

**Plan of Implementation of the Long-Term
Objectives of Educational and Scientific,
Research, Development and Innovation,
Artistic and Other Creative Activities at the
UHK in 2020**

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1 Introduction

The document Plan of Implementation of the Long-Term Objectives of Educational and Scientific, Research, Development and Innovation, Artistic and Other Creative Activities at the UHK in 2020 (hereinafter, the LTO UHK Plan of LTO Implementation 2020") developed by the University of Hradec Králové (hereinafter, the UHK) is an integral component of the UHK strategic management. Its main mission is to specify the long-term priorities and objectives set. It is based primarily on the assessment of performance of objectives of the UHK Long-Term Objectives for the period 2016-2020 (hereinafter, the UHK LTO). Moreover, the LTO UHK Plan of LTO Implementation 2020 is based on the Long-Term Objectives of Educational and Scientific, Research, Development and Innovation, Artistic and Other Creative Activities of Higher Education Institutions for the period 2016-2020 and their Plan of Implementation in 2020, including the specified recommendations, with the aim of active preparation for assessment according to the Methodology for Evaluating Research Organisations and Evaluating Dedicated Research, Development and Innovation Support Programmes (hereinafter, the "Methodology 17+") of the MŠMT ČR.

In terms of its contents, the LTO UHK Plan of LTO Implementation 2020 follows the MŠMT instructions sent on 21 May 2019 and includes the key tasks and priorities in terms of institutional development in 2020 as well as the required three Annexes to the Implementation Plan (the Outline of the Plan of Higher Education Institutions Investment Activity in 2020, the Medium-Term Plan for National and International Surveys of Higher Education Institution Students and Graduates, and the Research Activity Framework).

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.

The priorities of the LTO UHK Plan of LTO Implementation 2020 are in accordance with the MŠMT Long-Term Plan with a focus on relevance, effectiveness and availability.

The goals set for 2020 will be implemented, to a significant degree, with support from own sources, Operational Programmes (notably OP VVV), GAČR and TAČR projects, departmental projects under different ministries, centralised development projects and the UHK Institutional Plan for 2019-2020.

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 study courses 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.

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. 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.

2 Plan of Implementation of the Long-Term Objectives at the UHK in 2020

2.1 Priority 1: Education (P1)

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

- P1/DC1-1 Developing the structure of study programmes
 - **Current status:** *The University is continuing the process of accreditation of study programmes; the accreditations awarded allow to continue instruction in practically all disciplines provided so far. An application for institutional accreditation has been filed, but has been withdrawn. In the accreditation process, the UHK Faculties have striven for desirable development of the structure of study programmes; this process has not been completed and will continue in 2020.*
 - **Processes for the target achievement:** *Have new study programmes accredited and start instruction in them depending on Faculties' capacities; respond to practical requirements. In selected study programmes (e.g., Social Work, Non-Teaching Pedagogy in the area of education), strive for inclusion in the category of study programmes preparing for selected professions, which receive specific assistance outside the standard mechanism for redistribution of funds to universities.*
 - **Monitoring indicators:** *The number of successfully accredited study programmes.*
 - **Responsible:** *Deans, Vice-Deans for Study, Vice-Rector for Internal Affairs.*
- P1/DC1-2 Increasing influence of quality evaluation the on study programme structure and quality of instruction and study activity
 - **Current status:** *In connection with the preparation and process of the study programme accreditation, experience has been obtained of application of affected internal regulations, RVH activity and, most importantly, quality assessment of NAÚ study programmes. This enables more specific reflection of their quality in developing the study programme structure.*
 - **Processes for the target achievement:** *When planning the number of admitted candidates, reflect assessment of study programmes primarily in the accreditation process in addition to applicants' interest in the study programme (discipline) and practical requirements.*
 - **Monitoring indicators:** *Appropriate adjustment to the number of admitted applicants in Rector's Decree.*
 - **Responsible:** *Faculty Deans, Internal Assessment Board, Vice-Rector for Internal Affairs.*
- P1/DC1-3 Continuing study programme innovation process
 - **Current status:** *The UHK continues the ESD project "UHK Strategic Development" and the ERDF project "Infrastructure for UHK Strategic Development", under which study programmes are innovated. Besides the objectives arising under these projects, focus on the following areas of study programme innovation is necessary.*
 - **Processes for the target achievement:** *Reinforce the instruction of courses in basic academic skills, particularly subject focused on methodology and academic writing. Integrate the instruction of these subjects with professional subjects, expand their offer, increase the accessibility of existing ones across the University. Make use of professional events organised by the MŠMT, expert societies and*

institutions in order to share good practice and support to innovations in university instruction.

Make use of suggestions contained in conclusions of evaluation committees and reports under study programme accreditations for innovation of instruction contents and methods.

- **Monitoring indicators:** *Meeting of monitoring indicators of ESD and ERDF projects, participation in professional events focused on study programme innovation and implementation of new subjects.*
- **Responsible:** *Vice-Deans for Study, Deans, Vice-Rector for Internal Affairs, Vice-Rector for Strategy and Development.*

○ P1/DC1-4 Increasing permeability of study programmes

- **Current status:** *In the course of the accrediting process, undesirable duplications in teaching were largely eliminated, which is one of the factors that may lead to the need for greater study permeability among study programmes and faculties. To increase the study permeability, organisation of study in the different components requires coordination.*
- **Processes for the target achievement:** *Coordinate implementation of the university Study and Examination Rules in the faculties' organisational guidelines to enable maximum study permeability within and among faculties.
Based on the Framework for Qualification of Higher Education in the Czech Republic, which is grounded in so-called teaching results, develop a framework for qualification at the university level, thus creating further preconditions for accreditation of parts of study and subjects for greater permeability of study programmes.*
- **Monitoring indicators:** *The number of credits obtained by students outside the template study plan of their study programme, or at a different faculty.*
- **Responsible:** *Vice-Deans for Study, Deans, Vice-Rector for Internal Affairs.*

○ P1/DC1-5 Increasing the connection of study with the clients

- **Current status:** *The tendency of connecting study with practice and linking to the application sphere of all the study courses of the UHK has been still increasing at the Faculties and all the University. All the Faculties have boards for cooperation with practice, and suggestions from their meetings are an important stimulus for further development of study programmes and courses. The UHK Information, Counselling and Career Centre also deals with connecting the study with practice and the study courses with the application sphere at the University level. It also focuses on establishing contacts with regional and supraregional companies/organisations. Faculty and University-wide activity increases in connecting the UHK students with practice, mediating the contact between students and employers, e.g., offering practice-oriented workshops led by practical professionals, labour trade fairs, supporting student involvement in specific research projects, offering practical subjects (e.g., Business in Practice), supporting student projects and innovative student activities, e.g., cooperation with institutions offering start-up activities, etc. The ICC Centre tries to respond to current trends on the labour market and regularly monitors unemployment trends.*
- **Processes for the target achievement:** *Evaluate the content of the study continuously by means of Faculties' boards for cooperation with practice and other faculty contacts with the application sphere. Respond to current trends on the labour market, development of the graduates' application spheres and needs of regional and supraregional companies/organisations, and adjust study programmes to new specific needs on the labour market. Periodic meetings with labour market representatives at the faculty and university levels, organisation of professional meetings and labour trade*

fairs. Further connecting the study course contents with labour market requirements by expanding the network of potential employers developed by faculties and the career centre. Greater involvement and connection of the Career Centre activity with faculties and departments, leading to both meeting of requirements of the UHK components and satisfaction of needs of employers wanting to make use of direct connection to courses. Inclusion of practice in instruction as such by means of guest speakers invited to lectures, etc. Expansion of the offer of practice-oriented workshops led by practical professionals, labour trade fairs, support to student involvement in specific research projects and other practical projects, constant offer of practical subjects, support to student projects and innovative activities, support to improving students' entrepreneurial skills. The Career Centre will continue expanding the offer of practical workshops for students focused on current topics and introduction to work in different branches of business as well as current trends on the labour market, recruitment of new employees, etc. The Career Centre develops periodic unemployment analyses and will also deal, in the upcoming period, with surveys of our graduates' career paths. An original survey of graduates' applicability and professional training linked with an analysis of labour market needs is also planned. Results of all the surveys will be shared with faculties as further sources of information for the study programmes innovation.

- **Monitoring indicators:** Trends in the graduates' unemployment.
- **Responsible:** ICC Centre Manager, Deans.

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

- **Current status:** Where appropriate, study plans for study programmes include mandatory practical training or internships; students of other programmes can take them as part of optional subjects. The practical training in accredited professionally oriented study programmes is of the required extent. It remains desirable to expand opportunities for students to take practical training and internships and continue improving their quality and their organisation.
- **Processes for the target achievement:** Continue expanding the network of accredited institutions for practical training, faculty schools and other businesses and institutions that allow students to take practical training or internships. Optimise organisation, administration and funding of practical training and internships by means of electronisation of the agenda.
- **Monitoring indicators:** Percentage of students taking longer-term internship or practical training as part of their study.
- **Responsible:** Deans, Vice-Rector for Internal Affairs.

○ P1/DC1-7 Feedback from graduates active in practice

- **Current status:** The University continues expanding successfully its graduate programme. A web portal for the graduates has been launched and continues to be expanded and updated; the graduates can easily connect to the UHK through it. A network of graduates is being built, the graduates are approached newly; they are approached already when finishing their study and graduating (by means of social media, print and electronic promotion and personal approaching during graduation ceremonies). The final report on the nation-wide survey Graduate 2018 and the European survey Eurograduate will be available at the end of 2019; among other things, it examined graduates' satisfaction with their professional preparation during study. The survey will be the basis for the original survey by the UHK Career Centre.
- **Processes for the target achievement:** Further active establishment of relations between the University and its graduates, approaching of the graduates, promotion. Expansion of the graduate network to ensure acquisition of feedback. The network can then be used for periodic questioning about evaluation of study and preparation for

practice during study. Depending on the degree of financial support, the ICC Centre will work on its own original analysis of graduates' applicability, evaluation of quality and contents of the instruction, and degree of satisfaction with preparation for practice. Recommendations for study programme innovation will be based on the findings.

- **Monitoring indicators:** Establishment of active relationship with the graduates, the number of graduates registered in the programme.
- **Responsible:** Vice-Rector for Internal Affairs, Chancellor.

2.1.2 Lifelong education (P1/DC2)

○ P1/DC2-1 Advanced offer of LLE at the individual UHK components

- **Current status:** The offer of lifelong education is uneven across the Faculties, and the area is not sufficiently developed as yet; at the same time, it is not centrally managed and its potential remains unused.
- **Processes for the target achievement:** Make an analysis of the city's and region's needs in terms of LLE courses and develop (and promote) an adequate offer of all the UHK Faculties. Offer courses with variable time allocation and thematic focus (supported by good-quality organisational and technical background). Successfully implement an OP VVV project focused on lifelong education.
- **Monitoring indicators:** Implementation of an ESF project focused on potential for LLE development at the UHK, newly implemented LLE courses.
- **Responsible:** Vice-Rector for Internal Affairs, Vice-Rector for Strategy and Development, Deans.

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

- **Current status:** The UHK has constantly expanded its services for graduates for the second year in a row now, primarily by means of its graduate programme "UHK Graduate Club". The web portal through which graduates can connect with their alma mater is constantly being improved and updated. A network of graduates is being built and expanded by means of new approaching of graduates and approaching of graduates when finishing their study and graduating. Thanks to registration in the UHK Graduate Club and ownership of the Graduate Card, the graduates can use the University's constantly expanding services. e.g., go to interesting lectures, enter the library, get latest information on novelties, subscribe to the University newsletters, including invitations to events, and learn about possible uses of the career centre services.
- **Processes for the target achievement:** Continue building graduates' relationship with their alma mater, develop the offer of services for graduates: events for graduates, lectures, further education in disciplines, novelties in disciplines, breakfasts for graduates, graduates' meetings with students, graduate meetings on various occasions, e.g., social evenings or separate graduate reunions. Ability to approach certain groups of graduates directly with invitations to expert conferences and other events. Graduate involvement in the university events, such as the Night of Scientists. Establishment of mutually beneficial cooperation: building the UHK brand and ability to publicise the graduates' professional career and achievements, graduate involvement in lectures for students, ability to work at the UHK and pass on experience. Expansion of the Career Centre offer: bargain offer for employers who are graduates – registration on JobStart, involvement in the programme, involvement in practical workshops for students. Offer to use new services of the Career Centre by the graduates free of charge. Focus on promotion of activities for graduates by means of social media and direct approaching.
- **Monitoring indicators:** Increase in the number of graduates involved in the graduate

programme.

- **Responsible:** Chancellor.
- P1/DC2-3 Advancement of activities and cooperation with applicants for study
 - **Current status:** *The UHK Faculties have expanded their offer of activities and services for prospective students, including the implementation of alternative forms of study advertising. Besides the Faculties, the Promotion and Communication Department is involved in this actively; see also the target P5/DC2-3.*
 - **Processes for the target achievement:** *Implement established annual events for prospective students, such as preparatory courses, preparatory years, support to secondary school competitions, summer schools and other forms of involvement of potential prospective students in faculty life. Strive for expansion of successful faculty activities across the University.*
Make more use of capabilities of social media and other modern media for informing and subsequent recruiting of potential prospective students.
Focus on preparation for study of admitted students and quality of study in first years of Bachelor's programme, use compensation courses, more intensive instruction in basic subjects or pre-semesteral course to equalise the preparedness of the differentiated student population for university study.
 - **Monitoring indicators:** *The number and structure of activities (compensation courses, pre-semesteral courses) offered to prospective students.*
 - **Responsible:** *Deans, Vice-Rector for Internal Affairs, Vice-Rector for Strategy and Development, Head of Promotion and Communication Unit.*

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

- P1/DC3-1 Increasing the involvement of doctoral and Master students in R&D, see P2 (DC2-3 and DC2-4)
 - **Current status:** *Doctoral students and selected Master students are involved in scholarly and research and publication activities under specific research projects, projects funded by institutional support (including the "excellence" projects) as well as under projects funded by the GAČR, TAČR and other external agencies.*
 - **Processes for the target achievement:** *Continue involving doctoral students and selected Master students in solving scientific and research tasks funded by institutional support as well as various grants.*
Make sure to assign dissertation topics in accordance with the thematic focus of the Faculty's scholarly and research activities.
In doctoral programmes, increase the weight of credits obtained by the doctoral students for scientific, research and publication activity in their annual evaluations.
 - **Monitoring indicators:** *The number of students involved in solving grant projects, the number of publications in recognized databases authored or co-authored by the student.*
 - **Responsible:** *Deans, Vice-Rector for Creative Activities.*
- P1/DC3-2-2 Increasing the difficulty and internalisation of the doctoral programmes, see partly P3/DC1-3
 - **Current status:** *As part of new accreditations, all doctoral programme curricula include mandatory internships abroad. The difficulty of doctoral study has increased primarily in the area of requirements for extent and quality of the doctoral students' publication activity; in particular, the requirements for the minimum number and quality of publications have increased as well as requirements for successful completion of study.*
 - **Processes for the target achievement:** *Reflect conclusions of evaluation committees*

and reports formulated as part of accreditation proceedings in increasing the difficulty and internationalisation of doctoral programmes.

In the credit assessment of the doctoral students' work, increase the weight of the international dimension of their study, particularly publications made with foreign co-authors, publications in foreign journals, international feedback on publication, etc. Evaluate the execution of mandatory research internship abroad, notably in terms of its real benefits for the doctoral student and the faculty.

- **Monitoring indicators:** *Doctoral students' stays abroad, publications made with foreign co-authors, publications published abroad, international feedback on the doctoral students' publication.*
- **Responsible:** *Deans, Vice-Rector for Creative Activities.*

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

- P1/DC4-1 Improving the quality, availability and interlinkage of services provided with a focus on their comprehensiveness and optimisation with a view to the target group needs
 - **Current status:** *The ICC Centre continues providing services in the entire scope of its activity. Work quality standards for the different ICC Centre sections and services have been completed. The employees continue training themselves with respect to the current issues in order to improve and expand the services. The ICC Centre provides comprehensive support to students with specific needs, implemented via service measures, social advice, psychological and therapeutic support, career advice and information service. All the services are interlinked so as to provide optimal support. The Career Centre also focuses on mediating contact with practice and cooperation between the UHK, its students and graduates and potential employers, thus responding to the currently growing trend of connecting the study with practice and to the demand of target groups. Work is in progress on developing the career website, mediating the job offer advertisement, communication with students and general improvement of the website offer. All the sections are in operation five days a week year-round; if necessary, the ICC Centre provides its services at the weekends as well. Increased interest in the ICC Centre services has been registered, notably services of psychological and therapeutic support, in response to which the offer of therapists has been expanded.*
 - **Processes for the target achievement:** *Expansion of the offer and improvement of the quality of services of the ICC Centre by means of further training for employees, collaboration with other entities, use of internships in other counselling centres and professional organisations providing services similar to the ICC Centre. Increasing awareness of the services offered by the ICC Centre: provision of information to first-years students (freely accessible e-manual), by means of social media (Facebook, Instagram), website updates, production of articles with students' frequently asked questions. Further intensification of contact with practice mediated by the career centre: development of the career website and its new features (student profiles, easier searching for job offers, employee search), closer cooperation with the Faculties and their departments. Support to the student's interdisciplinary knowledge thanks to cooperation between the Faculties and the Career Centre, sharing of invitations to professional lectures, practical workshops, etc., with components that can share the offer with their student target groups. Publicise the Career Centre and improve access to its services, setting up a new branch office is planned, with physically available advertising display of job offers with the ability to provide immediate consultation of the offer with a career adviser. After completion of the basic modifications to the career website, a section of simple online consultation is planned, working as the low-threshold*

channel for using the ICC Centre services. It will be mostly for the career area in light of the web capabilities.

- **Monitoring indicators:** *The number of client contacts (applicants, students, graduates); contacts with 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 course and component, innovation of the study failure prevention tools.*
- **Responsible:** *ICC Centre Manager, Vice-Rector for Internal Affairs.*

2.2 Priority 2: Science and research (P2)

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

- P2/DC1-1 Analysis of the current status and selection of promising R&D areas
 - **Current status:** *The Faculties have gradually selected promising R&D areas, which they are developing. The Faculties gradually establish and complete teams for these areas; their activity is defined by the Faculties' internal documents. The area of promising R&D topics is financially supported from the DKRVO (long-term strategic development of research organisations, hereinafter DKRVO) as part of the R&D support programme for UHK "research faculties". Three University-wide research directions have also been formulated. The establishment of teams for these University-wide areas is still in its infancy, as there is no guarantee of the directions by the expert authority of a UHK specialist who would assure synergies among the teams, and the teams' functioning and activity have not yet been defined.*
 - **Processes for the target achievement:** *Stabilisation of conditions for development of promising areas in the area of HR, infrastructure, finance as well as cooperation with other entities within and outside the University. Interlinking of promising areas of the Faculties and the University with current priorities, calls and strategic documents. Anchoring of descriptions of promising areas, including setting of priorities and formulation of foundations for each direction, reflection of current relevant issues and calls in the teams' activity, setting of rules of team functioning, identification of guarantors, establishment of teams.*
 - **Monitoring indicators:** *Existing promising R&D areas at the Faculties and the UHK as a whole with guaranteed teams and publication activity and adequate form of presentation, existing portfolios of the UHK promising areas with descriptions of their objectives, connections, linkages, collaborating organisations, results, etc., at the faculty and university levels.*
 - **Responsible:** *Deans, Vice-Deans for Science and Research, Vice-Rector for Creative Activities.*
- P2/DC1-2 Research-oriented UHK faculties
 - **Current status:** *In conjunction with the priority topics, the Faculties are gradually releasing selected employees from teaching and establishing research teams. They involve foreign employees and postdocs depending on their capacities. They define the teams' activity and evaluation by means of internal documents.*
 - **Processes for the target achievement:** *Continue supporting the research-oriented faculties in the UHK science and research support programme Research Faculties and its funding from the DKRVO. Create conditions for the teams functioning and evaluation,*

inspect implementation and stabilisation of the research activity, support the research teams activity and motivate researchers for involvement in the teams, motivate scientists and researchers to obtain external sources of funding, support realisation of quality R&D results, support the research team leaders. Analyse all Faculties in terms of the research achievement rate (see the Monitoring Indicators).

- **Monitoring indicators:** Establishment of at least one research faculty at the UHK in 2020 (existence of functioning scientific research teams with quality results), existence of at least one fifth of employees specialised exclusively or mostly on scholarly and research activities.
- **Responsible:** Deans, Vice-Deans for Science and Research, Vice-Rector for Creative Activities.

○ P2/DC1-3 Excellence in scientific results

- **Current status:** Motivation structures to obtain excellent results are set at the Faculties (bonuses for quality), as is the financial support to excellent research at the UHK (competition of projects for support to excellence). The numbers of external grants obtained are increasing, but are uneven across the institutions and disciplines. The Faculties have set internal motivation schemes to support quality results. The share of publication outcomes implemented in cooperation with experts from other institutions is also gradually increasing. The share of the UHK in WoS implemented in cooperation with foreign experts exceeded 50% in 2018. Shares of the UHK results in Q1 and Q2 journals on WoS are growing.
- **Processes for the target achievement:** Analysis of existing excellent UHK results by discipline. Analysis of results of excellence support projects at the UHK and Faculties. Support to cooperation in scholarly and research activities and recruiting of researchers outside the UHK, research internationalisation, acquisition of strategic partners willing to collaborate, creation and improvement of conditions (infrastructure). Continuing support to acquisition of scientific grants domestically and internationally. Improving competencies of the UHK administrative workers in the area of application for international projects. 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. Support to excellent results by way of the UHK excellence support projects and their funding from the DKRVO.
- **Monitoring indicators:** Existence of excellent results (existence of results in journals located in Q1, graded 1 and 2 of non-bibliometric UHK results in the Module 1, monographs published in prestigious international publishing houses), national and international research grants won.
- **Responsible:** Deans, Vice-Deans for Science and Research, Vice-Rector for Creative Activities.

○ P2/DC1-4 Collaboration with the application sphere

- **Current status:** Collaboration with the application sphere is developing relatively slowly and is not very well-balanced. Boards for cooperation with practice exist at all the Faculties. Partial UHK limits for cooperation with practice include firstly the predominant humanity and social science orientation, which is offset to some extent by collaboration with public administration institutions, schools, museums, etc., and secondly, the insufficient transfer facilities and experience in the area. Nevertheless, there are examples of successful cooperation with the application sphere, such as some of the grants for collaboration with industry, innovation vouchers, extensive archaeological rescue surveys for the ŘSD, etc. The first UHK spin-off company has been established.
- **Processes for the target achievement:** Reinforce cooperation with industry and businesses in selected areas (notably in computer science, biomedicine). Promote

cooperation with public administration and the business sector (connection of primary and applied research and experimental development). Monitor the region's requirements and needs, monitor socially relevant research, development and innovations. Recruit strategic businesses and institutions for collaboration. Improve effectiveness of processes connected with knowledge transfer. Active involvement in newly developed ITI projects (2021+) in the area of intersectoral collaboration.

- **Monitoring indicators:** Concluded contracts on science and research collaboration, concluded licensing agreements, spin-off companies established, amounts of funds obtained from company sources or contractual research, numbers of intersectoral projects and grants, numbers and types of applied results.
- **Responsible:** Deans, Vice-Deans for Science and Research, Vice-Rector for Creative Activities. Vice-Rector for Strategy and Development.

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

- P2/DC2-1 Performance of the first-class research with an international scientific team
 - **Current status:** Starting in 2018, the Faculties obtained new foreign experts for their teams under the OP VVV Mobility project and internal competition for filling post-doctoral positions. The UHK is interested in opening another Mobility project. Sufficient involvement of researchers in the UHK teams and maintenance of collaboration after a project completion is a problem. The degree of the teams internationalisation differs across the disciplines.
 - **Processes for the target achievement:** Continue searching for and recruiting excellent experts from other universities and practice, and assure adequate conditions for their efficient work at the UHK. Stabilise international research teams, 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. Set a system for application of the UHK results and further collaboration with the UHK teams after a project completion. Use all opportunities at the national and, most importantly, international level for establishing collaboration between institutions (faculties, universities): conferences, networks, associations, web presentations, etc.
 - **Monitoring indicators:** Number of teams with foreign experts, number of foreign experts in the UHK scientific teams and number of articles in Q1 and Q2 co-authored by foreign researchers.
 - **Responsible:** Vice-Deans for Science and Research, Vice-Deans for International Relations, Vice-Rector for Creative Activities, Vice-Rector International Relations.
- P2/DC2-2 Increase the active involvement of students in research activity
 - **Current status:** Faculties involve the Master and doctoral students in research primarily by way of specific research projects. They provide them with methodological and financial support to their research activity.
 - **Processes for the target achievement:** Increase active students' involvement and share of prestigious outcomes of their scientific activity, e.g., by way of medium-term projects (2-3 years). Increase the effectiveness of support to the students' publication activity, pay attention to and increase the students' methodological knowledge, continuously monitor the students' needs in the area of involvement in research activity. Create infrastructure for implementation of R&D projects by the students. Support the students' involvement in the first-class national and international disciplinary scientific

conferences. Reflect regionally relevant issues and challenges in assigning topics for qualification papers. Offer a course of academic skills, including ethical aspects of research, to the doctoral students.

- **Monitoring indicators:** Number of students involved in scientific and research projects, number of quality scientific outcomes by students (i.e., results in the WoS and Scopus databases, monographs by prestigious publishing houses, patents filed, results licensed), number of students attending respected disciplinary conferences, courses of academic skills taken, including ethical aspects of research.
 - **Responsible:** Vice-Rector for Creative Activities, Deans for Science and Research, Deans, disciplinary boards of doctoral studies.
- P2/DC2-3 Recruit for study excellent doctoral students from domestic universities outside the UHK and abroad
- **Current status:** The Faculties are searching for doctoral students outside the UHK depending on their capacities, but their numbers remain low. The offer of study opportunities to foreign doctoral students at the UHK is not fully attractive as yet.
 - **Processes for the target achievement:** Continue striving for acquiring for study at the UHK 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. Depending on the capacities, expand the offer of doctoral study programmes in English. Reinforce an attractive motivation system for doctoral students at the Faculties. Formulate and systemise support to doctoral study and doctoral students at the UHK.
 - **Monitoring indicators:** Existing comprehensive system of support to doctoral students at the UHK, existing motivation schemes of the Faculties, number of doctoral students in doctoral programmes who have done their Master's study outside the UHK, number of doctoral students from abroad.
 - **Responsible:** Vice-Deans for Science and Research, Vice-Deans for Study, Vice-Deans for International Relations, Vice-Rector for Creative Activities, Vice-Rector for Internal Affairs, Vice-Rector International Relations.
- P2/DC2-4 Increasing involvement of doctoral students in R&D
- **Current status:** The faculties involve students in doctoral branches of study primarily in specific research projects. Involvement in other projects and research teams is done depending on capacities offered as part of acquisition of external projects. The UHK gradually acquires more external projects, thus increasing the opportunities for involvement of doctoral students in scholarly and research activities.
 - **Processes for the target achievement:** Motivate students for involvement in R&D by way of internal motivation systems and evaluations (in particular, reward excellent results), offer opportunities for involvement in research teams and external projects, formulate prospects for the doctoral students' scientific activity. Offer prospects of post-doctoral positions, residences abroad and other scholarly and research activities.
 - **Monitoring indicators:** Number of students of doctoral study courses involved in R&D projects, number of projects solved by doctoral students.
 - **Responsible:** Vice-Deans for Science and Research, Vice-Rector for Creative Activities.

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

2.3.1 International collaboration in teaching (P3/DC1)

- P3/DC1-1 Achieving the balance of outgoing and incoming mobilities
 - **Current status:** *Outgoing students are supported by bursaries at the UHK. The UHK supports outgoing students' mobility by bursary tenders and, to a significant extent, thanks to the success in Erasmus+ projects International Credit Mobility. Although an approximately balanced proportion of outgoing and incoming mobilities was achieved in 2017, there is still reserve in the utilisation of the mobility potential. However, the UHK is taking active steps to further improvement, to be assisted, among other things, by the MICHE internalisation monitoring done in 2019. Reserves exist particularly in some Faculties and specific study programmes.*
 - **Processes for the target achievement:** *Continue actively promoting the outgoing mobilities. There is a need to improve the effectiveness of the communication channels between the International Office and the study department, utilise the expertise of the Internal Evaluation Board and maximise the potential for execution of the student mobility already in the phase of preparation of new study programmes. Furthermore, in accordance with the priority objective 3: Internationalisation specified in PR DZ MŠMT for 2020 as "systemically support development of competencies of academic and administrative employees", thus support internationalisation of the internal environment (using consultations, lectures and workshops by external experts). Continue striving for deeper internationalisation of instruction at the UHK. Optimise the process of recognition of study abroad (in accordance with the priority objective 3: Internationalisation specified in PR DZ MŠMT for 2020) while respecting the disciplinary specifics. Prepare electronisation of the whole process and continue communication towards students.*

In the area of incoming mobilities, primarily build a sophisticated structured and broad network of partner universities: development of the strategic partnership concept at the UHK; specific offers on a reciprocal basis; further development of the UHK summer schools; strategic offer of bursaries or active promotion of the UHK outgoing mobilities to partner universities. Consultations with representatives of partner institutions concerning reinforcement of mutual mobility (official trips by the UHK management, EAIE and NAFSA trade fairs, etc., visits by delegations from partner universities to the UHK). Formulate the overall internationalisation strategy, reflecting specifics of the different (macro)regions. Further development of unique relationships in non-European regions.
 - **Monitoring indicators:** *Number of incoming and outgoing students.*
 - **Responsible:** *Vice-Rector for International Relations; Faculty Vice-Deans for International Relations.*
- P3/DC1-2 Acquisition of joint degree, double degree and multiple degree programmes
 - **Current status:** *At present, the UHK does not provide education in any joint or multiple degree programme. Nevertheless, the Faculties have started intensive preparations and identified potential partner universities for opening joint programmes. The UHK has been radically supported by its success in an ESF project in which the University primarily strives for development of such programmes. The Rector's Office has also developed several versions of template agreements.*
 - **Processes for the target achievement:** *The intensive phase of preparation of these programmes will start in 2020 thanks to the financial (and derived personnel) security from the ESF project. It will be coordinated by the Rectorate, providing expertise and administration for the whole process, which will be further detailed at the Faculty level. Successful development of these programmes will also require continued*

internationalisation of the UHK environment, another activity supported from the ESF project.

- **Monitoring indicators:** Number of agreements made with partnership universities on implementation of programmes.
- **Responsible:** Vice-Rector for International Relations; Faculty Vice-Deans for Study and for International Relations.

○ P3/DC1-3 Internationalisation of doctoral programmes

- **Current status:** Mobility of a minimum (aggregate) duration of 1 month is a mandatory component of all UHK DPs accredited under the new standards. These mobilities are set according to specifications of each study programme. The general trend is to increase this mobility obligation in applications for accreditation. The inclusion of longer foreign mobility in curricula for the combined type of study is problematic. In addition to sending students abroad, the UHK actively strives for incoming mobility of doctoral students from partner universities for research activity.
- **Processes for the target achievement:** Reinforcing mandatory international mobility in newly accredited DPs, enabling meeting the obligation as part of the standard duration of study and aiming towards longer mobilities. Motivation is required particularly for implementation of long-term mobilities (above six months). Making of agreements on doctoral students' mobilities with suitable partner institutions. Motivation of DP students to apply for external bursaries and grant funds. Involvement of foreign academics in instruction for doctoral students and establishment of scientific teams with DP students. Bursary support to doctoral students' mobilities.
- **Monitoring indicators:** Numbers of incoming and outgoing doctoral students and respective numbers of student days.
- **Responsible:** Relevant Faculty Vice-Deans, DSP guarantors.

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

- **Current status:** The OP VVV project provides for administrative assistance to incoming foreign academics; a cooperation point of the Czech Centre for Mobility as part of the AVČR project and the European ERA-MORE project has existed at the University level since 2006; the UHK also has a EURAXESS regional cooperation centre, which helps creating an appropriate environment for mobility of scientific researchers; cooperation is also offered by ESN Buddy System HK and various private entities. The UHK internal regulations and relevant managing acts are translated into English. Foreign language support is also provided by the UHK Information, Counselling and Career Centre.
- **Processes for the target achievement:** Expansion of offers for involvement of visiting professors from abroad, coordination of activities for assuring assistance to foreign academics at the Rectorate level, development of the UHK staff language competencies, development and functioning of administration, standards, study information system, website (including intranet) and social media in English. Implementation of efficient HR and recruitment of foreign experts with a view to achieve excellence. Support to higher efficiency of the ESN Buddy System HK activity, integration of foreign students in the instruction and the practical training system (including joint instruction in selected foreign language subjects), development and innovation of study supports in foreign languages, organisation of more extensive courses for foreign students (such as the Czech language). Organisation of cultural and social events for foreign students and academics in an effort for maximum bilingualism in the case of major events organised by the UHK.
- **Monitoring indicators:** Number of foreign employees in the area of instruction and

research, number of foreign students at the UHK (see also DC 2/2-3 and DC 3/1-1).

- **Responsible:** Vice-Rector for International Relations, Vice-Deans and other UHK staff (UHK Dormitory Manager, Head of OMO, etc.).
- P3/DC1-5 Targeted acquisition of paying foreign students
 - **Current status:** The UHK has a relatively low number of self-paying foreign students; to improve the situation, the UHK actively uses consultations with foreign experts and is in the phase of optimisation of processes leading to admission of self-paying students. An English version of the UHK website will be launched in 2019; social media and a special web minisite are also used for communication with potential prospective students. The UHK representatives actively participate in student trade fairs in pre-selected destinations.
 - **Processes for the target achievement:** The crucial factors are the optimisation of setting of processes and an emphasis on the marketing aspect of preparation of new study programmes taught in English. There will be a series of consultations with foreign experts for this purpose, and establishment of efficient cooperation with agencies mediating recruitment of prospective students for such programmes. Another option is opening of double-degree programmes with institutions abroad.
 - **Monitoring indicators:** Number of paying foreign students, number of study programmes taught in English.
 - **Responsible:** Vice-Rector for International Relations; Vice-Deans for Study and for International Relations.

2.3.2 International scientific collaboration in teaching (P3/DC2)

- 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:** The existing involvement in scientific collaboration in research leading to quality publication results is based mostly on personal qualities and connections of the UHK's leading researchers. Due to the considerable autonomy of the Faculties, there is no unified university-wide strategy of support to involvement of the UHK academics and researchers in the first-class international teams. At the same time, however, the UHK's potential in the area of excellent publication outcomes and the share of publications developed in collaboration with experts abroad are growing.
 - **Processes for the target achievement:** Existing analyses of the UHK academics' and researchers' research profiles can be used, as well as internal financial schemes of support to these teams and international research projects. Moreover, strive for the implementation of internal motivation schemes for publication in international teams, promote travelling of the UHK employees to scientific conferences and workshops in order to meet employees of partner institutions and intensify collaboration. Strive for involvement in international research networks.
 - **Monitoring indicators:** International collaborations in terms of results of creative activity (SCOPUS, WoS); institutional and individual membership in international research structures; number of international research projects.
 - **Responsible:** Vice-Rector for Creative Activities, Vice-Rector for International Relations, Vice-Dean for Science and Vice-Deans for International Relations.
- P3/DC2-2 Establishment of international teams at the UHK
 - **Current status:** The number of foreign academics at the UHK grows slowly. The number of visiting professors who assist in teams establishing has been growing recently. Problems include some complications relating to visa requirements, the administrative

difficulty of the whole process of employing foreign experts, as well as insufficient stabilisation of teams and financing of foreign experts, particularly after the project completion.

- **Processes for the target achievement:** *Analysis of internationalisation of teams, searching of additional experts for projects, establishment of motivation schemes and searching for funding sources for involvement of foreign experts, popularisation of international conferences held at the UHK as a tool for establishment of international teams and acquisition of quality visiting professors, involvement in international associations and networks.*
- **Monitoring indicators:** *Existence of international research teams, number of foreign academics active at the UHK.*
- **Responsible:** *Vice-Rector for Creative Activities, Vice-Rector for International Relations, Vice-Dean for Science and Vice-Deans for International Relations.*

2.4 Priority 4: Infrastructure and human resources (P4)

2.4.1 Continuing construction at Na Soutoku (P4/DC1)

- P4/DC1-1 Successful commissioning of a new building at Na Soutoku for the Faculty of Science and Faculty of Education
 - **Current status:** *All the PrF and KTP PdF workplaces have been moved to the new capacities of Building S. Work is underway to ensure smooth operation based on user requirements. At the same time, complaint-based claims are made based on contractual terms and conditions with the general construction contractor.*
 - **Processes for the target achievement:** *Recommissioning - inspection and assessment of efficiency of the requirements pre-set for the building operation; assurance of full building operation based on user requirements.*
 - **Monitoring indicators:** *Identification of requirements for the systems built, definition of key assessment indicators, setting a procedure for putting key systems into functional operation, management and maintenance of operation and services, inspection and recording of agreements with contractors.*
 - **Responsible:** *Treasurer, Head of Investment Department.*
- P4/DC1-2 Continuing development of the Na Soutoku campus
 - **Current status:** *A urbanist and architectural study of the campus site has been drawn. It has been consulted as part of the Hradec Králové land-use plan working group.*
 - **Processes for the target achievement:** *Next stages of project documentation for the Na Soutoku campus.*
 - **Monitoring indicators:** *Technical study: extension of the urbanist and architectural study.*
 - **Responsible:** *Treasurer, Head of Investment Department.*

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

- P4/DC2-1 Project design and execution of the interior refurbishment of historical buildings in the Svobody square
 - **Current status:** *Existing legally effective building permits for both buildings. Project execution documentation for Building C in internal comment procedure as part of inspection of expected building execution costs. Project execution documentation for Building B before submission to contractor. Existing execution documentations for both*

building interiors. Existing contract for work on the investor's permanent technical supervision and engineering work in planning, execution and warranty period for Buildings B and C. Existing contract for work on occupational safety coordination.

- **Processes for the target achievement:** *Development of all stages of project documentation for Building B, completed tender for the investor's technical supervision and general construction contractor for Building B. Project design for Building C interiors. Commencement of relocation to Building B.*
 - **Monitoring indicators:** *Completed tender + subsequent stages of project documentation for Building B: SPIČ, DPS. Project design for Building C interiors.*
 - **Responsible:** *Treasurer, PdF and FF Deans and Secretaries, Head of Investment Department.*
- P4/DC2-2 Upgrading of workplaces and laboratories for instruction, science and research activities across the components
- **Current status:** *The situation in the individual workplaces is relatively diverse. The UHK has both workplaces with laboratories newly equipped with the latest technology (e.g., Building S) and laboratories where modernisation is inevitable. However, there is no complete overview as yet of the interfaculty use of the UHK equipment, and processes for sharing and efficient use of instrumentation, specialised classrooms and laboratories are not set.*
 - **Processes for the target achievement:** *Acquisition of funds for further equipment and modernisation of workplaces in the context of the current equipment, optimisation of procurement and requirements for additional equipment in light of the current situation. Implementation of an information system for the UHK instruments and equipment procured to enable equipment sharing and use optimisation. Setting of internal processes for use of the information system.*
 - **Monitoring indicators:** *Improved quality of instrumentation and maximisation of its use, functioning information system (bookings and borrowings) and its use, existing internal instructions for use of the information system.*
 - **Responsible:** *Vice-Rector for Strategy and Development, Vice-Rector for Creative Activities, Deans.*
- P4/DC2-3 Partial repairs based on the condition of buildings owned by the University
- **Current status:** *Unsatisfactory condition of spaces for instruction of the PdF Department of Physical Education and Sports and Physical Activity for the UHK students. Other, notably older UHK buildings require continuous modernisations to meet the current requirements for instruction and research activity.*
 - **Processes for the target achievement:** *Minor repairs and modernisation of classrooms and workrooms in the UHK buildings.*
 - **Monitoring indicators:** *Renovated Flošna building, repaired classrooms and workrooms.*
 - **Responsible:** *Treasurer, Head of Investment Department.*

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

- P4/DC3-1 Improving the quality of scientific and academic staff
- **Current status:** *The academics' results, motivations and further qualification growth are assessed as part of annual interviews with their immediate superiors (so-called POKR). The UHK's best scientists are traditionally annually awarded. Low number of associate professors and professors and their age structure is the weakness of some institutions. Faculties have their own motivation schemes for the scientific and academic*

staff development (e.g., publication bonuses, involvement in/establishment of international scientific teams, internal competition for the best teacher, etc.).

- **Processes for the target achievement:** Continue the annual evaluation and motivation interviews between the employees and their immediate superiors; further development of motivation systems which provide financial support to the major creative activity results; awards to the best scientifically active colleagues and best teaching colleagues; support to the colleagues' qualification growth (notably habilitation and professorship proceedings) and their positive media coverage, support to participation in professional seminars, conferences, language courses, etc. Improvement in ICT literacy with an emphasis on current cyberhazards and new legislation. Develop and implement Career System of the UHK Academic Staff. Put an emphasis on employing high-quality staff with sufficient scientific performance. Improve conditions for work of scientific and academic staff, including the knowledge of foreign languages in order to promote the University internationalisation. Expansion of offer in the professional area and improvement of soft skills. Development of consistent work in the HR area, incl. implementation of high standards in tenders, professionalisation of HR processes, onboarding, etc.
- **Monitoring indicators:** Implemented career rules; number of employees newly habilitated and appointed full professors, change in the academic staff age structure.
- **Responsible:** Vice-Rector for Strategy and Development, Deans.

○ P4/DC3-2 Improving the quality of non-academic employees

- **Current status:** The human potential of the office employees is relatively stabilised in numbers and sufficiently professionally developed; it is stable in terms of fluctuation. Certain shortcomings include low linguistic ability as well as soft skills. A centralised and systemic offer (or system) of training leading to office workers' personal growth is currently missing.
- **Processes for the target achievement:** Continuous improvement of the employees' professional competencies by means of participation in professional seminars, language courses, training of the Association of the University Administrative Workers, administrative workers' travelling abroad as part of the mobility programmes, etc. Improvement in ICT literacy with an emphasis on current cyberhazards and new legislation. The key necessity is to implement the career rules for the office workers, including the definition of evaluation criteria.
- **Monitoring indicators:** Implemented career rules; number of participants of further training courses, language courses, courses on soft skills, knowledge and skill courses, IT courses, etc.
- **Responsible:** UHK managers at all levels of management, Vice-Rector for Strategy and Development.

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

○ P4/DC4-1 Support to the main university processes including IT provision and computerization

- **Current status:** The University's basic mission is to perform quality educational and scientific 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, dormitories, publishing activities, university library, information and communications technology, computerization, etc.) or at Faculty level (mobility organisation, etc.).

- **Processes for the target achievement:** *Permanent support to quality of services provided, identification of satisfaction and potential other needs of beneficiaries of these services. Implementation of new legal frameworks and legislative measures.*
 - **Monitoring indicators:** *Functional supporting activities and processes.*
 - **Responsible:** *CIT and other relevant Rector's Office units.*
- P4/DC4-2 Development of information and communication technology and provision of adequate instrumentation (hardware)
- **Current status:** *The information and communication infrastructure, as well as end users' equipment constantly become technically obsolete, entailing increased requirements for sustainability of ICT services and their development. The University has to continuously respond to the new legislative obligations and gradual informatisation of processes and all society.*
 - **Processes for the target achievement:** *Assurance of modernisation of ICT and AV equipment, notably the server and network infrastructure; generation renewal of the key server infrastructure, support to education in new multiple-degree programmes, including the development of support tools for deeper internationalisation, support to development of innovative procedures and processes in education, continuous innovation of SW and HW equipment. Development of the key SW applications for gradual digitisation of processes and systems to assure quality evaluation and assurance and strategic management. Preparation of information systems for the new study structure. At the same time, continued optimisation of IT services to provide a reasonable compromise between the price and scope of services.*
 - **Monitoring indicators:** *Implemented renewal of ICT equipment and development of IT services.*
 - **Responsible:** *Head of CIT.*

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

2.5.1 Employability of graduates on the labour market (P5/DC1)

- **Current status:** *Analysis of the graduates' unemployment is done periodically based on the available MŠMT data. The 2018 Graduate survey and international data collection Eurograduate focused on applicability and evaluation of study have been carried out. The final report will be available by the end of 2019 and will become the foundation for the Career Centre's own survey. The results of the survey will also be given to the Faculties. Some Faculties are doing their own surveys among the graduates and faculty and university-wide job opportunity trade fairs are organised. We have results of a survey made by STEM-MARK among companies regarding applicability of graduates from humanities and social sciences.*
- **Processes for the target achievement:** *Processing of results of the final report from the nation-wide 2018 Graduate survey, based on which the UHK Career Centre's own survey will be developed and implemented. The survey will focus, among other things, on evaluation of study and professional preparation, the graduates' applicability on the labour market, adaptability and ability to become a part of practice. The survey will be compared with an analysis of labour market needs which will be made continuously as part of the cooperation with practice and building a network of potential employers for the graduates. The analysis of the labour market needs will be integrated with the monitoring of new trends on the labour market and their integration in the Career Centre activity. All the results will be shared with the Faculties so that they can respond to the findings. Emphasis on connections between the Career Centre and the Graduate Club. Improved data interpretation from the periodic unemployment analysis made by the*

Career Centre. Innovation of the career website, job advertising, active approaching of employers, management of involved employers and cooperation with major employers in the region and nation-wide, expansion of the offer and activities of the JobStart trade fair and other activities leading to expanding the offer for students and graduates and higher attractiveness for the graduates' potential employers. Promoting the contact between the students and future employers already during study: invited lectures in and outside the instruction, job trade fairs and other opportunities for sharing practical experience organised by the Faculties and the University.

- **Monitoring indicators:** The number of unemployed graduates by disciplines, the number of graduates approached in the applicability survey, the number of periodic surveys carried out, the number of events promoting contact between the students and future employers.
- **Responsible:** Vice-Rector for Strategy and Development, ICC Centre Manager, Deans.

2.5.2 PR, promotion and communication (P5/DC2)

- P5/DC2-1 Building and reinforcing the University brand in the region, country and abroad
 - **Current status:** Completed update of a uniform UHK visual style contributing to better usability of logos and graphic themes and more attractive UHK presentation in promotional videos and at events for the students and the general public. Implementing activities reinforcing the University's position as a cultural, educational and sporting centre of the region. Emphasis on more frequent press conferences and maintenance of good relationships with journalists. Expanding promotion in the Czech and international social media with an emphasis on targeted paid advertising and measurability of results. A new UHK website completed; its clarity and responsiveness contributes significantly to the brand reinforcement. The University of Hradec Králové newly offers an official collection of the UHK clothing which is very popular among both students and employees and also contributes to a positive perception of the UHK brand. To raise awareness in the Hradec Králové Region, the University is a part of the Tourist Card project and has its profile in the cycling and walking guide and application.
 - **Processes for the target achievement:** Organisation of attractive events for the public in cooperation with other institutions in the region and the city. Reinforcement of good relationships with the city, shooting of short videos about planned events in cooperation with the PR staff of the City of Hradec Králové. Reinforcement of the University's position in the region as an educational, cultural and sporting centre. Increasing the visibility of the Na Soutoku campus in tourist materials and guides as an attractive place to visit; production of a Tourist Card. Development of online marketing and promotion in social media with an emphasis on better measurability of results of branding campaigns and visitor rates of the new web presentation and its sub-pages.
 - **Monitoring indicators:** Media monitoring and improved measurability of campaigns in search engines and social media, periodic monitoring of visitor rates of the new UHK web presentation and subsequent adjustment of its content, continuous documentation of other activities.
 - **Responsible:** Chancellor, Head of Promotion and Communication Unit, PR cooperators of Faculties, Vice-Deans.
- P5/DC2-2 Communicating the University's research potential and scientific results towards the general public
 - **Current status:** Popularisation of science and innovation potential receives increasing attention at the UHK and it is one of the priorities for the University PR staff. It is reflected primarily in searching for attractive scientific topics and their popularisation at both the

regional and national media in the context of university-wide research directions as well as outside them with an emphasis on disciplinary specialisations at the University of Hradec Králové. The new UHK website has a special category Science and Research which presents the achievements in this area to visitors to the official UHK web presentation. The UHK periodically provides the media with a list of experts, who are frequently used by the media for their expert position statements (ČT, ČRo, Deníky, MF DNES, Lidové noviny, Právo, Seznam TV, etc.). The UHK also cooperates with the Universitas (higher education institution magazine) where it publishes periodically. Science and Research is another scientific portal on which the UHK focuses increasingly in presenting its scientific achievements. In addition, the University promotes all the above in social media and via other platforms.

- **Processes for the target achievement:** Inclusion of science communication in the system of the University's basic activities, support to scientifically active University employees and assistance in "transferring" scientific topics to a media-attractive form. In cooperation with the Faculty PRs and Vice-Deans for Science, identify suitable scientific topics and scientific personalities for promoting the University as a science centre of the region, the CR and abroad. Continue developing the relationships with media dealing with popularisation of scientific topics. Popularise scientific topics for the public by means of activities such as the Night of Scientists and AVČR Week of Science and Technology. Make a new tab on the UHK website "UHK Experts", which will be available to journalists for expert position statements and media cooperation.
 - **Monitoring indicators:** Media monitoring, other forms of documentation of activities.
 - **Responsible:** Chancellor, Faculty PR cooperators, Vice-Deans for Science, Head of Promotion and Communication Unit.
- 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
- **Current status:** A pilot version of a unified web presentation for prospective students has been made; it was communicated during the whole prospective student campaign and accompanied with visual themes and posts on social media. The web presentation is currently being developed so that its content is more interesting to the prospective students and allows us to communicate with the prospective students throughout the campaign by means of sending of thematic newsletters. The UHK develops cooperation with secondary schools in the region. As part of the prospective student campaign, there were visits to several secondary schools in Hradec Králové and cooperation on secondary school expert activity was agreed. A new UHK website has been launched, contributing to more efficient communication towards students and prospective students.
 - **Processes for the target achievement:** Developing a PR plan for the prospective student campaign in cooperation with the Faculty PR staff. Developing a database of e-mail addresses of prospective students visiting the prospective student web link page and subsequent communication with these prospective students in the course of the campaign.
Developing attractive content for the newly established UHK web presentation, primarily by means of short articles for students and prospective students, later also aiming at secondary school students. Use of modern online marketing tools for targeted advertising and highlighting in search engines with an emphasis on measurability of results. Development of more interactive content in social media, promotion to students' sense of belonging and community feeling.
 - **Monitoring indicators:** Development and sending of a prospective student newsletter, publication of student articles on the new UHK website, use of online marketing tools

(Sklik, Google Ads), better measurability of visitor rates on new website using analytical tools, created website for prospective students, halting the decrease in numbers of students enrolling for the first year and reducing study failure.

- **Responsible:** Chancellor, Vice-Rector for Internal Affairs, Head of Promotion and Communication Unit, Faculty PR cooperators.

2.5.3 Subsidies from the EU (P5/DC3)

- P5/DC3-1 Increasing the subsidy potential from the Czech Operational Programmes, particularly the MŠMT Research, Development and Education Operational Programme (OP VV)
- **Current status:** *The Project and Creative Activity Department has undergone some organisational changes relating to its splitting into a Strategic Project Department and a Department of Creative Activity and Transfer of Knowledge. The Strategic Project Department is actively involved in searching for subsidy opportunities, particularly in the OP VVV programme. In addition, it also develops project applications and coordinates the implementation of projects. At present, 19 OP VVV projects are being implemented, another two projects are being assessed and two are awaiting legal approval.*
- **Processes for target achievement:** *Active involvement in drafting and development of strategic plans for the region and the Hradec Králové-Pardubice agglomeration ITI. Preparation of project plans and topics in accordance with the Operational Programmes, CR strategies, applicable ministries (primarily MŠMT), Hradec Králové Region and Hradec Králové-Pardubice Urban Area ITI. Further support to the Strategic Project Department particularly in developing new projects. Active searching for suitable calls and topics across the Operational Programmes, including partners from various spheres (academic, business, school, private, etc.). Continuing drafting and implementation of UHK university-wide joint projects, particularly under OP VVV.*
- **Monitoring indicators:** *Increased numbers of OP VVV projects solved or completed.*
- **Responsible:** *Vice-Rector for Strategy and Development, Head of Strategic Project Department.*

The above priorities will be met primarily by activities and outcomes from the UHK projects (Operational Programmes, GA ČR, TA ČR, etc.) and the IP UHK for 2019-2020.

3 UHK involvement in development programmes in 2020

3.1 UHK Institutional Development Plan i 2020

Approximate limit of subsidy set by MŠMT for 2020: 21,277 thousand CZK

Within that:	expected capital:	5,240 thousand CZK
	expected appropriations:	16,037 thousand CZK

A detailed breakdown of planned activities forms an Annex hereto.

3.2 UHK involvement in centralised development projects

In 2020, the UHK anticipates involvement in the following centralised MŠMT development projects:

1. UHK as a member of a consortium of the University of Pardubice, UHK and the Technical University of Liberec in the project “Intercultural and International Networking (3uni interNET)”, a follow-up on projects in 2015-2019. The project is in accordance with the target P3/DC1-5 “Targeted Acquisition of Paying Foreign Students” in the DZ UHK (*UHK guarantor and researcher: Dr. Beran*).
2. UHK as a member of a consortium led by the University of West Bohemia in Plzeň in the project “Strengthening the Social Responsibility of Higher Education Institutions as Part of Implementing the Innovation Strategy of the CR 2019-2030”. The project is in accordance with the target P1/DC1-2 Increasing Effect of Quality Assessment on Study Programme Structure and Quality of Instruction and Study Activity (UHK guarantor and researcher: Prof. Kuča).
3. UHK as a leading partner in a consortium of UHK, J. E. Purkyně University of Ústí nad Labem and University of Ostrava “Common Progress of Faculties of Philosophy in Improving Quality and Prestige of Humanities and Social Sciences”. The project is in accordance with the target 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 Course of Study” (*UHK guarantor and researcher: Dr. Prouza*).
4. UHK as a leading partner in a consortium of the University of Economics, Prague, University of Pardubice and Technical University of Liberec “Popularisation of the Range of IT Disciplines / Promotion of Interest in Studying IT Disciplines”. The project is in accordance with the target 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 Course of Study” (*UHK guarantor and researcher: Doc. Kozel*).
5. UHK as a member of a consortium led by the University of Ostrava in the project “Project Management Incubator for International Grants”. The project is in accordance with the target P3/DC2-1 “Involvement in International Research Teams at Quality Foreign Universities and reinforce awareness about the UHK as a university with advanced research activity” and P4/DC3-2 “Improvement of Quality of Non-Academic Employees” (*UHK guarantor and researcher: Ing. Sedláček*).

Additional centralised development projects in partnerships – involving 18 or more partners (public higher education institutions):

6. UHK as a leading partner in the project “Development and Efficient Use of Subsidy Instruments in Accordance with Legislation and Subsidy Requirements”. The project is in accordance with the target P5/DC3-1 “Increasing the Subsidy Potential from the Czech Operational Programmes, Particularly the MŠMT Research, Development and Education Operational Programme (OP VVV)” of the DZ UHK (*UHK guarantor and researcher: Ing. Sedláček*).
7. UHK as a partner in the project led by Masaryk University “Development of a Nation-Wide Portal on Science, Research and Higher Education - Universitas Magazine”. The project is in accordance with the targets P5/DC2-2 “Communicating the University’s Research Potential and Scientific Results towards the General Public” and 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 Course of Study”. of the DZ UHK (*UHK guarantor and researcher: Mgr. Doškova*).
8. UHK as a partner in the project led by the University of Ostrava “Strengthening the Leading Role of Universities in Planning and Implementation of the Night of Scientists in the CR with a Nation-Wide Scope”. The project is in accordance with the targets P5/DC2-2 “Communicating the University’s Research Potential and Scientific Results towards the General Public” and 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 Course of Study” of the DZ UHK (*UHK guarantor and researcher: Mgr. Doškova*).
9. UHK as a partner in the project led by Masaryk University of Brno “Mutual Cooperation of HEI in Electronisation of Processes and Technical Development of Administrative and Study Agendas”. The project is in accordance with the target P4/DC4-1 “Support to Main University Processes Including IT Provision and Electronisation” of the DZ UHK (*UHK guarantor: Doc. Janeček/researcher: Mgr. Zámečník*).
10. UHK as a partner in the project led by the Czech Technical University in Prague “Sustainable Development of an ERP System in the Higher Education Institution Network” focused on promotion of university information systems. The project is in accordance with the target P4/DC4-2 “Development of Information and Communications Technology and Provision of Adequate Instrumentation (Hardware)” of the DZ UHK (*UHK guarantor and researcher: Ing. Špalovská*).
11. UHK as a partner in the project led by the Charles University “Development and Quality Assurance of Joint-Degree Study Programmes Implemented in Collaboration with Foreign Higher Education Institutions”. The project is in accordance with the target P3/DC1-2 “Acquisition of Joint Degree, Double Degree and Multiple Degree Programmes” of the DZ UHK (*UHK guarantor and researcher: Dr. Beran*).

Annex 1: Outline of the planned University investment activities in 2020

1. Summary of 2020 investment activities

The planned 2020 investment projects are summarised in the table below by their priority. Selected investment projects and their state of progress are described in Annex 1 List of Individual Investment Projects.

The item Minor Structural Modifications to Buildings Owned by UHK can be understood as a summarized requirement for funds necessary to assure sustainability of technical and structural condition of the building sets in use. This amount also includes gradual preparation of study and administrative capacities to assure the transition operation during the scheduled renovation of the historic buildings at the Svobody square.

Investment project name	Amount of funds in 2020, millions of CZK
Refurbishment of historic buildings at the Svobody square	65
Comprehensive information system for the UHK quality management and evaluation	16
Partial refurbishment and modernisation of Palach Halls of Residence	16.5
Minor structural modifications to buildings owned by the UHK	20
Construction of Na Soutoku campus	1.5
Other investment activities – machinery and instrumentation	35
Land purchase at Na Soutoku	6

2. List of the individual investment projects to be implemented in 2020

Project name
UHK - Refurbishment and modernisation of Building B, Svobody square
Brief project description
General refurbishment, modernisation and extension of the building. Complete replacement of the roof envelope, replacement of the internal utility distribution lines (sanitary, heating, power, etc.), repairs and modernisation of the interior surface finishes and acquisition of new interior furnishings (AV equipment and furniture).
Project costs
175 million CZK (105 INV, 70 NEI)
Project planning period
6/2016-6/2020
Project implementation period
7/2020-1/2022
Project justification
This is one of the UHK's two highest investment priorities. Following this general refurbishment, modernisation and extension of the building, all the workplaces of the UHK Faculty of Philosophy can be concentrated exclusively in Building B; the Faculty of Philosophy will no longer need the existing spaces in Buildings C and E, thus vacating spaces crucial to the development of PdF. At the same time, the structural technical condition of the building is unsustainable in the long term.
Description of current investment project status
Status as of 9/2019. A legally effective building permit has been issued. Works on project execution documentation have started. Documentation completion date: 11/2019.
Plan of works for 2020
Complete preparatory works and start implementation by announcing a public contract for construction works and supplies.
Expected costs in 2020 and sources of funding
60 million CZK: 5 million from own sources FRIM, 55 million from programme financing 133 240; UHK Institutional Plan

Project name
UHK - Refurbishment and modernisation of Building C, Svobody square
Brief project description
General refurbishment and modernisation of the building, including the optimisation of the layout for the operating purposes of the UHK Faculty of Education. Construction work and supplies are focused on: replacement of the roof envelope, replacement of internal utility distribution lines (sanitary, heating, power, etc.), repairs and partial modernisation of the interior surface finishes and acquisition of new interior furnishings (AV equipment and furniture). The building is a cultural heritage site.
Project costs
250 million CZK (157.3 INV, 92.7 NEI)
Project planning period
6/2016–12/2020
Project implementation period
3/2021-8/2022
Project justification
The building is severely worn and damaged in terms of structural and technical condition. At the same time, it no longer meets the current technical requirements for instruction of the PdF disciplines. The building requires refurbishment to assure space for the instruction which is currently provided in leased spaces.
Description of current investment project status
Status as of 9/2019. A legally effective building permit has been issued and project execution documentation has been made and is now in the TDI comment procedure. This leads to optimisation of the expected costs of the whole investment project.
Plan of works for 2020
Finalise the project execution documentation, assure financing from the programme Development and Renewal of Material and Technical Facilities for Faculties of Medicine and Education of Public Higher Education Institutions. Implement a public contract for selection of a construction work contractor.
Expected costs in 2020 and sources of funding
5 million CZK - own sources FRIM, UHK Institutional Plan

Project name
UHK, Building K – Partial refurbishment and modernisation of Palach Halls of Residence, Stage 1
Brief project description
The purpose of the structural modifications to the building is to make a modern complete thermal insulation of the roof envelope with sheet insulation of a higher insulation thickness. Refurbishment of entrance staircases and balconies that are in dilapidated state to prevent health safety risks to employees and students. Increasing attractiveness and comfort of the Halls of Residence by modernisation and expansion of the building IT technology for the students' access to the Internet and implementation of common rooms and addition of hood exhausts. Protect the students' and employees' health by installation of fire sensors and announcers and replacement of the fire water pipelines. Use part of the subsidy for acquisition of non-investment furniture for one of the sections.
Project costs
19.9 million CZK (16.6 INV, 3.3 NEI)
Project planning period
1/2019-5/2019
Project implementation period
12/2019-10/2020
Project justification
The current condition of the building does not meet requirements for thermal technical conditions of the buildings; the building operation is not optimal and some of the structures are becoming dangerous. It is necessary to reduce the building heat loss via the roof and eliminate the roof leaking, stop the increasing operating costs of repairs and energy supply and increasing costs of the building heating.
Description of current investment project status
Status as of 9/2019. The project execution documentation is complete, terms and conditions and timetables for the work execution are being specified. The project registration process with the MŠMT is being finished.
Plan of works for 2020
Finish the project registration, do all works by 11/2020 in accordance with the approved timetable.
Expected costs in 2020 and sources of funding
11.9 million CZK – Programme 133D, 221; 8 million CZK own sources FRIM

Project name
UHK, Building K - Partial refurbishment and modernisation of Palach Halls of Residence, Stage 2
Brief project description
The purpose of the building structural modification is to implement a comprehensive modern design of a sports facility for sporting and relaxation activities such as yoga, pilates, stationary bicycles, table tennis, etc., including the necessary sanitary facilities and changing rooms in the first basement of the main accommodation building, opening a separate accommodation office, along with the modernisation of the gatehouse entrance building and assurance of WiFi signal coverage for all the Halls of Residence.
Project costs
11.6 million CZK (9.6 INV, 2 NEI)
Project planning period
1/2019-6/2019
Project implementation period
5/2020-8/2021
Project justification
The current condition of the building does not meet requirements for technical facilities for students' leisure sporting and relaxation activities, required accommodation service comfort and required comfort of the students' access to the Internet and the UHK Intranet.
Description of current investment project status
Status as of 9/2019. The project execution documentation is complete, terms and conditions and timetables for work execution are being specified. The investment plan has been submitted for MŠMT funding programme.
Plan of works for 2020
Finish the project registration. If approved, do all works by 8/2021 in accordance with the approved timetable.
Expected costs in 2020 and sources of funding
4.6 million CZK - Programme 133D 221; 0.2 own sources FRIM, UHK Institutional Plan

Project name
Development of UHK Campus
Brief project description
As part of the architectural and urbanist study for the Na Soutoku site – details of the functional use, a design will be developed that will sum up all the previous study stages and specify possible directions for a functional use of the Na Soutoku site. The concept study will reflect the planned investment projects of the UK, FNHK and UHK, including other medium-term and long-term investments in the study area with an emphasis on interfaces and overlaps of investment plans.
Project costs
20 million CZK
Project planning period
1/2016-12/2019
Project implementation period
1/2020-1/2022
Project justification
Assignment of further levels of the project documentation requires background information for an accurate identification of:
the method of connection to utility networks in dependence on staging of the UHK premises construction, with a preference for a connection to a centralised heat source;
estimated investment demands of functional units and individual buildings and areas for approximate quantification;
estimated investment costs of the premises construction as such, estimated costs of acquisition and staging of the necessary further stages of the project documentation, estimated financial demands for the operation, preliminary pre-construction condition survey of the individual buildings and areas with the classification into net usable areas, etc.
Description of current investment project status
An urbanist and architectural study has been made for the investment project of the development of the UHK Campus which needs further specification into detailed technical requirements for the space development of the site in the form of a specification of functional uses of the area and its required capacities. Said studies are necessary for further stages of the project documentation such as the zoning decision and the documentation for building permits for selected assemblies.
Plan of works for 2020
As part of the architectural and urbanist study for the Na Soutoku site – details of the functional use, a design will be developed that will sum up all the previous study stages and specify possible directions for a functional use of the Na Soutoku site. The concept study will reflect the planned investment projects of the UK, FNHK and UHK, including other medium-term and long-term investments in the study area with an emphasis on interfaces and overlaps of investment plans.
Expected costs in 2020 and sources of funding
1.5 million CZK - UHK Institutional Plan

Project name
Comprehensive information system for the UHK quality management and evaluation
Brief project description
Integration of the central document repository and data sources from the UHK's different systems in a single system management tool. The University's fundamental need is to find a technical solution that will make full use of all the data bases and interpret their analysis clearly and comprehensibility based on predefined outputs.
Project costs
16 million CZK
Project planning period
1/2018-12/2019
Project implementation period
1/2020-12/2021
Project justification
Improvement of the management quality is practically infeasible at present without improving the information support (increasing relevance, speed and reliability of information for decision-making). The system for the quality evaluation and assurance and strategic management of the University of Hradec Králové will require necessary investment costs in the form of unification of data bases and setting of their interpretation.
Description of current investment project status
An analysis of the UHK environment is currently being evaluated: detailed analysis of sources, data of their originators and preparation of tender requirements for selection of the system solution contractor.
Plan of works for 2020
Implementation of the tender as such, including the detailed specification of contractual terms and conditions. Start of the system solution development.
Expected costs in 2020 and sources of funding
16 million CZK - OP VVV project "Infrastructure for the UHK Strategic Development"

3. Summarized information on acquisition of machinery and instrumentation in 2020

The list below shows information regarding the plan of acquisition of machinery and instrumentation for the UHK in 2020.

The UHK will aim at a modernisation of existing teaching premises and buildings to a level corresponding to the needs of modern university education. The following projects for institution-wide use are scheduled for achieving this target:

Investment project name	Amount of funds in 2020, millions of CZK
Generation renewal of key IT infrastructure	89
Assurance of compliance with ZKB and EU Regulations in the context of internationalisation of the UHK ICT environment	2.7
HW for backup and restoration of user data in connection with processes in new multiple-degree programmes	2.4
Acquisition of investment assets for improving quality of instruction at the PdF	38
Acquisition of investment assets for improving quality of instruction at the PrF	2
FCM milling machine	1.3
Microscope with a camera and lighting for 2D and 3D analysis	1.9
Classroom for high-end 3D graphics	1.8

Annex 2: Medium-term plan for national and international surveys among higher education institution students and graduates

The University of Hradec Králové carries out periodic questionnaire surveys among its prospective students, students and graduates. The long-term practice of these surveys makes it possible to obtain information about the student life cycle and provides valuable feedback. The respondents' anonymity is guaranteed in all steps of the survey (from prospective students to students to graduates).

Feedback analysis is made partly at the university-wide level (e.g., student applicability surveys) and partly at the individual Faculties (instruction evaluation, prospective student surveys, etc.). Measures for improving quality in the assessed areas are then adopted based on the survey analysis.

The UHK internal surveys are designed in accordance with the timetable for national and international surveys, the dates of which are published by the MŠMT.

Plan of the UHK prospective student, student and graduate surveys in 2020-2022

Year 2020
<i>National surveys:</i> Survey among foreign students in the CR (spring 2020) Doctoral students (autumn 2020)
<i>UHK investigation¹:</i> Student evaluation of 2019/2020 winter term instruction ² (December 2019 - February 2020) Questionnaire survey for FF UHK prospective students (May-June) Study evaluation by graduates (June and October) Student evaluation of 2019/2020 summer term instruction (May-August) PdF Intensive summer school 2020 assessment (September) Comprehensive survey on graduate applicability ³ (October 2019 - December 2022)
Year 2021
<i>UHK investigation:</i> Student evaluation of 2020/2021 winter term instruction (December 2020 - February 2021) Study evaluation by graduates (June and October) Student evaluation of 2020/2021 summer term instruction (May-August) PdF Intensive summer school 2021 assessment (September)
Year 2022
<i>International surveys:</i> Eurostudent VIII (spring 2022) Eurograduate (autumn 2022) <i>National surveys:</i> Graduate ("Absolvent", autumn 2022)
<i>UHK investigation:</i> Student evaluation of 2021/2022 winter term instruction (December 2021 - February 2022) Questionnaire survey for FF UHK prospective students (May-June)

¹ Due to various survey frequencies at the UHK Faculties, not all the Faculties necessarily participate in all the surveys.

² Instruction quality evaluation surveys are also done among foreign students.

³ The graduate applicability is a three-year survey (shown for the sake of clarity only in the first year with the survey duration from October 2019 to December 2022).

Study evaluation by graduates (June and October)

Student evaluation of 2021/2022 summer term instruction (May-August)

PdF Intensive summer school 2022 assessment (September)

Annex 3: Research activity framework

1. The vision of the UHK is:

to be a respected university with excellent scientific research activities in the priority research areas, responding to the current social needs and uses a developed knowledge transfer system; a university which is firmly anchored in the national system of educational and research institutions and significantly cooperates with other institutions within the rich national and international cooperation network and anchored strategic partnerships.

The mission of the UHK is:

- to be a renowned and sought-after educational institution with an attractive and elaborate structure of study programmes in the national and international context, providing outstanding education and producing competitive and capable graduates;
- to develop selected priority areas of research that reflect current societal needs and use multidisciplinary cooperation;
- to carry out research in selected areas of basic and applied research with excellent results in both national and international contexts;
- to intensively promote the transfer of knowledge in the cultivated fields, the impact of research and its application in practice;
- to actively and systematically cooperate with industry, develop the research and innovation potential of the Hradec Králové Region and increase its competitiveness;
- to be an institution with a high degree of internationalisation in research and education, to carry out research activities in intensive national and international cooperation and with emphasis on strategic partnerships;
- to systematically support and formalise the emerging generation of professionals and their creative activities;
- to be an open institution actively involved in the public life of both the city and the region, the centre of education, research and the culture of the region with significant integrative and cultural influence as well as a societal impact;
- to offer students and employees a quality and inspiring environment for their creative, teaching and leisure-time activities.

2. Objectives and strategies for their achievement in the area of R&D&I for the next strategic plan period

The achievement of the formulated vision and fulfilment of the mission of the UHK in the field of R&D&I in the coming period is accompanied by the definition of the main objectives in the four basic areas that the University sees as priorities for its creative activity. They are **quality and excellence (A)**, **social relevance and transfer of knowledge (B)**, **international dimension of R&D&I (C)**, and **support to a new generation of researchers (D)**. These main pillars logically follow from the priorities pursued by means of the UHK 2016-2020 Long-Term Objectives and transform them in the desirable direction.

A. QUALITY AND EXCELLENCE

Main objective: Perform quality research with excellent results in selected research areas

Achievement strategy:

- Optimization of the functional university management system in the field of R&D according to the standards that correspond with the HR Award
- Systematic monitoring, evaluation and optimization of the work of scientific teams and individual researchers
- Elaboration of a system for functioning of university-wide research teams and their evaluation
- Development and implementation of an internal evaluation strategy of the UHK as a whole and of the individual components (faculties) including the evaluation by an autonomous advisory body

- Continuation in the projects for support of excellence at the University and faculty level as well as evaluation of their results and impact
- Systematic monitoring of results and quality of their application for formulating further targets and steps
- Search for, acquisition and support of talented domestic and foreign researchers and their involvement in the activities of the UHK with primary focus on research
- Implementation of open and international tenders for R&D positions
- Professionalisation of the project, administrative and advisory facilities for R&D workers in the area of submission of draft projects within the excellent grant schemata (Horizon2020, ERC grants, etc.)

B. SOCIAL RELEVANCE AND TRANSFER OF KNOWLEDGE

Main objective: Preform socially necessary research and successfully disseminate its results

Achievement strategy:

- Support to the traditional and new contacts between the University and practice, particularly within the region, i.e., cooperation with the regional bodies (RWI, KHK, regional innovation platform) and municipal bodies by way of Faculty boards for cooperation with practice, etc.;
- Support to the involvement of the University in professional networks and associations and related activities;
- Expansion and optimisation of the UHK Department of Transfer of Knowledge activity;
- Support to activity and functioning of the UHK Commercialisation Board;
- Support to applied research projects;
- Support to knowledge transfer and contractual research in SHV disciplines as well;
- Development of inter-sectoral research, active search for and acquisition of new cooperation partners;
- Support to establishment of spin-offs, development of methodology and targeted training for the UHK employees;
- Popularization of research at the UHK and fulfilment of the third role of the university;
- Implementation of events that promote science with a focus on pre-school and school age children as part of cooperation with schools in the region;
- Implementation of the popularisation events for the general public;
- Implementation of the Open Access Strategy at the UHK.

C. INTERNATIONAL DIMENSION OF CREATIVE ACTIVITY

Main objective: Strengthen the international co-operation in R&D

Achievement strategy:

- Creation and implementation of the Strategy for International Cooperation and Development of Internationalisation at the UHK;
- Performance of an audit of existing partnerships and their optimization using differential motivational instruments to support various forms of mutual co-operation;
- Creation and support of strategic partnerships with domestic and foreign institutions;
- Support to the creation of new research centres;
- Support to the development of international project collaboration and education of the UHK employees in these issues;
- Support to the submission and acquisition of a larger number of foreign projects and participation in international teams;
- Motivation of foreign experts for involvement in UHK teams; development of the university-wide tools for their recruitment;
- Implementation of open and international tenders for R&D positions;

- Support to doctoral programmes in English, their advertising and recruitment of doctoral students for these programmes;
- Opening doctoral programmes with dual tuition (cotutelle);
- Recruitment of foreign graduates for post-doctoral positions;
- Internationalisation of the UHK environment;
- Support to the growing internationalisation of the city and region environment for foreign employees in cooperation with the city and region.

D. SUPPORT TO A NEW GENERATION OF RESEARCHERS

Main objective: Educate and support a new generation of researchers

Achievement strategy:

- Support to the methodological knowledge of the Master's and doctoral programme students and their orientation in the system of assessment of science, bibliometry, databases, publishing practice, publishing ethics, etc.;
- Support to quality work of supervisors in doctoral programmes
- Support to postdoc positions at the UHK;
- Optimisation of the functional university management system with a focus on HR management;
- Systematization of support to and supervision of the beginner academic staff and researchers – Including the configuration of motivation systems and support to improvement of competencies in their fields of professional interest;
- Setting of a system for training for the beginner scientific staff in the area of intellectual property protection, publication practice, R&D&I assessment, research ethics, etc.;
- Implementation of a system for monitoring and evaluation of employee training and improvement in the area of R&D&I;
- Implementation of and support to the Internal Grant Agency and training of young researchers in the area of project application;
- Support for women-researchers in their career growth and their involvement in the academic bodies and functions;
- Systematization of support to the reconciliation of the profession and the family;
- Identification and appreciation of talents among the students and beginner researchers (e.g., the Rector's Award).

3. National and international context of R&D&I in connection to meeting the higher national and international strategic objectives and measures in the area of research, including the strategy and strategic management tools for increasing international or disciplinary competitiveness of the University research and its quality

The UHK follows up on meeting higher national and international strategic objectives at the thematic level, namely by dealing with scientific research topics that are current and urgent, as well as at the practical level, meeting the strategic objectives by numerous UHK activities. The connections between the UHK scientific research priorities and meeting higher strategic objectives are shown in the table below:

A Quality and excellence
The scientific research topics, which are solved within the faculty and institution-wide research fields, take into consideration the current European topics formulated in the <i>European Strategy 2020</i> , specifically, for instance, the topic of support to integration of the young generation and employment or polytechnic education is contained in the institution-wide field of “New challenges in Training and Education”. The priority of sustainable growth and the initiative “Digital Programme for Europe” is solved within the framework of the institution-wide research field “Security and Sustainable Development in the Digital Society”.

The pillar focused on quality and excellence generally reflects primarily the following documents:

National R&D&I Priorities: Specific objective 2.2: Improve the quality of research and create conditions for the development of internationally excellent research teams and centres

National RIS3 Strategy:

Key area of change B: Improving the research quality, strategic objective B1: Improving the quality and problem-orientation of research in knowledge domains that are relevant for intelligent specialisation, and specific target B.1.1: Providing stable conditions for the long-term development of high quality research facilities.

RIS3 Hradec Králové Region:

Area of change B: Excellent public research for application, strategic objective B.1. Increasing the application efficiency of research organisations, and specific target B.1.1. Increase the relevance of research and development activities of research organisations in relation to application.

B Social relevance and knowledge transfer

The area of social relevance and knowledge transfer follows up on these strategic documents:

Europe 2020 - priority one Smart Growth - Development of an Economy Based on Knowledge and Innovation. **Innovation Strategy of the ČR 2019 – 2030**, area Intellectual Property Protection and National Start-Up and Spin-Off Environment

National R&D&I Priorities 2016 - 2020 Specific objective 3.2: Increase the efficiency of dissemination and sharing of knowledge from research organisations, Specific objective 5.1: Setting the processes for consistent identification and assessment of applied research users and society needs
National RIS3

Key area of change A: Higher innovation performance of companies, Strategic objective A.1: Increasing the innovation demand in companies (and in the public sector), and Specific objective A.1.1: Strengthening the research and development capacities of companies. Key area of change C: Increasing the economic benefits of public research, Strategic objective C.1: Increasing the research relevance and specific objective C.1.1: Strengthening the co-operation and interaction between research organisations and the application sector, and C.1.2: Increasing the commercial use of R&D results and the knowledge of research organisations

RIS3 Hradec Králové Region

Key area of change A: Increasing the innovation performance of companies, Strategic objective A.2. Increasing the research, development and innovation activity of companies, disciplinary and interdisciplinary associations with an emphasis on international activity, Specific objective A.2.1. Increasing the research, development and innovation activity of companies, disciplinary and interdisciplinary associations with an emphasis on international activity, and specific objective A.2.4 Improving the capacity for implementation of specific R&D&I activities in the region

Area of change B: Excellent public research for application, Strategic objective B.1. Increasing the application efficiency of research organisations, Specific target B.1.3. Increasing the degree of commercialisation of research organisations' results

C International cooperation in the field of R&D&I

The area of international cooperation reflects the following strategic priorities:

National R&D&I Priorities 2016 - 2020: Specific objective 2.3: Increase the internationalization of the research environment in the Czech Republic

National RIS3:

Key area of change B: Improving the research quality, Strategic objective B.1: Improving the quality

and problem-orientation of research in knowledge domains that are relevant for intelligent specialisation, Specific target B.1.2: Increasing the international openness of public research in the Czech Republic

RIS3 Hradec Králové Region:

Area of change B: Excellent public research for application, Strategic objective B.1. Increasing the application efficiency of research organisations, Specific target B.1.2. Increasing the (international) mobility of people in research organisations

D Support to a new generation of researchers

The support to the beginner research staff is grounded in objectives formulated primarily in the following documents:

OECD Innovation Strategy 2015. Priority 4. Support and optimal utilisation of talents and skills Europe 2020: Support to the young generation employment. Flagship initiative: "Youth on the move", Flagship Initiative: "An Agenda for new skills and jobs"

National R&D&I priorities 2016 - 2020: Specific objective 2.4: Assure quality human resources for research, Specific objective 4.3 Assure quality human resources for innovation

National RIS3:

Key area of change D: Higher availability of human resources in terms of their number and quality for innovative business, research and development; Strategic objective D.2: Identification and use of talents, and specific objective D.2.2: Preparing the next generation of innovators, and D.2.3: Creating a system for attracting and adapting highly qualified people to the Czech Republic

Key area of change D: Higher availability of human resources in terms of their number and quality for innovative business, research and development; Strategic objective D.3: Improving quality of research and development employees and specific objective D.3.3: Increasing the attractiveness of the research career and improving the quality of the preparation of future researchers

RIS3 Hradec Králové Region:

Key area of change C: Development of human resources for research, development and innovation, Strategic objective C.1. Improving the quality of graduates and teaching staff, Specific objective C.1.2. Strengthening the cooperation between education institutions and the business sector, and C.1.3. Implementing a talent management system in initial education

3. + 4. Strategy and strategic management tools for increasing the international or disciplinary competitiveness of the University research and its quality (point 3 of the recommended structure) and Institutional tools for performance of research strategy with an emphasis on support of quality research and innovative environment (point 4 of the recommended structure)

The UHK has gradually created a set of instruments to support its research strategy and the set targets in the field of R&D&I. This also promotes quality research and innovative environment at the UHK (all the four key areas of the UHK strategy aim at that). The existing and additional intended strategic management tools also promote the quality of scholarly and research activities, disciplinary and international competitiveness as well as innovative environment. The crucial instruments that support the research strategy include:

- *Setting of science and research support programmes at the UHK and their funding system using DKRVO*
- *Configuration of the motivational instrument "Reward for Quality" (system for partial redistribution of the UHK budget according to quality criteria)*
- *Organisation and financial support to competitions of projects to promote excellence at the university-wide and faculty level*

- *Appointment of multidisciplinary institution-wide research fields*
- *Support to the creation of postdoc positions at the UHK*
- *Setting of a system promoting submission of quality projects (support to project departments, implementation of seminars, consultations, internal inspections, etc.)*
- *Building and development of a university-wide creative activity and knowledge transfer institution and its cooperation with the Faculty R&D support department*
- *Configuration of the system for management of knowledge transfer at the UHK*
- *Optimisation of the configuration of internal processes and documents in relation to R&D&I support*
- *Building of the quality department at the UHK*
- *Building of external advisory bodies at the University-wide and Faculty level*
- *Realisation and implementation of external audits and monitoring at the UHK*
- *Setting of the Open Access Strategy at the UHK*
- *Submission of OP VVV drafts and solutions which support R&D&I development at the UHK*