{ } Univerzita Hradec Králové

Long-term Objectives

of Educational and Scientific, Research, Development and Innovation, Artistic and Other Creative Activities at the

University of Hradec Králové in 2016–2020

Hradec Králové
October 2015

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Contents

1 Introduction

The University of Hradec Králové (UHK) is a public higher education institution founded by Act No. 210/2000 Sb. of 21 June 2000. The UHK is a relatively young and developing academic institution, comprising the centre of scholarship in the Hradec Králové Region. The University cultivates a wide range of study programmes and their specialisations, which are important in the wider context for general objectives in the area of provision of tertiary education as well as for development of the level of education in the region; its graduates find good practical application not only in the Hradec Králové Region and the Czech Republic but abroad as well.

At present, the UHK comprises four faculties and one university institute: Faculty of Education (PdF), Faculty of Informatics and Management (FIM), Philosophical Faculty (FF), Faculty of Science (PřF) and Institute of Social Work (ÚSP).

The University enjoys constant interest in study and relatively stable demand for graduates from most of its study programmes. It maintains very good cooperation with the city and region's authorities and intensively advances its collaboration with businesses and institutions in the region as well as other universities. The University also advances major international collaboration under bilateral agreements and European Union programmes.

UHK Vision:

A respected university firmly embedded in the nationwide educational system that uses a sophisticated network of international scientific and education cooperation, linked to excellent research done in a modern and inspiring environment.

UHK Mission:

- A renowned and sought-after education institution with a stable and well-established structure of academic disciplines in both a national and international context, providing first-class education and producing competitive and applicable graduates;

- A scientific and research entity achieving high-quality results in selected areas of primary research and linking applied research of international parameters with needs of regional and supraregional businesses and other institutions;

- An institution with a high level of internationalisation in the area of teaching, student and employee mobility as well as science and other related activities;

- An open institution actively involved in the city and region's public life, an education, cultural and sports centre of the region with a major integrating and cultivating influence and society-wide impact;

- An institution offering both its students and employees a quality and inspiring environment for their creative, teaching and leisure activities.

2 Starting points of the UHK long-term objectives

The Long-term Objectives of Educational and Scientific, Research, Development and Innovation, Artistic and Other Creative Activities at the University of Hradec Králové in 2016–2020 (hereinafter the Long-term Objectives) is a key strategic document for the UHK and defines basic priorities and main planned measures in the area of the University's development and direction for the period 2016–2020.

It is based primarily on an assessment of performance of the previous UHK Long-term Objectives for 2011–2015, its annual updates and the Long-term Objectives of Educational and Scientific, Research, Development and Innovation, Artistic and Other Creative Activities for Universities in 2016–2020, developed by the MŠMT ČR. The Long-term Objectives arebased on the bill of Act No. 111/1998 Sb. on Higher Education Institutions and on Amendments and Supplements to some other Acts (the Higher Education Act) as presented to the Government of the CR in November 2014.

The present document also takes into account other national-level documents (particularly the Higher Education Development Framework Until 2020 and Strategy for International Competitiveness 2012-2020). It also takes into consideration other analytical materials and expert reports contained, among other things, in the following documents: Standards and Guidelines for Quality Assurance in the European Higher Education Area, European Association for Quality Assurance in Higher Education (draft version 2014); High Level Group on the Modernisation of Higher Education: Report to the European Commission on Improving the Quality of Teaching and Learning in Europe's Higher Education Institutions; Eurydice: Modernisation of Higher Education in Europe – Access, Retention and Employability 2014; country-specific recommendations for the CR; findings and recommendations from individual national projects implemented, notably Q-RAM, KVALITA, KREDO, EFIN and EF-TRANS; sample surveys among students and graduates of Czech universities, notably EUROSTUDENT and REFLEX.

Last but not least, the University's Long-term Objectives build upon the fundamental documents on higher education development at the international level, such as the European Higher Education Area (Bologna Declaration 1999 and follow-up communication), Europe 2020 Strategy, Strategic framework for European cooperation in education and training (ET 2020 – Education and Training 2020).

The Long-term Objectives focus on a limited number of cross-section priority goals the performance of which requires coordination of various measures in the medium to long run. The Long-term Objectives arelinked to Updates published annually, which elaborate on the plan of key measures for the given year, expand the list of priorities with additional ones (e.g., with one-year implementation) and last but not least, respond to latest developments in the area of higher education and at the UHK, reflecting development so far. Grounded in these documents, the following strategic objectives of the UHK Long-term Objectives are defined.

In accordance with the MŠMT Long-term Objectives, the Long-term Objectives have the following priorities:
- Relevance;
- Effectiveness;
- Accessibility.

3 Strategic priorities and goals of the Long-Term Objectives

The mission of the University of Hradec Králové is to provide tertiary education in Bachelor's, Master's and doctoral programmes as well as generally in lifelong education, thus creating opportunities for applicants among the general public for full development of their abilities and skills, to enable such development by providing quality education programmes and contribute to increasing the region's competitiveness and quality of life of its inhabitants.

1. ***Creating opportunities for applicants among the general public for full development of their abilities and skills*** means primarily the following for the University:
   - Actively seek for and encourage potential applicants for higher education as well as various forms of lifelong education;
   - Provide a wide range of education programmes in terms of scope, level of specialisation and form of study, and respond flexibly to needs of individuals, groups, businesses and institutions;
   - Consistently perform popularisation lecturing and publishing activities, cooperate with schools of all education levels, and pay special attention to care of talented children and youth.

2. ***Enabling development of people's abilities by providing quality education programmes*** means primarily the following for the University:
   - Consistently monitor evolution of relevant disciplines and flexibly accept new findings and trends, including an emphasis on adequate results of own scientific, research and artistic activity;
   - Meet national and European standards of quality and comparability of teaching in terms of contents, organisation and administrative;
   - Maintain good professional relationships with other education institutions as well as diverse public and private entities both domestically and abroad with the aim of securing a continuous teaching improvement process;
   - Effectively use information obtained in the quality assessment process, strengthen the importance of and constantly improve the internal quality assessment process in all the University's components.

3. ***Contributing to increasing the region's competitiveness and quality of life of its inhabitants and performing the third role of higher education institutions*** means primarily the following for the University:
   - Actively cooperate with both public and private entities in science, applied research, development and innovation and universally aid transfer of knowledge obtained to practice;
   - Universally support regional and local schools at the preschool, primary, secondary and professional levels;
   - Be involved in regional and local social and cultural advancement – organise cultural, sporting, social, community and other activities that enrich the lives of the city and region's inhabitants;

- Advance international collaboration enabling wide mutual exchange of students and employees while making efficient use of the city and region's partnerships.

In 2016-2020, the main objectives of the Long-term Objectives aim at areas that promote advancement of scientific activity, further development and diversification of the study offer and creation of appropriate structure of bachelor, master and doctoral programmes. The University's main objectives and goals for the said period are based on an analysis of strengths, weaknesses, opportunities and risks and its further development with a view to the UHK's intended long-term profiling which were updated as part of the IPn KREDO. Based on the analysis, strategic priorities (hereinafter P) and goals (hereinafter DC) were set and specific tools and means identified that can be used for their performance.

The UHK's five basic strategic priorities for the period 2016-2020 include:
- Education;
- Science and research;
- Internationalisation – an international dimension;
- Infrastructure and human resources;
- Third role of the UHK, connection with practice.

3.1 Priority 1: Education (P1)

3.1.1 Study programme innovation (P1/DC1) – according to practical requirements, to improve quality, cooperation with clients, permeability of disciplines, etc.

- o P1/DC1-1 Developing the structure of study programmes and disciplines

  - *In the context of real circumstances, develop the discipline structure to reflect developments in not only traditional and conventional academic disciplinesareas but also specific or unique ones that enable the University to respond to labour market needs. According to this key, continuously optimise structure of academic disciplines depending on the University's capacity and potential number of applicants.*

- o P1/DC1-2 Increasing the influence of quality assessment on the discipline structure and distribution of students within the University

  - *Constantly form academic disciplines in connection with the quality of teaching and scholarly and research activities of the members of the academic staff in conjunction with the established internal and external quality assessment system. Increase the influence on qualitative indicators of internal distribution of students.*

- o P1/DC1-3 Continuing the academic discipline innovation process

  - *Continue modernising the content of study in conjunction with advancement in scientific disciplines and practical requirements, notably by improving the study documentation, improving the study support and teaching aids or establishing and improving additional tools and structures leading to this target.*

- o P1/DC1-4 Increasing the permeability of academic disciplines

- In the accreditation and re-accreditation process (as well as outside it), continuously increase the permeability of study among the UHK components by means of a wide range of measures (e.g., mechanism for reimbursement of study in English, teaching for students of another component). Modify the UHK internal regulations in this connection.

o P1/DC1-5 Increasing the connection of study with comsumers

- *Notably* by means of councils for collaboration with practice, periodically and continuously assess study contents and graduate profiles, respond to current trends and expected practical development as part of the accreditation and re-accreditation process. In connection with the needs of regional and supraregional businesses, organisations and public administration entities, develop and implement academic disciplines based on their specific needs. Based on practical needs, respond by adjusting structure and contents of academic disciplines to better meet market needs. Consistently work and communicate with most important employers of UHK graduates and councils for collaboration with practice. Involve in this process the UHK Counselling and Career Centre, e.g., by means of roundtables, workshops for employer training (focused on employing graduates, subsidies and adaptation processes for young employees, practical workshops for students), analyses of graduate unemployment and their causes from the disciplinary and regional point of view.

o P1/DC1-6 Advancing student internships and practical training

- *In conjunction with practical requirements, expand the possibility or obligation of student internships and practical training within and outside the study. Expand and improve the system of accredited practical training workplaces and university schools. Involve in this process future employers, the UHK Career Centre (mentoring programme, career website) and student organisations such as AIESEC, etc.*

3.1.2 Lifelong education (P1/DC2)

o P1/DC2-1 Advanced offer of LLE in different UHK components

- *Continuously develop a differentiated education system that will flexibly respond to client demand, i.e., offer programmes with variable time allowance and thematic focus (supported by quality organisational and technical background).*

o P1/ DC2-2 Wide and open offer of UHK services for graduates

- *Consistently develop graduates' relationship with their alma mater across all the UHK components and advance the offer of further education and other forms of services for graduates. Focus on a career system for education of teachers, social workers and public sector employees, on developing events for graduates and forms of mutually advantageous cooperation between the University and its graduates. By cooperation with graduates, obtain suggestions for study innovations and promotion of the University.*

o P1/ DC2-3 Advancement of activities and cooperation with applicants for study

- *In all the components, consistently focus on preparation of future applicants, e.g., in preparatory courses, summer schools, support to secondary school*

competitions or other specialised events for potential applicants for study. Make a strategic plan of offer of activities and services for study applicants, notably with a focus on quality secondary school leavers. Implement empirical surveys among applicants on demand for preparatory courses, lectures and pre-courses.

3.1.3 Connection between study and R&D (P1/DC3)

o P1/DC3-1 Increasing the involvement of doctoral and Master's programme students in R&D, see P2 (DC2-3 and DC2-4)

- *Along with completing the structure of doctoral programmes in the UHK components, intensify involvement of doctoral students in the basic and applied research, notably by implementation of research topics and grant assignments as a part of specific research and outside it; involve the quality NMgr. and Mgr. students analogously.*

o P1/DC3-2 Increasing the difficulty and internalisation of doctoral programmes, see partly P3/DC1-3

- *Continuously balance and increase the difficulty of DP. Introduce research internships abroad and involvement in R&D projects as a mandatory component of UHK DP. Implement these changes gradually in all new accreditations and re-accreditations.*

3.1.4 Advancement of services for students and support to students, applicants and graduates (P1/DC4)

P1/DC4-1 Improving the quality and availability of services provided with a focus on their comprehensiveness and interlinkage, including the Career Centre services and with respect to persons with specific needs

- *Continuously increase the employees' professional competencies in order to expand and improve the services offered, including the activities reducing the school failure. Intensify the cooperation with similar national and foreign counselling centres (collaboration and contact with similar facilities in the CR and abroad – joint projects, internships). Increase the information about services offered, e.g., by means of the Counselling Centre Facebook page, the UHK website, admission lecture for the first-year students and use of the PC UHK information system. Intensification of the contact with practice by means of the Career Centre: development of the Career website, events for employers, advertising, job offers, temp job offers, etc.*

3.2 Priority 2: Science and research (P2)

3.2.1 Analysis and selection of research areas of excellence by the University components (P2/DC1)

o P2/DC1-1 Analysis of the current status and selection of promising R&D areas

- *Analysis of the current status, human resource potential, publication outputs and connections with a view to advance the current and inspiring scientific*

research topics for coming years, analysis of the structure of study programmes with R&D outcomes. Adjustments of priorities, stabilisation of conditions in the area of HR, infrastructure, finance, cooperation with other entities within and outside the University.

- o P2/DC1-2 Research-oriented UHK faculties

    - ▪ *Create conditions for and inspect the mplementation and stabilisation of the research activities (HR structure, infrastructure, finance). Gradually change the UHK employee structure so that at least one fifth of them specialise exclusively or at least mostly on scientific and research activities. The process will result in establishment of at least one research faculty at the UHK.*

- o P2/DC1-3 Excellence in scientific results

    - ▪ *By 2020, create a state where each component successfully solves important scientific grants from both domestic and international grant agencies. Popularise the research done at the UHK and its results. Also approach researchers outside the UHK, internationalise the research, obtain strategic partners willing to cooperate, create and improve the conditions (infrastructure), assess the existing and expected results while respecting the discipline-specific issues, requirements of methodologies both current and under development when assessing results. Strengthen the quality of research agendas and support the processes in involvement in projects, communication with providers, etc.*

- o P2/DC1-4 Collaboration with the application sphere

    - ▪ *Start cooperation with the industry and businesses in selected areas (notably in computer science, biomedicine). Promote cooperation with the public administration and the business sector (connection of primary and applied research and experimental development). In accordance with the requirements in the region and monitoring of the state of the art, advance new research disciplines, have a positive influence on the region's development. Recruit strategic businesses and institutions for collaboration.*

3.2.2 Specification or establishment of research teams on different research topics (P2/DC2)

- o P2/DC2-1 Performance of first-class research with an international scientific team

    - ▪ *Open up the University research for excellent professionals from other universities and practice. Bring the first-class national and international expert scientists, establish and stabilise international research teams. Use the platform for establishing collaboration between institutions (faculties, universities) at the national and, most importantly, international level. At the international level, make use of strategic partnerships, JD/DD/MD, DSP, scholarship programmes for the mobility support, etc. Identify and include in research teams major experts from research institutions outside the UHK focusing on research topics solved at the UHK, involve them in research teams and set up an adequate motivation system for their work at the UHK. Formulate specific tasks for them (grants, results) and secure domestic authorship. Support creation of jobs for young scientists (e.g., post-docs) and employees from abroad. In connection with demographic development, utilise potential decreasing the teaching load on the teaching staff to increase*

performance in science and research. Change the UHK employee structure with a view to their significance so that at least one fifth of them specialise exclusively or at least mostly on scientific and research activities. Collaborate on research tasks solving between the UHK components where possible.

o P2/DC2-2 Increase active involvement of students in research activity

- *Increase active involvement of students, notably students of Master's and doctoral programmes, in research activity. Implement the research activity in the form of prestigious scientific outcomes, increase the effectiveness of support to the student publication activity. In specific research, focus on medium-term research projects lasting for 2 to 3 years (to enable better results obtained over longer periods), inform the students about the faculty assessment system and needs for the scientific and research activities. Pay attention to and increase the students' methodological knowledge, monitor continuously the students' needs in the area of involvement in the research activity.* Use new accreditations for setting new standards. For doctoral students, set assessment of results as organic and necessary components of study requirements.

o P2/DC2-3 Recruit for study excellent doctoral students from domestic universities outside the UHK and abroad

- *Continue acquiring for study excellent doctoral students from domestic universities outside the UHK and abroad (using, e.g., scholarship programmes for the mobility support, creating work conditions, etc.). Make targeted promotion of doctoral programmes at domestic and foreign universities. Expand the offer of doctoral programmes in English.*

o P2/DC2-4 Increasing involvement of doctoral students in R&D

- *Use accreditations for setting new standards. Specify evaluation of results as a necessary part of study requirements, increase and systemise work with supervisors. Motivate the students for involvement in R&D by way of internal evaluation (particularly high-quality results). Implement research internship abroad as a mandatory part of full-time DP.*

3.3 Priority 3: Internationalisation – an international dimension (P3)

3.3.1 International collaboration in teaching (P3/DC1)

o P3/DC1-1 Achieving balance of outgoing and incoming mobilities

- *Assessment and reflection of good examples (of a balanced bilateral contact) and their applicability to cases of imbalanced bilateral contacts. Use the experience of implementation of Erasmus+ (and its predecessors) and other exchange programmes, perform personal consultations with representatives of schools with imbalanced contact and formulate supporting measures, targeted popularisation of the education offer for the potential incoming students. Take more into consideration the quality of the partner university and destination prospects. Intensify the development of the non-European mobilities.*

o P3/DC1-2 Acquisition of a joint degree, double degree and multiple degree

programmes

- *Workshop for vice-deans for study and international relations aimed at the exchange of experience among the individual components; discussion of the conceptual and organisational aspects of the international instruction module; creation of at least one international instruction module and start of its pilot verification.*

o P3/DC1-3 Internationalisation of doctoral programmes

- *Map the concept and extent of stay abroad in each UHK doctoral programme, add an internship abroad to the curriculum with each re-accreditation of the existing DP or accreditation of a new DP (with parameters permitting effective continuation of the graduates' careers after study; at present, the recommendation is a half-year continuous internship, which permits e.g., junior grants from GACR, etc.).*

o P3/DC1-4 Creation of favourable conditions for foreigners working and studying at the UHK

- *Development of the UHK academics' and office workers' language skills, preparation and functioning of the administration, standards and study information system in English. Further detailing and specification of processes, study of existing models of support provided to foreign employees at different Czech universities, including sources of funding and state regulations in this area; a workshop for the representatives of the components, the Bursar and the head of the HR department focused on designing a university-wide programme of support to foreign employees; application of experience from ČCM, ESN Buddy System HK, etc.*

o P3/DC1-5 Targeted acquisition of paying foreign students

- *Make systematic use of teachers' contacts and use all available methods of promotion of the UHK – Internet, education trade fairs, promotional publications, use of projects, contractual contacts, suitable offers of other entities and institutions (MŠMT, MZV, embassies, DZS, etc.). Continuous expansion of offer of English programmes. Cooperate with other universities on recruiting paying students, particularly within NUTS II, with faculties in the city and, as the case may be, with the city itself, and make use of expanding contacts in non-European areas for recruiting paying students. It is necessary to innovate the structure and profile of accredited programmes at the UHK in order to maintain and increase their attractiveness for potential foreign students.*

3.3.2 International scientific collaboration in teaching (P3/DC2)

o P3/DC2-1 Involvement in international research teams at quality foreign universities and reinforce the awareness about the UHK as a university with advanced research activity

- *Map and make strategic assessment of the current status of UHK institutional involvement in international research teams; popularize residences, collaboration results, also e.g. a workshop for these employees for exchange of experience with vice-deans for science and vice-deans for international affairs; motivate institutions for involvement in teams. The target is at least one institution within each UHK component (its employees) being a part of an*

international research team and existence of conditions or acquisition of funds to support the return of quality Czech scientists from abroad to the UHK.

- o P3/DC2-2 Establishment of international teams at the UHK
    - *Formulate strategic research topics for all the University components and a small number of excellent research directions (using performance of strategic goals of the chapter on research and existing partnership with foreign universities); establishment of research teams (core of the team made of UHK employees around a respected personality in the discipline) for solving research topics and approaching collaborators from foreign universities (partner universities and later others as well).*

3.4 Priority 4: Infrastructure and human resources (P4)

3.4.1 Continuing construction at Na Soutoku (P4/DC1)

o P4/DC1-1 Successful commissioning of a new building at Na Soutoku for the Faculty of Science and Faculty of Education

▪ *Expected commissioning of the building in 2017, when all the institutions of the Faculty of Science along with one department of the Faculty of Education will move into the new premises.*

o P4/DC1-2 Continuing development of the Na Soutoku campus by constructing a sports facility

▪ *Based on an agreement with all the public higher education institutions in Hradec Králové, Hradec Králové Municipal Authority and KHK on joint use of the facility for community activities and in cooperation with the architectural studio, finalise the conceptual issues for the territory so that, once resolved successfully, they can be followed by the first stage of cooperation consisting in making changes to the project documentation for issuance of zoning decision. At the same time, intensively map options for subsidy (primarily European) sources for funding the next stages, notably completion of next stages of documentation for execution.*

o P4/DC1-3 Completion of the project planning for Building D at Na Soutoku

▪ *Develop updated project documentation for the building permit and develop further stages of the project documentation so that the construction execution follows smoothly.*

3.4.2 Refurbishment of buildings owned by the University (P4/DC2)

o P4/DC2-1 Project design and execution of the interior refurbishment of historical buildings in the Svobody square

▪ *In the context of implementation and planning of further construction projects under SC4/P1, plan the necessary overhaul and refurbishment of interiors of both buildings in the Svobody square. The refurbishment will react on the relocations made in the respective period as a consequence of completion of the PřF UHK building at Na Soutoku.*

o P4/DC2-2 Upgrading of workplaces and laboratories for the science and research activities across the UHK components

▪ *Gradual upgrading of laboratories aiming at their exploitation under the current scientific grants and projects. Support to creation of competitive environment.*

o P4/DC2-3 Partial repairs based on the condition of buildings owned by the University

▪ *Continuous refurbishment of sections of buildings, their structures or spaces.*

3.4.3 Further education for University employees and human resources (P4/DC3)

o P4/DC3-1 Improving the quality of scientific and academic employees

▪ *Increase the number of associate professors and professors, qualitative*

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change to the basic employee structure, emphasis on employing high-quality employees with scientific output. Support the habilitation and professorship proceedings for the UHK academic staff, improve the age structure in all categories of the academic staff. Improve the conditions for work of the scientific and academic staff, including the knowledge of foreign languages in order to promote the University internationalisation. Maintain the UHK supply in the area of soft skills improvement. Continue the support to opening of job opportunities for graduates from other universities and foreign experts, involve more the UHK academic staff as a part of the University internationalisation.

- o P4/DC3-2 Improving the quality of non-academic employees
    - *Support further education courses for employees to increase their competencies.*

3.4.4 Support to development and innovation in the area of supporting processes (P4/DC4)

- o P4/DC4-1 Support to the main university processes including IT provision and computerization
    - *Continue providing high-quality supporting services to the main university priorities, adding SW or computerization where appropriate.*

- o P4/DC4-2 Development of information and communications technology and provision of adequate instrumentation (hardware)
    - *After the ICT centralisation process completion, the priority for the coming period is the project of a generation change of the server and network sections of the information and communications technology, consolidation and optimisation of UHK data centres. As a part of software development, emphasise the development of IS/STAG functionalities and the solving of key and current problems of the study agenda* records as well as the development of other agendas and SW tools. Implement the development activities in the area of security and ICT development to support more efficient school management, computerization and process standardisation. The essential factor in the area of teaching support is the integration of modern ICT in the instruction process to ensure growing education and higher expertise of graduates with an emphasis on LMS. Implementation of internal invoicing and quality inspection systems at the UHK. Continuous creation of conditions for continual upgrading of end devices.

3.5 Priority 5: Third role of the UHK, connection with practice (P5)

3.5.1 Employability of graduates on the labour market (P5/SC1)

- *Make a complete revision of the graduate applicability plan and profile in all components for the Bachelor's and Master's programmes. Adjust the structure so that is permits better meeting of practical requirements in accordance with SC1/P1-1 and SC1/P1-5. At the same time, complete and deepen the analysis and identification of the clients' requirements. Make a comprehensive analysis of the UHK graduates unemployment and deduce conclusions.*

3.5.2 PR, promotion and communication (P5/DC2)

o P5/DC2-1 Building and reinforcement of the University brand in the region, nation and abroad

- *Communication and promotion have to be integrated in the basic activity system as one of the priorities. Compile (with experts in the field) a communication policy for the University and its components. Comply with the strategy at least for the medium term and assign responsible persons with adequate powers for its implementation. Moreover, create a profiled network of collaborators with a clearly defined work mission. Reinforce the position of the University as a cultural, educational and sports centre of the region by means of activities and events that appeal to the general public besides the graduates. Gradually increase the share of the UHK's spontaneous presence in the media and publicity due the weight of topics and scope of its activities compared to the paid advertising, classified ads and PR texts.*

o P5/DC2-2 Communicating the University's research potential and scientific results towards the general public

- *Include the communication on science in the University's basic activity system as one of the areas of performing the third role of higher education institutions and promotion. Cooperation of respective PR employees with the academic staff and researchers, their training in the area of communication skills for expert topics and engaging their trust and convincing them about the importance of these activities. With active help and support to all employees, seek for cardinal topics, make full-time PR employees offer active scientific staff help "transmitting" their research topics into a media-attractive format and use the University's usual communication tools to offer them to the public, media and collaborating institutions (schools, companies).*

o P5/DC2-3 Communicating the UHK study and educational potential in the context of maintenance of interest in study, producing realistic expectations among applicants and supporting their decision-making about the appropriate academic discipline

- *Emphasise transition from simple advertising support to targeted awareness raising, popularisation of programmes among students and pupils and popularisation of scientific disciplines in close contact with different specialised institutions and their prominent experts. In the area of graduate management, make the components do regular activity (with Rector's office support) in arranging and organisation of the University-wide events such as the University Day – meeting of graduates and friends. Periodically evaluate the efficiency of the traditional PR methods (press, own events, participation in exhibitions and trade fairs, etc.) and apply the findings to increase the effectiveness of the funds spent.*

3.5.3 Subsidies from the EU (P5/DC3)

o P5/DC3-1 Increasing the subsidy potential from the Czech Operational Programmes, particularly the MŠMT Research, Development and Education Operational Programme (OP VVV)

- *Active involvement in drafting and development of strategic plans for the region and the Hradec Králové-Pardubice Urban Area ITI. Preparation of*

appropriate areas and topics in accordance with the Operational Programmes, CR strategies, applicable ministries (primarily MŠMT), Hradec Králové Region and Hradec Králové-Pardubice Urban Area ITI. Respond to calls under the Operational Programmes in line with the University's priorities. In OP VVV, focus on PO1: Strengthening capacities for high-quality research, and on PO2. Development of higher education institutions and human resources for research and development. At the same time, strive for projects under the other priority areas, such as PO3: Equal access to quality preschool, primary and secondary education, as well as PO4 (e.g., improvement of instruction for the future and beginner teaching professionals – develop grant projects aiming at improving the instruction for the future teaching professionals and their easier adaptation at work in cooperation with schools as employers, etc.).

Annex 1: UHK Strategic Plan Until 2020

UHK Vision

A respected university firmly embedded in the nationwide educational system that uses a sophisticated network of international scientific and education cooperation, linked to excellent research done in a modern and inspiring environment.

UHK Mission:

- A renowned and sought-after education institution with a stable and well-established structure of academic disciplines in both the national and international context, providing first-class education and producing competitive and applicable graduates;

- A scientific and research entity achieving high-quality results in selected areas of primary research and linking applied research of international parameters with the needs of the regional and supraregional businesses and other institutions;

- An institution with a high level of internationalisation in the area of teaching, student and employee mobility as well as science and other related activities;

- An open institution actively involved in the city and region's public life, an education, cultural and sports centre of the region with a major integrating and cultivating influence and society-wide impact;

- An institution offering both its students and employees a quality and inspiring environment for their creative, teaching and leisure activities.

Strategic priorities and goals

P1: Education

- **P1/DC1 Study programme innovation (according to practical requirements, to improve quality, cooperation with clients, permeability of disciplines, etc.)**
  - P1/DC1-1 Developing structure of study programmes and disciplines
    - ***Current status:*** *At present, the University has more than 150 accredited academic disciplines. Changing situation on the tertiary education market, caused by decreasing the number of applicants among secondary school leaving students, necessitates an optimisation of the UHK's education offer to match it with the UHK's capacities and strategic objectives.*
    - ***Processes for the target achievement:*** *In the context of real circumstances, develop the programme structure to reflect the developments in not only traditional and conventional academic disciplines but also in specific or unique ones that enable the University to respond to the labour market needs. According to this key, continuously optimise the structure of academic disciplines depending on the University capacity and potential number of applicants.*
    - ***Deadline:*** *Continuously.*
    - ***Monitoring indicators:*** *Optimised offer of study programmes permitting the permeability between the study levels and reflecting the practical*

requirements.

- **Responsible:** *Vice-Rector for Internal Affairs, Faculty Deans.*
- **Sources:** *MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
- **Effect of meeting the target:** *The University will be able to constantly offer an attractive structure of programmes adequate to meeting the UHK Vision and Mission according to this Plan.*

- o **P1/DC1-2 Increasing the influence of quality evaluation on the structure of disciplines and distribution of students within the University**
  - **Current status:** *The structure of the academic disciplines meets the requirements of the Accreditation Board and respects the UHK's capacities. However, the upcoming decrease in the number of funded students necessitates phase-out measures for optimisation of the structure of disciplines. In conjunction with the growing pressure on quality of higher education institutions and continuous and repeated year-on-year growth in the importance of the quality coefficient in the public higher education institution budgets, this component needs much more emphasis within the University. It is necessary to maintain such programme basis that allows meeting the UHK strategic objectives, including maintenance of the University scientific and research role in accordance with SC1/P3.*
  - **Processes for the target achievement:** *Constantly form academic disciplines in connection with quality of teaching and scholarly and research activities of members of the academic staff in conjunction with the established internal and external quality evaluation system. Increase the influence on qualitative indicators of internal distribution of students.*
  - **Deadline:** *Continuously with thr target attained in 2020.*
  - **Monitoring indicators:** *The UHK will have at least 75% of Bc programmes permitting continuation to NMgr. programme, and at least 40-50% of Mgr./NMgr. programmes permitting continuation to doctoral programmes.*
  - **Responsible:** *Rector, Vice-Rector for Internal Affairs, Faculty Deans.*
  - **Sources:** *MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
  - **Effect of meeting the target:** *The UHK will have a quality and attractive programme basis.*

- o **P1/DC1-3 Continuing the innovation process of academic disciplines**
  - **Current status:** *In the previous ESF project period, the University successfully solved several projects in the area of study innovation, which have led to a significant improvement to the organisational and technical study capacity. The same process took place in the past with the support from FRVŠ and SGS tools. It is in the UHK's interest to retain this process and continue improving the quality of its academic disciplines.*
  - **Processes for the target achievement:** *Continue modernising the content of study in conjunction with advancement in scientific disciplines and practical requirements, notably by improving the study documentation, improving the study support and teaching aids or establishing and improving the additional tools and structures leading to this target.*
  - **Deadline:** *Continuously.*
  - **Monitoring indicators:** *Number of innovated academic disciplines, number of study supports and aids.*
  - **Responsible:** *Vice-Rector for Internal Affairs, Faculty Deans.*

- - **Sources:** *MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
  - **Effect of meeting the target:** *The University will be able to maintain the trend of continuous improvement of the quality of content and ensurance of the academic disciplines, which is a precondition for accreditation of academic disciplines and will also contribute significantly to the University's competitiveness on the education market.*

- o P1/DC1-4 Increasing permeability of academic disciplines
  - **Current status:** *Considerable number of students spend their study in their home component only. This does not contribute to the development of a desirable interdisciplinary knowledge in graduates, which is appropriate in the light of the graduates' applicability on the labour market; it is necessary to remove the inefficient duplications in the education offer of the individual components. In conjunction with the implementation of a unified information system for study records, the process of the education quality improvement and cost optimisation requires increases in the study permeability between the UHK components.*
  - **Processes for the target achievement:** *In the accreditation and re-accreditation process (as well as outside it), continuously increase the permeability of study among the UHK components by means of a wide range of measures (e.g., mechanism for reimbursement of study in English, teaching for students of another component). Modify the UHK internal regulations in this connection.*
  - **Deadline:** *By 2020.*
  - **Monitoring indicators:** *Each student has the opportunity to take one subject annually in a different component than where they are enrolled.*
  - **Responsible:** *Vice-Rector for Internal Affairs, Faculty Deans.*
  - **Sources:** *MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
  - **Effect of meeting the target:** *Graduates' interdisciplinary knowledge and applicability on the labour market as well as the students' awareness within the University will be improved.*

- o P1/DC1-5 Increasing the connection of study with the clients
  - **Current status:** *The current connection between the study contents and practical requirements is not quite optimal, although it shows a growing trend. The connection between the University itself and the key entities employing our graduates is not ideal either.*
  - **Processes for the target achievement:** *Notably by means of councils for collaboration with practice assess periodically and continuously the study contents and the graduate profiles, respond to the current trends and expected practical development as a part of the accreditation and re-accreditation process. In connection with the needs of the regional and supraregional businesses, organisations and public administration entities, develop and implement academic disciplines based on their specific needs. Based on practical needs, respond by adjusting the structure and contents of academic disciplines to better meet the market needs. Consistently work and communicate with the most important employers of the UHK graduates and councils for collaboration with practice. Involve in this process the UHK Counselling and Career Centre, e.g., by means of roundtables, workshops for employer training (focused on employing graduates, subsidies and adaptation*

processes for young employees, practical workshops for students), analyses of the graduate unemployment and their causes from the disciplinary and regional point of view.

- **Deadline:** *Continuously.*
- **Monitoring indicators:** *Intensity of communication with the client entities, workshops and roundtables implemented, and the number of unemployed graduates.*
- **Responsible:** *Vice-Rector for Internal Affairs, Vice-Rector for Strategy and Development, Faculty Deans.*
- **Sources:** *MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
- **Effect of meeting the target:** *The University maintains contact with employers and can respond more flexibly to the client requirements and modify study contents so as to facilitate its graduates' employment.*

o P1/DC1-6 Advancing student internships and practical training

- **Current status:** *The possibility or obligation to take an internship or practical training during the study is insufficient at the present. Many programmes, including the teaching programmes, have insufficient schedules for the mandatory practical training. With a view to the client requirements and the need to improve the graduates' employment, it is advisable to continue expanding and improving the offer of mandatory or optional practical training.*
- **Processes for the target achievement:** *In conjunction with the practical requirements, expand the possibility or obligation of student internships and practical training within and outside the study. Expand and improve the system of accredited practical training workplaces and university schools. Involve in this process future employers, the UHK Career Centre (mentoring programme, career website) and student organisations such as AIESEC, etc.*
- **Deadline:** *Continuously when re-accrediting the academic disciplines.*
- **Monitoring indicators:** *Percentage of students who take a longer-term form of internship or practical training during the study, with the aim to maintain it and, as the case may be, increase it above the current 75%.*
- **Responsible:** *Vice-Rector for Internal Affairs, Vice-Rector for Strategy and Development, Faculty Deans.*
- **Sources:** *MŠMT subsidies and contributions, own income, bursary fund, IRP/CRP, European funds, other projects and other sources, private sources (private companies).*
- **Effect of meeting the target:** *Thanks to improved opportunities for involvement in practice during the study, the graduates will be better able to adapt on the labour market and acquire a comparative advantage.*

- **P1/DC2 Lifelong education**

o P1/DC2-1 Advanced offer of LLE at the idividual UHK components

- **Current status:** *The offer of the lifelong education is uneven among the components, and the area is not developed sufficiently at the moment. The University perceives the career system for regional schools and social services in development as an opportunity.*
- **Processes for the target achievement:** *Continuously develop a differentiated education system that will flexibly respond to the client demand, i.e., offer programmes with variable time allowance and thematic focus (supported by good organisational and technical background).*

- - **Deadline:** *Continuously with assessment in 2020.*
  - **Monitoring indicators:** *Maintain the number of existing LLE programmes or increase their number (measured by the number of programmes, their participants and teaching hours), quality and breadth of the offer.*
  - **Responsible:** *Vice-Rector for Internal Affairs, Faculty Deans.*
  - **Sources:** *MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources, such as money raised from LLE participants.*
  - **Effect of meeting the target:** *The University will achieve a tighter connection with the practice and graduates and will better perform its third role; it may cover the decrease in resources caused by the decreasing number of students taking accredited academic disciplines.*

- P1/DC2-2 Wide and open offer of the UHK services for graduates
  - **Current status:** *The current decentralised system is gradually being improved, but requires more attention of all the components, including the development of a university-wide strategy for working with graduates.*
  - **Processes for the target achievement:** *Consistently develop the graduates' relationship with their alma mater across all the UHK components and advance the offer of further education and other forms of services for graduates. Focus on a career system for education of teachers, social workers and public sector employees, on developing events for graduates and forms of mutually advantageous cooperation between the University and its graduates. By cooperation with the graduates, obtain suggestions for study innovations and promotion of the University.*
  - **Deadline:** *2020.*
  - **Monitoring indicators:** *The UHK will provide the graduates with the opportunity to get involved in or return to the University/Faculty. Each UHK component will intensify the system for cooperation with the graduates.*
  - **Responsible:** *Vice-Rector for Internal Affairs, Faculty Deans.*
  - **Sources:** *MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
  - **Effect of meeting the target:** *Stronger feedback which the University can use successfully for its own and its graduates' development.*

- P1/DC2-3 Advancement of activities and cooperation with applicants for study
  - **Current status:** *The UHK components offer activities and services for the applicants for study, but there is no strategic system in this area, e.g., use of alternative forms of study promotion. The school lacks mechanisms for intercepting high-quality secondary school leavers. The area is tightly associated with PR.*
  - **Processes for the target achievement:** *In all the components, consistently focus on preparation of future applicants, e.g., in preparatory courses, summer schools, support to secondary school competitions or other specialised events for potential applicants for study. Make a strategic plan of offer of activities and services for the study applicants, notably with a focus on quality secondary school leavers. Implement empirical surveys among the applicants on demand for preparatory courses, lectures and pre-courses.*
  - **Deadline:** *2016 for setting the plan and tasks, otherwise continuously.*
  - **Monitoring indicators:** *Number and structure of activities offered to the applicants for study by different components (number of lectures at secondary*

schools, number of programmes taught, workshops, other ad hoc events).

- ▪ *Responsible: Vice-Rector for Internal Affairs, Faculty Deans.*
- ▪ *Sources: MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
- ▪ *Effect of meeting the target: The University will be able to intercept high-quality secondary school leavers and other potential prospective students and motivate them to make the application and then join the study at the UHK. By preparation and providing sufficient information to the prospective students, the University will acknowledge the prospective students with the University's academic environment and thus contribute to the reduction in subsequent study failure.*

- **P1/DC3 Connection between the study and R&D**
  - o P1/DC3-1 Increasing the involvement of doctoral and Master students in R&D, see P2 (DC2-3 and DC2-4)
    - ▪ *Current status: The doctoral and Master programme students are involved in R&D projects and tasks, but the involvement is uneven among the components and it is generally necessary to increase it to meet the UHK strategic objectives.*
    - ▪ *Processes for the target achievement: Along with completing the structure of doctoral programmes in the UHK components, intensify involvement of the doctoral students in the basic and applied research, notably by implementation of research topics and grant assignments as a part of specific research and outside it; involve the good NMgr. and Mgr. students analogously.*
    - ▪ *Deadline: 2020.*
    - ▪ *Monitoring indicators: Number of grants, amount of finances.*
    - ▪ *Responsible: Vice-Rector for Internal Affairs, Vice-Rector for External Relationships, Faculty Deans.*
    - ▪ *Sources: MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources (e.g., bursary fund).*
    - ▪ *Effect of meeting the target: The students will be more involved in R&D, thus reinforcing the University R&D activity and its effectiveness. At the same time, in applied research, study will be better connected with the clients and graduates will have facilitated application on the labour market.*
  - o P1/DC3-2 Increasing the difficulty and internalisation of the doctoral programmes, see partly P3/DC1-3
    - ▪ *Current status: The requirements of study in the different doctoral programmes (DP) is not even among the components in the area of internationalisation and doctoral students' involvement in R&D.*
    - ▪ *Processes for the target achievement: Continuously balance and increase the difficulty of DP. Introduce the research internships abroad and involvement in R&D projects as a mandatory component of UHK DP.*
    - ▪ *Deadline: By 2020.*
    - ▪ *Monitoring indicators: All full-time DPs at the UHK will include mandatory research internships abroad, including involvement in R&D projects.*
    - ▪ *Responsible: Vice-Rector for Internal Affairs, Vice-Rector for International Affairs, Faculty Deans.*
    - ▪ *Sources: MŠMT subsidies and contributions, own income, IRP/CRP, European funds and other sources.*
    - ▪ *Effect of meeting the target: Accreditability of the doctoral programmes and*

competitiveness of their graduates will be retained. The international dimension of study will be reinforced.

- **P1/DC4 Advancement of services for students and support to students, applicants and graduates**
  - o P1/DC4-1 Improving the quality and availability of services provided with a focus on their comprehensiveness and interlinkage, including the Career Centre services and with respect to persons with specific needs
    - ▪ ***Current status:*** At present, the UHK Counselling and Career Centre has four centres that provide a relatively wide range of services from psychological consultations, therapy, coaching and career advice to service measures for students with specific needs. The activities of the Augustin Centre, the Counselling and Career Centre and the Social Counselling Centre are run by the non-academic professional staff; the activities of the Pedagogical-Psychological Counselling Centre and the Psychotherapeutic-Spiritual Counselling Centre are run by the academic staff. The Counselling and Career Centre also focuses to the contact with employers, offer of job opportunities and acquisition of experience for the students and graduates. The low-threshold nature of the services is assured by means of a contact point in the joint teaching building.
    - ▪ ***Processes for the target achievement:*** *Continuously increase the employees' professional competencies in order to expand and improve the services offered, including activities reducing the school failure. Intensify cooperation with similar counselling centres domestically and abroad (collaboration and contact with similar facilities in the CR and abroad – joint projects, internships). Increase information about the services offered, e.g., by means of the Counselling centre Facebook page, the UHK website, admission lecture for the first year students and use of the PC UHK information system. Intensification of contact with practice by means of the Counselling and Career Centre: development of the career website, events for employers, advertising, job offers, temp job offers, etc.*
    - ▪ ***Deadline:*** *2020.*
    - ▪ ***Monitoring indicators:*** *The number of client contacts (applicants, students, graduates); the number of trainings, supervisions, conferences, courses; number of contacts with the counselling centres, joint projects; number of promotional events, use of the Counselling Centre Facebook; attendance to lectures for the first-year students; information system updates; employers' offers on the career web site; implemented activities for employers; continuous advertising; annual analysis of the graduate unemployment by academic disciplines and components, analysis of the study failure, innovation of the study failure prevention tools.*
    - ▪ ***Responsible:*** *PC UHK employees and Vice-Rector for Strategy and Development.*
    - ▪ ***Funding sources:*** *IRP UHK and CRP UHK, EU projects.*
    - ▪ ***Effect of meeting the target:*** *After the target is met, the University will offer comprehensive supporting services of high quality.*

P2: Science and research

- **P2/DC1 Analysis and selection of research areas of excellence by the University components**
  - o P2/DC1-1 Analysis of the current status and selection of promising R&D

areas

- *Current status: Research traditions can be picked up, based on the existence of research plans that have helped advance the research areas of all the current components. There is also a tradition of more recent scientific grants and follow-up results. However, the current status is not satisfactory.*

- *Prospect assessment: It is necessary to maintain the links to tradition (plans, grants), DP, personalities, faculty accreditation disciplines and link to teaching. In selected disciplines, demand above-average quality of results (depending on the academic discipline and current assessment requirements). Build and maintain teams, infrastructure and financial support with longer stability adequately to the research directions. At present, the components perceive their profile directions for research excellence as follows:*

  - *PřF: The main research directions will be: biological-chemical direction – biology and ecology of plants and animals, toxicology and ecotoxicology, synthesis and biochemistry of physiologically active substances, mathematical and computer modelling (with applications in physics, etc.), didactics of natural sciences. Current practice: Doctoral studies are accredited for the said disciplines (applied biology and ecology, didactics of physics and didactics of chemistry) or such accreditations are expected soon (mathematics). Collaboration with the national and foreing research entities has been launched and has been evolving fast.*

  - *FF: In the area of excellence, the FF has been profiling itself in the historical science research: medieval history, early modern history, 19th and 20th century history, regional history and ecclesiastical history. In the area of archaeology, the FF focuses on research into the Neolithic and La Tène periods. The excellence areas in social sciences include research into non-European territories and relativism. The FF is meeting its aim of a research faculty by accrediting doctoral programmes and intensive scientific production of its departments. The Faculty holds habilitation rights and appointment proceedings in the discipline Czech and Czechoslovak History.*

  - *PdF: The dominant research direction will be pedagogical research, wherein attention will be focused on the risk behaviour of children and youth, specific learning disorders, specialisation in clinical speech therapy, reading literacy development, Czech literature, musical science, and history of the Czech music. It will reflect the changing requirements for the teaching profession and teacher's and educator's personality in the postmodern age. PdF also wants to be an important faculty in selected art disciplines.*

  - *FIM: The dominant research areas will be smart systems and approaches for support to managerial and other human activities, smart solutions in computer environments, cognitive processes and their support by the modern ICT. IT applications in biology and medicine are a novel and very dynamically evolving research direction for the Faculty. DP are accredited in selected disciplines; the Faculty also holds habilitation rights and appointment proceedings for the System Engineering and Computer Science.*

  - *ÚSP: The main research direction is issues of present-day family in a multidisciplinary concept with involvement of institutions abroad. Selected research topics will be solved in collaboration with other UHK components (e.g., comprehensive research into Alzheimer's disease in*

collaboration with PřF, FIM, etc.).

- **Processes for the target achievement:** *Analysis of the current status, human resource potential, publication outputs and connections with a view to advance the current and inspiring scientific research topics for the coming years, analysis of the structure of study programmes with R&D outcomes. Adjustments to the priorities, stabilisation of conditions in the area of HR, infrastructure, finance, cooperation with other entities within and outside the University.*
- **Deadline:** *2017-2018*
- **Monitoring indicators:** *Number and structure of scientific grants, amount of funds raised, types and quality of results as per requirements of current methodologies.*
- **Funding sources:** *Public sources (budgetary and grant funds), non-public sources (contractual research).*
- **Responsible:** *Faculty and University management.*
- **Effect of meeting the target:** *Stabilisation of the University's research profile.*

o P2/DC1-2 Research-oriented UHK faculties

- **Current status:** *At present, science and research are pursued by all the University components. For example, FIM has its Centre for Primary and Applied Research, PdF has its Centre for Pedagogical Research, and ÚSP has set up its Centre for Support to Science and Research, which will profile itself primarily in the area of social work and social policy. The components plan collaboration on selected research topics and development of multidisciplinary research.*
- **Processes for the target achievement:** *Create conditions for and inspect the implementation and stabilisation of the research activities (HR structure, infrastructure, finance). Gradually change the UHK employee structure so that at least one fifth of them specialise exclusively or at least mostly on the scholarly and research activities. The process will result in establishment of at least one research faculty at the UHK.*
- **Deadline:** *2020.*
- **Monitoring indicators:** *Stabilised research staff, existing research infrastructure, scientific projects funded by the CR and the EU.*
- **Funding sources:** *Public sources (budgetary and grant funds), non-public sources (contractual research).*
- **Responsible:** *Faculty and University management.*
- **Effect of meeting the target:** *Existence of research-oriented components, UHK position as an important university in research of selected areas.*

o P2/DC1-3 Excellence in scientific results

- **Current status:** *Unsatisfactory and uneven both among the science disciplines and among the UHK components.*
- **Processes for the target achievement:** *The prerequisite for a change is the quality of researchers, building of teams of excellence, creation of conditions for their work, achievements in selected scholarly and research activities competitive at the national and international level. By 2020, create a state where each component successfully solves important scientific grants from both domestic and international grant agencies. Popularise research done at the UHK and its results. Also approach researchers outside the UHK, internationalise research, obtain strategic partners willing to cooperate, create and improve the conditions (infrastructure), evaluate the existing and expected*

results while respecting the discipline-specific issues, requirements of both current and under development methodologies when evaluating the results. Strengthen the quality of research agendas and support processes in involvement in projects, communication with providers, etc.

- **Deadline:** *2020.*
- **Monitoring indicators:** *Types and quality of obtained research grants, types and quality of results, international response, etc.*
- **Sources:** *Public budget and national and international grant sources, non-public sources, notably subsidies for IV, SV, K quality indicator and their modifications in future.*
- **Responsible:** *Faculty and University management.*
- **Effect of meeting the target:** *UHK position as an important university in research into selected areas.*

  o P2/DC1-4 Collaboration with the application sphere
  - **Current status:** *Cooperation with the application sphere is developed gradually, e.g., innovation vouchers, consistent cooperation with CTBT (legal and process issues), cooperation with authorities in CIRI region, Chamber of Commerce, IT cluster, etc., cooperation within NUTS2, grants in cooperation with industry.*
  - **Processes for the target achievement:** *Start cooperation with the industry and businesses in selected areas (notably in computer science, biomedicine). Promote cooperation with the public administration and the business sector (connection of the primary and applied research and experimental development). In accordance with the requirements in the region and monitoring of the state of the art, advance new research disciplines, have a positive influence on the region's development. Recruit strategic businesses and institutions for collaboration.*
  - **Deadline:** *2020.*
  - **Monitoring indicators:** *Amount of funds obtained from company sources (invoicing), number and types of applied results, TA ČR grants, etc.*
  - **Sources:** *Public and non-public research sources (business collaborations on research, co-financing of research).*
  - **Responsible:** *Faculty and University management.*
  - **Effect of meeting the target:** *UHK position as a major partner for the application sphere.*

- **P2/DC2 Specification or establishment of research teams on different research topics**

  Stabilisation of age structure of teams, assurance of auspices for teams by erudite experts, support to young researchers and their involvement in teams, support to doctoral students, creation of conditions for the research activity at the international level.

  o P2/DC2-1 Performance of the first-class research with an international scientific team
  - **Current status:** *Depends of the relatively short tradition of research teams in the projects implemented.*
  - **Processes for the target achievement:** *Open up the University research for excellent professionals from other universities and practice. Bring the first-class national and international expert scientists; use this channel as well to establish and stabilise the international research teams. Use the platform for*

establishing collaboration between institutions (faculties, universities) at the national and, most importantly, international level. At the international level, make use of strategic partnerships, JD/DD/MD, DP, scholarship programmes for mobilities support, etc. Identify and include in research teams major experts from the research institutions outside the UHK focusing on research topics solved at the UHK, involve them in the research teams and set up an adequate motivation system for their work at the UHK. Formulate specific tasks for them (grants, results) and secure the domestic authorship. Support creation of jobs for young scientists (e.g., post-docs) and employees from abroad. In connection with the demographic development, utilise the potential decreasing teaching load on the teaching staff to increase the performance in science and research. Change the UHK employee structure with a view to their significance so that at least one fifth of them specialise exclusively or at least mostly on the scholarly and research activities. Collaborate on solving the research tasks between the UHK components where possible.

- **Deadline:** *Continuous process of the status assessment, condition adjustment and team composition development. Overall by 2020.*
- **Monitoring indicators:** *Existence of teams and their results, proportion of individuals' teaching and research activity. Personalities acquired, team structure (nationality, age), strategic partners, joint programmes, funds raised, scientific grants, results.*
- **Sources:** *Budgetary and grant subsidies, Institutional support to DVKRO Specific university research, K, Erasmus+, IRP, OP VVV, etc.*
- **Responsible:** *Faculty and University management.*
- **Effect of meeting the target:** *Functioning research teams, excellence centres, database of experts and topics (see above), project proposals made. Gradual specification of tasks and improvement of the research team output quality on different research topics. The University does a first-class research with an international scientific team. Each component has at least one institution where members are a part of an international research team at a partner university abroad and are actively involved in its research task. Increased research activity of all academic staff.*

o P2/DC2-2 Increase the active involvement of students in research activity

- **Current status:** *Students are gradually involved in the scholarly and research activities of different institutions.*
- **Processes for the target achievement:** *Increase the active involvement of students, notably of the Master and doctoral programmes, in research activity. Implement the research activity in the form of prestigious scientific outcomes, increase the effectiveness of support to the student publication activity. In specific research, focus on the medium-term research projects lasting for 2 to 3 years (to enable better results obtained over longer periods), inform the students about the faculty evaluation system and needs for the scholarly and research activities. Increase the students' methodological knowledge, continuously monitor the students' needs in the area of involvement in the research activity. Use new accreditations for setting new standards. For doctoral students, set the evaluation of results as organic and necessary components of study requirements.*
- **Deadline:** *Continuously.*
- **Monitoring indicators:** *Results of the students' own scientific work, number and quality of results, quality of qualification work. Specifically: extent of involvement in projects, amount of funds, positive evaluation of projects,*

project evaluation in CEP, attendance at international conferences, number of quality scientific results, evaluation of results; sources: data from RIV and publication and citation index databases. Specific modifications will be necessary in light of new evaluation methodologies.

- **Funding sources:** *Bursary fund, subsidies for the Specific University Research, Institutional support to DVKRO, K, Erasmus+, IRP, OP VVV.*
- **Responsible:** *All academic staff.*
- **Effect of meeting the target:** *Better informed students involved in the scientific work and methodologically trained. Increased potential for forming a basis of applicants for doctoral programmes, improved quality of outcomes from all study levels, particularly the doctoral ones.*

o P2/DC2-3 Recruit for study excellent doctoral students from domestic universities outside the UHK and abroad

- **Current status:** *In 2014, there were 47% doctoral students in the first year who had done previous study at a different higher education institution (31 out of 66).*
- **Processes for the target achievement:** *Continue acquiring for the study excellent doctoral students from domestic universities outside the UHK and abroad (using, e.g., scholarship programmes for mobility support, creating work conditions, etc.). Make targeted promotion of doctoral programmes at the domestic and foreign universities. Expand the offer of doctoral programmes in English.*
- **Deadline:** *Continuously.*
- **Monitoring indicators:** *Structure of DP applicants and students, quality of results.*
- **Funding sources:** *Bursary fund, Faculty budget, IP VaV, Erasmus+.*
- **Responsible:** *All university staff, notably faculty management, DP guarantors, OR DP members.*
- **Effect of meeting the target:** *Improved quality of doctoral studies and their graduates.*

o P2/DC2-4 Increasing involvement of doctoral students in R&D

- **Current status:** *Students are involved in R&D as a standard.*
- **Processes for the target achievement:** *Use the accreditations for setting new standards. Specify the evaluation of results as a necessary part of the study requirements, increase and systemise work with supervisors. Motivate the students for involvement in R&D by way of internal evaluation (particularly high-quality results). Implement research internship abroad as a mandatory part of full-time DP.*
- **Deadline:** *Continuously.*
- **Monitoring indicators:** *Number and quality of results, quality of dissertations, number of dissertations published.*
- **Funding sources:** *Subsidies for the Specific University Research, OP, etc.*
- **Responsible:** *Faculty and University management.*
- **Effect of meeting the target:** *Improved quality of the UHK and components' research profiles, improved quality of DP results, improved quality of R&D results, building of the staff basis for filling job positions at the UHK.*

P3: Internationalisation – an international dimension

- **P3/DC1 International collaboration in teaching**

- o P3/DC1-1 Achieving the balance of outgoing and incoming mobilities
  - *Current status: Significant imbalance between the number of incoming and outgoing students in some components, imbalance of the number of outgoing students among the components. Need to increase the number of students involved in the mobility programmes (notably incoming).*
  - *Processes for the target achievement: In the area of imbalance between the outgoings and incomings: assessment and reflection of good examples (of balanced bilateral contact) and their applicability to cases of imbalanced bilateral contacts. Use the experience of implementation of Erasmus+ (and its predecessors) and other exchange programmes, personal consultations with the representatives of schools with imbalanced contact; formulate supporting measures, targeted popularisation of the education offer for potential incoming students. Take more into consideration the quality of the partner university and destination prospects. Intensify the development of non-European mobilities.*
  - *Deadline: 2019.*
  - *Monitoring indicators: Trends of incoming and outgoing students in each individual year (based on the data for the UHK Annual Report and component annual reports).*
  - *Sources: Erasmus+, MŠMT contribution, bursary fund, IRP.*
  - *Responsible: Component Vice-Deans for International Relations, Vice-Rector for External Relations.*
  - *Effect of meeting the target: Reinforced and consolidated bilateral contact (starting point for clear and long-term prospects); seeking and strengthening of strategic partnerships; greater number of outgoing and incoming students.*

- o P3/DC1-2 Acquisition of joint degree, double degree and multiple degree programmes
  - *Current status: In recent years, several dozens of FIM students completed their study programmes at British and Dutch universities. At present, there is no UHK study programme/discipline in form of a complete double degree/joint degree.*
  - *Processes for the target achievement: Workshop for vice-deans for study and international affairs aimed at the exchange of experience among the components and discussion of conceptual and organisational aspects of the international instruction module; create at least one international instruction module and start its pilot verification.*
  - *Deadline: 2020.*
  - *Monitoring indicators: Agreement with the partner universities on future implementation of said programmes; the number of JD, DD, MD programmes as the case may be.*
  - *Sources: IRP, MŠMT contribution, Erasmus+.*
  - *Responsible: Component Vice-Deans for Study and Vice-Deans for International Affairs.*
  - *Effect of meeting the target: Systematic long-term international collaboration with strategic and reliable partners willing to cooperate on teaching as a launch for higher internationalisation of instruction and research and cooperation on projects and formation of joint research teams; secondary effect for the K coefficient.*

- o P3/DC1-3 Internationalisation of doctoral study programmes
  - *Current status: Mobility is not a study requirement for all DP students. Study visits abroad are frequently included in doctoral programmes, but are*

implemented by medium-term internships partially only; shorter study visits are used in other cases.

- **Processes for the target achievement:** *Map the concept and extent of stays abroad in each UHK doctoral programme, add an internship abroad to the curriculum with each re-accreditation of the existing DP or accreditation of a new DP (with parameters permitting effective continuation of the graduates' careers after the study; at present, the recommendation is a half-year of continuous internship, which permits e.g., to apply for junior grants from GACR, etc.).*
- **Deadline:** *Implementation for all new accreditations and for all DPs by 2017.*
- **Monitoring indicators:** *The number of students having done a foreign internship of corresponding parameters (semester study/research residence), numbers of contractual partners in DP collaboration, number of DP students graduating from a university abroad.*
- **Sources:** *MŠMT contribution, MŠMT subsidy, Erasmus+.*
- **Responsible:** *DP guarantors, Vice-Deans, Vice-Rectors.*
- **Effect of meeting the target:** *Strengthened international nature of the UHK, effect on the number of junior projects, etc.*

o P3/DC1-4 Creation of favourable conditions for foreigners working and studying at UHK

- **Current status:** *Since 2006, the University has opened a collaborating point of the Czech Centre for Mobility as a part of an AV ČR project and a European ERA-MORE project; collaboration is also offered by the ESN Buddy System HK and various private entities.*
- **Processes for the target achievement:** *Development of the UHK academics' and office workers' language skills, preparation and functioning of the administration, standards and study information system in English. Further detailing and specification of processes, study of existing models of support to foreign employees at different Czech universities, including the sources of funding and state regulations in this area; a workshop for the representatives of components, the Bursar and the head of the HR department focused on designing a University-wide programme of support to foreign employees; application of experience from ČCM, ESN Buddy System HK, etc.*
- **Deadline:** *Continuously (study of models and workshop by the end of 2016, specification of processes in the course of 2017).*
- **Monitoring indicators:** *Number of employees-foreigners in teaching and research, number of foreign doctoral students.*
- **Sources:** *Erasmus+ and EU projects, IRP.*
- **Responsible:** *Vice-Rector, Vice-Deans and other UHK staff, UHK Halls of Residence Manager, Head of OMO, etc.).*
- **Effect of meeting the target:** *Strengthened international nature of the UHK; potential for international scientific cooperation in research and instruction.*

o P3/DC1-5 Targeted acquisition of paying foreign students

- **Current status:** *In recent years, the UHK had few self-paying foreign students, most of which were concentrated in one faculty. In 2011, there were 20 self-paying students at the UHK (16 Bc., 3 Mgr., 1 Ph.D.); there were 14 in 2012 (8 Bc., 4 Mgr., 2 Ph.D.), and 5 in 2013 (1 Bc., 2 Mgr., 2 Ph.D.). They all studied at the FIM UHK; there were 7 self-paying students in 2014 (3 Bc., 2 Mgr. 2 Ph.D.), all at the FIM UHK.*
- **Processes for the target achievement:** *Make systematic use of teachers'*

contacts and use all available methods of promotion of the UHK – Internet, education trade fairs, promotional publications, use of projects, contractual contacts, suitable offers of other entities and institutions (MŠMT, MZV, embassies, DZS, etc.). Continuous expansion of offer of programmes taught in English. Cooperate with other universities on recruiting paying students, particularly within NUTS II, with faculties in the city and, as the case may be, with the city itself, and make use of expanding contacts in the non-European areas for recruiting paying students. It is necessary to innovate the structure and profile of the accredited programmes at the UHK in order to maintain and increase their attractiveness for potential foreign students.

- **Deadline:** *Continuously; increase efforts for accreditation of new programmes taught in foreign languages at each component. Active promotion of foreign-language courses at the UHK abroad every year. Significant increase in the number of paying foreign students at each component by 2018.*
- **Monitoring indicators:** *The number of foreign students, the number of the Bachelor's and Master's programmes accredited in English.*
- **Sources:** *IRP, CRP and MŠMT contribution, gradually self-paying/foreign students as a source.*
- **Responsible:** *Vice-Rector, Vice-Deans for Study and International Relations.*
- **Effect of meeting the target:** *Strengthened internationalisation of the University, financial revenue from the payers.*

- **P3/DC2 International scientific collaboration in teaching**
  - P3/DC2-1 Involve in international research teams at quality foreign universities and reinforce awareness about the UHK as a university with advanced research activity
    - **Current status:** *There is certain experience in the area of scientific collaboration in research leading to quality publication results, which have to be developed.*
    - **Processes for the target achievement:** *Map and make strategic assessment of current status of the UHK institutional involvement in international research teams; popularize residences, collaboration results, e.g. a workshop for these employees for exchange of experience with the vice-deans for science and vice-deans for international affairs; motivate institutions for involvement in the teams. The target is at least one institution within each UHK component (its employees) being part of an international research team and existence of conditions or acquisition of funds to support the return of quality Czech scientists from abroad to the UHK.*
    - **Deadline:** *By 2018.*
    - **Monitoring indicators:** *The number of institutions (departments) where employees are members of an international team. Results of this collaboration: RIV, RUV or current methodology, quality of results, domestic authorship, etc.*
    - **Sources:** *CR and EU projects and contractual research, projects under grant agencies of various countries and groups of countries, university associations, etc., e.g., the Visegrad fund, the Czech-Norwegian Research Programme.*
    - **Responsible:** *Vice-Deans for Science and Vice-Deans for International Affairs.*
    - **Effect of meeting the target:** *Starting point for establishment/stabilisation of an international research team directly at a UHK component, projects, results.*
  - P3/DC2-2 Establishment of international teams at the UHK
    - **Current status:** *So far only initial experience of the UHK experts' involvement*

in international teams and research projects.

- **Processes for the target achievement:** *Formulate strategic research topics for all the University components and a small number of excellent research directions (using performance of strategic goals of the chapter on research and existing partnership with foreign universities); establishment of research teams (core of the team made of the UHK employees around a respected personality in the given discipline of research) for solving research topics and approaching collaborators from foreign universities (partner ones and later others as well).*
- **Monitoring indicators:** *Existence of international research teams.*
- **Sources:** *IP, CR and EU scientific projects, OP VVV.*
- **Responsible:** *Vice-Rector, Vice-Deans.*
- **Effect of meeting the target:** *The target status will be a starting point for the research nature of the UHK components and a source of the future first-class international research.*

P4: Infrastructure and human resources

- **P4/DC1 Continuing construction at Na Soutoku**
  - P4/DC1-1 Successful commissioning of a new building at Na Soutoku for the Faculty of Science and Faculty of Education
    - **Current status:** *At present, both PřF and PdF UHK work in unsatisfactory premises, particularly in terms of conditions for laboratory work and scientific development. For this reason, the University has prepared the construction of a third building at Na Soutoku in recent years.*
    - **Processes for the target achievement:** *Expected commissioning of the building in 2017, when all the institutions of the Faculty of Science along with one department of the Faculty of Education will move into the new spaces.*
    - **Deadline:** *2017.*
    - **Monitoring indicators:** *The outcome will be a completed and operable building for the University's natural science and technical disciplines.*
    - **Sources:** *Funding will be from the state budget under the programme funding along with the utilisation of own resources.*
    - **Responsible:** *The University's construction investment projects are managed by the Rectorate, specifically by the Investment Department of the Bursar's Office.*
    - **Effect of meeting the target:** *Consolidation of the University's natural science disciplines (pursued primarily by the PřF) in a single high-quality and adequately equipped building. Vacating of existing capacities will enable their use by other institutions (or reduction of the leased space) and sale of the unused building, currently housing the PřF UHK Dean's Office.*
  - P4/DC1-2 Continuing development of the Na Soutoku campus by constructing a sports facility
    - **Current status:** *The University has an unsatisfactory facility in which its Faculties teach physical activities and perform the related research activities. Moreover, the existing building dedicated to physical activities is located on a plot owned by someone else, who plans different development on it. For that reason, the University (its Investment Department of the Bursar's Office) is planning construction of a physical activity centre at Na Soutoku.*
    - **Processes for the target achievement:** *The University has an agreement with all the public higher education institutions in Hradec Králové, Hradec*

Králové Municipal Authority and KHK on joint use of the building for community activities. In cooperation with the architectural studio, it is dealing with the conceptual issues for the territory so that, once resolved successfully, they can be followed by the first stage of cooperation consisting of making changes to the project documentation for issuance of the zoning decision. At the same time, intensively map options for subsidy sources (primarily the European ones) for funding the next stages, complete the next stages of documentation and complete the implementation.

- **Deadline:** *2020 and beyond.*
- **Monitoring indicators:** *The outcome will be a completed and operating facility of the physical activity centre.*
- **Sources:** *The development is financed from own sources and IRP funds; the University intends to pay the implementation from the subsidy programme with partial co-financing.*
- **Responsible:** *Rector's Office, specifically its Investment Department of the Bursar's Office.*
- **Effect of meeting the target:** *Physical activities and their research centralised in a single building with adequate facilities and equipment.*

   o P4/DC1-3 Completion of the project planning for the Building D at Na Soutoku

- **Current status:** *The University has a valid building permit for a building for the University's humanity disciplines to be used by the PdF UHK. The planning and subsequent construction of this building will be the logical continuation after commissioning the natural science building. It will allow the University and the Faculty to move selected humanity disciplines to better conditions and consolidate disciplines in the common circle in a single building.*
- **Processes for the target achievement:** *In cooperation with the architectural studio, the University will develop updated project documentation to get the building permit and develop further stages of the project documentation so that the construction impementation follows smoothly.*
- **Deadline:** *2020 and beyond.*
- **Monitoring indicators:** *The outcome of this stage will be the handover of the project documentation.*
- **Responsible:** *The investment project planning is assured by the Investment Department of the Bursar's Office.*
- **Sources:** *Project planning will be funded from IRP and the school's own sources.*
- **Effect of meeting the target:** *Consolidation of the University's humanity disciplines (pursued primarily by the PdF) in a single high-quality and adequately equipped building.*

- **P4/DC2 Refurbishment of buildings owned by the University**

   o P4/DC2-1 Project design and execution of the interior refurbishment of historical buildings in the Svobody square

- **Current status:** *Currently the University is refurbishing the outer envelope of both its historical buildings and will complete it in 2016.*
- **Processes for the target achievement:** *In the context of implementation and planning of further construction projects under SC4/P1, plan the necessary overhaul and refurbishment of interiors of both buildings in the Svobody square. The refurbishment will react on the relocations made in the respective period as a consequence of completion of the PřF UHK building at Na Soutoku.*

- **Deadline:** *2020.*
- **Monitoring indicators:** *The outcome will be refurbished spaces of the University's two historical buildings.*
- **Sources:** *The project planning will be financed from the IRP and the University's own sources; the implementation as such will be financed from the programme funding from the state budget.*
- **Responsible:** *The investment project is managed by the Investment Department of the Bursar's Office.*
- **Effect of meeting the target:** *Buildings B and C with modern design and environment which will allow efficient and pleasant creative activity for the PdF and FF UHK students.*

- o P4/DC2-2 Upgrading of workplaces and laboratories for science and research activities across the components
    - **Current status:** *The situation of the different components is relatively varied, notably in dependence on the age of the building in which the component is located, and on other investments made in the instrumentation and other laboratory equipment.*
    - **Processes for the target achievement:** *In the context of other strategic objectives, the University will gradually upgrade its laboratories to be able to apply for current scientific grants and projects, making it competitive with its premises.*
    - **Deadline:** *Continuously until 2020.*
    - **Monitoring indicators:** *Quality of instrumentation and the number of scientific projects solved using the instrumentation.*
    - **Sources:** *To be financed from IRP and own sources, and from specialised subsidies (including EU) as the case may be.*
    - **Responsible:** *Activities under this priority will be implemented with a significant contribution of the users and the Technical Operating Unit, and will be done continuously.*
    - **Effect of meeting the target:** *Modern equipment for laboratories and other rooms intended for scientific research.*

- o P4/DC2-3 Partial repairs based on the condition of buildings owned by the University
    - **Current status:** *The key strategic priorities are stated in the strategic objectives and priorities SC4/P1 and SC4/P2. As needed and permitted by the structural technical condition of buildings, maintain good condition of other spaces so that they can perform their respective roles. This applies to the Building A in the near future.*
    - **Processes for the target achievement:** *The University will do continuous refurbishment of sections of buildings, their structures or spaces.*
    - **Deadline:** *Continuously until 2020.*
    - **Monitoring indicators:** *Repair costs.*
    - **Sources:** *To be funded from the IRP, EU subsidies and own sources.*
    - **Responsible:** *These interventions will be backed by the Technical Operating Unit and the Investment Department depending on the nature of works.*
    - **Effect of meeting the target:** *Modern and structurally appropriate environment for study and work.*

- **P4/DC3 Further education for the University employees and human resources**
    - o P4/DC3-1 Improving the quality of scientific and academic staff

- **Current status:** *The staffing of the education process is gradually improving, certain shortcomings include the relatively low number of associate professors and professors, the staff age structure and the relatively low number of the scientific and research staff. Particularly based on the ongoing decrease in funded students and the pressure on scientific activity, the structure and overall number of the academic staff will change adequately.*
- **Processes for the target achievement:** *Increase the number of associate professors and professors. Improvement of the situation can be expected in the coming years in connection with the advent of a new generation of doctoral graduates and habilitation procedures. The basic staff structure will thus undergo a qualitative transformation. There is an ongoing emphasis on employing high-quality staff with sufficient scientific performance. There is continuing support to the habilitation and professorship proceedings for the UHK academic staff, and the age structure in all categories of the academic staff is improving in the long run. Improve the conditions for the work of the scientific and academic staff, including the knowledge of foreign languages in order to promote the University internationalisation. Maintain the UHK supply in the area of soft skills improvement. Continue support to opening of job opportunities for graduates from other universities and foreign experts, greater involvement of the UHK academic staff as a part of the University internationalisation.*
- **Deadline:** *Continuously.*
- **Monitoring indicators:** *The number of professors, associate professors and assistant professors, transformation of the academic staff age structure, the number of foreign-language courses offered.*
- **Sources:** *MŠMT, R&D and OP VVV.*
- **Responsible:** *The UHK and Faculty management.*
- **Effect of meeting the target:** *Assured re/accreditability of new and existing courses, improved quality of the professional academic structure and scientific production, increased share in the UHK internationalisation.*

- P4/DC3-2 Improving the quality of non-academic employees
  - **Current status:** *Human potential of office employees is stabilised in numbers and sufficiently professionally developed; it is stable in terms of fluctuation. Certain shortcomings include low language skills as well as soft skills.*
  - **Processes for the target achievement:** *Support further education courses for employees to increase their competencies.*
  - **Deadline:** *Continuously.*
  - **Monitoring indicators:** *The number of participants of further training courses, language courses, courses on soft skills, IT, etc.*
  - **Sources:** *The financial costs will be covered with priority from the EU funds (notably OP VVV).*
  - **Responsible:** *The UHK managers at all levels in close cooperation with the HR and Payroll Department and responsible employees of the individual components.*
  - **Effect of meeting the target:** *Improved quality and efficiency of the non-academic staff work.*

- **P4/DC4 Support to the development and innovation in the area of supporting processes**
  - P4/DC4-1 Support to the main university processes including IT provision and computerization

- **Current status:** *The University's basic mission is the high-quality scientific and educational activity. In order for the said priorities to work, the University provides numerous supporting activities in a centralised form under the Rectorate and university-wide units (economic and HR agenda, investment construction, facility management, hall of residence, publishing activities, university library, etc.) or at the Faculty level (mobility organisation, etc.). Since the University has to be seen as a mid-sized economic entity, it needs internal and legal codification of certain rules, supplemented where appropriate with software support or computerized.*
- **Processes for the target achievement:** *Continue providing high-quality supporting services to the main university priorities, adding SW or computerization where appropriate.*
- **Deadline:** *Continuously.*
- **Monitoring indicators:** *Functioning support processes.*
- **Sources:** *Own sources, IRP/CRP.*
- **Responsible:** *Rectorate units in cooperation with CIT.*
- **Effect of meeting the target:** *Improved support processes for better University scientific and educational activity.*

o **P4/DC4-2 Development of information and communication technology and provision of adequate instrumentation (hardware)**
- **Current status:** *Both the information and communication infrastructure and the end users' equipment constantly become obsolete both morally and technically, entailing increased requirements for the sustainability of IT services and their development. The University continuously has to react on the gradual informatisation of its processes and the whole society.*
- **Processes for the target achievement:** *After the ICT centralisation process completion, the priority for the coming period is the project of a generation change of the server and network sections of the information and communication technology, consolidation and optimisation of the UHK data centres. As a part of software development, emphasise development of IS/STAG functionalities and solve the key and current problems of the study agenda records as well as the development of other agendas and SW tools. Implement development activities in the area of security and ICT development to support more efficient school management, computerization and process standardisation. The essential factor in the area of teaching support is the integration of modern ICT in the instruction process to ensure the growing education and higher expertise of graduates with an emphasis on LMS. Implementation of internal invoicing and quality inspection systems at the UHK. Continuous creation of conditions for continual upgrading of end devices.*
- **Deadline:** *Continuously.*
- **Monitoring indicators:** *Continuous renewal of IT equipment and development of IT services.*
- **Sources:** *To be funded from IRP and CRP resources, ESF grant money and own sources.*
- **Responsible**: *CIT UHK and respective Vice-Rector.*
- **Effects of meeting the target:** *Efficient use of the information and communication technology, optimisation of operating costs and assurance of high-quality and secure services and stable environment, significantly contributing to the University's competitiveness on the education market.*

P5: Third role of the UHK, connection with practice

- **P5/DC1 Employability of graduates on the labour market**
    - ***Current status:*** *Currently, the graduates' market applicability is monitored by means of data published by the MPSV, paying attention to unemployed graduates within two years of study completion. However, academic disciplines are aggregated under the MPSV methodology which is inappropriate for a more detailed analysis; at the same time, the data published by the MPSV and the Czech Statistical Office differ. There is no mapping whether the graduates advance in their professional careers in their disciplines or outside them. The UHK gradually develops a strategy of support to the graduate employment. Research performed with the graduates is planned (approx. six months after graduation).*
    - ***Processes for the target achievement:*** *Make a complete revision of the graduate applicability plan and profile in all components for the Bachelor's and Master's programmes. Adjust the structure so that is permits better meeting of practical requirements in accordance with SC1/P1-1 and SC1/P1-5. At the same time, complete and deepen the analysis and identification of requirements of clients. Make a comprehensive analysis of the UHK graduate unemployment and deduce conclusions.*
    - ***Deadline:*** *2020, annual unemployment analyses.*
    - ***Monitoring indicators:*** *The number of unemployed by disciplines, the number of graduates approached in unemployment surveys, the number of periodic surveys implemented.*
    - ***Sources:*** *To be funded from IRP and CRP resources, ESF grant money and own sources.*
    - ***Responsible:*** *Vice-Rector for Strategy and Development in cooperation with the UHK and component management, PC UHK.*
    - ***Effect of meeting the target:*** *Comprehensive overview of the graduate market applicability across the University as a source of information for prospective students and students, orientation of Counselling and Career Centre activity towards support to students of disciplines with difficult finding a job, development of programmes in accordance with the labour market trends and needs, including approaching potential employers.*

- **P5/DC2 PR, promotion and communication**
    - P5/DC2-1 Building and reinforcing the University brand in the region, country and abroad
        - ***Current status:*** *The UHK has a major modern and unchangeable visual identity matching its structure and characteristics, making it possible to build the corporate identity in all communication. The visual style can be considered well-established and accepted.*
            - *At the level of communication with the media, the situation is satisfactory, there is a network of press release clients, the University has stable presentation in the media. The presentation of activities of different components is uneven in terms of frequency of initiatives and communications.*
            - *The University is present in the public domain by a system of partnerships with numerous municipal and regional institutions, cooperation with businesses and active participation in numerous public events. The degree of the UHK impact is adequate to its capacity and power.*

- o *The UHK does not have a unified system for working with social media and its own web portal. In the case of social media, some components have undersized staff; in the case of the web portal, there are conflict ideas about of its functioning and management system.*
  - ▪ ***Processes for the target achievement:*** *Communication and promotion have to be integrated in the basic activity system as one of the priorities. Compile (with experts in the field) a communication policy for the University and its components. Comply with the strategy at least for the medium term and assign responsible persons with adequate powers for its implementation. Moreover, create a profiled network of collaborators with a clearly defined work mission. Reinforce the position of the University as a cultural, educational and sports centre of the region by means of activities and events that appeal to the general public besides graduates. Gradually increase the share of the UHK's spontaneous presence in the media and publicity due weight of topics and scope of its activities compared to paid advertising, classified ads and PR texts.*
  - ▪ ***Deadline:*** *Permanent.*
  - ▪ ***Monitoring indicators:*** *Media monitoring, continuous documentation of activities in the other areas.*
  - ▪ ***Responsible:*** *Chancellor and PR partners of the components.*
  - ▪ ***Funding sources:*** *IPR, component budgets.*
  - ▪ ***Effect of meeting the target:*** *The UHK will be a visible university with a clear countenance and content, perceived not only by persons and institutions associated with the University in its various activities but by the general public as well. Based on a system of communication, promotion and awareness raising about the University, the UHK will penetrate the public domain more strongly. The UHK's position in science and the international context will become more highlighted in coordination with guarantors in the area of study and research internationalisation.*
- o P5/DC2-2 Communicating the University's research potential and scientific results towards the general public
  - ▪ ***Current status:*** *In this area, the UHK is an underdeveloped institution at the present; communication on science and innovation potential is not among activities pursued automatically. In spite of several positive examples (such as the Prehistoric Archaeopark in Všestary), many of the employees still regard popularisation of science as unnecessary.*
  - ▪ ***Processes for the target achievement:*** *Include communication on science in the University's basic activity system as one of the areas of performing the third role of higher education institutions and promotion. Cooperation of respective PR employees with the academic staff and researchers, their training in the area of communication skills for expert topics and engaging their trust and convincing them about the importance of these activities. With the active help and support of all employees, seek for cardinal topics, make full-time PR employees offer active scientific staff help "transmitting" their research topics into a media-attractive format and use the University's usual communication tools to offer them to the public, media and collaborating institutions (schools, companies).*
  - ▪ ***Deadline:*** *Continuously.*
  - ▪ ***Monitoring indicators:*** *Media monitoring (reports, articles) and other forms of documentation of public activity (authors' reading, popularisation lectures, talk shows, Science Nights).*

- - *Responsible: Chancellor and PR partners of components.*
  - *Funding sources: IRP, MŠMT contribution.*
  - *Effect of meeting the target: Presentation of the UHK as a public higher education institution contributing to the knowledge of the world and improvement to life, meaningfully handling the public funds, and as a school necessary and indispensable for the community. Internally, there will be a change in the school's working climate. Building of an image of the UHK as a beneficial and creative institution with a high know-how potential.*

  - P5/DC2-3 Communicating the UHK study and educational potential in order to maintain interest in study, produce realistic expectations among applicants and support their decision-making about the appropriate academic discipline
    - *Current status: The area of communication with the applicants for study is the most advanced. The task for the Rectorate is to develop the area of the UHK brand (see above); the components have the task to communicate the study and education potential; most of the comopnents have very good results in this area and are currently testing further innovative approaches. A common area is the care for the graduates, which still cannot be regarded as satisfactory at the UHK.*
    - *Processes for the target achievement: Emphasise transition from simple advertising support to targeted awareness raising, popularisation of programmes among students and pupils and popularisation of scientific disciplines in close contact with different specialised institutions and their prominent expert personalities. In the area of the graduate management, make the components do regular activity (with Rectorate support) in arranging and organising the University-wide events such as the University Day – meetings of graduates and friends. Periodically evaluate the efficiency of traditional PR methods (press, own events, participation in exhibitions and trade fairs, etc.) and apply the findings to increase the effectiveness of the funds spent.*
    - *Deadline: Continuously.*
    - *Monitoring indicators: Graduates by the number of active members of graduate clubs, students by trends of interest in studying, rate of admission to the first years and study success rate.*
    - *Responsible: Chancellor and PR partners of the individual components.*
    - *Funding sources: IRP, component budgets, targeted projects, promisingly donations and sponsorship contributions from successful graduates and employers.*
    - *Effect of meeting the target: Ability to continue choosing promising and well-prepared students with a bond to the UHK surviving their graduation and providing preconditions for spreading the positive awareness across generations.*

- **P5/DC3 Subsidies from the EU**

  - P5/DC3-1 Increasing the subsidy potential from the Czech Operational Programmes, particularly the MŠMT Research, Development and Education Operational Programme (OP VVV)
    - *Current status: In the area of subsidies, projects responding to the regional and MŠMT calls are being implemented and completed. Adequate procedures for the UHK involvement in the next programming period 2014+ are being developed. The UHK is represented in working groups for development of regional action plans and development of ITI strategy of the respective urban*

area, and involved in planning of big projects, actively seeking for suitable partners from various spheres (academia, business, education, private, etc.).

- **Processes for the target achievement:** *Active involvement in drafting and development of strategic plans for the region and the Hradec Králové-Pardubice agglomeration ITI. Preparation of appropriate areas and topics in accordance with the Operational Programmes, CR strategies, applicable ministries (primarily MŠMT), Hradec Králové Region and Hradec Králové-Pardubice Urban Area ITI. Respond to calls under the Operational Programmes in line with the University's priorities. In OP VVV, focus on PO1: Strengthening Capacities for High-Quality Research, and PO2: Development of Higher Education Institutions and Human Resources for Research and Development. At the same time, strive for projects under the other priority areas, such as PO3: Equal Access to Quality Preschool, Primary and Secondary Education, as well as PO4 (e.g., improvement of instruction for the future and beginner teaching professionals – develop grant projects aiming at improving the instruction for the future teaching professionals and their easier adaptation at work in cooperation with schools as employers, etc.). Results of interventions at the level of each school training teachers: Development of a university assessment and quality management system. Increasing competencies of the future teaching staff. Establishment of networks of faculties and other education institutions and organisations for development and implementation of education programmes. Cooperation of education organisations in the implementation of cross-section topics in teaching/study.*
- **Deadline:** *Continuously.*
- **Monitoring indicators:** *As per the specific tasks of the respective Operational Programmes.*
- **Responsible:** *UHK Project Office and components.*
- **Funding sources:** *Respective Operational Programmes, co-financing as the case may be.*
- **Effect of meeting the target:** *Support to the UHK development activities with a link to needs of practice, region, ITI, CR.*

Annex 2: List of abbreviations used

AIESEC – International Association of Students
CAS – Czech Academy of Sciences
CIRI – Regional Development Agency of the Hradec Králové Region
CIT UHK – UHK Centre for Information Technology
CRP – Centralised Development Plan
CTBT – Centre for Transfer of Biomedical Technologies
DC – sub-goal (UHK)
DP – Doctoral programme
DZS – International Service House
ESF – European Social Fund
ESN – Erasmus Student Network
EU – European Union
FF – Philosophical Faculty
FIM – Faculty of Informatics and Management
GAČR – Czech Science Foundation
ICT – Information and communication technologies
IRP – Institutional Development Plan
IS/STAG – Information System on Study Agenda
IT – Information technology
ITI – Integrated territorial investment
IT cluster – association focused on information and communications technology
KHK – Hradec Králové Region
LMS – Learning Management System
NUTS2 – Cohesion Region / Territorial Unit
OP VaVpI (OP VVI) – Operational Programme Research and Development for Innovation
OP VpK (OP VK) – Operational Programme Education for Competitiveness
OP VVV – Operational Programme Research, Development and Education
P – Priority (UHK)
PO – Priority area
PC UHK – UHK Advisory Centre
PdF – Faculty of Education
PR – Public Relations
PřF – Faculty of Science
RIV – Result Information Index
RUV – Register of artistic works
TAČR – Technological Agency of the Czech Republic
UHK – University of Hradec Králové
ÚSP– Social Care Institute