



University of
Hradec Králové

The Strategic Plan
**of the University of
Hradec Králové**
2021+

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Motto
Courage...to innovate.
...to discover.
...to help.
...to inspire.



Foreword



University
of Hradec
Králové



The Strategic Plan of the University of Hradec Králové for the period from 2021 (the “Strategic Plan”) is a fundamental strategic document of the University of Hradec Králové (UHK) to lay down its long-term strategy for a period of ten years. The purpose of the Strategic Plan is to set the main priorities and objectives the UHK wants to achieve in the following decade. The implementation process of the defined strategy contains as its integral part, yearly implementation plans for the Strategic Plan to concretize the individual measures and steps to be taken by the UHK in the particular year. The Strategic Plan has an attachment titled Strategy for Internationalization of the University of Hradec Králové for the period from 2021 (the “Internationalization Strategy”) which completes and develops further the set objectives of an international character. When implementing this Strategic Plan, the UHK also plans to ensure independent evaluation of the implementation focused on how the set ob-

jectives were achieved and what impact they had on the performed activities. The Strategic Plan is not to be considered as an unalterable document; the individual objectives can be amended during the implementation process so as to respond adequately to potential changes in the external and internal environment which can occur during the next ten years and which may affect the measures set.

Taking into account the importance and relevancy of the Strategic Plan, the UHK management did their best to engage the university’s staff and students in the preparatory process of the document. The preparatory works and the priorities of the Strategic Plan were discussed repeatedly with the managements of all university faculties, at meetings with the vice-deans and staff of the faculties within day-long thematically focused conferences, and at meetings of the UHK’s Board of Trustees, of the Academic Senate and of the faculty senates and academic communities. An online discussion of the focus groups within the MS Teams in which 130 participants were engaged

was an integral part of the discussion in drawing up the Strategic Plan. This discussion provided the UHK management with extensive and inspiring reflections not only from the UHK academic and non-academic staff and from the UHK students, but also from UHK students and staff from abroad whose suggestions enhanced the international level reflected in the Strategic Plan elaboration.

The all-society and global trends were taken into account in formulating the UHK strategies. The development of the higher education system is influenced by factors such as demographic development, technological innovations and progress, globalization, digitization and so on, which are accentuated and reflected by the UHK in its planned objectives. But the intention of the university is not only to monitor trends and respond to them in a flexible manner in its activities but the key activity also is the setting of the trends and the addressing of the relevant topics connected both directly and indirectly with the university’s activities. Especially the topics concerning the social

responsibility are an example of the conscious environment cultivation which will have impact not only on UHK’s responsibility as the participant but mainly on the wide public supported, educated and motivated by the university serving as an example.

The UHK perceives positively and develops its strong regional identity. Its close connection with the City of Hradec Králové and the whole Hradec Králové Region can be seen in a whole number of activities which stimulate and develop not only the university’s community but also that of Hradec Králové. Thus, the UHK represents the nearest partner of both the city and the region in dealing with different challenges. In addition to the positively perceived regional presence, the growth of the global and internationalization activities is among the substantial and decisive aspects of the university’s development. The UHK intends to develop fully its internationalization effort both in the traditional area of educational and creative activities and in the context of social responsibility, in the framework of which it

avows the vision of a globally active and acting institution. Through this Strategic Plan, the UHK will strive definitely to strengthen and promote its global position further.

The UHK is a young and dynamic university, which allows it to aim at efficient modernization of processes and strategic management. The university perceives the ever-changing needs of the students and staff and the generational, technological, informational and other changes, and it implements the needs related to them in its activities. For the years to come, the UHK aims especially at developing such activities which will allow to take a flexible response and adaptation to the future challenges.

The UHK also incorporates into its planned activities, the expected measures formulated by the Strategic Plan of the Ministry for Higher Education for the period from 2021 (“SP2021+”) issued by the Ministry of Education, Youth and Sports of the Czech Republic (MEYS). The UHK also reflects the context of other relevant national and inter-

national documents. References to compliance with the specific SP2021+ objectives are shown in parentheses after the texts of the individual measures. Where a certain measure is to be supported financially within the Programme to Support the Strategic Management of Public Higher Education Institutions for the Years 2022–2025 (PSSC) declared by the MEYS, it is also mentioned.

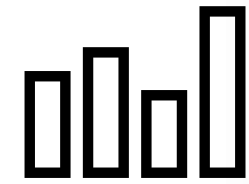
The fulfilment of the Strategic Plan objectives will be evaluated continuously 1) by monitoring yearly of selected quantitative indicators having a transformation potential, the listing of which is provided with the individual objectives and summarized in a chart in Annex 2 to the Strategic Plan; in relevant cases, outcome indicators are determined for the individual objectives in the wording of the Strategic Plan; and 2) through qualitative indicators listed with the individual objectives.

.UHK Mission

**The UHK Mission is
to disseminate knowledge
within the regional
and global community.**



UHK Vision



...

To be a respected educational institution with an attractive structure of study programmes and other forms of education, reflecting the requirements of the 21st century.

...

To be an institution developing a highly evaluated and socially beneficial creative activity and reaching highly valued scientific and research results in selected areas of research.

...

To be a socially responsible and open institution contributing actively to forming a public space having a distinctive integrating influence and an all-society impact.

...

To be an institution firmly anchored in the region, developing cooperation with external partners and contributing to the fulfilment of the needs of the city and region and their inhabitants.

...

To be a fully internationalized institution developing its global potential in the area of international educational and scientific cooperation.

...

To be an institution striving continuously to improve the environment for its students and staff and their development.

UHK Values



The UHK avows fully the principles of democracy and humanism, which are the basis of a free society. The UHK fulfils its Mission and Vision on the basis of the following key values:

FREEDOM

as the fundamental value of a democratic society and the inalienable right of every human being, which, in the academic environment, also represent the academic freedoms such as freedom of creative activity, teaching, free choice of study, and freedom to express one's own views in teaching.

RESPONSIBILITY

responsible behaviour towards the society and region in response to the global challenges, towards the students and staff.

MORAL INTEGRITY

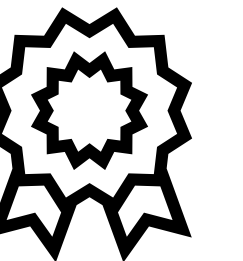
obligation of highly honest and fair conduct in education, creative and all other activities.

OPENNESS AND DIVERSITY

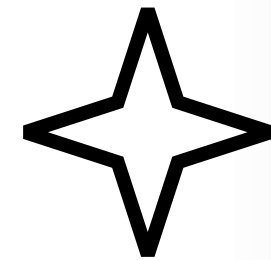
openness towards all people, equal approach and non-discrimination principle, esteem and respect, and plurality of views.

COOPERATION

as a basic value of human relationships, cooperation between the staff and students, institutional and international cooperation.



.Priorities



In line with the declared Mission, Vision and Values, this Strategic Plan defines the following four basic priorities:

.I **UHK attractive
and inspiring** 

 **UHK dynamic
and excellent** .II

.III **UHK open
and responsible** 

 **UHK modern
and efficient** .IV

The individual priorities are developed through the objectives the UHK wants to achieve in the subject period and the measures and indicators relating to them. All the priorities also specify their international dimensions, being developed further by the internationalization strategy. The said internationalization strategy forms an attachment to the Strategic Plan and its important part and sets up measures linked to the individual priorities and their objectives.



University
of Hradec
Králové

.Priority I: UHK Attractive and Inspiring



The UHK's priority is to provide attractive opportunities of high-quality education to interested applicants of all age groups. Such education will respond to the changing conditions and needs of the society for the UHK graduates to be able to assert themselves not only on the domestic but also on the international labour market. The UHK will offer an inspiring environment allowing to develop talents and to fulfil the potential of the students and other people being educated.

.Our Objective No. 1: Valuable and Attractive Study



The educational activity is one of the essential missions of the UHK and its development and improvement is the key part of the university's strategy. The educational activity is focused on students (*student-centred learning*), reflecting their diverse needs of education. The UHK's objective is to prepare a diversified and attractive offer of education in study programmes, to motivate students to complete their studies successfully, to strengthen the international dimension of study in the study programmes, and to evaluate and improve the study programmes systematically. Students represent the main and integral part of the academic community, which is why their maximum involvement in the university's activities and support for their academic and social integration belongs to the crucial objectives.

Current state: The university offers a standard portfolio of

study programmes, but there is still a rather unused potential of creation of joint interdisciplinary study programmes, especially in response to the technological progress, requirements of Industry 4.0 and challenges of both national and international nature. Higher flexibility in education has to be supported by developing a more sophisticated education internationalization system, considering the fact that, as of 2020, the UHK has not even one functional double degree or joint degree programme. Involvement of students in educational activity evaluation is still carried out mainly through subject teaching evaluation or representation of students in the self-governing academic bodies, but it is also necessary to develop other options and to extend the degree of their involvement in preparation and evaluation of study programmes. The dropout rate still remains an ongoing problem.

WHAT DO WE WANT TO ACHIEVE?

- Diversified offers of study programmes covering all types and profiles of the study programmes (including the interdisciplinary ones, those taught in foreign languages, double degree/joint degree study programmes, and perspective study programmes responding to the social demands and the technological development), which will be attractive for domestic and international applicants and which will motivate to successful graduation, all while keeping or increasing slightly the number of students. The offer of study programmes by 2030 will include at least ten accredited professionally-oriented study programmes, at least one newly accredited interdisciplinary inter-faculty study programme and at least ten study programmes implemented in cooperation with higher education institutions abroad.
- Improvement of the educational activities (including those taught in foreign languages) through their regular and systematic evaluation in view of the relevant participants (students, graduates, representatives of employers, etc.) and by taking measures based on such feedbacks.
- A well-developed level of internationalization of the educational activities in study programmes covering a wide range of internationalization activities including internationalization at home (see also the Internationalization Strategy).

- A well-developed, wide and accessible offer of counselling services aimed at study applicants, students and graduates, and reflecting the needs of the individual groups.
- An active and participating role of students in the UHK activities.
- An inspiring environment developing talents and supporting a universal development of students' personalities.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will develop and innovate study programmes according to the trends and in the context of the technological progress and of the labour market demands within the approved accreditations, within the re-accreditation processes and when preparing new study programmes, and diversify the offer of UHK study programmes.
- By taking organizational and process measures, we will support development of inter-faculty interdisciplinary and profession-focused study programmes.
- Within the regular and systematic evaluation of the educational activities and when setting up measures aimed at improving study programmes, we will extend the ways of students' involvement in such activities. We will also introduce platforms to intensify students' involvement in preparation of study programmes. (Priority Objective I, Operational

Objective 1.C, SP2021+.)

- We will strengthen the international dimension of educational activities (mobility, subjects taught in foreign languages, preparation of graduate theses in foreign languages, engagement of lecturers from abroad in teaching, development of joint programmes with international universities, etc.). (Priority Objective I, Operational Objective 1.G, SP2021+.)
- In our work with prospective students, we will focus especially on the ways of informing them about the contents of study programmes and about the possibilities of future employment, and on counselling in choosing from study programmes. We will implement this measure directly by sharing good practice, coordinating the information activities within the university, and by providing counselling services through the university counselling centre. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- In connection with the evaluation of graduation rate and development of measures to be taken to reduce the study failure rate, we will extend our career, psychological, social and other counselling services and introduce new measures to reduce social and other barriers in study completion. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- Throughout the university, we will evaluate the methods of organization of teaching in the combined form of study and take organizational measures to contribute to balance studies with the work and family lives of stu-

dents and to result in a higher graduation rate. (Priority Objective II, Operational Objective 2.D, SP2021+; support from the PSSC funds.)

- We will support financially and materially the activities of student associations and other activities leading to strengthening the academic and social integration of students. (Priority Objective I, Operational Objective 1.C, SP2021+; support from the PSSC funds.)
- By introducing a scholarship framework, we will provide support for exceptionally gifted students to facilitate developing their talents in studying at the UHK. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

INDICATORS

- The numbers of accredited programmes by type.
- The numbers of accredited study programmes by profile.
- The numbers of study programmes introduced together with an international university.
- The attractiveness of study programmes (numbers of registered, admitted and enrolled applicants).
- The number of supported applicants for study who have used the counselling services provided through the university counselling centre.
- The study graduation rate.

- The number of defended theses in foreign languages.
- The number of subjects taught by international experts within academic mobilities.
- Bursaries paid out within the new programme for support of exceptionally gifted students.

(Other indicators concerning internationalization of study programmes are provided in the Internationalization Strategy.)

FUNDING SOURCES

- CDP, PSSC, MEYS, EU.

.Our Objective No. 2: Top-Quality Teachers, Teaching Methods and Preparation of Study Programmes

High-quality education is connected inseparably with the quality of teachers. The activities of the academic staff embrace the fulfilment of all missions of the university; in addition to professional expertise and creative activities related to educational activities, attention should also be paid to their teaching competencies. Pedagogical activities are the crucial part of the academic staff work; they not only have to receive an adequate background and support but they also must be motivated systematically to improve them. Selection of suitable teaching methods and forms should also be taken into account when preparing study programmes, which must be founded on the internationally acknowledged procedures and the best practice.

Current state: Although work results in teaching activities are included in the regular evaluation of the academic staff, the evaluation has been, so far, focused predominantly on utilization of their capacities in educational activities. The UHK, however, does not yet reflect and support systematically the development of competencies for teaching. The current motivation schemes used to develop the members of academic staff rather accentuate the financial motivation to achieve quality scientific outputs, which, in some of them, may lead to neglecting the importance of teaching activities.

WHAT DO WE WANT TO ACHIEVE?

- Improvement and extension of the pedagogical competencies of the academic staff, including the strengthening of their motivation to extend their pedagogical competencies and to ensure an adequate support for them.
- Increasing professionalization in preparation of study programmes and in selecting suitable teaching methods by enhancing the engagement of experts in higher education pedagogy and curricular design in such activities while making use of the internationally acknowledged procedures and the best practice.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will systematize the requirements for the education of the academic staff in teaching methods and reflect them in the Career System. Accordingly, we will amend the system of regular evaluation of the members of the academic staff. (Priority Objective I, Operational Objective 1.A, SP2021+; support from the PSSC funds.)
- We will motivate the members of the academic staff to develop their teaching competencies, especially by taking organizational measures and by means of links to the remuneration system. We will develop methods for evaluation of quality of the educational

activities of the academic staff and take them into account in their assessment. (Priority Objective I, Operational Objective 1.A, SP2021+; support from the PSSC funds.)

- In connection with the development of the pedagogical competencies of the academic staff, we will establish a university-wide platform to provide a professional, methodical and organizational support for such activities. (Priority Objective I, Operational Objective 1.A, SP2021+; support from the PSSC funds.)
- In order to strengthen the prestige of high-quality educational activities at the UHK, we will introduce a Rector's award for pedagogical activity.
- We will enhance the engagement of experts in higher education pedagogy and curricular design in the preparation of study programmes, especially by providing counselling services in preparing and approving study programmes and by incorporating them in the competent approval bodies. (Priority Objective I, Operational Objective 1.B, SP2021+; support from the PSSC funds.)
- When preparing study programmes, we will use the approach based on learning outcomes and the European Credit Transfer and Accumulation System (ECTS) in a consistent manner and follow the relevant international and national recommendations. In this respect, we will support the members of the academic staff in preparation of accreditation applications. (Priority Objective I, Operational Objective 1.B, SP2021+; support from the PSSC funds.)

INDICATORS

- Modification of the current system of regular assessment of the members of the academic staff with respect to implementation of the evaluation of their pedagogical competencies.
- Establishment of a university-wide platform for development of the pedagogical competencies of the academic staff.
- Establishment of a platform for meetings of the staff participating in teaching throughout the university to support exchange of experience and good practice sharing.
- The number of activities for development of the pedagogical competencies of the academic staff coordinated by the UHK.
- The number of participants in activities for the development of the pedagogical competencies of the academic staff coordinated by the UHK.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

.Our Objective No. 3: Systematic Preparation of Students for Future Employment

The higher education system must prepare graduates to be able to assert themselves in the conditions of dynamic social and technological changes. Graduates should possess not only expert knowledge and skills but their education at a university should lead them to developing their critical thinking, ability to handle information, solve problems and communicate, and also to active and responsible citizenship based on democratic values and humanistic ideals.

Current state: The individualized investigation report Graduate 2018 for the UHK (CSVŠ and SVP PedF UK 2019) refers to the fact that the graduates who took part in the research, in comparison with other higher education institutions, feel less prepared for the challenges and requirements of the labour market. Although the differences are not too great and are not considered substantially significant, the UHK is aware of the need to develop the preparation of graduates for the labour market.

WHAT DO WE WANT TO ACHIEVE?

- Highly qualified graduates from study programmes, who are ready to enter the labour market and adapted adequately for its transformations and in the education of whom, emphasis is put on expert knowledge and skills and on using them in foreign languages, and on their soft skills and abilities to continue learning.
- A well-developed system of placements and internships, including abroad, which are an integral part of study and which have an adequate administrative support (see also the Internationalization Strategy, Priority IV, Objective No. 4). The goal is to have at least 80 % of graduates of Bachelor's and Master's study programmes undertaking placements or internships by 2030.
- A well-developed career counselling system based on close cooperation with the application sphere to build up a community of good practice sharing among students and graduates.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will introduce a new university-wide system to make surveys among study programme graduates as a basis for obtaining a regular and systematic feedback as to graduates' employment and for taking measures

as required. (Priority Objective I, Operational Objective 1.C, SP2021+.)

- We will engage graduates in preparation of curricula, for instance through their participation in study programme boards or other platforms. (Priority Objective I, Operational Objective 1.C, SP2021+; support from the PSSC funds.)
- Cooperating closely with the representatives of employers, we will monitor changes on the labour market requirements and reflect them in preparing and updating the contents of study programmes. (Priority Objective I, Operational Objective 1.C, SP2021+.)
- We will put emphasis on the development of students' soft skills and general competencies by incorporating suitable interactive teaching methods in the curricula (e.g., projects, practical workshops or simulations), by offering subjects focused primarily on the development of soft skills and through extra-curricular activities. We will implement this measure through university-wide coordination of activities, by sharing good practice and providing recommendations to the faculties. (Priority Objective I, Operational Objective 1.C, SP2021+; support from the PSSC funds.)
- Through educational and other activities, we will support entrepreneurial spirits in our students and their involvement in innovative activities, and provide support for start-ups. We will implement this measure through university-wide coordination of activities and by sharing good practice. (Priority Objective I,

Operational Objective 1.C, SP2021+; support from the PSSC funds.)

- We will expand the activities of the university counselling centre, which prepare students for employment not only during their studies but also after graduating. We will focus on increasing students' and graduates' awareness about such activities. (Priority Objective I, Operational Objective 1.C and Priority Objective II, Operational Objective 2.G, SP2021+; support from the PSSC funds.)
- We will increase the opportunities of placements and internships in the CR and abroad. (Priority Objective I, Operational Objective 1.C, SP2021+.)
- We will develop an internal methodical document for placements and internships to provide a guideline for their implementation, mainly as regards entering into contracts, the way of determination of credit amounts, verification of achievement of learning outcomes, quality standards, etc. (Priority Objective I, Operational Objective 1.C, SP2021+; support from the PSSC funds.)
- We will earmark personnel capacities for administrative assurance of internships to facilitate their further development and systematic support. (Priority Objective I, Operational Objective 1.C, SP2021+; support from the PSSC funds.)
- We will increase the involvement of experts from the application sphere in teaching and in preparation of study programmes, seminar and qualification papers. (Priority Objective I, Operational Objective 1.C SP2021+.)

INDICATORS

- The unemployment of UHK graduates.
- The number of supported start-ups.
- The percentage of graduates undertaking internships or placements.
- Experts from the application sphere taking part in teaching and practical training in accredited study programmes.
- The number of the educational and development activities of the university counselling centre for students and graduates.
- The number of participants in the development and educational activities of the university counselling centre.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

Our Objective No. 4: Education Flexibility

The student-centred education respects the diverse needs of education, which is why the UHK's objective is to provide a highly developed and broad offer of education. Such an offer should reflect not only the diverse needs of students within study programmes but also the demand for qualification upskilling and reskilling, short-term educational activities, summer schools, courses, etc. The aim is to develop flexibility in educational opportunities including online education options as especially the development of information technologies and digitization in educational activities offers room and possibilities for implementation of high standards in educational activities. The UHK will develop online educational activities mainly in those areas which enable full utilization of the advantages of distance learning (lifelong learning programmes, summer schools, etc.), and it will also

develop study programmes by means of the online teaching tools. However face-to-face teaching will remain the principal goal of the UHK in fulfilling its mission.

Current state: The extraordinary situation connected with the anti-epidemic measures and the resulting necessity of distance learning uncovered the weaknesses as well as the opportunities the UHK has in this area. Before starting the anti-epidemic measures, online teaching has not been covered systematically in the UHK study programmes, although some of the faculties have had many years of professional experience in its development. Moreover, the university does not have flexibility in teaching methods addressed systematically in respect of offering education out of the study programmes.

WHAT DO WE WANT TO ACHIEVE?

- Well-developed, top-quality and available on-line education as an essential part of the education process within the accredited study programmes in and out of all forms of study. In the individual fields of study, we will identify an optimal balance between the traditional and modern approaches to education on the basis of continuously monitoring and evaluating all new teaching tools and methods.
- Well-developed and diversified offers of lifelong learning programmes focused on the development of graduates' competencies (upskilling and reskilling), on providing purpose-oriented educational activities for the needs of both the town and the region, and also on an offer for the wide public including interested applicants from abroad and of all age groups. By 2030, at least 10 % of the lifelong learning programmes should be implemented online.
- A flexible system of education fully respecting the previous prior learning outcomes, including those of non-formal and informal learning.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will increase the percentage of educational activities implemented in the online and blended learning form (i.e., a combination of

face-to-face teaching and online teaching). (Priority Objective II, Operational Objectives 2.A and 2.B, SP2021+; support from the PSSC funds.)

- Within the university-wide platforms with the participation of the academic staff, students and experts, we will seek innovative solutions to help increase the quality of educational activities implemented online. We will gather impulses actively and develop them by exchanging experience and by sharing good practice with other universities both in the CR and abroad. (Priority Objective II, Operational Objective 2.A, SP2021+; support from the PSSC funds.)
- We will take measures to eliminate barriers in access to online education, mainly by procuring the appropriate equipment to be borrowed by students in need and by providing support for students with specific needs. (Priority Objective II, Operational Objective 2.A, SP2021+; support from the PSSC funds.)
- Through the university-wide platform, we will make online learning sources available to the public and enable using them by all those interested. (Priority Objective II, Operational Objective 2.B, SP2021+; support from the PSSC funds.)
- We will offer selected lifelong learning courses (online courses, summer schools) on the international market under the UHK brand. (Priority Objective II, Operational Objective 2.B, SP2021+; support from the PSSC funds.)
- We will develop an offer of reskilling and

upskilling courses. We will create such an offer on the basis of communication with graduates and employers and by monitoring changes in the labour market requirements. (Priority Objective II, Operational Objective 2.G, SP2021+; support from the PSSC funds.)

- We will develop a system of recognizing prior learning outcomes respecting recommendations received from the relevant organizations and documents and setting a prior learning recognition process. (Priority Objective II, Operational Objective 2.E, SP2021+; support from the PSSC funds.)
- We will develop possibilities to confirm the achieved learning outcomes even for students who have not completed their studies successfully and to issue separate certificates for the achieved competencies (so-called micro-credentials). (Priority Objective II, Operational Objective 2.F, SP2021+; support from the PSSC funds.)

INDICATORS

- The number of online education sources made available to the public.
- The number of programmes offered within lifelong learning (LLL) by teaching methods (face-to-face/online).
- The number of internationally offered programmes in LLL.
- The number of offered reskilling and upskilling courses.
- The number of participants in the LLL programmes.
- Certificates issued to confirm the achieved learning outcomes.

FUNDING SOURCES

- CRP, PSSC, MEYS, EU.

• Priority II: UHK

Dynamic and Excellent



The UHK's priority is the dynamic development of the scientific and other creative activities not only in all the scientific or artistic fields being developed but also in the interdisciplinary overlap which would enable development of the key research topics and creative activities. On the basis of its well-developed science management system, strong internationalization of research and its commitment to support the open science principles, the UHK intends to achieve science and research excellence in the selected branches of science.

• Our Objective No. 1: UHK as a Strategically Managed Open Research and Creative Institution

II

A comprehensive strategy of sustainable development of a research organization and fulfilling the open science ideas are the keys to achieving success in the development of top-quality internationalized science at the UHK. The university will create its own strategy of development in science and research to set forth a general vision of the organization in the short-, medium- and long-term perspective, its development and investment targets, and a concept of research and development activities. This strategy will also respect the social need of research and its ability to respond to the current challenges and its impact on the society. The UHK sees a high potential for development in the area of advanced cooperation throughout the UHK's branches of science and the private and public spheres, stressing mainly the applied and contractual research and transfer of knowledge. The university will also put great emphasis on popu-

larization of the outcomes of research and other creative activities.

Current state: In terms of the strategic management of scientific, research and other creative activities, the UHK is decentralized to a considerable extent. The institutional status based on a SWOT analysis and other surveys is described in the feasibility study prepared for the project titled "Development of Capacities for Research and Development at the University of Hradec Králové". This basis defines clearly the UHK's needs in strategic setting and development of the internal evaluation of the research organization with emphasis put on the necessity of external and internal systematic institutional evaluation of creative activities, transparent assessment of research staff and teams, while stressing the staff's internationalization potential and education in the area of science and research evaluation.

WHAT DO WE WANT TO ACHIEVE?

- A strategically managed and, in the area of science and research, highly motivated institution with clearly set scientific and research development schemes.
- Socially relevant and beneficial scientific and research outcomes.
- Strengthening the activities in knowledge transfer into practice by developing capacities in the transfer of technologies in view of the achieved research and development outcomes and of the needs of the application sphere.
- A progressive approach in open science, especially as regards the principle of open access to research outcomes, open research data and fulfilment of the FAIR (Findable, Accessible, Interoperable, Reusable) data principles. The aim is to achieve a 70% proportion of publications in the open access regime in 2025 out of the total number of the Jimp/Jsc type publications.
- Dissemination and popularization of the outcomes of the scientific research work and creative activities in favour of the public.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will create a strategy of sustainable development of a research organization and

a strategy of evaluation of research staff/teams and of the research organization as a whole. (Priority Objective IV, Operational Objective 4.A, SP2021+.)

- When supporting research activities, we will take into account the social needs, mainly through the system of institutional support of the UHK's joint research topics which reflect intensively the social needs at both national and global levels. (Priority Objective IV, Operational Objective 4.C, SP2021+.)
- If we find insufficiently secured processes or agendas, we will employ highly specialized experts for transfer agendas and processes implementation. (Priority Objective IV, Operational Objective 4.A, SP2021+.)
- We will aim educational activities at developing staff competencies in knowledge transfer, intellectual property protection, support for project submissions and in other areas crucial for the support and development of creative activities. (Priority Objective IV, Operational Objective 4.A, SP2021+.)
- The applied and contractual research will be reflected within the internal system of allocation of funds, so-called Bonuses for Quality (PPK), whereby supporting the said research types actively.
- Through inclusion into the faculty student internship boards and other inclusive incentives we will develop intensive cooperation with the application sphere and with the organizations which, especially within the town and the region, support cooperation between

educational institutions and the private sector. (Priority Objective IV, Operational Objective 4.C, SP2021+.)

- We will support achievement of top-quality research & development results, their industrial and legal protection and commercialization by licensing intellectual property or by founding spin-off firms, start-ups, and we will support participation in professional clusters.
- Within the open science, we will implement mainly the open access and open data policy in the form of establishment of data storage media and by covering expenses incurred through fees for open access publications. (Priority Objective IV, Operational Objective 4.A, SP2021+.)
- By developing various presentation platforms and activities we will present, promote and popularize actively the outcomes of the UHK's creative activities and their key personalities. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

INDICATORS

- Development and regular evaluation of a research organization strategy.
- Assessment of the strategy of evaluation of research staff and teams.
- The volume of contractual research.
- The number of spin-off and start-up enterprises with a financial share of or participation by the UHK.
- The percentage of publications in the open access regime in the total number of Jimp/Jsc type publications.

FUNDING SOURCES

- PSSC, LCDRO, MEYS, EU, university's own resources.

.Our Objective No. 2: Support for Excellence, Internationalization and Interdisciplinarity

The UHK's aim is not only to support and develop creative activities in all fields of education, where it conducts study programmes and, thereby, to achieve a high degree of interconnection of the educational and creative activities, but also to support creative activities in the related areas, whereby strengthening even more intensively the interdisciplinarity of research. In the selected areas of research work, the UHK strives to achieve top and globally relevant outcomes. The UHK intends to continue to develop and support actively the established university-wide interdisciplinary research directions having significant impacts on both the wide public and the professional sphere. Strengthening the internationalization of creative activities is the integral part of university's development. Great emphasis is put by the university on the development of scientific and research teams and their sustainability and on the transfer of knowledge to scientists at the beginning of their careers.

Current state: Given the low horizontal penetration of science and research at the UHK and the small percentage of the joint professional outputs in 2019, the university formulated university-wide research directions which pose multidisciplinary and transdisciplinary opportunities for interconnection and strengthening of the potentials of the individual faculties. However, there still are other follow-up institutional measures to be implemented to allow drawing up the UHK's interdisciplinary potential. Since 2018, the UHK has advanced considerably in the number of implemented scientific and research outcomes and, in particular, as regards the quality of such outcomes, as documented clearly by the comparative data analyses of the outputs of the Web of Science (WoS) and Scopus databases, pointing out, for instance, at the 25% year-to-year increase of publications in the first and second quartiles in WoS. The UHK will continue to support this positive trend institutionally and to develop it by taking further steps and tools motivating to increasing excellence, internationalization and interdisciplinarity.

WHAT DO WE WANT TO ACHIEVE?

- Increasing excellence in science and research. In the period 2021-2025, our goal is to achieve a cumulative number of 1,200 articles in the first and second quartiles of the Web of Science JCR database.
- Internationally respected interdisciplinary research teams, especially in the area of university-wide research directions, with the aim being to publish at least thirty impacted articles in the first and second quartiles of the Web of Science JCR database, being within the university-wide research directions by 2025.
- Strengthening the international dimension of creative activities and winning important international projects (see also the Internationalization Strategy, Priority IV, Objective No. 1). The aim is to be granted at least two excellent international projects (e.g., EU's Horizon Europe, MSCA, bilateral GACR, CoFund TACR, etc.) by 2025.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- By developing motivational schemes and by modifying the institutional setting, we will support extension of the international links within professional networks, consortia and research projects (Priority Objective 4, Operational Objective D, SP2021+.)

- By modifying the institutional setting, we will support establishment of international research teams, into which we will incorporate researchers coming to the UHK from outside and from abroad. (Priority Objective IV, Operational Objectives 4.A and 4.D, SP2021+.)
- By evaluating the results and functioning of research teams regularly, we will pay attention to their structures, mainly as regards the involvement of scientists from different phases of their careers, with special attention being paid on postdoctoral researchers. (Priority Objective IV, Operational Objective 4.A, SP2021+.)
- We will provide an administrative and professional support in preparing and submitting applications for important international projects by engaging external experts and by increasing the qualifications of the current staff. (Priority Objective IV, Operational Objective 4.A, SP2021+.)
- We will develop a motivational system to achieve top and internationally recognized outcomes of creative activities by specifying the aiming at the top periodical publications not in the first quartile and decile but also at the best periodicals in their spheres.
- We will specify further the parameters of the motivational systems for international outcomes while incorporating excellence and links to support the potential of conducting international projects. (Priority Objective IV, Operational Objective 4.A, SP2021+.)

- Through a bonus system we will support development of interdisciplinary and cross-sectional research topics. (Priority Objective IV, Operational Objective 4.A, SP2021+.)
- By reflecting the indicators associated with internationalization of the scientific, research and other creative activities in Bonuses for Quality, we will support internationalization and excellence of the creative activities throughout the UHK. (Priority Objective IV., Operational Objectives 4.C and 4.D, SP2021+.)

INDICATORS

- The number of articles in the first and second quartiles of the Web of Science JCR database.
- The number of scientific/research outcomes covering cooperation of institutions from at least three countries.
- The number of impacted articles in the first and second quartiles of the Web of Science JCR database, falling within the university-wide research directions.
- The number of granted excellent international projects (e.g., EU's Horizon Europe, MSCA, bilateral GACR, CoFund TACR, etc.).

FUNDING SOURCES

- LCDRO, MEYS, EU, university's own resources.

Our Objective No. 3: Evaluation of Creative Activities as a Means to Scientific Growth



The UHK considers the processes of evaluation of creative activities as a key activity allowing scientific research progress and excellence. For the years to come, the university has set up a goal to develop a system of regular evaluation of research and other creative activities both through internal evaluation processes and by relevant external subjects whose evaluation would enable international comparison and sharing of good practice of international universities. The UHK is aware of the fact that evaluation is only a first step and the main activity consists in the application and implementation of recommendations. Within its strategic plan, the UHK undertakes to reflect the recommendations following from evaluations and to evaluate their impact on the creative activities.

Current state: The creative activities of individuals are evaluated in the UHK predominantly in relation to the rules set by the faculties. At the university-wide level, outcomes of scientific, research and other creative activities are evaluated on the basis of the Bonus for Quality criteria as an institutional motivational tool determined, among other things, to ensure growth in science and research. The UHK can now draw relevant data also from the evaluation outcomes of the International Evaluation Panel (IEP) and of the International Advisory Board (IAB) established within the project titled "Development of Capacities for Research and Development at the University of Hradec Králové". One of the faculties also has an international advisory body whose work includes, inter alia, evaluation of scientific and research activities. The still operated manual data collection, however, is a system weakness.

WHAT DO WE WANT TO ACHIEVE?

- Development of the tools of internal monitoring and evaluation of the research results and outputs of individuals and research teams.
- Appointment and/or development of external advisory or evaluation bodies at the UHK.
- Regular or ad hoc evaluations performed by external institutions.
- Improvement of scientific and research processes and activities based on regular evaluation of internal schemes.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will evaluate and modify the system of internal evaluation of creative activities with emphasis put on electronization and automation in data collection from the interconnected information systems. (Priority Objective IV, Operational Objective 4.A, SP2021+.)
- We will perform regular benchmarking in science and research.
- We will be evaluated regularly by the international evaluation bodies (follow-up evaluation).
- We will implement in a consistent manner, the recommendations and procedures in the area of modification of the internal evaluation system following from UHK evaluation by the International Evaluation Panel and other ex-

ternal institutions or evaluation bodies established on the initiative of the UHK. (Priority Objective IV, Operational Objective 4.A, SP2021+.)

- We will implement and develop an electronic management system for data on creative activities and software tools for evaluating individuals/teams/faculties for assessment and comparison purposes.

INDICATORS

- Creation of an evaluation strategy and methodology as a tool for internal evaluation of science and research.
- Evaluation by the external evaluation and advisory bodies (IEP, IAB, etc.).
- Internal monitoring of outputs of creative activities of individuals.
- Internal monitoring of outputs of creative activities of teams.
- Benchmarking in selected science and research areas.

FUNDING SOURCES

- LCDRO, MEYS, EU, university's own resources.

Our Objective No. 4: Efficiency of Doctoral Studies

Doctoral studies are an integral part of the top-quality personnel and creative background of the university. Owing to their potential, the doctoral degree students are considered to be one of the fundamental driving forces of the institution's research development. Developing and making doctoral studies more efficient is crucial for the UHK, mainly by setting suitable motivational and organizational measures which would increase the success rate and quality of studies in the doctoral degree programmes. A first-class doctoral study cannot be managed without first-class supervision by supervisors and careful selection of candidates; therefore, one has to concentrate on formulating precise standards in this area.

Current state: At the UHK, doctoral studies are developed in very strong relations to the individual faculties. Consequently, doctoral students have different professional growth opportunities depending on the variably adjusted motivation schemes, possibilities to engage in research and project activities, and on bursary supports. This system offers a more intensive utilization of possibilities to share good practice among the faculties. As a weakness, however, as also follows from the pilot doctoral evaluations, one can consider the fact that the supervisor's standard has not been defined and established across the university adequately. In the institutional point of view, increased attention should be paid to the measures leading to increasing the percentage of successfully completed doctoral studies and tools motivating doctoral students to higher involvement in the creative and project activities.



WHAT DO WE WANT TO ACHIEVE?

- An elaborate offer of doctoral degree programmes which would be attractive for both domestic and international applicants and through which students would be motivated to complete their studies timely (see also the Internationalization Strategy, Priority II, Objective No. 2).
- A slight increase in the number of students of doctoral degree programmes including international doctoral students, while putting emphasis on the increasing quality of doctoral students and, in particular, on increasing the percentage of successfully completed studies. The aim is to achieve, by 2030, at least a 20% proportion of international doctoral students and to increase the percentage of successfully completed doctoral studies to 70 % (see also the Internationalization Strategy, Priority V, Objective No. 2).
- Improvement in the efficiency of doctoral studies through institutionalized motivation schemes, sharing the inter-faculty good practice, setting up supervisor standards, and defining the rights and obligations of the doctoral students and the processes for protection of doctoral students and for fair and independent solution of potential disputes.
- Provision of adequate financial remuneration for doctoral students to allow them to concentrate maximally on their study duties and to complete their studies timely, while assuring suitable conditions for balancing

their personal and work lives. The target is the average doctoral bursary paid by the UHK by 2025 to correspond to at least 50% of the average wages.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will develop and optimize the offer of doctoral degree programmes for domestic and international candidates.
- We will seek actively and motivate talented doctoral study candidates both in the Czech Republic and abroad. (Priority Objective III, Operational Objective 3.B, SP2021+.)
- We will review, develop and standardize motivation schemes for the fulfilment of study duties and early completion of doctoral studies, especially as regards the increase of doctoral bursaries. (Priority Objective III, Operational Objectives 3.A and 3.B, SP2021+.)
- We will set up supervisor standards and monitor and evaluate them regularly to provide an adequate support for students in doctoral degree programmes (Priority Objective III, Operational Objective 3.C, SP2021+; support from the PSSC funds.)
- We will update the system of making provision for supervision of doctoral students in the pedagogical work of the academic staff according to the set supervisor standards.
- In the managing acts, we will define the rights and obligations of doctoral students in a

well-arranged and comprehensive manner and set up processes of protecting students in doctoral degree programmes and of fair solution of potential disputes. (Priority Objective III, Operational Objective 3.D, SP2021+; support from the PSSC funds.)

- By taking appropriate measures, we will help balance the family and study lives of doctoral students. (Priority Objective III, Operational Objective 3.D, SP2021+.)

INDICATORS

- The numbers of accredited doctoral degree programmes.
- The attractiveness of doctoral studies (numbers of applied for, admitted and enrolled doctoral students).
- The percentage of international doctoral students.
- The success rate of the doctoral studies.
- The amount of the average doctoral bursary in proportion to the average wages.
- The average amount of the yearly re-counted incomes of doctoral students.
- Processes set up to protect students in doctoral degree programmes and fair solution of potential disputes.
- Measures adopted for balancing the family and work lives of doctoral students.
- Supervisor standards with a review of their fulfilment.

FUNDING SOURCES

- PSSC, LCDRO, MEYS, EU, university's own resources.

.Our Objective No. 5: Quality of Doctoral Studies

One of the important objectives in UHK development is improvement of the doctoral studies, mainly by strengthening their internationalization and the doctoral students' research activities. Students in doctoral degree programmes should not only utilize the professional and research facilities of the institution but also gain extensive experience abroad. Preparation for further (especially scientific) career is an integral part of study, which is why doctoral students should be engaged in professional networks, develop their abilities in preparing and solving scientific projects and, in dependence on the individual doctoral degree programmes, gain experience also in other relevant sectors and institutions, and cooperate with the application sphere. Strengthening the foreign aspect of the study concerns primarily the mobilities of doctoral students or their direct participation in international research activities (engagement in international networks, participation in international teams, membership in international professional associations, attendance at conferences abroad, etc.). The secondary inter-

national aspect is apparent in the mobilities of the academic and research staff working in doctoral studies and in greater engagement of international experts in implementing doctoral studies. Regular evaluation by all the relevant participants is also an integral part of the doctoral study organization.

Current state: In the previous years, the UHK took some measures leading to doctoral study quality enhancement. However, the weakness which still remains is the unequal engagement of doctoral students in scientific and research projects, as more active students are often involved too excessively which reduces their time available for good work on the topics of their doctoral theses. The UHK should also motivate its doctoral students more consistently to utilize supporting programmes to improve their research works, including internships at universities abroad. Introduction of a feedback scheme will also contribute to improving the highest degree of study.

WHAT DO WE WANT TO ACHIEVE?

- Well-developed internationalization of doctoral degree programmes in the area of international mobilities of doctoral students, possibilities to study for institutionalized joint doctorate under co-supervision (cotutelle), in the area of mobilities of academic and research staff in doctoral studies, in engagement of doctoral students in international networks, international teams, international conferences, international professional associations, and in engagement of international experts in doctoral studies (see also the Internationalization Strategy).
- First-class professional, spatial, instrumental, supporting and other facilities for the development of research activities of students of doctoral degree programmes.
- Continuous improvement and refinement of the doctoral degree programmes, mainly through evaluation of feedbacks from all educational process participants, with emphasis being put on complete and continuous evaluation by the doctoral students.
- Doctoral students and graduates highly educated in terms of professionalism, personality and ethics, who contribute to the institution in fulfilling its mission as an integral part of the academic community.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- Proceeding on the basis of the set-up motivation schemes, we will support both short- and long-term international mobilities of (outgoing and incoming) doctoral students and will motivate them to use the mobilities. (Priority Objective III, Operational Objective 3.C, SP2021+; support from the PSSC funds.)
- We will engage international experts in doctoral studies in a more extensive manner through their involvement in teaching and scientific development of doctoral students and in verification of the learning outcomes in doctoral degree programmes. For this purpose, within the university, we will support financially the positions of faculty mentors coming from abroad to facilitate intensive sharing of good practice. (Priority Objective III, Operational Objective 3.C, SP2021+; support from the PSSC funds.)
- We will engage doctoral students widely in research activities (implementation of research projects in research teams) including international ones. (Priority Objective III, Operational Objective 3.C, SP2021+.)
- We will develop a system of internships for doctoral students in firms and other relevant institutions. (Priority Objective III, Operational Objective 3.C, SP2021+; support from the PSSC funds.)
- We will provide students of doctoral degree programmes with adequate spatial, instru-

mental and other facilities of the university for their creative activities while also strengthening their social and academic integration. (Priority Objective III, Operational Objective 3.D, SP2021+.)

- We will regularly evaluate the quality of doctoral studies, taking also into account the university-wide consolidated evaluation of the studies provided by the doctoral students. (Priority Objective III, Operational Objective 3.C, SP2021+.)
- We will instruct all incoming doctoral students completely, in particular in the areas of the ethics of work with professional sources and publishing, career development and pedagogical competencies. (Priority Objective III, Operational Objective 3.C, SP2021+; support from the PSSC funds.)
- We will prepare a university-wide offer of continuous education of students of doctoral degree programmes focused on the development of their advanced competencies in creative activities, especially as regards preparation of research projects and publishing the results of creative activities. (Priority Objective III, Operational Objective 3.C, SP2021+; support from the PSSC funds.)

INDICATORS

- The number of doctoral students participating in strict-science grants.
- The percentage of doctoral students employed at the UHK out of the total number of

full-time doctoral students.

- The number of short-term international mobilities of doctoral students.
- The number of long-term international mobilities of doctoral students.
- The number of doctoral theses defended in foreign languages.
- The number of doctoral students completing internships in firms and other institutions.
- The number of external international experts engaged in verification of the learning outcomes in doctoral studies.
- The number of activities (training courses, workshops, etc.) organized by the UHK to develop competencies in the creative activities of doctoral students.
- The number of participants in activities organized by the UHK to develop competencies in the creative activities of doctoral students.

FUNDING SOURCES

- PSSC, LCDRO, MEYS, EU, university's own resources.

• Priority III: UHK

Open and Responsible

The UHK's priority is to enhance the level of responsibility of the institution within the public space and environment through the execution of its activities and on the basis of the activities of and support for the UHK students and staff. The university definitely does not reduce its responsibility to the regional environment only but intends to act as an example worthy to be followed also in the area of global challenges. The UHK also acknowledges its commitment to create safe premises to develop a fully tolerant and unbiased environment allowing the free development of individuals.

.Our Objective No. 1: Socially Responsible Institution

Social responsibility involving cultivation of the local and regional social and environmental space belongs already today to the key activities of the third role of the UHK. Social and environmental responsibility is at the forefront of a number of activities which take place at the university regularly and which will be developed further and extended by sharing the good practice. It is in the interest of the UHK as an educational centre to develop socially responsible educational activities concerning not only the students and the staff but also the wide public. The UHK will cultivate its university environment so as to reflect the policy leading to enforcement of the values and principle of social responsibility. And, last but not least, the UHK as an institution is ready to assume an active approach and assistance in critical situations whether in the local, regional or global perspective.

Current state: The UHK belongs to the highly active institutions where social responsibility is concerned, which fact has manifested itself in the conducting of a whole number of regular and ad hoc faculty and university-wide activities. The UHK has also confirmed convincingly its key role in the region by its active attitude during the period of the COVID-19 pandemic. At present, the fact that the UHK's activities in the area of social responsibility are not covered within an integrated framework which would enable an adequate presentation of the UHK's social role and which would help achieve a more effective coordination of activities and mutual sharing of the good practice among the UHK's units, can be considered a certain weakness. A great opportunity can be seen in the potential development of the international dimension of social responsibility.

WHAT DO WE WANT TO ACHIEVE?

- An elaborate range of socially responsible activities as an integral part of activities conducted by the UHK not only through university initiatives but also by participating in local, national and international initiatives.
- More systematic awareness about the social role of the UHK and consistent sharing of the good practice among the units of the university.
- Development of voluntary activities of UHK students and staff.
- Increased awareness of the socially responsible topics among the students, staff and wide public.
- Reflection of impacts on the climate and environment as an integral part of the university's activities.
- A holistic approach to drawing from and renewal of natural resources.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will stimulate and coordinate the socially responsible activities of the UHK. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will create a content of the UHK's web pages to inform about the activities, upcoming

ing events and options of involvement in the socially responsible activities of the UHK. We will use internal communication tools to support sharing the good practice throughout the UHK. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

- We will communicate the importance of the social responsibility topics towards the wide public. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will elaborate an offer of cultural and educational events focused on social responsibility. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will establish cooperation with charity and volunteer organizations and motivate students and staff to engage in volunteer activities. (III. Other Significant Themes in Higher Education, SP2021+.)
- We will create an offer of optional subjects focused on the area of social responsibility for students. (III. Other Significant Themes in Higher Education SP2021+.)
- We will support student clubs and other student activities to reflect the topics of social responsibility. (Priority Objective I, Operational Objective 1.C, SP2021+, III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will engage regularly in society-wide national and international initiatives concern-

ing the social and environmental responsibilities. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

- We will review the consumption and utilization of natural resources, devise ways leading to minimization of waste generation, and reduce the consumption of disposable products at the UHK. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

INDICATORS

- Socially responsible and educational activities in the sphere of social responsibility.
- Web pages covering the topics of the UHK's social responsibility.
- Implementation of environmentally responsible approach in the Code of Ethics.
- Environmental audit.
- Placing in the UI GreenMetric World University Ranking.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

.Our Objective No. 2: Open and Tolerant Institution

The university is an institution recognized throughout the society which refuses prejudices, is open, tolerant and non-discriminating. The UHK sets itself the aim to fulfil these commitments and to be an example through its engagement. The UHK undertakes to support the disadvantaged groups of people and the minorities which might be accepted inadequately by the majority society. The goal of the measures is to embrace the principle of equal approach to all people without exception and to create a safe environment in which all people would enjoy complete freedom of action.

Current state: In its internal documents, the UHK has defined the basic parameters of institutional non-discrimination, tolerance, freedom, and openness. In this area, the UHK even belongs to pioneers as one of its faculties conducted a pilot research aimed at the gender pay gap. On the other hand, the UHK faces the need to update and complete the system of ethical standards and institutions. One of the relevant data sources was the extensive questionnaire survey within the project titled Development of Capacities for Research and Development at the University of Hradec Králové in which the staff and doctoral students were asked questions concerning the ethical and professional aspects of their work at the UHK.



WHAT DO WE WANT TO ACHIEVE?

- Increased awareness of the minority or disadvantaged groups in the society and of the measures taken to eliminate all forms of discrimination and unequal approach.
- Creation of an ethical environment at the UHK to guarantee safety, equal approach and openness.
- Strengthening diversity and inclusion at the UHK.
- Assurance that genders, identities or disabilities are not limiting factors at the UHK.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will build up an ethical infrastructure at the UHK to include a new code of ethics, an ethics committee and methodical instructions and to ensure safety and equal approach to all people at the UHK.
- We will create an online educational programme containing information on the institution's ethical principles and observance of the applicable regulations.
- We will engage in activities and initiatives to support the minority and disadvantaged groups in the society. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

- We will extend the offer of courses by thematic subjects focused on the issues of discrimination and unequal approach. (III. Other Significant Themes in Higher Education SP2021+.)
- We will be mindful of gender equality in occupying the managing functions, in the representations of bodies and other positions at the UHK, mainly through positive motivation of the underrepresented gender.
- We will provide psychological, career and other counselling services to members of the minority and disadvantaged groups, continue to develop services to equalize conditions for disadvantaged students, and continue to eliminate both physical and mental barriers. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- Through educational activities and information materials, the UHK will develop understanding of students and the staff, thus supporting the integration of people with specific needs. (III. Other Significant Themes in Higher Education SP2021+.)
- We will create informative and methodical materials concerning the topic of gender equality at the UHK (e.g., methodology for using a gender-sensitive language in communication).

INDICATORS

- An updated Code of Ethics.
- An online educational programme on ethics and observance of regulations at the UHK to be attended mandatorily by every member of staff.
- Establishment of an ethics committee.
- Evaluation and reduction of potential differences in remuneration of women and men.
- Methodical and informative materials concerning gender equality.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

.Our Objective No. 3: UHK as a Responsible Employer

The academic and non-academic staff is crucial for fulfilling the UHK's mission and visions. Therefore, care of their development and creation of a suitable work environment must belong to the fundamental priorities of the UHK. The UHK's goal is to be an open university able to keep attracting talented academic and research workers, both from the country and from abroad, as well as individuals interested in non-academic positions. Appropriate processes of staff evaluation, a system of benefits and, especially, a consistent support for further career and personality development of staff are also an integral part of the university's strategy. As the UHK strives to be granted and to keep the HR Award (HR Excellence in Research Award), fulfilment of the principles of the European Charter of Researchers and of the Code of Conduct for the Recruitment of Researchers is crucial in all the above-mentioned activities.

Current state: The UHK performed a deep analysis of the current/recent state with a feasibility study for the project titled "Development of Capacities for Research and Development at the University of Hradec Králové", whose aim is to obtain and keep the HR Award. The said analysis identified weaknesses and risks related, among other things, to the issue of recruitment of new workers or of working conditions and social security. Thus, *onboarding* and systematization of educational programmes and employee qualification growth remain the big commitments for the UHK. To this end, the university conducted data collection in 2020, in which the employees identified their targets in professional and personal education. The questionnaire survey made within the project "Development of Capacities for Research and Development at the University of Hradec Králové" is another source of relevant data in the area of working conditions.



WHAT DO WE WANT TO ACHIEVE?

- Increasing the attractiveness of the UHK as a highly sought-for employer responsible towards its employees.
- High level of professionalization, openness and transparentness in selecting UHK employees. Especially where the positions of academic and research staff are concerned, emphasis should be paid on including applicants from abroad and on increasing the proportion of employees having relevant international experience (see also the Internationalization Strategy, Priority II, Objective No. 1).
- Functional and efficient system of evaluation of academic and non-academic UHK staff, in which the employees also provide their employer with a feedback.
- Career and personality development and continuous education of UHK employees in the areas of their expertise, language command, digital skills, intercultural competencies, and an efficient and motivational career growth system.
- As high as possible level of bilingual environment, an adequate background for employees from abroad and internationalization of the services provided by the UHK (see also the Internationalization Strategy, Priority I, Objective No. 2 and Priority II, Objective No. 3).
- Wide offers of opportunities to balance the

family and work life for the academic and non-academic staff and a varied offer of fringe benefits.

- Development of institutional care of mental health of the UHK employees.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will focus on the implementation of processes leading to obtain and keep the HR Award and, in compliance with them, we will modify the recruitment and onboarding processes. (Priority Objective V, Operational Objective 5.D, SP2021+.)
- We will introduce barriers for academic inbreeding, especially by organizing competitive hiring process, and requirements for international experience of the candidates. (Priority Objective V, Operational Objective 5.D, SP2021+.)
- We will support horizontal mobilities of the UHK employees to be able to gain experience in various institutions. (Priority Objective V, Operational Objective 5.D, SP2021+.)
- We will evaluate the current system of evaluation of the academic and non-academic staff members and will implement amendments in it as required, including a link between employee evaluation and remuneration. (Priority Objective V, Operational Objective 5.D, SP2021+.)
- We will take measures to prevent any occur-

rence of unconscious (cognitive) bias in the evaluation of employees and in setting evaluation criteria in the different areas (especially, increasing awareness and providing methodical support). (Priority Objective V, Operational Objective 5.D, SP2021+; support from the PSSC funds.)

- We will support and systematize the opportunities of training and further education of UHK employees, aiming at continuous development of their professional and general competencies. (Priority Objective V, Operational Objective 5.D, SP2021+; support from the PSSC funds.)
- We will create schemes and a mentoring system to support young workers at the beginning of their careers. (Priority Objective IV, Operational Objective 4.A; Priority Objective V, Operational Objective 5.D, SP2021+.)
- We will extend and make more effective, the support and activities for employees coming from abroad, making the UHK environment and processes bilingual to the maximum possible extent. (Priority Objective V, Operational Objective 5.D, SP2021+; support from the PSSC funds.)
- We will introduce measures to support the return of employees from parental leave and take other suitable measures for family and work life balancing based especially on the principles of flexibility and personalized approach. (Priority Objective V, Operational Objective 5.D, SP2021+.)
- We will aim our support at activities contrib-

uting to keeping and improving the mental health of the UHK's employees. We will develop a programme which would facilitate the provision of employees with assistance and support even beyond their work obligations; free psychological and counselling assistance, offer of suitable benefits, workshops and training course will be an integral part of the programme. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

- We will develop supporting and counselling facilities for international mobilities of our academic and non-academic staff members, especially as regards the removal of barriers for their participation in such mobilities (for instance, by providing technical equipment for virtual mobilities, by modifying work conditions, and by providing supporting financial grants to employees who incur higher mobility costs due to having to take care of their relatives). (Priority Objective V, Operational Objective 5.D, SP2021+; support from the PSSC funds.)

INDICATORS

- Being granted and keeping the HR Award.
- Regular updates of the UHK employee evaluation system.
- Measures taken to balance the family and work life.
- An institutional programme to support care of the mental health of the UHK employees.

- Schemes for support of academic and research staff members at the beginning of their careers.
- Activities to support international employees.
- The number of the employees supported within a mentoring programme.
- Openness of selection procedures.
- Measures taken to prevent a cognitive bias in evaluation.
- Measures taken to prevent academic inbreeding.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

.Our Objective No. 4: Building UHK Community and Shared Identity

When fulfilling its roles, the UHK has to strengthen the fellowship of students and staff members in a consistent manner and also to build strong community relationships with its graduates and patrons. Sharing the UHK's university identity, values, mission and visions contributes to the joint fulfilment of objectives and roles, whereby making the UHK a stronger and more reliable social partner and participant. Building the UHK's community has both the regional and global forms. Forming the unmistakable shared identity of the university must be based, among other things, on an effective external and internal communication strategy and its fulfilment to contribute to the propagation of the UHK's good reputation.

Current state: In the last several years, the UHK put great emphasis on professionalization in communication, PR and marketing, mainly by extending the personnel capacities and by securing processes for the activities. Such activities, however, still lack a framework in the form of a university-wide communication strategy requiring a high level of identification of all units, which would define joint communication processes and channels in a consistent manner. The university still perceives great development opportunities in the area of building UHK's community dimension and strong identity.

WHAT DO WE WANT TO ACHIEVE?

- Development of the UHK community, strengthening the shared identity and building an unmistakable UHK brand not only in the domestic but also in the wider/international context.
- UHK formation as a natural centre of attractive activities contributing to the creation of a strong UHK community including interested applicants from various age groups.
- A progressively communicating university based on a modern communication strategy.
- Creation of an efficient internal communication environment at the UHK by means of optimized communication tools.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- Proceeding systematically, we will develop new and innovative ways and forms of communication leading to the building of a strong identity of the UHK and fellowship within a growing university's community. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will adopt and implement gradually a university-wide communication strategy clearly defining the tools and processes to be used to achieve goals in the subject area. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

- We will systematize an offer of popularization and educational activities for all interested members of the public, and develop a motivation system for participation in these activities for not only the UHK's applicants for study or graduates. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- By amending the institutional rules and motivation schemes, we will enhance the programme of UHK's domestic student ambassadors/representatives in order to strengthen the UHK community and extend the ways of information support for applicants in choosing their study programmes. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will perform and extent the activities of the Alumni Club in order to strengthen the engagement of graduates in the UHK's communities. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will create a platform for internal communication throughout the UHK. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)

INDICATORS

- The establishment of a communication strategy in the UHK.
- Continuous evaluation of implementation of the UHK communication strategy.
- The number of secondary school students en-

- gaged in the ambassador programme of the UHK.
- An increase in the measurable parameters of the UHK's activities on the social networks (coverage, impression, interest, CTR).
- An increase in availability and turnover of sale of the UHK's brand.
- Creation of an internal communication tool.
- Regular internal monitoring of the visitor rates of the organized events.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

• Priority IV: UHK

Modern and Efficient



The continuous improvement of the system and of the institution's strategic management process is the clear priority of the UHK. This development must include systematic evaluation of university's own activities in all its aspects, efficient management and highly developed infrastructure corresponding with the high needs of the university. One of the UHK's priorities also is efficient administration of the internal affairs using state-of-the-art and continuously developing procedures and systems which reduce the administrative burden of the academic staff and other employees taking part in the creative activities.

• Our Objective No. 1: Strategically Managed UHK

The UHK's aim is to be a strategically controlled and coherent university whose staff and students identify themselves with the set priorities and objectives and aim together at their fulfilment. The key to the achievement of the strategic objectives of the UHK is development of a well-educated management and responsible leadership of the university. It is nothing but top-quality leadership not only at the central university's level but also at the level of faculties and lower units which is able to ensure corresponding development in human resources management, and to set up and operate a functional environment and efficient university processes. The management also covers institution openness and effort to create and use as many as possible platforms in all its activities for knowledge exchange, open discussion and good practice sharing whether within and outside the university, as well as abroad. The strategic management following predominantly from analytical data and fulfilment of defined objectives also includes development of a system of activity quality assurance and evaluation. The mechanisms

of internal allocation of funds are one of the key tools of strategic management of the institution.

Current state: In the recent years, the UHK started dealing with the need of development of a conceptual strategic management intensively. This effort is a result of the absence up to now of some substantial strategic mechanisms defined explicitly, apart from other things, in the feasibility study of the project titled "Development of Capacities for Research and Development at the University of Hradec Králové" or in the evaluation of the NAB committee with respect to UHK's application for institutional accreditation. Some weaknesses have also been identified in relation to human resources development or low participative level of the UHK's staff in the key processes in context of several extensive questionnaire surveys.

WHAT DO WE WANT TO ACHIEVE?

- Wide identification with the strategic priorities, objectives and measures of the Strategic Plan within the university and their communication outside the university, both in relation to the key partners and to the public.
- Participative, regular and analytical evaluation and preparation of the fundamental strategic documents of the UHK, covering a wide range of relevant participants and ensuring also external independent evaluation.
- Ensuring attractiveness of work in independent and self-governing UHK bodies for the academic staff members and students.
- Top-quality, well-educated and erudite management and leadership of the UHK and its units and assurance of recruitment, replacement and education of leaders. The aim is to achieve at least 80% of leading employees to undergo training in managerial competencies by 2025.
- An internal system of allocation of funds which will not only take over the criteria used by the MEYS but will also reflect the mission, strategy and priority areas of the UHK and stimulate UHK's development, and will also be able to respond to the current economic and social conditions and to ensure foresight in financing.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- Approximately in the middle of the period of validity of the strategic documents, we will ensure external evaluation of the fulfilment of the Strategic Plan and Internationalization Strategy objectives, focusing on the achievement of the set objectives and impact of the implemented actions on the quality of the activities. (Priority Objective V, Operational Objective 5.A, SP2021+; support from the PSSC funds.)
- We will develop university's financial and personnel capacities to perform analyses, creation, implementation and evaluation of strategies in order to improve preparation of documents for the decision-making process of the university's management and self-governing academic bodies, and to make the strategic management processes more effective. (Priority Objective V, Operational Objective 5.B, SP2021+; support from the PSSC funds.)
- We will use variable tools and approaches (such as using online platforms and group discussions) to develop and support participation of the relevant participants (senates, the Board of Trustees, student organizations, etc.) in the evaluation of the UHK's strategic plans and in preparation and modification of other strategic documents. (Priority Objective V, Operational Objective 5.B, SP2021+.)
- We will provide a systematic support for the presentation of the priorities and objectives of the UHK's Strategic Plan both within and

without the university. We will provide the UHK's self-governing and other bodies with a complete range of supporting services. (Priority Objective V, Operational Objective 5.B, SP2021+; support from the PSSC funds.)

- We will enhance systematically the managerial competencies of the university and faculty management members and other managers with the aim to improve and professionalize the management of the individual units. (Priority Objective V, Operational Objective 5.D, SP2021+.)
- We will create a system of educational programme modules intended to provide leaders with education in the thematic subjects in dependence on the phases of their managerial careers and development areas (personal, technical and conceptual skills). (Priority Objective V, Operational Objectives 5.B and 5.D, SP2021+; support from the PSSC funds.)
- We will identify and support through educational activities and training courses, the development of new leaders to facilitate the continuous replacement of the university's elites. (Priority Objective V, Operational Objective 5.D, SP2021+; support from the PSSC funds.)
- Within the educational, creative and related activities of the university, we will create actively and use opportunities for experience exchange and good practice sharing within and without the university and will develop cooperation actively and strengthen coordination of measures among the faculties. (Priority Objective V, Operational Objective 5.B,

SP2021+; support from the PSSC funds.)

- We will develop and implement intra-university motivation schemes for allocation of funds, engaging also the self-governing and other bodies of the UHK in the discussion on setting and evaluating the budgeting mechanisms. (Priority Objective V, Operational Objective 5.B, SP2021+.)

INDICATORS

- External evaluation (with emphasis put on the Strategic Plan and the Internationalization Strategy).
- Regular evaluation of the individual objectives and indicators of the Strategic Plan and of the Internationalization Strategy.
- The percentage of managers who have received training in managerial competencies.
- Created system of a modular educational programme in leadership.
- An intra-university system of allocation of funds.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

.Our Objective No. 2: Efficient Management of UHK Processes and Environment

The setting and management of processes at the UHK must not only correspond with the modern trends but also reflect the needs and specificities of the institution with the aim to achieve as efficient as possible university management. The aim of the UHK is to minimize the administrative burden of the academic and research staff so that they can devote themselves to their vocations fully, especially by utilizing the administrative capacities efficiently, automating selected activities, developing and using the analytical functions of the management information system, and by achieving maximum digitization of agendas and workflow documents and their connection to the electronic document filing service of the UHK. Within the efficient management of processes at the UHK, emphasis should also be put on adequate coordination and harmonization of activities at the central, faculty and department levels and on preventing unnecessary duplicities and excessive administrative burden. The UHK also intends to develop fully and use the functions of the facility management.

Current state: The university processes are controlled by way of internal regulations which define a whole number of internal procedures and processes but often fail to offer the process participants adequate tools for their administration. The UHK perceives intensively the consequences of the limited financial means for development or acquisition of efficient tools for digital administration, control of and support for the management processes. For the reasons above, processes are mostly addressed in a documentary form which shows an increased degree of error, time consumption, and absence of a complete audit trail.

WHAT DO WE WANT TO ACHIEVE?

- Complete digitization and electronization of the circulation of documents and a systematic workflow of documents at the UHK so as to relieve employees of unnecessary bureaucracy, and extended interconnection of information systems and automatic handover of selected data, all in compliance with the filing service rules and by connecting systems to the electronic filing service.
- Establishment of a safe digital environment in the UHK.
- Increase in process efficiency by creating a system of centrally shared services or agendas where useful to lead to administrative burden reduction.
- Appointment of staff to provide first-class supporting services allowing the academic and research staff to concentrate fully on their tasks.
- Development of a management information system as a key analytical tool for collection and analysis of information about the UHK activities and data for evaluation of indicators and processes relating to management, human resources administration, quality in the areas of study, science, internationalization, etc.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will implement and improve the management information system, especially in the following areas: economy, financial management, budgeting, human resources management, professional growth of the UHK employees, scientific and research activities, and support for and management of the subsidy project administration. (Priority Objective V, Operational Objective 5.B, SP2021+; support from the PSSC funds.)
- We will increase the efficiency of the functionalities of the systems available at the UHK. (Priority Objective VI, Operational Objective 6.A, SP2021+; support from the PSSC funds.)
- Through a controlled analysis, we will develop and implement internal systems and tools for digitized and effective circulation of documents and their connection to the electronic filing service system at the UHK. (Priority Objective VI, Operational Objective 6.A, SP2021+; support from the PSSC funds.)
- In connection with the plan of increase of digitization of agendas and processes at the UHK, we will strengthen the security of information systems. (Priority Objective VI, Operational Objective 6.A, SP2021+; support from the PSSC funds.)
- We will provide top-quality tools for management, data models, data storage, and controlled planning of achievable and objec-

tively measurable goals. (Priority Objective VI, Operational Objective 6.A, SP2021+; support from the PSSC funds.)

- Where useful, we will develop a central system of sharing supporting activities and agendas at the university. (Priority Objective VI, Operational Objective 6.C, SP2021+.)
- We will seek possibilities of sharing capacities with other higher education institutions, such as CESNET and ERP association of the EIS Magon system. (Priority Objective VI, Operational Objective 6.C, SP2021+; support from the PSSC funds.)
- We will carry out a personnel audit of the non-academic staff members at the rectorate and faculties, especially in order to ensure the effective utilization of human resources and to enhance substitutability in administrative positions. (Priority Objective VI, Opera-

.IV

tional Objective 6.C, SP2021+; support from the PSSC funds.)

- We will strengthen quantitatively and qualitatively (by means of regular training), the administrative and supporting infrastructure for the fulfilment of the main missions of the UHK. (Priority Objective VI, Operational Objective 6.C, SP2021+; support from the PSSC funds.)

INDICATORS

- Introduction of a management information system.
- Connection of the system of agendas to the electronic filing service.
- Implementation of new tools/SW digitization and electronization and interconnection of agendas and processes.
- Personnel audit.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

• Our Objective No. 3: Developed and Modern Infrastructure of the UHK

The aim of the UHK is to have available and offer a sufficiently developed and good infrastructure for the development of the university's basic and complementary activities. The university is aware that first-class teaching, top-ranking science and research and other activities (especially those in sports and arts) cannot be developed without adequate spatial and functional facilities. Therefore, the UHK aims at the development of an adequate infrastructure not only for the academic and research staff members but also for students and staff in the technical and administrative employees. The objective of the university is to be a premises-independent institution taking care of the management and development of the currently owned buildings. The absolutely fundamental priority for the next years and decades is the development of the UHK's "At the Confluence" campus in respect of the further project documentation stages, subsequent preparation of projects and construction of further campus parts, the aim being to form a compact university centre providing complete working, study and free-time facilities for all people working at the UHK.

Current state: The UHK does not have an adequate spatial capacity to ensure complete educational and creative activities in its own premises and is, to a large extent, dependent on long-term lease contracts concluded for teaching and administrative areas. The current spatial capacities (mostly scattered all over the town) are not always sufficient for specialized teaching and creative activities as regards their quality, size, and state of repair. Also, the UHK currently has no sufficient facilities available for teaching in subjects such as physical education, sports, and free-time activities.

WHAT DO WE WANT TO ACHIEVE?

- Further development and construction of the university's "At the Confluence" campus, assurance of the spatial requirements with our own capacities, keeping the current buildings in the adequate state-of-the-art condition, and reduction of the associated operation costs. By the end of 2027 at the latest, we plan to leave all the leased premises except for the specialized teaching areas.
- Permanently modernized environment of the halls of residence, especially with respect to the adequate information infrastructure, equipment and other facilities for students' free-time activities (see also the Internationalization Strategy, Priority II, Objective No. 3).
- Maximum independence in sports infrastructure for teaching sports subjects and performing other sporting activities of the students and staff, as well as adequate spatial and other capacities needed for the development of artistic activities (mainly the fine art and music).

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will consolidate the property rights of the campus premises and finish the urban and architectural study of the "At the Confluence" campus.

- As a matter of priority, we will finish the reconstruction of Buildings B and C for the activities of the Philosophical Faculty and of the Faculty of Education.
- We will continue the gradual reconstruction of other university's buildings.
- We will search for sufficient funds needed for the development of the entire university's infrastructure.
- We will build up and develop our own (or shared) infrastructure for sporting and artistic activities. (III. Other Significant Themes in Higher Education, SP2021+; support from the PSSC funds.)
- We will prepare project documentation for small-scale investment plans to be granted building permits and to obtain funds from the MEYS programme financing or other subsidy sources.

INDICATORS

- An urban and architectural study of the "At the Confluence" campus as a basis for public procurement.
- A winning subject in the tender for preparation of documentation for a zoning and planning decision.
- A zoning and planning decision issued for the "At the Confluence" premises.
- The number of units or flats reconstructed within the Halls of Residence modernization project.

- Funds issued for infrastructure reconstruction and development.
- Reduction of unit costs of the operation and maintenance of buildings.
- The quantity of project documentation prepared in the storage of projects.
- Reduction of the leased areas (by the number of leasing hours or m2).

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

.Our Objective No. 4: Top-Quality UHK Facilities and Communication Infrastructure

The fulfilment of the UHK's missions entails requirements not only for sufficient space but also for first-class equipment of such premises and well-developed communication infrastructure. The aim of the UHK is to develop equipment for the educational, creative and other activities so that they correspond with the needs for modern and flexible teaching methods, requirements for top research, and with the needs of the staff and students. The UHK's buildings should also provide opportunities for social integration of students and a pleasant environment for spending time. An abundantly equipped university library providing the required services is also an integral part of the adequate facilities for educational and creative activities.

Current state: The UHK provides students with standard equipment of the teaching rooms, which are renovated continuously, along with the complete modernization of the communication infrastructure. This area, naturally, is subject to moral and technical obsolescence. Therefore, the UHK has to spend considerable funds to increase the standards of the technology and infrastructure used to pursue all the university's activities. In the years to come, the UHK must concentrate on innovation and improvement of its facilities and infrastructure to be able to hold its positions in the competitive environment of the higher education and commercial spheres.



WHAT DO WE WANT TO ACHIEVE?

- Developed infrastructure equipment of the teaching rooms, making it possible for us to use the modern, flexible and distance teaching methods.
- Top-quality and comprehensive offer of advanced services in information and communication technologies.
- First-class instrumentation and laboratory and other equipment and facilities for research and educational purposes, including an advanced library infrastructure.
- Compliance with the corresponding knowledge and trends of equipped offices, workplaces and teaching rooms with regard to staff members' and students' health.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will modernize and extend the equipment of the teaching rooms and the material, information and technological facilities needed for online teaching. (Priority Objective I, Operational Objective 1.E, SP2021+ and Priority Objective II, Operational Objective 2.A, SP2021+; support from the PSSC funds.)
- We will build up modern facilities for audio-visual content preparation in order to enable efficient distance learning and to extend activities in the online environment. (Priority

Objective II, Operational Objectives 2.A and 2.B, SP2021+; support from the PSSC funds.)

- We will modernize and extend the equipment of the laboratories and specialized classrooms, and instrumentation for the UHK's research and educational activities. (Priority Objective I, Operational Objective 1.E, SP2021+.)
- We will pay maximum attention to our support for and development of the information and communication infrastructure including multimedia in the UHK's buildings and Halls of Residence. (Priority Objective I, Operational Objective 1.E, SP2021+; support from the PSSC funds.)
- We will centralize the physical collections of books in the campus premises.
- We will extend the number of electronically accessible sources.
- We will pay attention to the development of such an educational environment and equipment which corresponds with the modern and healthy lifestyle trends. (Priority Objective I, Operational Objective 1.E, SP2021+; support from the PSSC funds.)

INDICATORS

- The amounts of depreciations/investments spent in the newly acquired fixed assets every year.
- The volume of funds invested in modernization of teaching rooms.

- The financial resources spent in the reconstruction and development of the e-infrastructure.
- The amount of costs used in operation and maintenance of the e-infrastructure.
- The volume of electronically accessible sources of the university library.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.



Annex 1: Internationalization Strategy of the University of Hradec Králové for the Period from 2021

.Background to the Internationalization Strategy

The Internationalization Strategy of the University of Hradec Králové for the period from 2021 follows the Strategic Plan of the University of Hradec Králové for the period from 2021 and, in the form of an annex to the latter document, develops the internationalization level as a significant and cross-sectional activity at the UHK. Both documents are closely related to each other and inseparable, as they create a logical unit representing the concept of the university's strategy. Internationalization has a significant impact on many activities and processes pursued at the UHK, whereby contributing considerably to their improvement, relevancy, and coverage. The Internationalization Strategy responds to the current trends and initiatives in higher education and to the urgent needs emerging in education, creative activities and the third role of universities in the national, European and global perspective. It also reflects the expectations

and priorities of the Ministry of Education, Youth and Sports set forth in the Strategy for the Internationalization of Higher Education for the period from 2021 (SI2021+). They include, inter alia, system internationalization at the institution level and so-called "Internationalization at Home", which means building international and intercultural skills of students and staff of higher education institutions called global competencies. The key priorities of higher education internationalization include the internationalization of curricula, which contributes considerably to the improvement of individual study programmes and to the development of the global competencies of students. The national strategy also accentuates the comprehensive internationalization and aims at building capacities and strengthening strategic management on the higher education institution level.

The Internationalization Strategy looks ahead to the year 2030, presenting the priorities and objectives the university wants to achieve in the decade to come. They are developed within five fundamental pillars, namely:



Comprehensive internationalization of the UHK's environment

Creation of attractive offers by the UHK to international students and staff including top-quality care of them



Development of global competencies of UHK students and support for gaining international experience

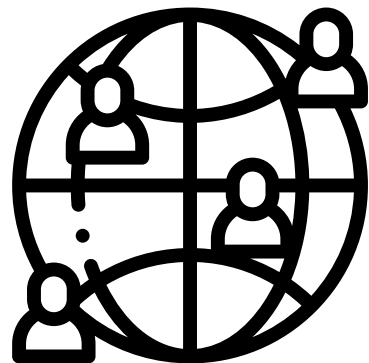
Intensive development of universal international cooperation



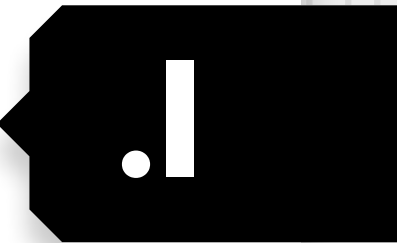
Building UHK's good reputation and presentation abroad

The areas above define the framework of a comprehensive and interconnected network of various university activities which are crucial for internationalization development at the UHK in the next period and will be given special attention. As in the Strategic Plan, the implementation strategy will include as its integral part, plans concretizing and specifying solution procedures for the individual measures and partial steps used by the university to fulfil the strategy.

Priority I. Comprehensive Internationalization of the UHK Environment



Our Objective No. 1: Strategic Management of Internationalization at the UHK



The fundamental precondition of development in internationalization at the institutional level includes strategic management and optimized processes built upon top-quality human resources and infrastructure. Successful support for internationalization is assisted not only by coordinated and efficient cooperation of all relevant participants at the university but also by active attention paid to the trends and initiatives at the national level and in the international area.

Current state: The UHK has a decentralized internationalization agenda, where each faculty has its own international office, and there also is a university's central international

office. Positions in the offices were established gradually as the international activities of the university expanded and the needs of the individual parts increased. Now it is necessary to balance and optimize the system of activities and responsibilities in the said positions with the aim to set up an effective course of all processes. This effort will also require using the digitized processes which have not yet been used in the international agenda at the university-wide level. The monitoring of internationalization of the Czech higher education institutions ("MICHE") conducted at the UHK in 2019 stressed the need to develop coordination of internal processes and to set up a system of cooperation of all parts and participants at the UHK.

WHAT DO WE WANT TO ACHIEVE?

- Top-quality strategic management of internationalization at the UHK.
- Setting up optimized internal processes related to internationalization and their coverage within the UHK's managing acts.
- Implementation of nationwide, European and other initiatives concerning internationalization.
- Efficient digitization of processes in the international agenda.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will optimize the processes relating to internationalization by making a thorough input analysis of the current state of setting of the internal processes and their efficiency in context of the possibilities of their management within the university-wide and faculty agendas and by setting an optimized system of responsibilities and activities of all relevant participants. (Priority Objective V, Operational Objective 5.A, SI2021+.)
- We will revise the internal documents relating to internationalization and, on the basis of the revision, we will complete and modify the essential processes in the form of other required internal managing acts at the university-wide or faculty level. (Priority Objec-

tive V, Operational Objective 5.A, SI2021+.)

- We will support and carry out systematically the activities needed for sharing good practice and cooperation of the internal workplaces which enter the internationalization agenda (such as internal thematic meetings of the international offices with other UHK units, workshops, discussions at work, training courses, etc.). (Priority Objective I, Operational Objective 1.C, SI2021+; support from the PSSC funds.)
- We will also achieve the efficient management and function of the internationalization agenda by way of digitization of processes and by updating and developing internal systems which would enable digitization. We will work out UHK's engagement in the European and global initiatives in international agenda digitization and will use the opportunities of digitization to the maximum possible extent in cooperation with partner higher education institutions. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)

INDICATORS

- New and updated UHK's internal documents concerning internationalization.
- Digitized systems in the internationalization area.

- Activities carried out to support good practice sharing.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

Our Objective No. 2: International Support Facilities at the UHK

The international students and staff are an inseparable part of the academic community of the university, and it is necessary that also the processes and environment of the university be prepared adequately for their active role in the academic community. The development of the international environment covers both multilingual modifications of the infrastructure and setting up the UHK processes in foreign languages. It is also indispensable to support systematic education and development of employees in their language and intercultural competencies and other soft skills which facilitate quality communication in a diversified university community.

Current state: The construction of the university campus progressed until 2016 and, in the previous period, the university gradually increased the numbers of international students and staff. In 2020, the UHK had 65 employees from abroad. In the academic year 2019/2020, almost 400 international students studied at the UHK. The university is interested in extending further the number of international staff and students. Yet the availability of information and processes translated into foreign languages is limited so far. The UHK's staff working in a number of workplaces had the opportunity to attend basic courses in foreign languages, but education in other subjects which would support the work in a team of different languages and cultures has not yet been put into practice.

WHAT DO WE WANT TO ACHIEVE?

- Multilanguage setting of the UHK infrastructure and processes, maximum availability of information, systems and activities for the international staff and students.
- Foreign language command by staff at the levels of all UHK units and workplaces and their abilities to use foreign languages actively to communicate with international students and staff. The objective is that at least 90% of UHK employees are ready to use foreign languages actively by 2030.
- Open and interculturally friendly environment of the university.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will support innovations in the UHK's infrastructure so that it is available for and comprehensible in the languages of our international staff and students. We will review the current state and propose modifications consisting in, for instance, designation of buildings in foreign languages, translation and modifications of the systems used at the UHK into foreign languages, etc.). (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- We will set the university-wide processes of translation of the UHK's internal documents into foreign languages so that relevant docu-

ments are always available not only in Czech but also in foreign languages. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)

- We will offer opportunities to complete foreign language courses and to develop language competencies for all UHK employees so that they can obtain and develop their language skills. We will also aim our offer of courses newly at the area of expert language and terminology. (Priority Objective I, Operational Objective 1.A, SI2021+; support from the PSSC funds.)
- We will create an offer of courses for development of intercultural competencies and support their completion and subsequent use of the acquired skills in the practice of the university life by the UHK staff. We will also take the completion of such courses into account within the regular assessments of employees and their personal and career development plans. (Priority Objective I, Operational Objective 1.A, SI2021+; support from the PSSC funds.)
- We will also improve our work with the international staff and students by offering courses of development of other soft skills for the UHK staff, support their completion and take them into account within the personal and career development. (Priority Objective I, Operational Objective 1.A, SI2021+; support from the PSSC funds.)
- We will obtain a regular feedback (in the form of questionnaire surveys or interviews) from the international staff and students as to how

they perceive the intercultural dimension of the UHK and what changes or measures they would recommend for improvement. (Priority Objective I, Operational Objective 1.A, SI2021+; support from the PSSC funds.)

Support for the development of the language and intercultural competencies of the UHK students also belongs to this section but it is a part of Objective No. 2, Priority III as preparation for international mobility.

INDICATORS

- UHK buildings providing information in foreign languages.
- UHK systems available in foreign languages.
- UHK documents in foreign-language versions.
- The number of attendees at foreign language courses for the staff.
- The number of attendees at courses (seminars, workshops) in the development of staff intercultural competencies.
- Courses of development of other soft skills for the staff.
- Regular evaluation by the international staff and students.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

Our Objective No. 3: Cooperation with Students and Regional Institutions in Internationalization

Other participants should also be engaged in the development of internationalization at the UHK, which are, on the one side, the students, who present an important creative potential, and, on the other hand, the town and regional institutions which participate in creating the environment and facilities for the life of foreign nationals. Therefore, we believe that our important role lies in cooperation with students, student associations and organizations, and in the support of mutual cooperation and synergies with the town and regional institutions.

Current state: The process of internationalization at the UHK up to now has been formed mainly through the university and faculty managements and through the work of

the international offices and academic staff. The current topics associated with internationalization are addressed predominantly within the university and by the university committees. Any coordination and wider cooperation within the town and region are still missing. Students are engaged mainly in the activities of ESN Hradec Králové, but the organization registers repeatedly a low interest in membership. The UHK also hosts a number of other student organizations which could engage in internationalization support within their activities. The evaluation of the UHK within MICHE also stressed the need to engage other participants more extensively in the UHK internationalization process and to systematize the cooperation with them.

WHAT DO WE WANT TO ACHIEVE?

- Close cooperation with students' representatives in internationalization support, full utilization of their potential and intensive engagement in the internationalization development processes at the UHK.
- Engagement of UHK students in the internationalization activities of the student organizations which support the cohesiveness and cooperation of the international community at the UHK.
- Efficient cooperation with the regional institutions and mutual synergies of their activities in internationalization, which would support the friendly setting of the region for the life of foreign nationals.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will support cooperation with students, student associations and organizations in internationalization. We will organize regular joint meetings and experience sharing events between the university and faculty managements and international offices and the student associations and organizations. We will use their outcomes for further development and for setting internationalization support. (Priority Objective IV, Operational Objective 4.B, SI2021+.)

- We will support the independent activities of student organizations and associations which contribute to the help of international students at the UHK, for instance, through financial assistance or free-of-charge provision of premises. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- We will support greater involvement of UHK's domestic and international students in the internationalization activities of student organizations so as to be able to staff them sufficiently. To this end, we will use new information campaigns and events aiming at the student community and motivate students to become involved. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- We will support and develop mutual cooperation with the Region of Hradec Králové, the City of Hradec Králové and other regional institutions and subjects in internationalization by way of joint meetings and regular communication on the topics connected with internationalization and joint solution of the current issues and concerns.
- We will support mutual cooperation, joint meetings and solution of current issues with the department of asylum and migration policy of Hradec Králové (of the Ministry of the Interior of the CR) and with the Foreign Police of Hradec Králové so as to be able to ensure a smooth course of the mandatory procedures associated with the arrivals of international staff and students and to deal with any prob-

lematic situations. (Priority Objective IV, Operational Objective 4.B, SI2021+.)

- We will support both organizationally and financially, joint activities with the regional institutions in the development of intercultural competencies of people in the region (e.g., joint courses and workshops with primary and secondary schools and other educational or non-profit organizations).
- We will develop an offer of university courses in internationalization for the wide public.

INDICATORS

- Events organized with students and student organizations on the subject of internationalization.
- The involvement of students in internationalization activities.
- Joint activities with institutions in the region in the area of internationalization.
- Courses offered to the public in the area of internationalization.

FUNDING SOURCES

- PSSC, EU, MEYS, university's own resources.

• Priority II. UHK as an Institution Attractive for International Staff and Students



.Our Objective No. 1: Job Offers for International Applicants

Attractive job offers for international staff provide high benefits for university's potential development and extensive internationalization. To this end, it is necessary to systematize the effective involvement of international experts in the various activities at the university and to use their potential fully in the university community. The creation of an internationally inspirational environment will take different forms of attractive incentives for the international academic and research staff, visiting and/or other (administrative, for instance) positions which will be perceived by the international applicants as attractive and enriching for their professional development and which will also contribute to UHK's development.

Current state: In the previous period, the numbers of international staff at the UHK, especially those engaged in research, increased gradually. The university is interested in increasing their number further, mainly in the area of creative activities. Therefore, it has to search for and develop opportunities for establishing attractive positions for international experts at the university-wide and faculty levels. So far, the international staff starting and adaptation (onboarding) process has been provided in a differentiated manner by the faculties, has no systematized form and should be given a university-wide framework which would enable effective involvement in diverse work teams.

WHAT DO WE WANT TO ACHIEVE?

- UHK's position as a respected employer in the international community.
- Enhancing the offer of attractive job offers competitive on the labour market for international staff and increasing the percentage of international staff at the UHK with experts in academic and research positions. The aim is to reach a 20% proportion of international staff at the UHK by 2030.
- Effective and as functional as possible involvement of international staff in activities and teams throughout the UHK, making it possible to achieve a mutual transfer of knowledge and establishing long-term cooperation of the international experts with the UHK.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will support the creation of new attractive positions for international staff at the UHK, especially in science and research, will strive systematically for being granted external funds to support such positions, and will also allocate a financial support from the university resources.
- We will set up processes for systematic incentives throughout the UHK for visiting academic and research staff and also for extraordinary

short- and long-term activities of international experts at the UHK.

- We will set up a systematic starting and adaptation process (onboarding) for international staff, which will also deal with the effective involvement of the international staff in the work teams at the UHK along with mentor's support provision. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- We will ensure for international job applicants, availability of the central university information and services within foreign nationals' employment and their updating and handover by the university personnel. (Priority Objective IV., Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- We will support the options of arrival of the family members of the international staff working at the UHK by assisting in searching for good and available short- and long-term accommodation and by monitoring the current opportunities in the town and region and through contractual arrangements with other subjects.

INDICATORS

- The percentage of the international staff at the UHK.
- A starting and adaptation (onboarding) process for the international staff.
- The number of visiting academic and research staff.

- The number of incoming staff mobilities by type (physical, virtual, blended, etc.).

FUNDING SOURCES

- PSSC, EU, MEYS, university's own resources.

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.Our Objective No. 2: Top-quality and Effective Study Programmes for International Applicants

The study programmes offered to international applicants must be of good quality, effective, and attractive. The offer of university's study programmes must also reflect the demand and interests of the international applicants continuously. The current trends in the global higher education environment also accentuate other flexible forms of education through virtual or blended mobilities, summer schools, internships and other educational activities for different groups of interested applicants which have to be developed at the UHK in the future. Variety while keeping effectiveness, regular evaluation, review and optimization as regards the interests and needs of the global higher education community are the important parts of the development of the offer.

Current state: At present, the UHK offers thirty study programmes in foreign languages. However, no systematic analysis of interest of international applicants in such study programmes has been made so far; in some of them, there are no or only a small number of enrolments. Also, no attention has been paid to the development of a diverse offer of new types of study opportunities and mobilities (such as virtual or blended mobilities, single online courses for international applicants, etc.) which would attract more international applicants to the UHK. The MICHE evaluation also pointed out the need to better specify the target group of foreign applicants and to take into account the requirements of the international demand in setting up the offer of study programmes and mobilities as well as other study opportunities at the UHK.

WHAT DO WE WANT TO ACHIEVE?

- An attractive offer of high-quality study programmes in foreign languages at all study levels for different group of interested applicants. Extending an offer of studies in foreign languages for all doctoral degree programmes by 2030.
- A variable and flexible offer of mobilities, internships, summer schools, online courses and other interesting programmes for international students, including an offer of virtual or blended mobilities. The target to be achieved by 2030 is to transform at least one half of the offered courses in foreign languages into teaching in a virtual or blended form.
- Establishing an inclusive, motivating and transparent incentive and bursary framework for international students.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will evaluate the effectiveness of the current offer of study programmes in foreign languages by comparing it with the interest of applicants, the numbers of students and graduates and the capacities and funds spent by the units, and optimize the offer of study programmes at the UHK accordingly. (Priority Objective II, Operational Objective 2. A, SI2021+; support from the PSSC funds.)

- We will analyse the interest of the international applicants in mobilities at the UHK and, on the basis of the analysis, we will propose options for amendments, extensions, improvement or suitable targeting of the offer (Priority Objective I., Operational Objective 1.B, SI2021+; support from the PSSC funds.)
- We will support the development of virtual and blended mobilities at the UHK, organization of virtual courses, summer schools and other study opportunities at the UHK. We will prepare internal instructions to provide for virtual mobilities for international applicants and set up motivation schemes for the faculties, individual units and teachers. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)
- We will support and coordinate the consolidation of the framework of the admission procedures in foreign languages at all UHK faculties which would result in unification of admission steps to study programmes in foreign languages throughout the UHK while taking into account the faculty specificities. (Priority Objective II, Operational Objective 2.A, SI2021+.)
- We will set up a transparent scholarship framework and other incentives for international students which would also support socially disadvantaged students, students with specific needs, students paying tuition fee and other student groups to their current needs. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)

- We will analyse the amounts of the study fees in context with the applicants' possibilities and with the scholarship framework of the UHK and will set up the fees so as to motivate international students. In doing so, we will take into account the possibilities and types of study programmes. (Priority Objective II, Operational Objective 2.A, SI2021+.)
- We will organize regular university-wide evaluation of the studies by the international students and other relevant participants and use the results of such evaluation to improve the offer and contents of study programmes at the UHK. (Priority Objective II, Operational Objective 2.A, SI2021+; support from the PSSC funds.)

INDICATORS

- The number of offered study programmes in foreign languages at the UHK.
- The number of offered subjects taught in foreign languages.
- The number of subjects taught in foreign languages in the virtual and blended forms.
- The number of summer (or other) schools or courses for international students at the UHK.
- The number of incoming mobilities of students by type (physical, virtual, blended, etc.).
- A transparent incentive and bursary framework at the UHK for international students.
- The number of international students sup-

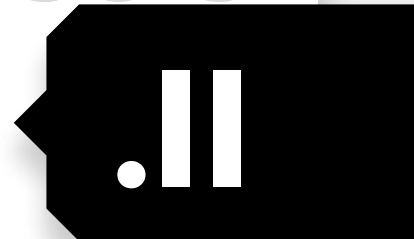
ported from the bursary fund.

- Studies evaluated by international students.

FUNDING SOURCES

- PSSC, EU, MEYS, university's own resources.

Our Objective No. 3: High-quality care of International Staff Members and Students



Attractive opportunities for work or studies at the UHK must be supported also by comprehensive and top-quality care provided by the UHK, being set up to meet the needs of the international staff and students and their specific situations in the foreign environment. The international staff is subject to the HR policy used at the university and development in this area formulated within the Strategic Plan, as well as the university effort to be granted the HR Award. Care is provided to the students primarily at the faculty level. We perceive the need to extend the care provided to the international staff and students and to set up its university-wide framework. We want to interconnect it not only with their working or study obligations at the UHK but also with their lives and free time spent in the Czech Republic, and to support also their family members coming with them to the CR.

Current state: At present, the support for top-quality care of international staff is connected with university effort to be granted the HR Award. Support is provided to international staff and students at the time prior to their arrival and during their stay mostly by the faculties within different extent and using different ways and, thus, it differs among the individual units. ESN Hradec Králové provides a top-quality care of international students during their studies at the UHK. The currently offered support usually does not cover some aspects of life of foreign nationals (such as assistance offered to the families of international staff members, arrangement for possibilities of accommodation or free-time activities, etc.). Therefore, it is important now to pay attention to systematization and extension of the care, especially university-wide coordination of the support in ensuring administrative tasks upon the arrival of foreign nationals or arrangement for accommodation and other services, for instance. Such recommendations have also resulted from the evaluation within MICHE.

WHAT DO WE WANT TO ACHIEVE?

- Top-quality care of international staff members and students at the UHK and their systematic support before arrival to and during their stay in the CR.
- First-class and available services provided to the international students and staff not only by the UHK but also other institutions in the areas of accommodation, study and work activities at the UHK, as well as free-time activities. The university support also covering the family members of the staff or students who stay with them at the UHK.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will ensure prompt availability of pre-arrival online information for stay in the CR and at the UHK by posting it in a well-arranged manner and by updating it on the UHK web pages. We will provide a coordinated practical support in dealing with the documentation required for arrival to the CR and for studies or jobs at the UHK through appointed university and faculty personnel (visas, permanent residence, previous education recognition, etc.). (Priority Objective IV, Operational Objectives 4.A and 4.B, SI2021+; support from the PSSC funds.)
- We will support the organization of preparatory pre-arrival online courses and on-the-

spot adaptation courses for international students by the UHK faculties and attendance of international students at such courses. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)

- We will support organizationally and financially the development of systematized services for international staff and students. Such services will contain, for instance, the form of an arrival information package, services of the welcome centre and/or other options to the feedback and current needs. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- We will support the internal processes supporting the improvement of care of international staff and students by extending the offer of services in foreign languages or access to materials in foreign languages (library, counselling centre and other units). (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- We will improve the level of accommodation in the halls of residence and support the scope and quality of the foreign-language services and information provided there. (Priority Objective IV, Operational Objective 4.B, SI2021+.)
- We will support financially the organization and offer of university's free-time and hobby activities for the international students and intermediate the opportunities offered by other subjects in the town and region. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)

- We will support the possibilities of wide involvement of international staff and their family members in the life of the UHK, town and region by developing an offer or by intermediating opportunities for their free-time activities, for using preschool facilities, schools or work opportunities for their family members.
- We will involve the international staff members and students in the process of improvement of services by way of their involvement in the monitoring of opportunities, collection of ideas and suggestions for care improvement, etc. We will carry out an introductory questionnaire survey to be used as a basis for setting up a plan of life improvement at the UHK. We will continue the data collection process at regular intervals. (Along with the obtaining of feedback as to the UHK's intercultural climate as in Objective No. 2, Priority I). (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)

INDICATORS

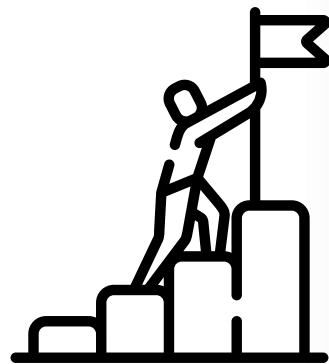
- The number of offered preparatory pre-arrival and adaptation courses for international students.
- Systematized services for the international staff members and students.
- The foreign-language services provided by the university units to the international staff and students.
- Services contracted to support the international staff and their families.
- The offer of free-time and leisure activities to support the international students.
- Monitoring of suggestions for the improvement of life at the UHK from the international staff and students.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.



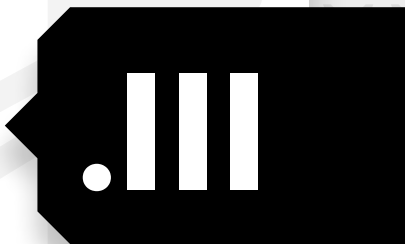
• Priority III. Development of Global Competencies of UHK Students



• Our Objective No. 1: Wide Inclusive Portfolio of Mobility Programmes

Internationalization in the university education system includes the area of development of the global competencies of the university students, which allows them to learn different cultural specificities, to understand the variability of the present world, and to deal with other people and the issues concerning the global social system. Thus, international experience belongs to the path of building such global competencies, and the university sets itself the task of offering its students a wide and diverse range of mobility opportunities which would also include a virtual or blended mobility form, short-term mobilities, internships, summer schools and other options of involvement in the international community. Such an offer will enable to achieve participation of as wide as possible group of students in mobilities, help strengthen their inclusive dimension and allow an individual approach to different groups of students.

Current state: The offer of mobilities for UHK students covers so far predominantly physical mobilities abroad, internships or participation in summer schools; the offer of other opportunities is still rather limited. Approximately 7% of UHK students go out for mobilities yearly, many UHK students cannot or do not want to undertake mobilities for various reasons. Availability of mobilities is limited for students with specific needs, disadvantaged socioeconomic backgrounds or for those having family or working duties in the CR. The need to pay great attention to the support of outgoing mobilities was also formulated by the MICHE analysis.



WHAT DO WE WANT TO ACHIEVE?

- Equipment of UHK students and graduates with international and intercultural competencies gained through mobilities and allowing them to win recognition and success in the global community.
- A well-developed and inclusive offer of diverse types of mobilities during their studies at the UHK so as to cover the needs of the different groups of students including those with specific needs or disadvantaged backgrounds. The target is to increase the number of students taking part in mobilities (including the virtual or blended ones) by 50% until 2030.
- Active involvement of the UHK in various mobility programmes and efficient raising of funds to support mobilities.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will support the development of an offer of different types of mobilities for UHK students from our partner universities or other institutions. We will carry out an analysis and summarize the opportunities for students at the individual faculties and will develop and update them regularly together with our partners abroad. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)

- We will set up an internal methodology for mobilities and define clearly the conditions and possibilities of participation in mobilities as well as individual types of mobilities and the duties to be fulfilled within them and their recognition in the study plan. (Priority Objective I, Operational Objective 1.B, SI2021+.)
- We will implement participation in mobilities abroad systematically in the UHK study programmes as an integral part of the study programme curricula at the individual levels of study (differentiated by the Bachelor, Master and doctoral degrees) so that an opportunity to gain international experience through various forms of mobilities is accessible in all types of study and in respect of the study programmes. To this end, we will also use the option of the mobility window. (Priority Objective II, Operational Objective 2.B, SI2021+.)
- We will support the sharing of experience from mobilities and using the gained knowledge by students in their further studies and within the academic community (e.g., by organizing meetings at the UHK within the individual branches of study, student groups, etc.). (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)
- We will seek opportunities actively to involve the UHK in mobility programmes and to raise further funds for students' mobilities. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)

INDICATORS

- The offer of mobilities for UHK students with taking part in new types of mobilities.
- The number of outgoing mobilities of students by type (physical, virtual, combines, etc.).
- Internal methodology for student mobilities.
- The volume of funds available to support mobilities.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

Our Objective No. 2: Support for UHK Student Mobilities

The aim of the university is to intermediate international experience to as wide as possible group of students, which is why the university offer of mobilities should also be accompanied by a targeted and efficient support. This concerns both the period before going out and during the mobility itself, as well as after returning to the home institution. For students to be motivated to take part in mobilities, they have to have clear information available, a support in choosing from mobility programmes and destinations, and a clear system of recognition of their international results by the home university. Organization of supporting language and conversation courses for students, an offer of intercultural communication courses and pre-departure preparatory courses, the support of technical facilities in attending at virtual mobilities and other options can also contribute to removing barriers in participation in mobilities.

Current state: The offer of outgoing mobilities by the UHK to students exceeds their demand; some students still do not take part in the opened selection procedures. Students frequently face language barriers or fears of staying in a foreign country, or they claim their study duties or family situation. Such barriers can be removed through intensive provision of information, targeted preparation before departure, an offer of various mobility options and a system of individual support. A systematic support for participation in mobilities is the need which also resulted from MICHE evaluation.



WHAT DO WE WANT TO ACHIEVE?

- Attractiveness and prestige of international mobilities for the UHK students so that the number of applicants in selection procedures for mobilities is increased by 50% until 2030.
- Availability of information about outgoing placements and systematic support for students in all their phases.
- Readiness of students to take part in mobility programmes.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will support, improve and search for new ways of addressing students and use university-wide promotional campaigns to increase students' informedness about the opportunities of placements and mobilities abroad. To this end, we will set up a work group to interconnect experts from the International Office and the Department of Publicity and Communication. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)
- We will support financially and organizationally students' readiness to go out within mobilities by developing a system of offers at the university-wide and faculty levels of language and conversation courses, intercultural communication and intercultural competence

development courses, and pre-departure preparatory courses for students who plan to go out for a placement abroad. We will also support students' attendance at such courses before leaving for their mobilities. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)

- We will support introduction of uniform procedures in all UHK parts in the area of international internships and mobilities, for instance in the ways of selection procedures, in the status of internships and methods of recognition regardless of the different numbers of credits. We will fix an integral framework for such procedures in the form of an internal methodology. (Priority Objective III, Operational Objective 3.A, SI2021+.)
- We will monitor regularly the experience of students with the individual types of mobilities and their needs in this respect and take them into account in the offered support and work with students. We will use the way of questionnaire surveys and other options, such as group interviews. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)
- We will support inclusion within the mobility programmes and possibility of participation in various types of mobilities, also in students with specific needs, socioeconomic disadvantages, foreign nationalities, etc. In cooperation with the Information, Counselling and Career Centre, we will ensure the required technical equipment, information services or individual support and assistance. Within the bursary

framework, we will also set up a systematized financial support for inclusion in outgoing mobilities. (Priority Objective I, Operational Objective 1.B, SI2021+; support from the PSSC funds.)

INDICATORS

- The number of offered preparatory courses for student mobilities by type (language courses, intercultural communication courses, etc.).
- The number of applications for student mobility selection procedures.
- UHK's methodology for recognition of international internships and mobilities.
- A promotional campaign to support student mobilities.
- A system of supporting tools for mobilities of disadvantaged student groups.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

Our Objective No.3: Development of "Internationalization at Home"

Gaining international experience and development of global competencies can also be supported intensively through "Internationalization at Home". Its goal is to provide all students with equal opportunities for international and intercultural education through internationalization of the home curriculum. Internationalization at Home covers both formal and non-formal activities which take place at the university and which enable encountering ideas, approaches, concepts and communications within an international community. Thus, students can gain international experience during their everyday studies and life in the UHK's academic community.

Current state: Opportunities for students to gain international experience at the UHK are still in the phase of development, and they differ considerably in the individual types of study, study programmes and subjects taught. Students have the opportunity to take part in the international community at the UHK, but it is mostly used by those who are interested in it actively and are proactive. Incentives must be created and ways have to be found for proper motivation and support for the remaining part of the student population. Systematic attention still has not been paid to the development of "Internationalization at Home" at the UHK, and this recommendation also followed from the MICHE evaluation.



WHAT DO WE WANT TO ACHIEVE?

- An “Internationalization at Home” practice developed at the UHK.
- Establishment of various internationalization dimensions both within and without the curriculum.
- Gaining global competencies by students in all study programmes at the UHK.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will support the development of curriculum internationalization in the UHK study programmes by way of a university-wide offer of curriculum internationalization courses for the academic staff and by mediation of individual support and counselling for internationalization in the educational activities. (Priority Objective II, Operational Objective 2.B, SI2021+; support from the PSSC funds.)
- We will support involvement of students in various international activities and work of international groups during classes, where possible online. We will search for and develop together with our international partners, opportunities for such activities so that every student has an opportunity to try such international cooperation during their studies. (Priority Objective II, Operational Objective 2.B, SI2021+; support from the PSSC funds.)

- We will support classes taught in foreign languages and within international study groups. For this purpose, we will set up motivation schemes for the faculties, individual units and students. (Priority Objective I, Operational Objective 1.A, SI2021+; support from the PSSC funds.)
- We will create a friendly environment for the development of both formal and non-formal activities at the UHK supporting the meeting of and mutual cooperation between domestic and international students. We will support involvement of international students and staff members in the organization of formal and non-formal events and in participation in them. (Priority Objective IV, Operational Objective 4.B, SI2021+; support from the PSSC funds.)
- In cooperation with our international partners, we will aim at increasing the numbers of activities and events at the UHK which will enable international community meetings at the UHK. (Priority Objective V, Operational Objective 5.B, SI2021+; support from the PSSC funds.)

INDICATORS

- An analysis of internationalization of study programmes.
- The number of attendees at curriculum internationalization courses.
- The number of teaching groups with involvement of both domestic and international stu-

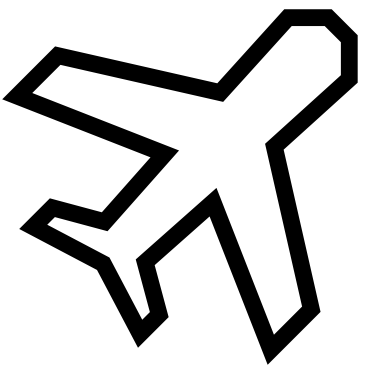
dents.

- UHK activities with organization/participation of international experts and students.

FUNDING SOURCES

- PSSC, MEYS, EU, university’s own resources.

• Priority IV. Multilateral International Cooperation



• Our Objective No. 1: International Projects and Functional International Teams

University creative activity in international cooperation is an indispensable dimension in its successful system internationalization. Top creative outcomes are clearly connected with the functioning of international scientific teams and with the possibility to engage international experts in UHK teams and with participation of UHK's experts in international teams. The university intends to support intensively the establishment and development of such teams and to win international projects and financial sources from international grant agencies. Further development in this area is closely related to gaining experience from the solution of international projects and to using the experience in further practice at the university.

Current state: In the last several years (mainly since 2017), the UHK has improved significantly in the number and qual-

ity of publications including the indicator of the international dimension of the publications and, therefore, in the established or possible cooperations not only for drawing up joint articles but also for preparation of international projects or involvement in national challenges with an international team. An activity was also aimed at joint laboratories or at sharing laboratory SW under bilateral contracts. The status of cooperation or a systematic overview of involvement of students or academics in the development of cooperation with the international partner in question has not been mapped out sufficiently, which reduces the possibilities of using the cooperation potential. This potential has not been materialized adequately in outputs, and targeted cooperation including focus on international cooperation quality and support of international teams has to be supported and set up.

WHAT DO WE WANT TO ACHIEVE?

- Involvement in international research teams made up of researchers from renowned or well-established universities of high global ranking.
- Involvement of top international experts in teams at the UHK with the goal of know-how transfer and extension of possibilities of cooperation with their home workplaces.
- Involvement of international teams in the solution of university-wide research topics for further strengthening of the international dimension and support for applying for international projects and consortia.
- Obtaining funds for the solution of research and development projects from international grant agencies.
- Obtaining funds for the work of international experts at the UHK in science and research, and in teaching with the goal of know-how transfer to the regular UHK staff.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will set up standards of quality of international institutions according to charts and other indicators (bibliometrics, EU framework projects, etc.) for better specification of outgoing possibilities and the potential of composing international

teams and submitting joint projects.

- We will create a system of a standard central register of international cooperations with the aim to provide overviews for students, academic staff members (teachers and scientists) and teams for more intensive and long-term cooperations linked to and deepening each other.
- We will set up a university-wide system for intensive support of international research teams and create motivation and supporting schemes for involvement of the UHK's academic and research staff in international research teams.
- We will support establishment of top-quality and effective international teams having the potential to win international projects and to transfer know-how to the UHK and their activities at the UHK.
- We will support the joint publication and other creative results obtained in cooperation with international experts and by compliance with the strategy of aiming at renowned and well-established universities and top scientists (by branch specificities).
- We will support the preparation and submittal of international projects within the targeted support of project departments, sharing of experience with submitting international projects, and internal evaluation of the submitted proposals.

INDICATORS

- The created standard of quality of international institutions in view of the UHK's needs and potential.
- A central register of international cooperations containing all links to the specific institutions.
- Motivation and supporting schemes for international research teams.
- The number of international experts in the UHK's teams (except the UHK academics).
- The number of new international teams at the UHK.
- The number of submitted and won international projects.
- The volume of external funds obtained from the international grant schemes.

FUNDING SOURCES

- LCDRO, EU, MEYS, grant agencies.

• IV

.Our Objective No. 2: UHK as Part of International Partnerships and Networks

Functional and efficient partnerships are fundamental for successful international cooperation in education and creative activities. The university, therefore, needs to make good use of the wide and still developing network of international contacts for systematic building of intensive partnership cooperation, especially for the development of strategic partnerships and involvement in international professional associations and consortia. Such strong relationships then contribute intensively to the development of possibilities to build up joint degree programmes with international partners, to create successful international teams, to attract international study applicants and experts for teams at the UHK, and to establish other forms of cooperation.

Current state: The UHK has a gradually growing portfolio of partnership contracts and contacts available. At present, it has a total of more than 350 partners, of whom 200 are within the Erasmus+ project. This number has increased by about 60% in the last five years. The quantitative development now has to be strengthened by a qualitative dimension, mainly in strategic partnerships, which still have not been established formally and developed in practice at the UHK. Today, the UHK is a member of eight international associations and networks, but still not of any European university alliance. Recommendations to strengthen UHK's involvement in international cooperation and develop strategic partnerships were also formulated in the MICHE report.

WHAT DO WE WANT TO ACHIEVE?

- A stable and competitive position of the UHK in the global higher education environment.
- A functional and wide network of UHK's international contacts and partnerships to be used in joint activities in the area of education and research and within the third role of the university.
- Viable strategic partnerships founded on a well-developed strategy of their identification, initiation and development. The target to be achieved by 2025 is establishment and development of at least three strategic partnerships with the UHK being a member.
- Extension of UHK's involvement in international networks and professional associations and establishment of an active role of the UHK's representatives in the institutions. Participation of the UHK in a European university alliance by 2030.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will prepare an internal university methodology of evaluation of the concluded partnership contracts and use it in practice, for instance, to renew selected partnership contracts for the next period. (Priority Objective V, Operational Objective 5.B, SI2021+.)
- We will prepare procedures and a methodology

for establishment of new partnerships and for identification of strategic partners. (Priority Objective V, Operational Objective 5.B, SI2021+.)

- We will choose university-wide strategic partners, establish relationships with them and draw up and implement a plan of development of such partnerships. (Priority Objective V, Operational Objective 5.B, SI2021+; support from the PSSC funds.)
- We will support financially the involvement of the UHK in other international networks, consortia and professional associations, and the possibility to take part in the European university alliance. We will support the active role of UHK's representatives or the whole UHK in the current and new international associations. (Priority Objective V, Operational Objective 5.B, SI2021+; support from the PSSC funds.)
- We will support financially and with personnel, information sharing, new joint activities and good practice sharing with the international partners in all areas of university activities, especially in the area of joint projects with impact on the curriculum, science, research and innovation activities. (Priority Objective V, Operational Objective 5.B, SI2021+; support from the PSSC funds.)
- We will support the establishment and development of joint programmes of the double degree, joint degree or multiple degree types with international partners. We will provide a university-wide financial and organizational support in negotiations with our partners

.IV

and in addressing practical issues in connection with the establishment and setting of such programmes. (Priority Objective II, Operational Objective 2.A, SI2021+; support from the PSSC funds.)

- We will support the informedness of the academic community members about UHK's involvement in the international networks and about the activities of such associations. We will prepare materials to be available on the web page and to facilitate orientation in the current partnerships and possible connections with them. (Priority Objective V, Operational Objective 5.B, SI2021+; support from the PSSC funds.)
- We will take active part in the nationwide activities organized by the MEYS, Czech National Agency for International Education and Research (DZS) and other institutions in the development of international cooperation. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)

INDICATORS

- The number of UHK's partnership contracts.
- The number of UHK's strategic partners.
- UHK's membership in international networks, consortia and professional associations.
- Methodology for evaluation of partnership contracts entered into.
- Methodology for new partnerships and identification of strategic partners.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

.Our Objective No. 3: Involvement of a Wide Range of UHK Employees in International Cooperation

International experience and shared good practice used in the university's activities and processes bring a potential for development in the educational, creative and also the third role of the university. For the university processes and activities, it is helpful that international experience is gained by a wide group of employees, not only by the academic and research but also by the administrative staff. The support for the opportunities to gain such experience and to implement it within the UHK and to develop international cooperation contributes to the personal and professional development of the UHK employees and also influences positively the quality and efficiency of the university's activities, whereby having a great impact on the whole university system.

Current state: Gaining international experience at the UHK is still only prevailing in a part of the academic staff and, to a lesser extent, in the administrative staff. Still missing is the availability of gaining international experience by those employees who have limited outgoing opportunities and, especially, the subsequent systematic implementation of the gained experience in practice. Therefore, it is necessary to set up motivation schemes for the staff members and to support them within the available possibilities so that the international experience gained by them can be used efficiently in their respective units and also shared throughout the university.

.IV

WHAT DO WE WANT TO ACHIEVE?

- A wide and diverse offer of opportunities to gain international experience for all UHK employees (short-and long-term placements abroad, virtual, physical or blended mobilities, work fellowships, language courses, etc.).
- An increase in the percentage of staff members attending international mobilities and placements, systematization of support for such mobilities and targeted utilization of the gained experience in practice at the UHK.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will support the establishment of individual international contacts and international cooperation at various UHK activity levels by developing a wider offer of mobilities for the UHK staff (such as short-term, virtual, blended mobilities, etc.) which would have an inclusive dimension and enable participation in mobilities to a wide range of staff members (e.g., in consideration of their family situations, work positions, etc.). (Priority Objective I, Operational Objective 1.B, SI2021+.)
- We will support participation in mobilities and gaining international experience in the form of job shadowing at hosting partner universities, and will set up a framework and parameters for an internal programme to support the gaining of international experience.

(Priority Objective I, Operational Objective 1.C, SI2021+; support from the PSSC funds.)

- We will focus on the development of a systematic support for international mobilities of our staff, create a portfolio of supporting information about destinations with practical travelling information and provide a systematized personal support for assurance during travels and stays. (Priority Objective I, Operational Objective 1.C, SI2021+; support from the PSSC funds.)
- We will evaluate regularly the effects and impacts of international cooperation on the UHK's activities.

INDICATORS

- An offer of mobilities for UHK employees.
- The number of outgoing staff mobilities by type (physical, virtual, blended, etc.).
- Regular evaluation of international cooperation effects.

FUNDING SOURCES

- PSSC, EU, MEYS, university's own resources.

.Our Objective No. 4: Internationalization for the Community

It is essential for the development of the university's international cooperation to establish relationships not only with international higher education institutions but also with other institutions which work in the field of education or creative activities or represent or participate organizationally in the development of international relations. Thus, the university can support international contacts and co-operation with the application sphere, knowledge sharing, transfer of technologies and the social impact of its activities globally. Establishment of relationships and cooperation with different partners abroad and with international partners in the CR enhances mutual enrichment among the university community and various areas of social practice.

Current state: The UHK's wider relations to other institutions abroad except universities still remain rather underdeveloped. It cooperates with the application sphere mostly within the home country, despite having a potential to develop also the international dimension of this cooperation. So far, the university had this opportunity in sporadic cases only (e.g., cooperation with the diplomatic corps of the Czech Republic in Ghana, with the consular section of the Embassy of the Czech Republic in Mexico, or with the Czech-Trade agency in Turkey), which indicated that this was the direction deserving systematic attention.



WHAT DO WE WANT TO ACHIEVE?

- Well-developed cooperation with other institutions abroad (such as the international agencies for development of cooperation in education, institutions representing the interests of the Czech Republic abroad, foreign firms, non-profit organizations, etc.) and with the international subjects present in the CR to contribute to the development of international cooperation with the application sphere and to support the social relevancy and global impact of the university's results and activities.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will cooperate intensively with the international agencies for the development of cooperation in education, take part in their events and invite their experts to visit the UHK, and initiate and support university's participation in the programmes and activities they offer.
- We will support the development of cooperation with institutions representing foreign countries and institutions in the CR and of contacts and cooperation with institutions representing the interests of the CR and EU abroad. To this end, we will use mutual visits, meetings, discussions and other social activities which will enable to find areas for deep-

er cooperation with the UHK and to develop them further and use them in practice.

- We will support the development of cooperation in the field of knowledge transfer with international institutions, the development of contacts and cooperation with foreign firms and institutions. Through the university's knowledge transfer unit, we will monitor the UHK results suitable to be commercialized abroad and seek eligible partners for them. We will also support cooperation in the non-profit sector and enter into contracts for the individual forms of cooperation.
- We will focus on the development of opportunities for cooperation with international institutions within the support of cooperation with the application sphere. The effort will include searching for partners for joint applied research projects, involvement of international experts from the application sphere in educational activities at the UHK and development of an offer of placements for UHK students in international institutions. We will allocate funds to support such cooperation.

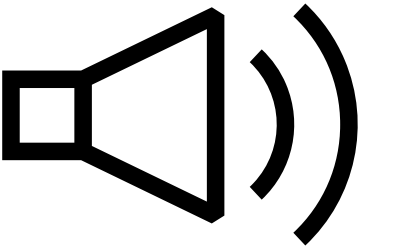
INDICATORS

- Contacts established with international institutions or those representing the interests of the CR and EU abroad.
- UHK's participation in the programmes and activities of international institutions and agencies for development of cooperation in education.

FUNDING SOURCES

- LCDRO, MEYS, EU, university's own resources.

• Priority V. UHK Promotion and Presentation Abroad



.Our Objective No. 1: Building UHK's Good Reputation Abroad

The building of UHK's good reputation and brand and their long-standing promotion are an integral part of the Internationalization Strategy. The strong regional identity of the university is an opportunity for the institution to establish further cooperation and to strengthen the relations to similarly oriented international institutions, and for participation in international research teams. The aim of building the UHK's brand is to propagate the prestige of the university in and outside the international (higher education) community, whereby enhancing its internationalization potential. And, last but not least, the propagation of the university's good name will contribute to increasing international students' interest in study programmes at the UHK.

Current state: The promotion of the university abroad has been under way for already a certain period of time, but the activity is still far from being systematic and conceptual. It takes place partially at the faculty and partially at the rectorate level, making use of different information channels (such as the university's web pages, specialized "minisites", social networks, printed materials, participation in specialized fairs and conferences, etc.). The approach has to be consolidated, the available sources have to be used efficiently, and the target groups/regions for long-lasting and targeted cooperation have to be identified.

WHAT DO WE WANT TO ACHIEVE?

- Foundation of a strong UHK brand abroad.
- Consolidated and attractive presentation of the UHK abroad in both the educational and research areas.
- Efficient promotion of diverse UHK's activities and offers abroad.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will consolidate the UHK's presentation and presentation materials so that they can be used by all UHK units and to make the presentation available for staff mobilities and for meetings with international institutions. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will strive in the long term to increase the awareness of our university abroad, which effort will include promotion of educational, research and other creative activities by way of identification and utilization of new tools and forms of the UHK's international promotion. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will analyse continuously the funds spent on international promotion and the expediency of their use, and will use the results of such analyses to optimize and direct international promotion further. (Priority Objective IV, Operational Objec-

tive 4.A, SI2021+.)

- We will cooperate actively with the MEYS, DZS and other institutions which work towards the promotion of the Czech higher education institutions and the Czech Republic abroad and will join them in taking part in conferences and promotional events. Together with them, we will use the currently available and new communication tools. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will evaluate the benefits of the promotional activities and of the regular participation in conferences and fairs abroad in connection with higher education and, on the basis of them, we will formulate and update the strategy of targeted promotion of the UHK. (Priority Objective IV, Operational Objective 4.A, SI2021+.)
- We will cooperate with the diplomatic corps of the CR abroad and with those of foreign countries in the CR to promote the UHK and its activities in those foreign regions, areas and institutions which have the potential to undertake joint activities with the UHK. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will cooperate with the local/regional institutions (the Region of Hradec Králové, the Municipal Council of the City of Hradec Králové, etc.) in promotional activities abroad and will support the mutual PR activities, setting up conditions for exchange of information about travels and possibilities of promotion and sharing of promotional materials and information documents. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)

- We will strive for the highest possible position of the UHK in the international rankings of universities and will support financially the UHK's promotional activities on international portals. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)

INDICATORS

- The strategy of consolidated presentation of the UHK abroad.
- Marketing tools to enhance awareness of the UHK abroad.
- The volume of funds spent on promotion abroad.
- Participation in international conferences.
- UHK's position in the international rankings of universities.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.



.Our Objective No. 2: Efficient Promotion of UHK Study Programmes and Jobs Abroad

Attracting applicants from abroad to UHK study programmes is one of the crucial objectives for the period to come, similarly as attracting international experts to academic, research and administrative positions. Efficient promotion abroad will enable the UHK to address groups of potential applicants in a selective manner, resulting in increase in their numbers in admission and selection procedures and possibility to address and obtain the best ones for the UHK. Therefore, the university has to make use of various innovative opportunities of international promotion and to evaluate their benefits.

Current state: At present, the University of Hradec Králové offers approximately 30 study programmes in foreign languages. Each faculty is represented in the offer and the programmes correspond with the European education quality standard, being comparable with the similar programmes offered abroad. In

the last years, the numbers of students in them are stabilized and growing slightly but are still low in comparison with the comparable universities. Competition in higher education is hard, with the well-established destinations such as the USA, Great Britain, Australia and the West-European countries having long traditions and strong positions in winning applicants interested in study. Applicants for the UHK programmes can be found predominantly in the middle- or low-income groups or among people interested in the particular region or having links to it. We have only had a limited success in attracting applicants from abroad to attend selection procedures for jobs. The promotion has been rather superficial so far without more precise targeting. Yet our experience from the previous period showed that good presentation and job promotion abroad could address more eligible candidates and allow better selection of employees for positions.

WHAT DO WE WANT TO ACHIEVE?

- Efficient, targeted and flexible forms of international promotion of study programmes and jobs at the UHK, mainly the academic and research positions.
- Increase in the number of applicants from abroad in admission procedures for study programmes and selection procedures for jobs at the UHK, the aim being to double the number by 2030.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will offer and promote in a targeted manner, study programmes in foreign languages while using diverse flexible tools of promotion of the study programmes, participation in student fairs abroad, various platforms for promotion of study programmes and other options. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will evaluate continuously the interest in study programmes in foreign languages and, based on such analysis, will aim the UHK promotional activities. (Priority Objective II, Operational Objective 2.A, SI2021+; support from the PSSC funds.)
- We will make an analysis of areas given their potential for recruiting students paying tuition

fee and use it to make the promotional activities of the study programmes in foreign languages at the UHK more effective. (Priority Objective II, Operational Objective 2.A, SI2021+; support from the PSSC funds.)

- We will add Czech study programmes to the offer for applicants from abroad and will newly offer such study programmes in selected destinations, namely in Slovakia, Poland, Ukraine, Belarus, and Russia. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will monitor the trends in the area of the efficient tools of PR communication and will use them to promote positions at the UHK. We will support new possibilities to contribute to the development of the university's personnel potential and to attract prospective employees for the UHK. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will cooperate with partner institutions abroad when promoting the jobs offered at the UHK, will share the current offers with them and publish them through their information channels. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)
- We will ensure promotion of jobs at the UHK not only in cooperation with Euraxess but will also search for other institutions and portals which would enable efficient promotion of the offered positions. When publishing the offers, we will always consider their targeting and efficiency of the applied promotion

channels. (Priority Objective IV, Operational Objective 4.A, SI2021+; support from the PSSC funds.)

- We will use the UHK's international partnerships and networks actively to promote positions at the UHK.

INDICATORS

- The number of applications for study programmes in foreign languages.
- The number of applications of international applicants for Czech study programmes.
- The number of students in study programmes in foreign languages paying tuition fee.
- The number of applications filed by international applicants to selection procedures for jobs at the UHK.
- Participation in student fairs abroad.
- Cooperation with international specialists in HR when attracting employees.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.



.Our Objective No. 3: Cooperation with UHK Graduates and Students on Promotion Abroad

The UHK graduates and students not only represent a significant potential in education and creative activities but they can also contribute effectively in promoting the university abroad. They represent its good name, enhance the UHK's good reputation abroad, and can also attract other applicants for study in the UHK's study programmes. After returning to their countries, they can also contribute efficiently to establishing cooperation with institutions abroad and to cooperation with the application sphere. Thus, encouraging and development of cooperation with UHK graduates and students from abroad in promoting the UHK sets another level of potential cooperation with the university students expected to have a positive impact on the internationalization of the institution.

Current state: At present, the UHK does not have any concept of cooperation with international graduates in place. So far, the UHK has worked with the domestic graduates for whom an alumni club has been established. To develop this area at the UHK in the period to come, one can use the current experience and that of the DZS now gained from work with international graduates and shared.

WHAT DO WE WANT TO ACHIEVE?

- Active involvement of UHK students and graduates in promotion abroad.
- Creation of a status of UHK ambassadors abroad and appointment of at least ten ambassadors for foreign countries by 2030.
- Formulating a programme for the international UHK graduates.

HOW DO WE INTEND TO ACHIEVE OUR OBJECTIVES?

- We will maintain contacts with those UHK graduates who return back to their countries and will develop possibilities of a programme and benefits for international graduates and establishment of a university's own Alumni Club for international graduates. (Priority Objective IV, Operational Objective 4.C, SI2021+; support from the PSSC funds.)
- We will create a status of UHK ambassadors abroad to be joined by the international UHK graduates and students and will set up conditions for their activities. (Priority Objective IV, Operational Objective 4.C, SI2021+; support from the PSSC funds.)
- We will promote the option to become an ambassador among the UHK students even in short-term programmes such as exchange studies, virtual mobilities, summer schools, short-term courses, etc. and, on the basis

of the set status, we will appoint first UHK ambassadors abroad. (Priority Objective IV, Operational Objective 4.C, SI2021+; support from the PSSC funds.)

- We will entrust a selected UHK employee to coordinate the ambassador programme and create a portfolio of training activities for student ambassadors of the UHK and offer it to the appointed ambassadors. (Priority Objective IV, Operational Objective 4.C, SI2021+; support from the PSSC funds.)
- We will support the ambassadors and other graduates from abroad actively in their opportunities to promote the UHK and will provide them with UHK promotional materials and other information support from the UHK's international offices. (Priority Objective IV, Operational Objective 4.C, SI2021+; support from the PSSC funds.)
- We will cooperate with other institutions which strive to promote Czech higher education institutions and the CR abroad and will take an active part in their activities for graduates of higher education institutions in the Czech Republic. (Priority Objective IV, Operational Objective 4.C, SI2021+; support from the PSSC funds.)

INDICATORS

- Involvement of international graduates in cooperation with the UHK.

- The number of UHK ambassadors for abroad.
- The portfolio of training activities for ambassadors abroad.
- The UHK programme for international graduates.

FUNDING SOURCES

- PSSC, MEYS, EU, university's own resources.

Annex 2: List of Quantitative Indicators Monitored Yearly

MONITORED INDICATORS OF THE STRATEGIC PLAN

- | | |
|-----|---|
| I.1 | The numbers of accredited programmes by type. |
| | The numbers of accredited study programmes by profile. |
| | The numbers of double degree/joint degree study programmes. |
| | The attractiveness of study programmes (numbers of registered, admitted and enrolled applicants). |
| | The number of supported applicants for study who have used the counselling services provided by the Information, Counselling and Career Centre. |
| | The study graduation rate. |
| | The number of defended theses in foreign languages. |
| I.2 | The number of subjects taught by international experts within academic mobilities. |
| | Bursaries paid out within the new programme for support of exceptionally gifted students. |
| | The number of activities for development of the pedagogical competencies of the academic staff coordinated by the UHK. |
| | The number of participants in activities for the development of the pedagogical competencies of the academic staff coordinated by the UHK. |
| I.3 | The unemployment of UHK graduates. |
| | The number of supported start-ups. |
| | The percentage of graduates undertaking internships or placements. |
| | Experts from the application sphere taking part in teaching and practical training in accredited study programmes. |
| | The number of the educational and development activities of the university counselling centre. |
| | The number of participants in the development and educational activities of the Information, Counselling and Career Centre. |

I.4	The number of online education sources made available to the public.
	The number of programmes offered within lifelong learning (LLL) by teaching methods (face-to-face/online).
	The number of internationally offered programmes in LLL.
	The number of offered requalification and qualification enhancement courses.
	The number of participants in the LLL programmes.
II.1	The volume of contractual research.
	The number of spin-off and start-up enterprises with a financial share of or participation by the UHK.
	The percentage of publications in the open access regime in the total number of Jimp/Jsc type publications.
II.2	The number of articles in the first and second quartiles of the Web of Science JCR database.
	The number of scientific/research outcomes covering cooperation of institutions from at least three countries.
	The number of impacted articles in the first and second quartiles of the Web of Science JCR database, falling within the university-wide research directions.
	The number of granted excellent international projects (e.g., EU's Horizon Europe, MSCA, bilateral GACR, CoFund TACR, etc.).
II.4	The numbers of accredited doctoral degree programmes.
	The attractiveness of doctoral studies (numbers of applied for, admitted and enrolled doctoral students).
	The percentage of international doctoral students.
	Success rate of the doctoral studies.
	The amount of the average doctoral bursary in proportion to the average wages.
	The average amount of the yearly re-counted incomes of doctoral students.

	The number of doctoral students participating in strict-science grants.
	The percentage of doctoral students employed at the UHK out of the total number of full-time doctoral students.
	The number of short-term international mobilities of doctoral students.
	The number of long-term international mobilities of doctoral students.
	The number of doctoral theses defended in foreign languages.
II.5	The number of doctoral students completing internships in firms and other institutions.
	The number of external international experts engaged in verification of the learning outcomes in doctoral studies.
	The number of activities (training courses, workshops, etc.) organized by the UHK to develop competencies in the creative activities of doctoral students.
	The number of participants in activities organized by the UHK to develop competencies in the creative activities of doctoral students.
III.1	Placing in the UI GreenMetric World University Ranking.
III.3	The number of the employees supported within a mentoring programme.
III.4	The number of secondary school students engaged in the ambassador programme of the UHK.
IV.1	The percentage of managers who have received training in managerial competencies.
MONITORED INDICATORS OF THE INTERNATIONALIZATION STRATEGY	
I.2	The number of attendees at foreign language courses for the staff.
	The number of attendees at courses (seminars, workshops) in the development of staff intercultural competencies.

II.1	The percentage of the international staff at the UHK.
	The number of visiting academic and research staff.
	The number of incoming staff mobilities by type (physical, virtual, blended, etc.).
II.2	The number of offered study programmes in foreign languages at the UHK by study type.
	The number of offered subjects taught in foreign languages.
	The number of subjects taught in foreign languages in the virtual and blended forms.
	The number of summer (or other) schools or courses for international students at the UHK.
	The number of incoming mobilities of students by type (physical, virtual, blended, etc.).
II.3	The number of international students supported from the bursary fund.
	The number of offered preparatory pre-arrival and adaptation courses for international students.
III.1	The number of outgoing mobilities of students by type (physical, virtual, combines, etc.).
	The volume of funds available to support mobilities.
III.2	The number of offered preparatory courses for student mobilities by type (language courses, intercultural communication courses, etc.).
	The number of applications for student mobility selection procedures.
III.3	The number of attendees at curriculum internationalization courses.
	The number of teaching groups with involvement of both domestic and international students.

IV.1	The number of international experts in the UHK’s teams (except the UHK academics).
	The number of new international teams at the UHK.
	The number of submitted and won international projects.
	The volume of external funds obtained from the international grant schemes.
IV.2	The proportion of publication and other creative outcomes in international cooperation.
IV.3	The number of UHK’s partnership contracts.
	The number of strategic partners.
V.1	The number of outgoing staff mobilities by type (physical, virtual, blended, etc.).
V.2	The volume of funds spent on promotion abroad.
	UHK’ position on the international charts of universities.
	The number of applications for study in study programmes in foreign languages.
	The number of applications of international applicants for Czech study programmes.
V.3	The number of students paying tuition fee.
	The number of applications filed by international applicants to selection procedures for jobs at the UHK.
V.3	
	The number of UHK ambassadors for abroad.

Annex 3: Fund Allocation Chart for the Programme to Support the Strategic Management of Public Higher Education Institutions for the Years 2022–2025 per Priority Objectives

The Strategic Plan includes the following chart to specify the allocation of the PSSC funds earmarked to support the implementation of the measures per the individual SP2021+ priority objectives for the whole programme period 2022–2025. The allocations are shown as percentages.

SP2021+ PRIORITY OBJECTIVE AND OPERATIONAL OBJECTIVES RELEVANT FOR SUP- PORT FROM THE PROGRAMME FUNDS

FUNDS ALLO- CATION (IN %)

1. DEVELOP COMPETENCIES DIRECTLY RELEVANT TO LIFE AND PRACTICE IN THE 21ST CENTURY

- 1.A Support the development of staff competencies for teaching and degree programme design
- 1.B Develop methods for quality assurance in education and verification of learning outcomes
- 1.C Strengthen the link between study and practice, and preparation for future employment
- 1.D Further develop the professional profile of study and increasing its prestige
- 1.E Support the building of infrastructure for interactive methods of education and integration of students

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2. IMPROVE THE AVAILABILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION

- 2.A Increase the use of distance learning methods in full-time degree programmes
- 2.B Stimulate higher education institutions to develop their offer and innovate the methods of flexible forms of education, including education provided online
- 2.D Enable better reconciliation of study with family and work life, and creating conditions for successful study in a combined form
- 2.E Improve the recognition of prior learning outcomes in further study
- 2.F Increase the information value of evidence of learning outcomes achieved in lifelong learning to employers
- 2.G Promote the offer of lifelong learning through career counselling that is provided to students and the general public and in cooperation with the Labour Office of the Czech Republic

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3. IMPROVE THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES

- 3.C Strengthen the quality, openness and internationalization of doctoral degree programmes
- 3.D Improve the conditions for successful study, including support for balancing study and family life, and to strengthen the social integration of doctoral students

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5. BUILDING CAPACITIES FOR THE STRATEGIC MANAGEMENT OF HIGHER EDUCATION

- 5.A Create a financial tool for the implementation of key strategic priorities at the higher education institutions level
- 5.B Strengthen strategic management at higher education institutions
- 5.D Strengthen strategic human resource management at higher education institutions

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6. REDUCE THE ADMINISTRATIVE BURDEN ON THE STAFF OF HIGHER EDUCATION INSTITUTIONS SO THAT THEY CAN FULLY PURSUE THEIR MISSION

- 6.A Simplify the transfer of information to the public administration and improve the availability and circulation of information through the ongoing digitization of agendas
- 6.C Support the development of professional apparatuses providing support services for academic staff members and the running of schools

INTERNATIONALIZATION OF HIGHER EDUCATION INSTITUTIONS

I.1. Developing global competences of university students and staff

- I.1.A Support for language and intercultural training of university students and staff
- I.1.B Developing international mobility of students and staff
- I.1.C Development of professional competences of university staff in the field of internationalization

I.2. The internationalization of university study programmes

- I.2.A Increasing the number and quality of study programmes offered in foreign languages and joint study programmes
- I.2.B Inclusion of an international dimension in the structure of study programmes, including mobility windows

I.3. Simplifying the process of recognition of foreign education credentials

- I.3.A Implementation of automatic recognition of education and study outcomes abroad

I.4. Creating an international environment at universities and promotion abroad

- I.4.A Support for the development of international marketing of universities and the CR
- I.4.B Development of services offered to international students and staff
- I.4.C Working with international students and alumni

I.5. Strengthening the strategic management of internationalization

- I.5.A Support for comprehensive internationalization at the institutional level
- I.5.B Support for international cooperation through strategic partnerships and membership in international networks and organisations

Other priority objectives of the Strategic Plan of the University falling into the areas below:

- II.1 Adapting study forms and supporting services to the changing characteristics of applicants; career counselling and information support for applicants in choosing study programmes
- II.2 Responses to social, economic (including necessity to work during studies to cover the basic costs of living), cultural, geographic, health and other barriers for access to study and success in it; support for students with specific needs
- II.3 Community dimensions of universities; stimulating university's identity sharing; social integration of students as prevention of study failure; development of the social capital of students

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- II.4 Support for exceptionally talented students
- II.5 Mental health of students and university staff including burn-out syndrome
- II.6 Solution of the issue of enrolment for the sole purpose of taking advantage of the student benefits, so-called “dead souls” among students
- II.7 Development of entrepreneurial spirits in students; support for start-ups and spin-offs
- II.8 Sport and development of physical culture in students and staff as a part of the mission of higher education institutions
- II.9 Valorization of knowledge and its transfer into practice; transfer of technologies; the role of higher education institutions in the support of innovations
- II.10 Availability of outcomes of creative activities for the wide public; popularization of science
- II.11 Using the professional facilities of universities in addressing social problems; involvement of universities in the life of the civil society and support for the civil activities of the staff and students; volunteerism
- II.12 Universities of the third age and active life of senior citizens as a part of the missions of universities
- II.13 Regional activities of higher education institutions and activities to support the retaining of qualified people in structurally disadvantaged regions
- II.14 Contribution of universities to adaptation to climate change and the environmental aspects of their operation including carbon footprint reduction

PROPORTION OF INVESTMENT EXPENSES TO TOTAL ALLOCATION

PROPORTION OF INTERNAL COMPETITION TO TOTAL ALLOCATION

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List of Abbreviations

CDP	Centralized Development Programmes
CSVŠ	Centre for Higher Education Studies
CTR	Click-through Rate
LLL	Lifelong Learning
CR	Czech Republic
LCDRO	Long-term Conceptual Development of a Research Organization
DZS	Czech National Agency for International Education and Research
ECTS	European Credit Transfer and Accumulation System
ERP	Enterprise Resource Planning
ESN	Erasmus Student Network
EU	European Union
FAIR	Findable, Accessible, Interoperable and Re-usable
GACR	Czech Science Foundation
HR Award	HR Excellence in Research Award

HR Award	Journal Citation Reports
JCR	Journal Citation Reports
IEP	International Evaluation Panel
MICHE	Monitoring Internationalization of Czech Higher Education
IAB	International Advisory Board
MSCA	Marie Skłodowska-Curie Actions
MEYS	Ministry of Education, Youth and Sports
NAB	National Accreditation Bureau for Higher Education
PPK	Bonus for Quality
PSSC	Programme to Support the Strategic Management of Public Higher Education Institutions for the Years 2022–2025
PR	Public Relations
SI2021+	Strategy for the Internationalization of Higher Education for the period from 2021 (Annex to the Strategic Plan of the Ministry for Higher Education for the period from 2021)
SVP PedF UK	Education Policy Centre of the Faculty of Education, Charles University
SW	Software
SWOT	Strengths, Weaknesses, Opportunities and Threats
SP2021+	Strategic Plan of the Ministry for Higher Education for the period from 2021
TACR	Technological Agency of the Czech Republic
UHK	University of Hradec Králové
USA	United States of America
WoS	Web of Science

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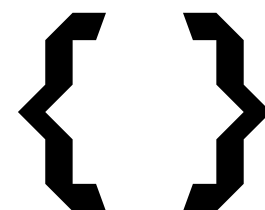
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