



**The Strategic Plan of Educational  
and Creative Activities of the Faculty  
of Science of the University of Hradec  
Králové from 2021**

## Table of Contents

The UHK motto.....	2
Introductory word.....	2
The PŘF UHK mission .....	2
The PŘF UHK vision .....	2
Priorities.....	3
Priority I: PŘF Attractive and Flexible .....	4
Our Goal 1: Valuable and attractive learning .....	4
Our Goal 2: Optimised teaching and coordinated development of study programmes ..	6
Our Goal 3: Systematically prepare learners for future employment .....	7
Our Goal 4: Flexibility in education .....	8
Priority II: PŘF Dynamic and Excellent .....	9
Our Goal 1: Strategically controlled and open PŘF in scientific, research and creative activities .....	9
Our Goal 2: Promoting excellence and internationalisation.....	10
Our Goal 3: Evaluating creative activity as a means of scientific growth.....	11
Our Goal 4: Efficiency and quality of doctoral studies .....	12
Priority III: PŘF Open and Responsible.....	15
Our Goal 1: Socially and environmentally responsible faculty .....	15
Our Goal 2: PŘF as a responsible employer.....	15
Priority IV: PŘF Modern and Efficient.....	17
Our Goal 1: A strategically managed faculty .....	17
Our Goal 2: Effective process management at the PŘF .....	18
Our Goal 3: Modern infrastructure of the PŘF .....	18
List of qualitative indicators to be evaluated annually .....	20

## **The UHK motto**

Courage to... innovate, discover, help, and inspire.

## **Introductory word**

The Strategic Plan of Educational and Creative Activities of the Faculty of Science of the University of Hradec Králové from 2021 onwards (SP PŘF UHK 21+) is a basic strategic document outlining the main priorities and objectives of the Faculty in the field of not only educational and creative activities, but also in related activities for the period 2021-2030. The SP PŘF UHK 21+ is designed to help achieve the objectives of the strategic documents of the University of Hradec Králové (UHK) and to define the specific objectives of the Faculty of Science (PŘF). For the sake of clarity, the structure of the document follows the structure of the Strategic Plan of the UHK from 2021 onwards. The implementation of the strategy will be specified annually in the SP PŘF UHK 21+ implementation plans, and the evaluation of the fulfilment of individual objectives, including the monitoring of selected indicators, will be regularly evaluated by the Dean's Advisory Board. A list of quantitative indicators that will be monitored on an ongoing (annual) basis is attached to this document. We consider the main objective of the strategy to be the symbiosis of scientific and educational activities of the PŘF UHK, associated with strengthening of the Faculty and the University reputation on a global scale. The PŘF UHK is a very young faculty with international ambitions and a very strong link to the region and the city of Hradec Králové.

## **The PŘF UHK mission**

The mission of the PŘF UHK is to spread education and knowledge in the fields of science, mathematics and informatics within the regional, national and international environment.

## **The PŘF UHK vision**

- To be a respected educational institution with an attractive range of study programmes and other forms of education that meet social and labour market demands;
- To be a faculty developing highly valued and socially beneficial scientific, research and innovation activities in the fields of natural sciences, mathematics, computer science and related technical areas;
- To be a socially responsible and open faculty actively contributing to the solution of society-wide problems;
- To be a faculty developing cooperation with external partners, both domestic and foreign;
- To be a fully internationalized faculty in the field of international educational and scientific cooperation, integrated into international scientific research teams.

## **Priorities**

In accordance with its mission and vision, the PŘF subscribes to the four main priorities of the UHK, within which specific faculty objectives will be defined:

1. PŘF attractive and flexible;
2. PŘ dynamic and excellent;
3. PŘF open and responsible;
4. PŘF modern and efficient.

## Priority I: PŘF Attractive and Flexible

The PŘF priority is to provide quality education to candidates of all age groups from the Czech Republic and abroad. We want the attractive educational offer to reflect the demand of the labour market in the Czech Republic and abroad, to cover the disciplinary structure of the Faculty, i.e. to offer education in the fields of biology, physics, chemistry, cybernetics and mathematics, including study programmes for future teachers demanded quite a lot by the society. We would like to maintain a welcoming and inspiring faculty environment for learners.

### Our Goal 1: Valuable and attractive learning

**Current situation:** If we do not count study programmes that will be terminated after the present students graduate and if we do not distinguish the form of study or specialisation of degree programmes, the faculty currently offers three non-teaching Bachelor's study programmes, one of which is very unattractive in terms of the interest of applicants and the number of graduates. Furthermore, the PŘF is partly involved in providing one Bachelor's programme for the Philosophical Faculty (FF) of the UHK. Each of the five departments also offers a Bachelor's study programme for future teachers in the major/minor system in cooperation with the Faculty of Education (PdF) of the UHK. The Faculty also offers three non-teaching study programmes in follow-up Master's programmes, of which one is again not very attractive. For future teachers, it offers five most common fixed double course combinations, while the other course combinations are provided for the PdF. None of the Faculty's study programmes is professionally oriented. The Faculty has accredited three Bachelor's study programmes and two follow-up Master's study programmes in English. However, the number of students in the English language study programmes (self-payers) is in the order of units, and there is no student studying in English in most of the study programmes. The Faculty does not have any double or joint degree programme. The involvement of students in the evaluation of educational activities has so far been achieved mainly through the evaluation of the teaching of courses. Academic failure remains a persistent problem.

#### What do we want to achieve?

- Attractive study programme offerings, including all types, forms and profiles of study programmes so that the offerings cover all science areas that are present at the Faculty, mathematics and applied cybernetics. The offer should include professionally oriented study programmes, interdisciplinary programmes within and between faculties, study programmes in English and study programmes carried out in cooperation with foreign higher education institutions;
- Reduction of academic failure while maintaining or slightly increasing the number of students entering the first year of Bachelor's and Master's programmes;
- Developing the degree of internationalisation of educational activities in study programmes involving a wide range of internationalisation activities, including

such Faculty environment that supports internationalisation; Significant increase in the number of students studying in English study programmes and double degree programmes;

- Improving the quality of educational activities (including foreign language activities) through regular and systematic evaluation by the relevant stakeholders (learners, graduates, employers' representatives, etc;) and taking measures based on this feedback;
- Active and participative role of students in the PřF activities.

### **How will we pursue our goals?**

- We will develop and innovate the already accredited study programmes that are attractive both in terms of the needs of the labour market and the interest of applicants. As part of the innovation, we will try to convert suitable study programmes into professionally oriented ones.
- Instead of study programmes evaluated as unattractive, we will prepare new study programmes, interdisciplinary within the Faculty, with the possibility of several specialisations.
- We will prepare an interfaculty interdisciplinary study programme.
- We will convert professionally oriented study programmes for future teachers into professionally oriented study programmes.
- We will focus on the efficiency of the admission procedure, i.e. the elimination of applicants apparently without the prerequisites for successful completion of studies.
- Based on the evaluation of the causes of academic failure, we will take measures to reduce it.
- We will strengthen the international dimension of educational activities (outgoing and incoming mobility of students, courses taught in foreign languages, preparation of final theses in foreign languages, involvement of foreign teachers in teaching, creation of joint programmes with foreign higher education institutions, etc.).
- We will actively seek students for English study programmes and double degree programmes.
- We will motivate students to express their opinions through regular anonymous surveys evaluating the quality of teaching.
- To monitor and evaluate each study programme, we will establish a study programme council which will always include a student or graduate within five years of graduation. The evaluation of study programmes will also be discussed by the PřF Council for Cooperation with Practice.
- We will initiate the formation of student societies at the PřF and support the activities of university-wide student societies at the PřF.

## Indicators

- At least four Bachelor's and four follow-up Master's study programmes (without distinguishing the form of study and specialisation), in the provision of which all PŘF departments will participate significantly;
- At least two non-teaching professionally oriented degree programmes;
- Study programmes focused on education as professionally oriented;
- At least one interfaculty interdisciplinary study programme;
- Number of study programmes implemented in cooperation with a foreign higher education institution;
- Attractiveness of study programmes (optimal numbers of applicants, admitted and enrolled candidates);
- Graduation rate;
- At least 20 students in English programmes;
- Number of student-months on outgoing and incoming mobility abroad;
- Number of courses taught in English for students of Czech study programmes;
- Number of defended theses in English;
- Number of courses taught by foreign experts working at the PŘF or implemented within the framework of academic mobility;
- The return on student ratings of teaching quality;
- Established system of measures to reduce academic failure;
- Established study programme councils with student or recent graduate participation.

## Our Goal 2: Optimised teaching and coordinated development of study programmes

**Current situation:** Many very similar or even identical subjects are taught separately to students of different study programmes. There is no coordinated approach to the preparation of new study programmes and no search for intersections with other study programmes. The possibility of using modern teaching methods and forms is not taken into account.

### What do we want to achieve?

- Optimized teaching in adequately sized groups of students, easy inter-programme study permeability;
- Coordinated development of study programmes and selection of appropriate teaching methods and forms.

### How will we pursue our goals?

- We will create a list of courses beyond the scope of a single study programme. We will combine the teaching of such subjects into groups of as large a size as possible.

- We will use the European Credit Transfer System (ECTS) in the development of our study programmes. It will be based on relevant international and national recommendations. We will take into account the inclusion of courses with the potential for joint teaching of several study programmes.

### **Indicators**

- Number of courses taught together for different study programmes

## **Our Goal 3: Systematically prepare learners for future employment**

**Current situation:** The discussions of the Council for Cooperation with Practice in particular show that, in general, the graduates of higher education institutions are not prepared well for their future employment. One way to prepare them for future employment is through a system of work experience and the production of theses in specific workplaces. The PřF already has compulsory work experience in all of its Bachelor's and follow-up Master's study programmes. The PřF Dean's Office provides corresponding administrative support to the obligatory work experience.

### **What do we want to achieve?**

- Highly employable graduates of study programmes that will be in demand on the labour market;
- Maintenance and further expansion of the system of work experience and internships as a compulsory part of studies; increase of the proportion of practical internships abroad;
- Increase of the number of theses assigned directly by the potential employer or where a representative of the potential employer is a consultant.

### **How will we pursue our goals?**

- We will involve graduates in the preparation of curricula through their participation in the study programme councils (see also Our Goal 1).
- Through the Council for Cooperation with Practice, we will monitor changes in labour market requirements and reflect them when creating and updating the content of study programmes. Intentions to accredit new study programmes will be discussed by the Council for Cooperation with Practice.
- Through educational and other activities, we will promote students' entrepreneurship and their involvement in innovative activities and provide support for start-ups.
- We will expand opportunities for work experience and internships in the Czech Republic and abroad.
- We will create a "mobility window" in all study programmes that can be used for students to go on a work placement abroad.
- We will set rules for the involvement of practitioners in teaching and in the preparation of seminar and qualification papers. We will increase their number.



## **Indicators**

- Unemployment of the PřF UHK graduates;
- Maintaining the obligation to complete work experience for all graduates;
- Percentage of graduates who have completed an internship or work experience abroad;
- Experts from the application sphere involved in teaching and practice in accredited study programmes;
- Number of theses assigned or consulted by a practitioner.

## **Our Goal 4: Flexibility in education**

**Current situation:** The necessity of using distance communication means in teaching during the COVID 19 pandemic has opened up the possibility of using these types of teaching in the future, not only in the accredited study programmes. The PřF's offer of lifelong learning (LLL) until 2020 was quite limited to a few stand-alone courses. In recent years, the PřF has started to organise summer schools for international students.

### **What do we want to achieve?**

- The use of distance education in accredited study programmes as a suitable complement to full-time teaching in full-time study and as an important part of teaching in combined study;
- Developed offers of LLL programmes (including summer schools) in full-time, combined and purely online form, focused on the development of graduates' competences (qualification improvement or retraining), on the provision of special-purpose educational activities for the needs of the city and the region, but also on the offer for the general public, including foreign applicants and applicants from all age groups.

### **How will we pursue our goals?**

- We will increase the proportion of educational activities carried out by means of distance communication and blended learning.
- Selected LLL courses (online courses, summer schools) will be offered on the international market.
- We will create a range of retraining or up-skilling courses.

## **Indicators**

- Number of publicly available online educational resources;
- Number of programmes offered in LLL in accordance with the way of instruction (full-time/online);
- Number of international programmes offered within the LLL (at least four international summer schools per year);
- Number of retraining and up-skilling courses offered;
- Number of participants in LLL programmes (domestic and international).

## **Priority II: PŘF Dynamic and Excellent**

The priority of the PŘF is the dynamic development of scientific activities, especially within international research teams and consortia. In selected areas, the Faculty wants to be an excellent scientific workplace co-determining the development of these areas in the Czech Republic.

### **Our Goal 1: Strategically controlled and open PŘF in scientific, research and creative activities**

**Current situation:** The Faculty is relatively departmentally diversified and insufficiently interconnected both at the Faculty and the University level. Key Faculty research directions are supported by internal grant schemes from the funds of the Long-Term Conceptual Development of a Research Organization (LCDRO, based on support from the “Programme to Support the Long-Term Development of the Main Research Directions of the PŘF” and the Grant Competition “Excellence of the PŘF UHK”). The Faculty subscribes to the Open Science ideas.

#### **What do we want to achieve?**

- In the field of science and research, strategically managed faculty with clearly set scientific and research development schemes maintaining high motivation of their staff;
- Socially significant and useful scientific and research results;
- Progressive approach in the field of Open Science, especially with regard to Open Access and Open (FAIR) Data;
- Dissemination and popularization of the results of scientific research and creative activity for the benefit of the public.

#### **How will we pursue our goals?**

- In connection with the sustainable development strategy of the UHK and the strategy for the evaluation of researchers/teams and the research organisation as a whole, we will develop a plan for the implementation of this strategy at the PŘF.
- At the faculty level, we will streamline the institutional support for major research directions with an emphasis on social usefulness.
- We will further develop cooperation with the application sphere and organizations that especially support cooperation between educational institutions and the private sector, using the Faculty Council for Cooperation with Practice.
- We will support the creation of quality research and development results, protection of their industrial property and commercialisation through intellectual property licensing or the establishment of spin-off companies. We will support participation in professional clusters.

- Within Open Science, we will implement in particular the Open Access policy by creating a system of funding the fees for Open Access publication in at least excellent journals.
- We will actively present, promote and popularize the results of the research activity of the PřF and its key personalities.

### **Indicators**

- Creation of a faculty strategy implementation plan and regular evaluation of its implementation;
- Number of supported internal projects in the main PřF research directions;
- Funds from contract research at the PřF;
- Number of licenses granted and spin-off companies established;
- The ratio of publication outputs in Open Access;
- Number of articles in the press, appearances on television or radio promoting the results of scientific activities.

## **Our Goal 2: Promoting excellence and internationalisation**

**Current situation:** Since 2018, the PřF has significantly improved not only in the number of scientific and research outputs, but especially in the quality of these outputs, which is clearly evidenced by comparative data analyses of WoS database outputs showing, for example, an annual increase in Q1 and Q2 publications in WoS. At the same time, we have also seen a significant increase in funding from external R&D projects in recent years. The PřF will continue to support and develop this positive trend institutionally with further measures and tools to motivate the growth of excellence, internationalisation and interdisciplinarity. The external process agenda, as a key area in the Faculty's fundraising, is not effective at the Faculty, and project reporting is not standardized.

### **What do we want to achieve?**

- Maintaining or enhancing quality in science and research from a scientometric perspective;
- Involvement of faculty scientists in international and internationally respected interdisciplinary scientific and research teams;
- Streamlining the agenda of external projects at the faculty, setting up unified project reporting, more effective human resources management on projects;
- At least maintaining or slightly increasing the volume of funds obtained from prestigious domestic grant providers;
- Significant strengthening of the international dimension of creative activity through the acquisition of major international projects.

### **How will we pursue our goals?**

- By maintaining incentive schemes, we will encourage publications in excellent journals and the expansion of international links within professional networks,

consortia and scientific projects. We will adjust incentive schemes to reflect the differences between academicians and non-teaching researchers and to take account of applied research results.

- We will support the creation of international scientific teams directly at the PŘF that will include scientists coming from outside the Faculty and from abroad. We will set up a transparent system for employing promising scientists.
- By regularly evaluating the results and functioning of the research teams, we will pay attention to their structure, especially in terms of the inclusion of scientists at different stages of their careers, with special attention to postdoctoral fellows.
- We will provide administrative and professional support in the preparation and submission of applications for research projects from domestic providers and for international projects.

### **Indicators**

- Number of articles in the first and second quartiles of JCR Web of Science;
- A ratio of scientific and research outputs involving collaboration between institutions from at least three countries;
- Amount of funding for research projects from domestic providers;
- Number of excellent international projects (e.g., EU Horizon Europa, MSCA, bilateral GA ČR, CoFund TA ČR, etc.);
- Adjustment of incentive schemes reflecting the specifics of non-academic researchers and the application of research results;
- Number of training sessions on current project calls, technology transfer and intellectual property protection;
- Established system for promising scientists recruiting.

### **Our Goal 3: Evaluating creative activity as a means of scientific growth**

**Current situation:** The PŘF carries out regular evaluation of all its academic and scientific staff in terms of the quality and quantity of scientometric outputs and has set a minimum creative output for researchers. However, this system does not take into account the application outputs of research. An important source for faculty evaluation are the evaluation reports from the IEP (International Evaluation Panel) and the IAC (International Advisory Committee) established within the framework of the project titled Development of Capacities for Research and Development at the UHK. The PŘF does not have an individual international advisory panel, which we feel is a weakness.

#### **What do we want to achieve?**

- Independent evaluation of scientific and research activities focused on the PŘF specifics and with regard to the application of research outputs;
- Improvement of scientific and research processes and activities based on regular evaluations of internal schemes.

### **How will we pursue our goals?**

- We will set up an international external advisory and evaluation body by which we will be regularly evaluated. We will follow its recommendations.
- We will implement consistently the recommendations resulting from the UHK evaluation by the UHK International Evaluation Panel and other external institutions or evaluation bodies established at the initiative of the UHK.
- Applied and contract research will be reflected in the faculty evaluation system, and we will also adjust incentive systems for non-bibliometric results.
- We will carry out annual benchmarking in the field of science and research, comparing the PŘF with science faculties in the Czech Republic, the EU and the world.

### **Indicators**

- Revised methodology for the evaluation of science and research;
- Evaluation by external evaluation and advisory bodies (IEP, IAC), newly established Faculty international body, etc;
- Internal monitoring of outputs of creative activities of individuals/teams/departments;
- Benchmarking in selected areas of science and research at the Faculty.

### **Our Goal 4: Efficiency and quality of doctoral studies**

**Current situation:** The Faculty offers doctoral studies in four study programmes, two of which are focused on education or subject area didactics; only one of them is accredited in English. Each doctoral study programme includes a compulsory internship abroad (at least in the full-time form of study). Bursaries for doctoral students are increased by the Faculty (beyond the contribution of the Ministry of Education) from its own bursary fund, yet the financial evaluation of doctoral students is not adequate. The opportunities for doctoral students to participate in external grant projects vary depending on the individual programmes and thus the possibilities for additional financial support beyond the bursary also vary. We see a major problem in the relatively high academic failure of doctoral students and in the frequent extension of studies beyond the standard period of study plus one year.

### **What do we want to achieve?**

- Doctoral study programmes covering all fields of study cultivated at the PŘF that will be attractive to domestic and international applicants and whose students will be motivated to graduate on time;
- A slight increase in the number of students enrolled in doctoral programmes, including international doctoral students, with an emphasis on increasing the quality of postgraduate students and especially on increasing the proportion of successful graduates;

- Improving the effectiveness of doctoral studies through incentive schemes, setting supervisor standards, defining the rights and obligations of doctoral students;
- Ensuring adequate financial remuneration for doctoral students so that they can concentrate on their study obligations and complete their studies on time, including ensuring appropriate conditions for combining personal and professional life;
- Developed internationalisation of doctoral study programmes, namely in the area of international mobility of doctoral students, in the possibility of studying within institutionalised doctoral studies under dual supervision (*cotutelle*), in the area of mobility of academic and research staff in doctoral studies, in the involvement of doctoral students in international networks, international teams, international conferences, professional international associations and in the involvement of foreign experts in doctoral studies;
- Maintaining high-quality professional, instrumental, supporting and other facilities and premises for the development of scientific activities of doctoral students.

#### **How will we pursue our goals?**

- We will maintain the current offer of doctoral study programmes and complement it with one multidisciplinary study programme covering the fields of mathematics, physics and cybernetics. We will also offer all doctoral programmes in English, with the exception of those focused on education or didactics. A minimum of medium-term mobility abroad will be a compulsory part of each doctoral programme.
- With the help of feedback from all stakeholders of the educational process, we will continuously improve our doctoral study programmes and the quality of doctoral studies.
- We will actively seek out and motivate talented applicants for doctoral studies in the Czech Republic and abroad. We will increase the quality requirements for PhD students in the admissions procedure already.
- We will also strive to increase the number of PhD students coming from abroad, especially for long-term internships.
- We will support the collaboration of PhD students with other research institutes in the Czech Republic and abroad.
- We will renew incentive schemes for supervisors for timely completion of doctoral studies. We will standardize the system of increasing doctoral bursaries to motivate doctoral students to fulfil their study obligations on time.
- We will introduce a student competition for the “Superdoctoral Student Status at the PŘF”. Based on this competition, the best faculty doctoral students will receive a special doctoral scholarship for one year.
- We will set standards for supervisors that will be regularly monitored and evaluated to ensure adequate support for doctoral students. We will update the

system of taking into account the supervision of doctoral students in the teaching performance of academicians according to the established supervisor standards.

- We will revise the managing act defining the rights and responsibilities of doctoral students.
- We will increase the involvement of PhD students in research projects, including international ones.
- We will provide students in doctoral study programmes with adequate premises, equipment and other necessary facilities for creative activities, and especially the guidance of their supervisors and other faculty researchers.
- We will organize a conference for graduate students every year.

### **Indicators**

- At least five accredited doctoral study programmes;
- Attractiveness of doctoral studies (numbers of applicants, accepted, enrolled doctoral students);
- Proportion of foreign PhD students (at least 10%);
- At least 70% of enrolled PhD students who complete their studies within the standard study period plus one year;
- The average amount of bursaries paid to PhD students from all faculty sources to be at least 50% of the average salary;
- Supervisor standards with an overview of their implementation;
- Number of PhD students participating in science and research grants;
- Ratio of the PhD students' work load to the total number of full-time PhD students;
- Number of foreign mobility of PhD students and number of student-months of mobility;
- Number of doctoral theses defended in English;
- Number of students with "Superdoctoral" status per year;
- Organisation of a conference for PhD students.

## **Priority III: PŘF Open and Responsible**

Social and environmental responsibility has been a priority objective of the Faculty since its establishment in 2010. It is the PŘF's interest to continue to develop and support activities for students, staff and the general public that will emphasize the need for social and environmental development. The PŘF wants to be an open faculty attracting talented domestic and international academic and scientific staff. An integral part of the PŘF's strategy is the fair evaluation of all its employees and, above all, the continuous promotion of the career and personal development of its staff.

### **Our Goal 1: Socially and environmentally responsible faculty**

**Current situation:** The PŘF is an active faculty in the field of social and environmental responsibility, as evidenced by a number of faculty activities, most recently in connection with the COVID 19 pandemic. Experts from the faculty are involved in various advisory bodies at the city, regional and national levels. The Faculty is committed to environmental responsibility.

#### **What do we want to achieve?**

- Maintaining and slightly expanding the range of socially and environmentally responsible activities of the PŘF, including involvement in international initiatives;
- Better public awareness of the social and environmental activities of the PŘF;
- Setting a responsible approach to the environment.

#### **How will we pursue our goals?**

- We will encourage and coordinate socially and environmentally responsible activities of the PŘF.
- We will regularly engage in company-wide national and international initiatives related to social and environmental responsibility.
- We will communicate the importance of social and environmental responsibility issues to the general public.
- We will be friendly to natural resources, we will reduce the consumption of disposable products, and we will reduce energy consumption.

#### **Indicators**

- Socially and environmentally responsible activities initiated by the PŘF;
- Number of the PŘF experts involved in city, regional, national and international advisory bodies.

### **Our Goal 2: PŘF as a responsible employer**

**Current situation:** We consider recruitment at the PŘF to be rather weak. We have not been able to find adequate staff for some positions for a long time. Although the Faculty



has recently recruited a relatively large number of international staff, most of the vacancies are not advertised abroad. The system of further training of the PŘF staff is still in its infancy.

### **What do we want to achieve?**

- Increasing the attractiveness of the PŘF as a highly sought-after and responsible employer;
- Emphasis on the inclusion of applicants from abroad, especially for academic and research positions, and increasing the proportion of domestic staff with significant foreign experience;
- A functional and effective evaluation system for academic and non-academic staff of the PŘF, in which employees also provide feedback to their employer;
- Supporting the career and personal development of the PŘF staff, both in the area of their expertise, language skills, digital skills, managerial skills, etc;
- Bilingual environment, adequate facilities for employees from abroad and internationalization of services provided at the UHK.

### **How will we pursue our goals?**

- We will hold open selection procedures, including advertising them abroad, and we will introduce requirements for foreign experience of candidates for academic and scientific positions.
- We will streamline HR-related processes at the faculty, especially by simplifying the process map and eliminating duplication of administration.
- We will evaluate the current system of evaluation of the academic and non-academic staff and implement the necessary changes, including linking evaluation to staff remuneration.
- We will create a system of training and further education for the UHK employees in order to continuously develop their professional and general competences.
- We will supplement the UHK Career System through managing acts to reflect the PŘF specifics.
- We will expand and streamline support and activities for staff from abroad, including maximizing the bilingual environment and processes at the PŘF.
- We will develop support and advisory facilities for foreign mobility of the academic and non-academic staff.

### **Indicators**

- Regular updates of the PŘF staff evaluation system;
- Activities to support foreign workers;
- Openness of selection procedures;
- Offer of further training for employees;
- Management act addressing the specifics of the career system at the PŘF.

## **Priority IV: PŘF Modern and Efficient**

### **Our Goal 1: A strategically managed faculty**

**Current situation:** The PŘF has developed basic strategic documents but the evaluation of the fulfilment of their objectives is rather formal. The Faculty does not have enough personalities for the posts of heads, as evidenced by the number of candidates for the Dean in the last two elections, as well as the participation in selection procedures for heads of departments. Training in management skills and leadership does not exist at the PŘF. The mechanism for allocating funds to individual departments is evolving and would benefit from stabilisation.

#### **What do we want to achieve?**

- Regular and analytical evaluation and preparation of key strategic documents of the Faculty that will involve a wide range of relevant stakeholders and ensure external independent evaluation as well;
- Educated managers and leaders heading the Faculty and the individual departments;
- An internal system for the allocation of funds that reflects the mission, strategy and priorities of the PŘF and stimulates the PŘF development, while being able to respond to current economic and social conditions and ensure the predictability of funding.

#### **How will we pursue our goals?**

- We will set up a system and processes for strategic management of the Faculty that will reduce the administrative burden on academicians and researchers.
- We will develop and support the participation of relevant stakeholders (the Senate, academic community, student organizations, external evaluation body, etc.) in the evaluation of the PŘF's strategic documents, including participation in the development and modification of other strategic documents.
- We will systematically strengthen the managerial competencies of the Faculty and department management members with the aim to improve and professionalize the management.
- We will identify and support the development of new leaders through educational activities and training so that the Faculty elites can be continuously renewed.
- We will set up a system for allocating funds to individual workplaces, and we will continuously calibrate the methodology. We will also involve the self-governing and other bodies of the PŘF in the discussion on setting and evaluating budgeting mechanisms.

#### **Indicators**

- Regular evaluation of individual objectives and indicators of the SP PŘF UHK 21+;
- Number of management and leadership courses;

- Intra-faculty system of funds allocation.

## **Our Goal 2: Effective process management at the PŘF**

**Current situation:** The Faculty processes are managed through internal regulations and governing acts. Due to the dynamic development of the Faculty in recent years and the significant increase in the number of research projects and the volume of earmarked funds received, the current support system does not meet fully the current requirements in terms of its structure and organisation. In 2020, the PŘF carried out an audit of key management processes, which resulted in recommendations on which operational processes have sufficient potential for possible optimisation.

### **What do we want to achieve?**

- Continuous improvement of the Faculty governance processes and active participation in the improvement of university-wide governance processes;
- Ensuring high-quality support services allowing the academicians and researchers to focus fully on their mission.

### **How will we pursue our goals?**

- We will develop support activities and agendas. We will emphasise the process management to increase flexibility and quality of support services. We will describe the individual processes and clearly define the competences and responsibilities of the owners and executors of these individual processes.
- We will strive for quality staffing of support services.

### **Indicators**

- Implementation of action plans for selected processes.

## **Our Goal 3: Modern infrastructure of the PŘF**

**Current situation:** The PŘF is housed in a new building and is currently still dealing with problems with the functionality of some systems. The cost of running the PŘF building appears to be problematic. Classrooms, student and research laboratories are rather over-equipped from the current perspective. The period of the COVID 19 pandemic has highlighted the lack of infrastructural facilities with regard to teaching via distance communication means.

### **What do we want to achieve?**

- Maintaining the functionality of the PŘF building and its infrastructure in good condition and reducing the costs of its running. The infrastructure includes state-of-the-art instrumentation and laboratory equipment for research needs;
- Enhancing the possibilities of learning through distance communication.

### **How will we pursue our goals?**

- We will monitor and evaluate the functionality of all systems and instrumentation.
- We will look for ways to economize the running of the PŘF building.
- We will equip the PŘF classrooms with the state-of-the-art technology enabling full use of distance learning.
- After 2025, we will consider the need to renew elements of key faculty infrastructure.

### **Indicators**

- Reducing the cost of running the building;
- Two classrooms equipped with modern technology to support distance learning;
- An audit performed in 2026 to define the need for renewal.

## List of qualitative indicators to be evaluated annually

The qualitative indicators listed below will be monitored annually and their development will be commented on during the evaluation of the implementation of the Implementation Plan of the SP PŘF UHK 21+ for the relevant year.

### Priority I: PŘF Attractive and Flexible

#### Our Goal 1: Valuable and attractive learning

- Number of applicants applied, accepted and enrolled
- Number of students in study programmes taught in English
- Number of courses taught in English for students of Czech study programmes
- Number of defended final theses in English
- Number of student-months on outgoing and incoming mobility abroad
- Number of courses taught by foreign experts working at the PŘF or within the framework of academic mobility
- Return on student evaluation of teaching quality

#### Our Goal 2: Optimised teaching and development of study programmes

- Number of courses taught together for different study programmes

#### Our Goal 3: Systematically prepare learners for future employment

- Unemployment of the PŘF graduates
- Percentage of graduates who have completed a foreign internship or work experience
- Number of practitioners involved in teaching or practice in accredited study programmes
- Number of theses assigned or consulted by a practitioner

#### Our Goal 4: Flexibility in education

- Number of participants in LLL programmes (domestic and international)

### Priority II: PŘF Dynamic and Excellent

#### Our Goal 1: Strategically controlled and open PŘF in scientific, research and creative activities

- Volume of funds from the PŘF's contract research
- Ratio of Open Access publications
- Number of articles in the press, appearances on television or radio promoting the results of scientific activities

#### Our Goal 2: Promoting excellence and internationalisation

- Number of articles in the first and second quartile of JCR web of Science
- A ratio of scientific research outputs involving collaboration between institutions from at least three countries

- The volume of funding for research projects from prestigious domestic funders
- Number of excellent international projects awarded
- Number of training sessions on current project calls, technology transfer and intellectual property protection

Our Goal 3: Evaluating creativity as a means of scientific growth

Our Goal 4: Efficiency and Quality of Doctoral Studies

- Number of registered, admitted and enrolled PhD students
- Share of foreign PhD students
- Average amount of scholarships and bursaries paid to PhD students from all sources in relation to the average wage in the Czech Republic
- Ratio of the PhD students' work load to the total number of full-time PhD students
- Number of foreign mobility of PhD students and number of student-months of mobility
- Number of dissertations defended in English

Priority III: PŘF Open and Responsible

Our Goal 1: Socially and Environmentally Responsible Faculty

- Number of PŘF experts involved in city, regional, national and international advisory bodies

Our Goal 2: The PŘF as a responsible employer

Priority IV: UHK modern and efficient

Our Goal 1: A strategically managed faculty

- Number of management and leadership courses

Our Goal 2: Effective Process Management at the PŘF

Our Goal 3: Modern infrastructure of the PŘF

- Cost of running the building



EUROPEAN UNION  
European Structural and Investment Funds  
Operational Programme Research,  
Development and Education

