchange of students and staff under Erasmus+.
- Co-organising CEPOL courses strengthens PA CR’s position as an active partner in the EU’s security training landscape. The training covers highly relevant topics like terrorism, radicalisation, and open-source intelligence, and the interactive design supports networking and the practical application of scientific knowledge.
- Participation in foreign conferences and symposia — more than fifty during the period — shows the institution’s commitment to presenting research outputs, gaining international feedback, and establishing valuable contacts.
- The MEPA project is another strong element, offering practical international cooperation in advanced police training. Although more operational in nature, MEPA supports knowledge sharing on innovative methods and publishes outputs through its professional journal, contributing to applied research and practice.

Together, these activities confirm that PA CR’s R&D&I collaborations are well-aligned with its mission and make good use of European frameworks and networks.

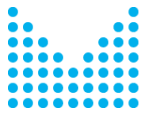
#### Recommendations:

To build on these good foundations, PA CR could:

Deepen cooperation with research-focused universities beyond police academies — for example, with technical universities or criminology institutes — to open new joint research opportunities in forensic tech, AI-based policing tools, or data analytics.



Strengthen the pipeline from training to research — systematically track how lessons learned from CEPOL courses, MEPA projects, or conferences translate into new research projects or publications.



## 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:**

**Structured admission process:** The entrance examination is clearly structured, with a strong emphasis on verifying foreign language proficiency, theoretical knowledge, research aptitude, and the match between dissertation topics and PA CR's research priorities. This ensures that incoming doctoral students have a solid academic foundation and relevant focus.

**Integration with research practice:** The programme's structure tightly links coursework, dissertation topics, and the Academy's scientific and practical security research. This interconnection ensures the real-world relevance of doctoral work, benefiting both the Academy and broader policing and security practice.

**Active involvement in teaching and conferences:** Doctoral students are actively engaged in teaching bachelor's and master's courses, which strengthens their pedagogical competencies. Participation in international and domestic conferences supports students in building scientific networks and improving presentation and publication skills.

**Strong quality assurance:** The study plan is systematically evaluated by supervisors and the departmental board. The Professional Council's oversight of dissertation quality, combined with the involvement of external opponents, provides checks for high academic standards.

**Practical career focus:** The graduate profile is well designed — it emphasises not only academic careers but also practical application in policing, security management, crisis management, and public administration. This reflects labour market needs and increases employability.

**Positive feedback:** Graduate feedback shows high satisfaction with the quality of teaching, research training, and the practical relevance of acquired skills.

#### **Recommendations:**

Facilitate networking, knowledge exchange, and research collaboration with former graduates working in academia, police forces, ministries, or the private security sector. Cooperation with the private sector can be beneficial for doctoral students, but even in this case, the rules of cooperation must be strictly set to avoid harming the interests of PACR.

Establish internal funding lines or link doctoral graduates with external funding (national or EU) for postdoctoral projects to keep talent connected to PA CR's research mission.

PA CR should improve tracking of graduate outcomes to systematically assess the programme's effectiveness and impact.

We recommend that the PA CR ensure an increase in the number of doctoral graduates, directly through the control of the PA CR Professional Council, especially regarding the ongoing results achieved and the fulfillment of study obligations by students in the doctoral study program.

## 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]:**

**4 - Very good**

#### **Qualitative assessment:**

Increase funding for PA CR:

PA CR has continued to implement its Development Programme, which includes clear measures for securing and distributing institutional support (via the central item and project-specific funds). Efforts have also been made to use these funds flexibly — for example, to co-finance publication activities, develop research infrastructure, and maintain research centres.

Diversify financial resources (more project-based funding, national/international):

PA CR's research teams actively engage in security research funded by the Ministry of the Interior and participate in public tenders and competitions. This demonstrates steps toward diversifying funding. The co-organisation of CEPOL courses, participation in MEPA, and international conferences also suggest efforts to attract external resources. Nevertheless, there is potential to expand further into international competitive calls, EU security research programmes (e.g., Horizon Europe), and bilateral cooperation projects.

Representation of foreign workers and women:

PA CR has made commendable progress in creating favourable conditions for greater internationalisation and openness. The extensive international partnerships, mobility opportunities, and hosting of foreign experts demonstrate a clear commitment. Moving forward, this solid groundwork should be built upon by setting concrete goals and actions for actively recruiting foreign academics and women researchers, so that the institution's profile reflects the diversity it seeks to foster

Expand international partnerships:

PA CR has taken clear and concrete steps to expand international cooperation:

- Establishing a long-term research and mobility partnership with Tarleton State University Texas.
- Hosting and participating in international conferences such as “Advances in Criminalistics”.
- Organising and co-organising CEPOL courses with strong European links.
- Active participation in the MEPA network, fostering international exchange of best practices.

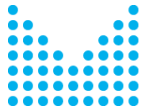
These actions demonstrate strong alignment with the recommendation to deepen and broaden international networks, and they have tangible outcomes (joint research, student and staff mobility, international presentations).

#### **Recommendations:**

##### **Sustain and expand funding efforts:**

PA CR should continue to strengthen its capacity for securing institutional support while increasing its focus on obtaining competitive project-based funding, especially at the European level. This could include building dedicated support structures (e.g., a grant office or research support unit) to help researchers apply for Horizon Europe, Erasmus+ strategic partnerships, or other relevant EU and international calls.

##### **Broaden and diversify resource streams:**



To reduce dependency on national institutional funding alone, PA CR could pursue partnerships with the private sector, especially companies working in security technologies and services. This could open additional applied research funding and facilitate knowledge transfer, while complementing core public funding streams. Collaboration with the private sector should be centered primary on research, which entails additional funding for PA CR.

**Advance representation goals:**

Building on its strong internationalisation base, PA CR should translate mobility and partnerships into tangible staff diversity. This may include setting recruitment targets for foreign researchers and women in academic and research positions, developing specific incentive schemes, and ensuring a welcoming institutional environment for underrepresented groups.

**Strengthen international partnerships further:**

PA CR should maintain momentum in deepening ties with key partners and seek new strategic alliances, especially with institutions that share a strong focus on security, law enforcement, and internal security research. Bilateral projects, joint degrees, and co-hosted conferences can further amplify PA CR's international visibility and impact.

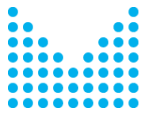
**Monitor and showcase progress:**

To make the impact of these actions visible, PA CR should regularly track and report on its achievements in diversifying funding, increasing foreign staff and women's representation, and expanding international activities. This will help sustain momentum and demonstrate the value of its development programme.



## MODULE 4 RATING

| <b>MODULE 4 – SUMMARY EVALUATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 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                                                                                                                                                                                                                                                                                                                                                         | 4 - Very good   |
| 4.3 Quality control system for R&D&I environment                                                                                                                                                                                                                                                                                                                                                                                                         | 4 - Very good   |
| 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                                                                                                                                                                                                                                                                                                                                                                                                                             | 4 - Very good   |
| 4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)                                                                                                                                                                                                                                                                                                                                                             | 4 - Very good   |
| 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                                                                                                                                                                                                                                                                                                                                                                                                       | 4 - Very good   |
| <b>AVERAGE RATING</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    | 4 - Very good   |
| <b>GRADE [A–D]</b>                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>B</b>        |
| <b>Summary assessment:</b><br>The Police Academy of the Czech Republic in Prague (PA CR) demonstrates a robust, well-structured, and mission-driven approach to research, development, and innovation (R&D&I). The institution's clear organisational setup, with dedicated roles for science, strategy, and international cooperation, ensures effective governance and alignment with its dual mission of education and specialised security research. |                 |
| <b>Funding and Sustainability:</b><br>PA CR has made significant progress in securing and strategically using institutional funding to strengthen its research environment. The combination of central budget support and project-based funding effectively sustains core infrastructure, publications, and research centres. While national and EU-funded project participation — including notable Horizon Europe projects — shows good                |                 |



practice in diversifying resources, further expansion into competitive international grants would increase financial resilience and enhance PA CR's European profile.

**Research Quality and Ethical Standards:**

The Academy's systematic approach to quality control — through internal and external evaluations, a clear Code of Ethics, an independent Ethics Commission, and robust anti-plagiarism measures — underpins research integrity and credibility. The performance-based Incentive Programme, career evaluation, and support for applied, interdisciplinary security research ensure that outputs have tangible societal impact.

**Human Resources and Careers:**

The institution's human resources strategy reflects a commitment to attracting and developing talent. The positive trend in recruiting younger assistant professors and the well-structured adaptation and career development frameworks provide a foundation for generational renewal. However, the ageing professorial ranks and persistent gender imbalance at senior levels highlight a need for stronger measures to accelerate advancement pathways for women and early-career researchers.

**Internationalisation and Mobility:**

PA CR actively fosters international partnerships through networks like CEPOL, MEPA, Erasmus+, and bilateral collaborations such as with Tarleton State University. Hosting and co-organising major international conferences and CEPOL courses effectively promote knowledge exchange and visibility. Nonetheless, limited long-term staff mobility remains a challenge; expanding support for extended research stays abroad would strengthen the Academy's global engagement and staff development.

**Infrastructure and Knowledge Transfer:**

Continuous, targeted investment in research infrastructure — particularly in digital tools, software, and working conditions — has improved the technical and operational base for research. The knowledge transfer system is practically embedded at faculty and central levels but would benefit from a dedicated coordinating office to fully harness research outputs, intellectual property, and societal impact.

**Doctoral Education:**

Doctoral studies are well-integrated with PA CR's research priorities and security mission, combining rigorous academic training with practical relevance. The structured admission process, active involvement in teaching and conferences, and robust quality assurance mechanisms contribute to producing highly employable graduates whose expertise supports both academia and the security sector.

**Gender Equality:**

The institution demonstrates strong awareness of gender equality through a dedicated Gender Equality Programme, gender-neutral recruitment and evaluation processes, and measures to create an inclusive work environment. Continued focus on addressing underrepresentation at senior levels remains essential.

The Police Academy of the Czech Republic in Prague has established a solid and credible system for organising, funding, and delivering high-quality, practically relevant security research. Its strengths lie in its applied focus, strong ethical standards, sound management, and growing international connections. To build on this success, PA CR should prioritise increasing its share of competitive international funding, supporting deeper international mobility, expanding practical knowledge transfer mechanisms, and accelerating progress in gender balance and generational renewal at the highest academic levels.

**Summary recommendations:**



### **Organisation and Management of R&D&I**

- Promote more cross-departmental and interdisciplinary collaboration.
- Strengthen the International Cooperation Department (more staff/resources).
- Enhance student and researcher support services.
- Consider establishing an institutional research centre, such as a Centre for Security Studies, to serve as a dedicated base for research activities in this field.
- Implement structured feedback loops involving students, alumni, and external partners.

### **System of Support for Quality R&D&I**

- Encourage more joint projects (Horizon Europe, NATO, EU security programmes).
- Expand researcher mobility and international exchanges.
- Promote co-publications in high-impact journals; support publishing in English.
- Invest in modern tools, shared labs, and secure data spaces.
- Partner with private tech firms for joint security innovation. Any such cooperation with private tech firm would need to be governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption.
- Actively engage in European/global research networks.

### **Quality Control System**

- Involve more external independent experts in research evaluations.
- Increase transparency of evaluation results and feedback.
- Track real-world impact and practical applications of research.
- Invest in infrastructure, services, and ethics training.
- Expand ethics awareness, case sharing, and whistleblowing support.

### **Sustainability and Resilience**

- Establish a central office for knowledge/tech transfer.
- Provide systematic Open Science and IP training.
- Continue modernising digital tools and infrastructure.

### **Human Resources Structure**

- Promote women to senior roles through mentoring and career development.
- Recruit young academics; create clear career pathways.
- Develop a succession plan for ageing staff.
- Encourage more intensive and strategic use of sabbatical leave by early-career academics to support their research development and career progression.

### **Academic and Research Careers**

- Actively recruit younger academics; create postdoctoral pathways.
- Set gender balance targets for senior positions.
- Support staff returning from parental leave.

### **Gender Equality**

- Expand support for women's progression into leadership roles.
- Enhance mentoring, monitor flexible work measures.
- Regularly train on preventing discrimination and harassment.
- Strengthen internal monitoring and reporting.

### **Mobility**

- Diversify mobility funding sources beyond Erasmus+.
- Support medium - and long-term international stays.
- Build more strategic partnerships.
- Prioritise mobility for young staff and PhD students.

### **Research Infrastructure**

- Continue modernising specialised research tools and software.

- Invest in secure shared facilities, storage, and collaboration platforms.
- Explore AI for admin tasks, research support, and teaching.

#### **Budget and Financial Resources**

- Expand capacity to win international and EU-funded projects.
- Develop partnerships with the private sector (security tech, forensics, criminology). Collaboration with the private sector should be centered primary on research, which entails additional funding for PA CR.
- Offer joint research, contract research, training, and consulting.

#### **Institutional Support Rules (LCDRO)**

- Strengthen partnerships with private-sector co-financing.
- Use funds to support foreign expert visits and joint workshops.

#### **Significant Collaborations**

- Deepen cooperation with broader research universities and institutes.
- Systematically link training (CEPOL, MEPA) to new research and publications.

#### **Doctoral Studies**

- Facilitate networking and collaboration with alumni in relevant sectors.
- Provide internal/external postdoctoral funding to retain talent.

Focus on **stronger collaboration, internationalisation, support for researchers and students, modern infrastructure, gender balance, talent renewal, financial diversification, and practical impact** to strengthen PA CR's position as a modern, resilient, and internationally connected research institution.

PA CR should focus on implementing the specific recommendations expressed in the assessments, which will be evaluated in future periods.

## 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]:**

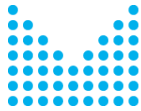
**5 - Outstanding**

#### **Qualitative assessment:**

The Police Academy of the Czech Republic in Prague (PA CR) fulfils a unique and irreplaceable role within the national and European security environment. As an educational, scientific, and creative institution, it combines a strong socially responsible mission with practical contributions that directly support the sustainable internal security of the Czech Republic and its neighbouring European partners.

PA CR's mission clearly demonstrates its commitment to safeguarding the population, supporting the effectiveness of public administration, and stabilising critical infrastructure through high-quality research outputs. By bridging academic excellence with practical application, the Academy actively contributes to the advancement of security sciences, anticipates future security threats, and develops effective, scientifically sound solutions for their management and mitigation.

The institution's vision to be an internationally recognised leader and the first choice for professional training of officers, specialists, and managers in the internal security sector is well aligned with



current societal needs. The increasing demand for security-focused education, both within the Czech Republic and across Europe, supports the Academy's goal to expand its reach and influence. Key strengths include its specialised focus, dedicated staff, and growing involvement in international research projects and partnerships. PA CR's commitment to ethical conduct, social responsibility, and high standards of research integrity further strengthen its credibility and reputation. However, to fully achieve its mission and vision, the Academy must continue to address several development priorities. Strengthening cross-departmental cooperation will support more interdisciplinary research and innovation. Expanding international mobility and building robust partnerships will enhance the Academy's global relevance and research impact. Modernising research infrastructure and digital tools is essential to support advanced security research and effective knowledge transfer.

In addition, continued focus on balanced career development, gender equality, and generational renewal will help PA CR maintain a stable, highly qualified academic community capable of responding to evolving security challenges. Diversifying funding sources, particularly through international grants and private sector collaborations, will strengthen the institution's resilience and ability to invest in strategic priorities. Any such cooperation with private sector would need to be governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption.

Overall, the Police Academy of the Czech Republic in Prague demonstrates clear awareness of its strategic role and responsibilities. Through systematic implementation of its Strategic Plan and annual Implementation Plans, the Academy is well positioned to reinforce its status as an innovative, trusted, and internationally respected centre for security education and research, fulfilling its mission for the benefit of Czech society and the wider European security community.

**Recommendations:**

Promote closer cooperation between faculties, departments, and the Science and Research Office to boost interdisciplinary research and ensure the curriculum reflects the latest security trends.

Create incentives for joint projects that combine academic research with practical application in policing, security technologies, and public administration.

Deepen partnerships with leading European security institutions and universities to expand joint research, co-publications, and dual-degree or exchange programmes.

Explore new technologies, such as AI tools, for research management, academic support, and digital learning.

Expand modern security topics in training and offer flexible, lifelong learning options.

Deepen cooperation with state bodies to ensure training current needs.

**5.2 Research and development objectives**

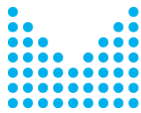
Evaluate the set goals of the HEI in both the area of R&D&I and the development of the HEI as an institution. Consider whether the goals are adequately established in relation to the size and type of the HEI, as well as its mission and vision, and whether they are achievable within the proposed timeframe.

**Rating [1–5]:**

**5 - Outstanding**

**Qualitative assessment:**

The research and development objectives of the Police Academy of the Czech Republic in Prague (PA CR) for 2025–2030 show a well-structured and forward-thinking approach that aligns strongly with its mission to address contemporary security challenges. PA CR's clear focus on interdisciplinary research, the advancement of forensic sciences, the application of digital tools, and the



development of artificial intelligence methods demonstrates an understanding of the technological and societal shifts affecting security and law enforcement today. The planned emphasis on digital simulators and interactive models for crisis management and security operations reflects a progressive effort to connect research outputs with practical training.

Deepening cooperation with key partners, including the Ministry of the Interior, the Police of the Czech Republic, law enforcement, the judiciary, and state administration bodies, will help ensure that research outcomes translate into real improvements in practice, crime prevention, investigation, and crisis response. The Academy's active role in providing expert analyses and legislative proposals confirms its unique contribution as a link between research and state security policy.

The commitment to strengthening international cooperation and researcher mobility is a positive step that will broaden PA CR's access to global best practices and reinforce its international reputation. Likewise, the focus on supporting young scientists, professionalising research teams, and creating stable career conditions will be critical for sustaining institutional resilience and building long-term capacity.

To succeed, PA CR will need to maintain adequate investment in modern infrastructure, digital security, staff training, and the practical application of research results. Clear strategies for securing international funding, deepening private-sector collaboration, and supporting the career growth of young academics will also be important to ensure these objectives are fully realised. Any such cooperation with private sector would need to be governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption.

Overall, the Academy's research and development goals are realistic, relevant, and well aligned with its mission to contribute to the internal security and resilience of the Czech Republic and its European partners. If implemented effectively, they will help PA CR continue to serve as a respected centre for security research, education, and innovation.

#### **Recommendations:**

Establish more formal structures (e.g., interdisciplinary research centres or working groups) to encourage collaboration between departments working on forensic science, cyber security, law, and crisis management.

Prioritise investment in AI tools, secure data storage, and advanced forensic technologies. Consider partnerships with technology firms to co-develop digital tools and simulators. Any such cooperation with private tech firm would need to be governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption.

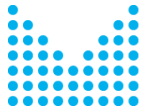
Increase funding and administrative support for staff and PhD student exchanges, joint international research projects, and guest researchers from leading foreign institutions.

Better integrate doctoral training into institutional R&D&I objectives to support succession planning and research continuity.

It is recommended to enhance the publication output of the Academy's staff, with particular emphasis on increasing contributions to internationally recognised journals and conferences.

Develop structured mechanisms to ensure research outputs are systematically transferred into operational practice — for example, through pilot projects with police units, policy briefs for ministries, and joint training programmes.

Expand capacity for applying to EU security research calls (e.g., Horizon Europe, NATO research), and build partnerships with the private sector for co-funded projects in digital forensics and security innovation. Collaboration with the private sector should be centered primary on research, which entails additional funding for PA CR. Any such cooperation with private tech firm would need to be



governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption.

### 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]:**

**4 - Very good**

#### **Qualitative assessment:**

The Police Academy of the Czech Republic in Prague demonstrates a well-structured and robust system of institutional tools, legal frameworks, and operational measures to implement its research and development (R&D&I) strategy effectively. The strategic and operational alignment between the Statute, the Strategic Plan, and annual implementation plans provides a clear framework that ensures continuity and coherence of research objectives.

Quality assurance and internal evaluation mechanisms are well defined and firmly embedded in the institution's governance. The delegation of responsibilities — from the Rector's Office to Deans and Vice-Deans and down to faculty and unit levels — ensures that quality assurance is not only a formal requirement but an actively coordinated process. The role of the Scientific Council at both university and faculty levels helps maintain oversight, objectivity, and academic rigor.

PA CR's track record in international and national research projects confirms its operational capacity to participate in high-level research networks (Horizon Europe, ISF) and contribute to security and legal research themes with practical impact. The clear ambition to increase the number of externally funded projects demonstrates both strategic foresight and a commitment to diversify funding sources and strengthen international competitiveness.

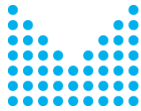
The institution's human resources development framework — including the Career Regulations and the incentive programme — provides an important foundation for motivating staff to produce high-quality research outputs and to engage in international and competitive projects. The presence of an accredited doctoral programme and the clear link to habilitation and professorship pathways further strengthen PA CR's ability to attract, develop, and retain qualified academic staff, especially younger researchers.

The commitment to ethics, integrity, and good practice in research is evident through the Code of Conduct, the Ethics Committee, and anti-plagiarism measures. These tools are essential for maintaining trust in research outputs and for ensuring that PA CR's work meets international standards of scientific integrity.

Finally, PA CR's proactive measures to protect institutional resilience, such as attention to cybersecurity, personal data protection, and the prevention of misuse of sensitive information, align strongly with its mission in the homeland security sector and demonstrate its awareness of both external and internal risks.

Overall, PA CR's institutional tools and measures represent a coherent, credible, and systematically applied framework that supports the quality, sustainability, and societal relevance of its research and development activities. This system also underpins its ambition to strengthen its position as a respected national and European player in security sciences and related disciplines.

#### **Recommendations:**



Building on the ambition to integrate modern methods and interdisciplinarity, PA CR could establish cross-departmental research centres (e.g., for cyber security and forensic science) to encourage joint projects across traditional faculty boundaries.

Deepen cooperation with industry, security technology firms, and public bodies by establishing more formalised partnerships, joint labs, or contract research opportunities. This would help transfer research results faster into practice and boost the university's visibility. Collaboration with the private sector should be centered primary on research, which entails additional funding for PA CR. Any such cooperation with private tech firm would need to be governed by clearly defined legislative rules, which would be closely monitored to prevent any suspicions of illegal activity or corruption. PA CR's research excellence should be made more visible. Publishing annual public reports on key research results, societal impacts, and international successes would help strengthen public trust and attract talent.

#### 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]:**

**4 - Very good**

##### **Qualitative assessment:**

Identical to Module 4. In the previous report, the overall assessment of Module 4 and 5 was summarized into one.

##### **Increase funding for PA CR**

PA CR has continued to implement its Development Programme, which includes clear measures for securing and distributing institutional support (via the central item and project-specific funds). Efforts have also been made to use these funds flexibly — for example, to co-finance publication activities, develop research infrastructure, and maintain research centres.

##### **Diversify financial resources (more project-based funding, national/international)**

PA CR's research teams actively engage in security research funded by the Ministry of the Interior and participate in public tenders and competitions. This demonstrates steps toward diversifying funding. The co-organisation of CEPOL courses, participation in MEPA, and international conferences also suggest efforts to attract external resources. Nevertheless, there is potential to expand further into international competitive calls, EU security research programmes (e.g., Horizon Europe), and bilateral cooperation projects.

##### **Expand international partnerships**

PA CR has taken clear and concrete steps to expand international cooperation:

- Establishing a long-term research and mobility partnership with Tarleton State University Texas.
- Hosting and participating in international conferences such as “Advances in Criminalistics”.
- Organising and co-organising CEPOL courses with strong European links.
- Active participation in the MEPA network, fostering international exchange of best practices.

These actions demonstrate strong alignment with the recommendation to deepen and broaden international networks, and they have tangible outcomes (joint research, student and staff mobility, international presentations).

##### **Recommendations:**



Focus on stronger collaboration, internationalisation, support for researchers and students, modern infrastructure, gender balance, talent renewal, financial diversification, and practical impact to strengthen PA CR's position as a modern, resilient, and internationally connected research institution.

Recommend to invest in increasing the international visibility and accessibility of institutional outputs (e.g., through indexed journals, open-access dissemination, and English-language publications).

## 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                                                                    | 5 - Outstanding |
| 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                                                          | 4 - Very good   |
| AVERAGE RATING                                                                                             | 5 - Outstanding |
| GRADE [A–D]                                                                                                | A               |

#### Summary assessment:

The Police Academy of the Czech Republic in Prague (PA CR) demonstrates a strong, clear, and well-integrated mission and vision that align with national and European priorities in internal security and public safety. Its research and development objectives for 2025–2030 are realistic, forward-looking, and address key societal and technological challenges through an interdisciplinary approach and strategic partnerships.

The institution's robust system of governance, quality assurance, and internal evaluation — supported by clear legal frameworks and operational measures — ensures that its R&D&I activities remain credible, effective, and aligned with its strategic goals. PA CR's commitment to ethical research conduct, professional career development, and the engagement of young researchers provides a solid foundation for sustainable growth and generational renewal.

Its increasing involvement in international research networks, successful participation in competitive projects, and ambition to expand funding sources further strengthen its position as an innovative and socially responsible leader in security sciences.

Overall, PA CR is well-positioned to fulfil its mission and vision, consolidate its national leadership role, and enhance its international reputation as a trusted centre for research, education, and practical solutions in the field of internal security and public administration.

#### Summary recommendations:

##### Mission and Vision



- Foster closer collaboration between faculties, departments, and the Science and Research Office to drive interdisciplinary research and align curricula with emerging security trends.
- Introduce incentives for projects that connect academic research with practical applications in policing, security technology, and public administration.
- Expand strategic partnerships with top European security universities and institutions to boost joint research, co-authorship, and exchange or dual-degree opportunities.
- Invest in modern technologies — such as AI tools — to support research management, academic processes, and flexible, digital learning.
- Broaden the range of contemporary security topics in training and strengthen lifelong learning programmes to meet evolving professional needs.
- Deepen engagement with state bodies to ensure that training and research outputs directly address current security and public service challenges.
- Encourage the integration of research outcomes into teaching and lifelong learning as part of the strategy to foster innovation.
- PA CR should focus on implementing the specific recommendations expressed in the assessments, which will be evaluated in future periods.

## **Ověřovací doložka změny datového formátu dokumentu podle § 69a zákona č. 499/2004 Sb.**

Změnou datového formátu se nepotvrzuje správnost a pravdivost údajů obsažených v dokumentu a jejich soulad s právními předpisy.  
Nepodařilo se získat informace o podpisu.

**Typ vstupního dokumentu:** .PDF

**Otisk souboru:** 4E85978A1551379E9512384C3122A36D07AEA67094B4010F47532DBE335A80E6

**Použitý algoritmus:** SHA256\_SBB 2.16.840.1.101.3.4.2.1

**Subjekt, který změnu formátu dokumentu provedl:**

Ministerstvo vnitra, Nad Štolou 3, 17034 Praha 7

**Datum vyhotovení ověřovací doložky:**

16.12.2025

**Jméno a příjmení osoby, která změnu formátu dokumentu provedla:**

Horáčková Jana