

Academy of Fine Arts Prague (AVU) Strategic Plan 2021+





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AVU mission

The mission of the Academy of Fine Arts in Prague (AVU) is to teach fine art and develop artistic thinking in relation to the past, the present and the future.

We provide a higher education in the sphere of fine art with an emphasis on the liberal arts, architecture and the restoration of paintings and sculptures, to selected students in the hope that the time they spend at AVU will see them develop artistic and human qualities and find a fulfilling place in the modern world after graduating. We place an emphasis on creativity, systematic research and other artistic activities. An integral part of our teaching involves theoretical reflection, which should help students to be not only creators but discerning recipients of artworks, capable of both giving and receiving feedback. As an important cultural institution, AVU has traditionally participated in the formation and development of culture and society. Through their artistic practice and skills, its graduates will influence the world around them, deepen the self-reflection and self-awareness of society, and thus make an important contribution to improving the quality of life for all.

We want to be an active and critically thinking educational institution. Our aim is constantly to improve and react to the dynamically changing environment in such a way that our graduates are fully qualified for employment and that we remain ranked among the top international art schools. It is to this end that we adapt the forms of study of artistic practice, theory and other spheres in the humanities.

An important aspect of AVU's mission is the development of creative freedom, mutual respect and personal and collective responsibility to other people and planet Earth.

We aim to be an equal opportunities employer and we are open to all who contribute to our diversity.

We promote transparent and effective principles in the management of the school's operations. These principles are based not only on a knowledge of legal standards and regulations, but also on ethical and ecological principles.

AVU values

Freedom and quality of artistic expression

Critical thinking and a desire for knowledge

Responsibility towards society, individuals and AVU as an institution

Ecology of life and work

Reciprocity, respect, inclusion and solidarity

Gender equality and an openness to changing identities

An international environment cultivating a plurality of cultural standpoints

Interdisciplinarity, sharing and cooperation

AVU vision → 2030

AVU will continue to be a selective school. Within the framework of newly accredited study programmes it will offer students an education in art corresponding to the current state of international knowledge using new methods and forms of tuition. At the same time it will respect its tradition, which is rooted in an individual pedagogic and creative approach.

Academic research will be an integral part of AVU's activities, from art theory via history to research related to the restoration of the monuments of our material heritage. All of these activities will be conducted at the highest international level and integrated into our tuition.

AVU will make every effort to make an art education accessible to a wide range of applicants. The teaching and creative environment at AVU will be linguistically and culturally diverse. It will allow for the full integration of foreign participants in the teaching process and increase the accessibility of the school for foreign students and members of disadvantaged groups.

AVU will oversee the development of its doctoral programme.

AVU will increase the graduation requirements in all of its study programmes.

AVU will expand the possibilities of lifelong learning.

AVU will be an academy with a respected position within the framework of European art schools.

AVU will actively participate in the development of the cultural life and programme of our region in cooperation with the relevant ministries, institutions, associations, and other art schools and universities. It will meet the conceptual requirements of interdisciplinary cooperation both outside and inside the school. It will be a stimulating and independent institution.

AVU will be equipped with modern technology and tools for teaching artistic and theoretical practice.

AVU will draw up a plan for the acquisition of new premises or the construction of a new building. This is necessary for the continued provision of studio and theoretical tuition, research, gallery presentations, and administrative and storage capacities. The necessary funding will be procured.

AVU will conduct itself ecologically and reduce its carbon footprint.

AVU will extend its practice of academic self-governance and the democratic political culture associated with it.

AVU will focus on gender equality. It will be diverse in respect of people and generations and will not tolerate any manifestation of discrimination.

AVU will be an attractive and motivating working environment for its employees. It will support their professional development and the broadening of their professional competencies. It will have clear rules in place for career growth, especially for academics and researchers, including a motivational system based on the assessment of teaching quality and other criteria.

AVU will be an environment in which ethical principles are observed and the individual needs of its employees are respected, including those with long-term family carer duties.

AVU will ensure sufficient financial security for sustainable and comprehensive development in order to be able to adapt to dynamic changes in the environment associated in particular with the development of new technologies, digitisation, internationalisation and social change.

AVU will take the appropriate measures to cut bureaucratic red tape.

A word from the Rector

Dear Colleagues, Students and Friends of AVU,

The AVU Strategic Plan for the period 2021+ is an important document in which we present our vision and concrete plans for the high quality, meaningfully sustainable development of all of the activities of our institutional life over the next ten years.

In terms of student and staff numbers, AVU is one of the smallest institutions of higher education in our region. By virtue of its history, which stretches back more than two hundred years, it is one of the most important.

We are aware that the social relevance of AVU as an institution providing an education in art does not depend only on its historical legacy. The social significance of every institution is determined primarily by a lived present with clear approaches and the courage to develop with our gaze set firmly on the future.

It was on these principles that we formulated the AVU Strategic Plan 2021+. Over the past eight years, AVU has accelerated significantly. As the head of the new management team, I initiated important projects and systemic changes at all levels of institutional activities, which opened up many important themes. The most important of these form the structure and contents of this document. **They relate to quality assurance plans in the teaching of art theory and practice, doctoral studies, internationalisation, art, research and AVU's third role, institutional culture, social responsibility and the ecology of life and work, and the management the operations of the art school. As regards the last point, attention will be paid to the need for additional space for teaching and work or a new AVU building.**

I also consider important the fact that the AVU Strategic Plan 2021+ was created during the unprecedented global situation associated with attempts to limit the spread of the SARS CoV-2 virus. This event has shifted all of our thinking and planning to another qualitative level. We do not know what awaits us in the future. All we know is that we have to rethink all of our current approaches to everything we have hitherto treated as normality. We are aware of the need to learn to think and behave in the future with consideration for the fragility of the world in which we live. We see the need to take more open care of each other

and to cultivate institutional empathy. It is of great concern to us that AVU be a strong and responsible institution in the future.

For the sake of clarity, the most important objectives for the period in question involve the re-accreditation of all study programmes, the internationalisation of the learning environment, care for our employees, and ensuring all the necessary steps and financing for the construction of a new building or the leasing of new premises.

I would like us to accept the challenges presented in the AVU Strategic Plan 2021+ as common to us all and commit to cooperation. I believe that meeting these strategic goals will bring AVU admiration, respect and recognition.

doc. MgA. Tomáš Vaněk
Rector

AVU Strategic Plan 2021+ Starting points

Fulfilment of the mission and objectives for the next ten years is described in the AVU Strategic Plan 2021+ (hereinafter AVU SP 2021+) across six spheres: 1. Teaching and issues specific to AVU, 2. Internationalisation, 3. Art, research and AVU's third role, 4. Institutional culture and social responsibility, 5. Management and operations, 6. the new building and the overall lack of space.

Each sphere is set forth in an introductory paragraph and supplemented by specific points that specify what measures we should take to achieve the strategic objectives. Where relevant, the measures are accompanied by the anticipated year of implementation.

In the case of measures that specifically relate to the points made in the Strategic Plan of the Ministry of Education, Youth and Sports 2021+ (MŠMT 2021+) and the Internationalisation Strategy of the same ministry, a link is added in the form of the ministry number and letter. This indicates activities that AVU will in part or in full finance from the Programme for the Support of Strategic Management 2022 to 2025. If the year 2021 is specified as part of this abbreviation, this refers to the provision of funding from the Institutional Plan for 2021. A list of high-priority and operational objectives of the Ministry of Education, Youth and Sports is given in the conclusion.

The AVU Strategic Plan 2021+ is based on the school's historical experience, which has been unfolding for more than 200 years. It responds to changes in the sphere of art and theory after 1989 and enumerates the needs arising from the development of the institution over the last ten years. It reflects upon new requirements for the teaching of artistic practice and theoretical subjects caused mainly by the rapidly changing social environment of the 21st century. It makes reference to internal strategic documents, such as the previous long-term objectives and the relevant updates, reports on budget implementation for individual years, annual reports, and to the amendment of Act No. 1121/1998 on Higher Education Institutions.

It takes into account the work and opinions of AVU's Academic Senate, the Administrative Board and the Rector's advisory bodies.

It makes reference to the need for intensive cooperation above all within the four bricks-and-mortar art schools, namely the Academy of Performing Arts in Prague (AMU), AVU, the Janáček Academy of Music and Performing Arts (JAMU) and the Academy of Arts, Architecture and Design in Prague (UMPRUM), as well as other universities and faculties in the Czech Republic and in the international domain of art education.

It is based on the experience of cooperation in the sphere of the European League of Institutes of the Arts (ELIA).

It makes reference to the Strategic Plan 2021+ of the Ministry of Education, Youth and Sports (MEYS) defined for a ten-year period beginning in 2021.

Priority areas of the AVU Strategic Plan 2021+



1. Teaching and issues specific to AVU

The Academy of Fine Arts in Prague is a unique place where for more than 200 years the fates of current and future artists have intersected as they work together in traditional and new media and disciplines. At lectures, courses and seminars, future architects, restorers, painters, sculptors and printmakers meet up, as well as those interested in intermedia or digital media. On the one hand, AVU is a place where skills and artistic thinking is handed down from generation to generation: on the other, a space where canons are questioned and visionaries cultivated. As well as renowned masters, the most progressive artists of their time have taught at AVU. Tuition in architecture was established at the start of the 20th century by Jan Kotěra and Josef Gočár. Another pioneering step was the creation of a department of restoration by Bohuslav Slánský in 1945. AVU was the first art school in what was then Czechoslovakia to open an intermedia studio and new media studio.

Culture and art are spheres in which, thanks to work with fantasy and imagination, unexpected perspectives are opened up on ordinary known facts and, as in science, revolutionary solutions and knowledge appears. Aesthetic forms have the advantage of speaking to a large group of people regardless of education, nation or religion. The academy is part of a university education in a wide range of disciplines with an impact on society as a whole. We create the conditions for young people to think critically, to experiment, and to “play” with different ways of grasping reality. In the coming years the world will be affected by ecological crisis and the consequences of the current pandemic, and dramatic changes may be wrought by a declining confidence in democracy as the best of the known models of peaceful coexistence. The next generation of young artists should cleave to and spotlight values such as mutual tolerance, respect for animate and inanimate nature, empathy, and selfless assistance for disadvantaged groups. The citizens of the European Union will articulate and defend their fundamental human, social and cultural rights in a changing world. AVU should equip them with the relevant competencies that will allow them to realise themselves without having to act against their values and beliefs. The next generation of artists will need to hold a critical discussion with their elders, which will naturally result in the rejection of certain established forms of education. This is why we must listen to the young generation, respect their vision and react to them.

Students should look again at what have up till now been mainly European-centric approaches to culture and history from the perspectives offered to us by postcolonial theories. AVU graduates should understand the means by which we share knowledge, emotions and ideas. We want them to be acquainted with the way the art world works and the principles of artistic operation, and to be able to distinguish when audiovisual media and artefacts are used to increase user comfort and when they help improve living conditions, cultivate coexistence and spread knowledge. We want to provide students in the coming decades with the safety and security that allows them to discover themselves, cultivate talent and unique artistic qualities, and find their own place in society. AVU is also aware of its social responsibility in relation to those who were not accepted to study, and in the future will look for ways of answering the needs of their interest, e.g. in the form of lifelong learning.

Individual goals and selected measures for each sphere

- 1. Prepare the accreditation of study programmes or specialisations**
- 2. Expand the offer of study possibilities and teaching formats**
- 3. Reduce inequality of access to studies**
- 4. Reinforce the doctoral programme**
- 5. Develop lifelong learning and other courses for the public**

1. Prepare the accreditation of study programmes or specialisations

Studio tuition plays a key role in art education at AVU. The demands it makes are due to the fact that it does not involve simply instructions and procedures that can be successfully mastered and then utilised throughout a person's life. Studio teaching at AVU is based on individual and collective pedagogical and authorial approaches that are specific to individual studios. It is for this reason that candidates are always admitted to study at a specific studio at AVU.

Teachers offer students not only their expertise, but are also their guides in artistic thinking. They teach them to ask questions and assist them find ways of answering them. Together they create assignments and determine topics, which they then address during the semester. Our aim is to support the individuality of students, their unique qualities and ability to express

themselves, since this is crucial to creative work. Each individual student works hard on devising their own artistic procedures during their studies, which subsequently, even after graduating from AVU, they return to again and again and develop. However, the school's teaching and environment are dialogical and can only be fully developed under conditions of reciprocity. We believe that this is the way to help students find their own place in society.

A highly individualised approach to students, made possible, among other things, by their low number (AVU is one of the smallest institutions of higher education in the Czech Republic), is a special feature we want to retain in the future. Another element of studio teaching that we consider fundamental is the fact that students from all years encounter each other in the studios and have the option during their time at AVU to change their "home" studio and sample different artistic and human environments. The six-year period of study for a Master's degree offers an opportunity to create study plans and schedules so that there is enough space and time for work in the studios and elsewhere.

Studio teaching, together with the preparatory course in painting and sculpture (which represents a unique platform for the study of drawing and modelling), the Visiting Artist Studio and the theoretical historical context provided by the subjects taught at the Department of Art Theory and History, all form a comprehensive and open structure in which students co-create their studies.

The validity of the current accreditation for Fine Art study programmes in the Master's, follow-up Master's and doctoral programmes will come to an end in a few years. It is therefore necessary to prepare new accreditation files now, during which we will rely on the internal quality assessment system. For the moment we have decided not to avail ourselves of the possibility of institutional accreditation.

Prior to the preparation of new accreditation, a discussion will be initiated with faculty to which AVU graduates, current and former lecturers, representatives of the broader cultural public and students will be invited. The discussion will be led by experts and should result in updated graduate profile contours. In addition, as part of the preparation of the new accreditation, the existing teaching methods of individual disciplines at AVU will be reviewed, evaluated and updated appropriately in accordance with discussions already underway within the context of debates on teaching methodology initiated by the Rector.

MEASURES

- Create a working team that will deal with the preparation of the accreditation of Master's, follow-up Master's and doctoral programmes. The team will lead the discussion on educational formats and framework criteria for a 21st-century arts education. The members of this accreditation

team will be the Rector, study programme guarantors, the Pro-Rector for Academic Affairs, the head of the study department, the head of the Department of Art Theory and History, and the doctoral studies coordinator with the support of the methodological management.

- Create the position of accreditation methodology specialist for the coordination and preparation of accreditation files. Create the space and salary for this position. (2021)
- Look at possible tools for simplifying the preparation of accreditation files in the academic study system. Process the research into the possible utilisation of data collected in the databases of the Artistic Outputs Register and the Study Agenda Information System (STAG) and websites.
- When creating study plans start from the graduate profile and expected relevant learning outcomes.
- Update the model of the annual retrospective evaluation of theoretical and studio teaching by students that will be part of the evaluation formats of year-end and degree dissertations. Enter this step into the AVU Study and Examination Regulations. (2022)

Key Performance Indicators (KPIs): Successful accreditation of study programmes, specification of concrete internal quality assessment tools, strengthening the validity of student assessment.

Responsibility: the Pro-Rector for Academic Affairs.

2. Expand and improve the offer of study options and teaching formats

We guide the students to independence and to an active modelling of their studies according to their own abilities and visions. In order to achieve this, it is necessary to provide them with a comprehensive yet clear study plan and appropriate support of the information system.

The range of professions for which we prepare our students is very broad. We have restorers studying at AVU who are specialists in technological procedures related to painting and sculpture and have a broad overview of the history of art. Graduates of the Architecture study programme will go on to work at design offices and architecture studies and to establish their own practices and work in the public and non-profit sector in the sphere of town planning. Fine art students will not only pursue their own artistic projects, but will also work in a range of other professions. This ranges from work in community and culture centres, via educational institutions and the sphere of applied arts, to the media. We

grant all of these career paths respect and do not hierarchise them in any way. Having graduated, our students will continue their education and adapt to the challenges and situations of life.

In connection with the varied employment of AVU graduates and in response to suggestions from current students, over the coming years we aim to expand significantly the range of compulsory and optional subjects, including courses in legislative and economic literacy and practical courses. We want to ensure we provide an overall more diverse range of subjects, both through our own capacities and by means of closer cooperation with related institutions of higher education operating in the sphere of art and historical research (e.g. the Academy of Arts, Architecture and Design, the Academy of Performing Arts, and Charles University). To this end we want to harmonise the preparation of course materials, coordinate the preparation of timetables, avail ourselves of the possibilities of a credit system in terms of increasing the diversity of studies, and unify expected learning outcomes so that it is possible to share the offer of optional courses with other HE institutions.

AVU has not used the credit system. Nevertheless, given the demands of the 21st century and the need to ensure compatibility with the HE institutions with which AVU cooperates, there is a need to continue discussions on the possibility of transferring to a credit system. It will also be necessary to discuss the possibility of a departmental form of organisation of the school.

In order to develop teaching at AVU it is essential that we engage in the ongoing modernisation of the working environment, equipment and technological background for studio and theoretical tuition, including distance learning (see Priority Area No. 5). Our experience of the COVID-19 epidemic has shown that it is necessary to make teaching methods more flexible and to expand the digital skills of students and faculty. AVU as an art school is interested in simplifying and clarifying tools for distance learning, even though the basis of our activities will remain studio tuition, which is difficult to replace with any form of distance learning. The aim is to help teachers and students adapt to distance learning in order to increase the quality and comfort of their studies.

MEASURES

- Devise a concept by which the credit system is deployed for the purpose of greater variability of studies, prepare the transition to an electronic index, and design a more flexible model for the fulfilment of study plans.
- Develop a long-term strategy for the support of students affected by the SARS COVID-10 pandemic. Offer those years that have been most affected appropriate specialist and material assistance.
- Devise an accessible registration system for optional subjects at our partner art schools.
- Strengthen the teaching staff of the Department of Art Theory and History

with the aim of offering a wider range of subjects. Create the requisite space and pay conditions.

- Introduce an alternative collective studio management format into the AVU Study and Examination Regulations and adapt the related internal regulations and standards accordingly.
- Include legislative and economic literacy courses and other practical courses in individual study plans among the compulsory elective subjects.
- Ensure that AVU studios and workshops are accessible and equipped so that they are available to trained students during the school's opening hours, and put into operation a card system for automatic entry into communal workshop areas. Take care of the specific needs of teachers and students in studios and improve the spatial and technical equipment. Introduce an electronic system for the use of workshops and laboratories and strengthen the technology and tools loan system. (2024–2026)
- Based on the experience of good practice from the operation of the AVU Graphic Workshops, increase the spatial capacity of the most popular workshops. Organise courses and regular teaching in other workshops.
- Strengthen pedagogical capacities in technological workplaces.
- Develop and innovate the technological background for hybrid forms of teaching. (2021–2022)
- Utilise and make accessible the AVU digital archive by means of websites, connections to studio presentations and other internal platforms.
- Update internal regulations in terms of distance learning needs. Determine what parameters the course annotations should have, what form and scope the additional study materials should have, and what the course completion conditions should be. Include the recommendations for distance learning in the AVU Examination and Study Regulations.

KPIs: One quarter of optional and compulsory elective subjects will be offered in cooperation with AVU partners. Part of the optional and compulsory elective courses will be offered in the form of distance learning courses and lectures.

Responsibility: the Pro-Rector for Academic Affairs.

3. Reduce inequality of access to study

AVU offers education to a wide range of exceptionally talented persons, who often have special needs. The school feels it could do more to care for students

facing crisis, excessive mental strain or material problems throughout their studies. Our aim is target support for those applying to study at AVU and for students in need, so that we can avert existential problems in good time and make studies more accessible to them.

Two years ago a psychology practice was established at the school. The psychologist is available to students and faculty. People's experience with the psychologist's service has been positive and has encouraged us to introduce other tools that will help members of the academic community to resolve problems that are not purely to do with study or work. We sense there are shortcomings in our approach to students with special/individual needs. We want to receive input from partner art schools and universities that have specialised counselling services for this type of student. We want to undergo an audit that will show the school which areas are most inaccessible to students with special needs.

It is also possible to harmonise studies with a person's professional, family and personal life, thanks to which teaching is adapted to the specific needs of individual students. Support for these forms of education is one way of reducing inequality of access to higher education.

A direct discriminatory factor at art school is the lack of finances necessary for long, materially draining studies. Low income, financial hardship and high housing costs in Prague significantly complicate the possibility of studying at university, the inaccessibility of which subsequently contributes to the risk of social exclusion. This creates a vicious circle and must be avoided.

Pursuant to the wording of Act 198/2009 on equal treatment (the Anti-Discrimination Act), we want to look at the areas in which our art school can better meet its commitments in the sphere of equitable access to education. On 28 September 2009, the Czech Republic ratified the UN Convention on the Rights of Persons with Disabilities. The Convention encourages "universal design", which seeks to design spaces, products and services that are non-discriminatory in respect of different physical and mental capacities (e.g. height, motor, auditory and visual abilities, age, etc.). The document describes the commitments of the states that have ratified the Convention as follows: "... persons with disabilities are able to access general tertiary education, vocational training, adult education and lifelong learning without discrimination and on an equal basis with others." (Article 24, Paragraph 4). According to the European Commission Report on the Implementation of European Disability Strategy 2017, less than 30% of people with disabilities complete higher education, compared to 40% of the rest of the population.

AVU is a specific type of art school for which some physical and cultural predispositions are important. We want to be an excellent HE institution, but excellent in the sense of high demands on creative freedom and the mastery of artistic self-expression. We want to reflect on where we can offer the experience of an art education to a wider range of applicants, as well as the general public in our lifelong learning programmes.

MEASURES

- Carry out an audit to identify the barriers preventing students with special needs from studying at AVU. Consult with experts on inclusion in education focusing on people with individual and special study needs. Establish cooperation with existing counselling centres at partner HE institutions and secondary schools. (2022)
- Support the creation of financially demanding, above all outstanding diploma artworks and projects. (2021–2025)
- Amend the AVU Study and Examination Regulations with regard to the special individual plan.
- Create financial reserves for the support of socially disadvantaged students, designed to compensate for study costs. (2021–2025)
- Adapt the format of the Open Day, summer workshops and other courses for the public so that they are also accessible to applicants with special and individual study needs.
- Expand barrier-free zones in the existing premises of AVU and take into account the need for accessibility during the refurbishment or construction of the AVU building.
- Consider expanding the accessibility of events for the public (e.g. through hidden subtitles, audio description, and simultaneous transcription).
- Work on website accessibility (text captions for web images).
- Encourage students to make portfolios and individual works accessible.

KPIs: The establishment of cooperation with at least four secondary schools. An increase in the number of barrier-free workplaces.

Responsibility: the Pro-Rector for Academic Affairs

4. Strengthening the doctoral programme

The doctoral programme at art schools is a permanent part of important global educational institutions. A doctorate in art has been accredited at AVU since the mid-1990s. Doctoral studies are currently underway at AVU in four spheres of the Fine Arts study programme (Fine Art; Architecture; Contemporary Art Theory and History; and Art Restoration). Our intention is to re-accredit these spheres – “specialisations” in the wording of current legislation – as independent study programmes.

Doctoral studies at AVU are focused on the implementation of demanding art

projects of a research character. They consist of a creative, practical study component, and a theoretical, historical research component presented in the form of a thesis. Doctoral studies in the sphere of Contemporary Art Theory and History are based on topics relating to the most urgent artistic trends, currents of thoughts and problems.

A doctorate is the most prestigious form of university study. On the one hand, it offers the greatest degree of freedom when choosing research topics and methods. On the other, students are exposed to the most critical forms of reflection. Out of approximately thirty candidates, ten will pass the admission procedure. When studying for a doctorate they will be able to develop their creative and academic interests over the long term thanks to AVU's personnel and technical facilities. At the same time, the group of doctoral students is an important "personality injection" into the Academy. Young but mature people come to the school who have already carved out a secure place for themselves in their professions. As a result, students on lower educational rungs come into contact with new ways of thinking and deepen their ability to examine their own creative experiments with a critical eye. We want to strengthen further the contribution of doctoral students by establishing postdoctoral positions at AVU workplaces, which will also improve the prospects of our Ph.D. qualified students when looking for work.

Doctoral studies are fully established at AVU and are currently undergoing a process of re-accreditation. At meetings of academic supervisors and the subject-area board we monitor critically the strengths and weaknesses of the programme. We have successfully set up a transport admissions procedure, and the position of supervisors and theoretical consultants was strengthened. Following the accreditation underway, we will expand the range of specialised lectures and seminars dedicated to doctoral studies. The PhD Lab is an important platform and a common hub for doctoral students, the purpose of which is to provide study and communication facilities. This allows us to develop presentational and teaching formats for the doctoral studies, colloquium programmes, symposiums and study trips.

If we are to further strengthen the doctoral programme, one challenge is to make possible supervision via the "Cotutelle" procedure. This will enable participants to apply for projects regarding which they will hold consultations in parallel with supervisors at partner HE institutions abroad.

We also want to increase the involvement of doctoral students in grant competitions (the Czech Science Foundation, the Technology Agency of the Czech Republic, etc.) and use part of the grant support to broaden the international dimension of doctoral studies.

MEASURES

- Enter into partnership with a foreign university that runs an art doctorate programme. To this end use contacts from the network of European art

schools within the ELIA organisation. – Update the conditions for doctoral supervision (expanded by the Cotutelle procedure). Enter the specifications in the forthcoming AVU Career Code (2022)

- Hold ongoing discussions regarding the form of doctoral studies and prepare re-accreditation.
- Define creative topics, i.e. interdisciplinary research areas for which doctoral students can apply with proposals for their own projects. Publish more in-depth information on ongoing and planned research projects on the AVU website and motivate supervisors to include doctoral positions not only in internal AVU grants but also in GAČR and TAČR projects (2024).
- Develop doctoral practice not only in the studios, but also within research workplaces or other workplaces (archive, library, etc.).
- Device a concept for the support of postdoctoral positions in science and research, and on this basis create postdoctoral positions at existing art research workplaces. (2024)
- Enable doctoral students to become involved in teaching activities beyond their existing responsibilities, including courses for foreign students. Include a stable seminar taught by them for the following year of the Master's programme as one of the compulsory elective subjects. (2026)
- Expand the current range of doctoral subjects and ensure the corresponding pedagogic provision.
- Develop the PhD Lab, the purpose of which is to secure the study and communication facilities for doctoral students.
- Allow doctoral students to use the children's studio, which was created in 2020 and provides childcare services for employees and students.

KPIs: At least two postdoctoral positions will be created. At least two doctoral projects will be held in a foreign language in cooperation with foreign supervisor.

Responsibility: the Pro-Rector for Academic Affairs

5. The development of lifelong learning and other courses for the general public

The Academy of Fine Arts in Prague has traditionally created conditions for the continuity of specific art disciplines. It also plays an important role in lifelong learning and the provision of specialised courses for the general public. AVU has long taught drawing and modelling using a live model, which is the discipline

traditionally considered the basis for developing artistic talent and the skills necessary for the further development of other artistic methods. For this reason AVU includes this type of course in its offer to the general public, including its evening drawing courses, open to everyone. The courses offered by the Summer Painting Academy go back fifteen years and are viewed mainly as preparatory courses for potential applicants, but also as a leisure activity for anyone interested from the public. The offer of summer academies has been expanded in recent years by the Summer Children's Academy and the Summer Sculptural Academy. The interest shown by the public confirms the appropriateness of the concept, which is based on making AVU studios accessible and on the professional leadership of lecturers and graduates of the school. The aim now is to continue to expand and improve this offer, even in the form of shorter courses in, for instance, printmaking or other specialisations. We also want to offer a wide range of lectures to the public, as well as symposia, conferences and workshops that will not only expand the teaching of the standard study programmes, but open AVU to a specialist and art-loving public.

MEASURES

- Regularly evaluate the social, educational and economic impact of courses for the general public and adapt the course offer accordingly.
- Update the contents of lifelong learning in the spheres of restoration. Update the study plans so that they meet the demands of teachers and the expectations of the professional public.
- Examine the conditions for the opening of a “zero year”, or a separate lifelong learning module for gifted participants who, due to limited capacities, do not enter full-time studies.
- Create incentives for employees and graduates to offer innovative workshops in the sphere of lifelong learning and events for the general public.
- Offer cooperation in the sphere of lifelong learning and events for the public to professionally affiliated institutions (the National Gallery in Prague, the Prague City Gallery) and the district of Prague 7.

KPIs: At least four courses for the general public will be held every year.

Responsibility: the Pro-Rector for Academic Affairs and the Pro-Rector for Art, Research and Development

2. Internationalisation

AVU is currently involved in two types of international exchange and cooperation. International cooperation between art schools from Europe and further afield is being developed. Over the last year this has been manifest in a sharp rise in the interest shown by students in mobility and internships. Bilateral and multilateral teaching and creative cooperation with partner academies is deepening, and there has been an increase in active participation within ELIA focusing on teaching methods as well as institutional, ethical and environmental sustainability. At the same time, lecturers and students who take part in international exchanges work within an art scene that has entered a “global phase” (global migration, the internet, cultural and economic exchange). These trends are to some extent independent. The planetary (formerly global) era is changing artistic thinking and media and the framework within which they are presented. Economies are transforming and the paradigms of existing scientific topics and related research topics (e.g. global studies, postcolonial and decolonial studies, global art history, etc.) are critically expanding. Fine art, the future of which is being nurtured at AVU, is considered (to a large extent justifiably) an ideal means of intercultural communication. Though the work of contemporary art remains multi-layered and multi-functional, it nevertheless has the capacity to interpret these complex social transformations in an accessible language. This is the direction that teaching at AVU will take in the future, and in its pedagogical work it will draw more closely on planetary artistic activities.

The main tasks over the next decade in this sphere will include creating the conditions for the internationalisation of educational programmes by means of foreign lecturers and students, and the internationalisation of teaching curricula, research topics and the broader academic environment, with an emphasis on the planetary (global) reach of international exchanges. AVU will make more effective use of inter-institutional, pedagogic and research cooperation, and will create concrete projects for cooperation with selected international universities. Teachers and selected students will be directly involved in AVU’s international activities, and the school will support international artistic, theoretical and research processes and the outputs of their work in a selective, transparent form.

Individual objectives and selected measures

- 1. The development of the global competencies of students and employees**
- 2. Art in Context and the internationalisation of AVU study programmes**
- 3. The strategic management of internationalisation, the promotion of AVU abroad, and support for international cooperation.**

1. The development of the global competencies of students and employees

The development of the international competencies of students and teachers takes place at AVU in association with the cultivation of the traditions of Central and Eastern European cultural diversity. The traditional tools of internationalisation include support for mobility and hosting foreign students at the school. Given the size of the school, AVU avails itself of the services of the Academy of Performing Arts Language Training Centre. The occasional use of English by foreign lecturers as part of everyday studio tuition and especially at the Guest Arts Studio has a role to play in supporting the expansion of language competencies. AVU will monitor the quality of external language teaching, and will also support and cultivate the use of foreign languages in its own studio teaching.

Leaving aside the COVID-stricken year of 2020, over the last five years we have managed to continuously increase the number of outgoing students, international study trips, internships and incoming foreign students. AVU students are interested in studying at traditional European academies. However, over the last three years their interest has been growing in studying beyond the borders of Europe (e.g. South Korea, Indonesia). There is stable interest in selected study in the USA. In contrast, as in other European art schools, there is little interest in pedagogic mobility. AVU will actively seek support opportunities for those interested in non-European study trips and internships.

Along with changes to tuition, the task of the AVU management will be to prepare the administrative, linguistic and material background and support for hosting foreign teachers and removing barriers to pedagogical mobility.

AVU will continue to support the recognition of foreign education. Given the specific nature of an arts education, in which artistic talent is rated above academic ability, the recognition of a foreign education does not constitute an obstacle to the admission of foreign students.

MEASURES

- Students will sit a compulsory language exam by the end of the third year.
- The quality of external language teaching will be evaluated at four-year intervals. Following the evaluation, the necessary measures will be taken.
- Support the language skills of teaching and administrative positions by providing intensive language courses (Erasmus+). Introduce English as one of the criteria evaluated in selection procedures for teaching positions. (2022)
- Profile the offer of partner art schools according to subject priorities at AVU. Avail ourselves actively of membership of ELIA and our participation in international projects to expand strategic partnerships and thus support the mobility of teachers and students and the internationalisation of the AVU environment. (2022)
- In light of the Internationalisation Strategy, support mobility outside the main art centres to developing areas of the global south, the countries of the former Eastern Europe, the countries of origin of the largest minorities in the CZ and the Czech diasporas abroad. To this end procure financing from Erasmus+ and other sources.
- Develop criteria for foreign teaching work (duration, character) to be applied within the framework of habilitation proceedings and proceedings for the appointment of a professor at AVU. Prepare an appropriate amendment to the Habilitation Procedure Rules and the procedure for the appointment of a professor. (2026)
- Monitor and participate in international activities in the sphere of the recognition of a foreign education involving MŠMT, ENIC-NARIC, etc.

KPIs: At least half of the students will avail themselves of the mobility programme during their studies.

Responsibility: the Pro-Rector for Foreign Affairs

2. Art in Context and the internationalisation of AVU study programmes

Our plan is to commence tuition in the discipline of Art in Context (as part of the follow-up Master's *Fine Arts programme*) in 2022, which will be the first subject taught in English at AVU. This will expand the thematic and teaching range of international tuition at AVU, as well as bringing students from culturally diverse territories and groups to the school. In the current studio teaching system, the composition of students is linguistically and culturally diverse, even though teaching takes place in Czech.

Art in Context will strive for high quality students and a teaching level that is competitive on an international level. This will in turn help improve the quality of all existing programmes. In addition, the launch of *Art in Context* will be accompanied by the integration of subjects taught in English into other Master's and follow-up Master's programmes.

In the long term, the measures adopted should also contribute to the introduction of a joint-degree, double-degree and multiple-degree programme in cooperation with selected partner art schools.

MEASURES

- introduce hybrid forms of teaching in existing study programmes so that teachers and students whose native language is not Czech are full participants. Ensure the transparency (foreign study trips) of foreign students studying *Art in Context* within the framework of studio tuition of other disciplines of the Master's and follow-up Master's study programmes. Some of the tuition of the elective, as well as the compulsory elective and compulsory subjects will be conducted in foreign languages, and foreign language assessment commissions will be introduced on all levels of study. (2022–2025)
- Support and integrate the Visiting Artist Studio into studio tuition in the sphere of *Art in Context*. This will be a significant innovation in the sphere of foreign language studies at AVU. (2021–2025)
- Introduce a programme to support gifted foreign students at AVU, which will be conceptually developed as part of a continuously updated internationalisation strategy and financed from multiple sources. (2022–2025)
- Modify the AVU Study and Examinations Regulations to take account of studies in a foreign language. Adapt selection procedures so that it is possible to take on foreign lecturers.
- As part of support for doctoral studies, boost the feasibility of research and practical internships abroad and incorporation into existing international art research networks. (2021–2025)
- In future accreditation proceedings, take into account the internationalisation of the school: above all include a compulsory foreign internship or an internship in the English-taught discipline *Art in Context* in the curriculum of the Master's programmes. (2024)
- In order to publicise the discipline *Art in Context* use all available national promotional channels such as Study in the Czech Republic, participation at international presentations on art education, etc. (2021–2025)

KPIs: A doubling of the subjects taught at AVU in a foreign language. At least three teachers will work at AVU whose native language is not Czech.

Responsibility: Vice-Rector for Foreign Affairs

3. Strategic management of internationalisation, support for international cooperation and the promotion of AVU abroad

Given its size, thus far AVU has had very limited options in terms of personnel and space for the formulation and implementation of a comprehensive strategy of internationalisation. Implementation of the newly formulated strategy requires, first of all, sufficient staffing of the set tasks and the agendas they give rise to: this will fall under the purview of the Institutional Plan 2021. AVU will then have to address the issue of the space necessary to carry out the plan, given the current lack of space for teaching and administrative purposes. A medium-term solution could be the construction of a new building that would be internationally attractive, would promote the school's visibility, and would allow us to increase the number of foreign students (further developed in Priority Area No. 6).

Up till now AVU has been active in international cooperation within ELIA (membership of an AVU representative on the Representative Board since 2018) and through inter-academic exchanges on the level of individual studies, and wishes to continue with specific projects. AVU will expand its foreign partnership cooperation on the level of personnel, exchanges and infrastructure with selected art schools and cultural institutions in association with teaching programmes and research projects. AVU will also focus on targeted support for the publication and presentation of outstanding artistic, theoretical and research outcomes within international contexts.

MEASURES

- Update the Internationalisation Strategy every three years.
- Ensure sufficient staff capacity to cover all activities related to internationalisation.
- AVU will continue to be an active member of ELIA. (2021–2025)
- Pass an evaluation by an independent international rating agency focusing on art schools. (2025)
- Launch a newsletter in English that will provide information regarding the most important activities and events at AVU. Aim it at former and potential foreign students, foreign teachers, and other co-workers.

- When preparing the concept of the new AVU building, the foreign affairs department will participate in the definition of functions related to teaching, as well as services for foreign students, so that they meet the standards of the Charter of the Erasmus+ programme.
- As part of long-term development, plan the creation of a club for foreign graduates and visiting students. This tool is very effective in building international interest in studying at AVU.
- Initiate the establishment of an international cluster of art schools within which there will deeper cooperation in selected areas of teaching, artistic or research activities, and which will seek to become the organising institution of one of the core activities of this organisation.
- Targeted support for the international presentation of excellent outcomes of artistic, theoretical and research activities within international contexts (selected teachers and students, Artyčok, the Department of Art Theory and History (KTDU), the Academic Research Centre (VVP), etc.)
- Participate over the long term in the consortium of European universities and seek the support of the European Commission.

KPIs: By 2025, AVU will have passed an evaluation by an independent rating agency specialising in art schools. Starting 2022, a newsletter will be published twice a year offering information about the most important activities and events at AVU.

Responsibility: the Pro-Rector for Foreign Affairs

3. Art, research and the third role

AVU is not only an educational institution, but also an important centre of creative and research activities on both a national and international level. The plan is to strengthen its ties with strategic partners on a local, national and international level, both in the sphere of science and research and as regards the presentation of its creative activities. One of the many roles AVU plays is active participation in nationwide discussions regarding contemporary questions surrounding art, its institutional and financial support, and other cultural and social problems of the present. With the creation of an ALUMNI Club, AVU intends to strengthen both the special community that surrounds it as well as the feedback to the art school that forms the hub of many diverse relationships.

One of the high priority objectives in the immediate future is support for science and research at AVU. This will be realised primarily by developing and supporting existing academic research workplaces, but also by means of broader discussions regarding the role of artistic research in Czech tertiary education. An emphasis will be placed on the linking up of research activities and studies. The process will be aided by the creation of doctoral practice and postdoctoral positions at research workplaces (for more details see Priority Area No. 1). What is essential for the development of research is and will continue to be project activities that contribute to the modernisation of the school in terms of its material, and above all provide effective assistance in improving internal processes, the competencies of employees and teaching overall. Improvements to the services of the grant department and the expansion of grant monitoring and fundraising will support the research and creative activities of the academic community.

Through its natural connection with art, research at AVU possesses a high level of social relevance, whether this involve the preservation of the cultural legacy and monuments on which the restoration workplaces and the ALMA laboratory participate, or research into art history itself, which is conducted by the AVU Academic Research Institute (VVP AVU). It is also worth mentioning the AVU Publishing House (NAVU), which contributes to the publication of research outputs as well as issuing periodicals, notably the *Notebook for Art, Theory and Related Zones*, which since 2007 has been nurturing academic debate in the sphere of contemporary art. The AVU Gallery (GAVU) occupies a special position. It is a platform for the presentation of the artistic research and creative

activities of the academic community and other relevant artists. Our aim is to turn GAVU into a space that offers good quality, imaginative art projects to the Czech art scene. We aim to be fully plugged into Prague's gallery operations and initiate discussions on contemporary art.

Other specialised AVU workshops are also worthy of attention, since they contribute to reinforcing the third role of our art school. This includes the library, which supports teaching but also offers a specialised library service to the broader, specialist public. In this respect the AVU Archive occupies a unique position. It holds not only documents on the history of the school itself, but also a collection of original drawings and prints. In the future the archive will require re-accreditation and must make accessible the rarest parts of its collection and improve the quality of research services through online presentation.

The Artyčok project, a joint activity of AVU and the Artyček.tv association, occupies a special position. Artyčok is a contemporary art platform that was created in 2005 at AVU itself. It records and participates in the creation of events in the sphere of contemporary art, and also supports the creation of new art projects. Its main activity is the operation of the web portal <https://artycok.tv>, on which it makes accessible its own work and that of others in the sphere of audiovisual outputs, and is creating a database of all published contributions. AVU's goal is to continue providing sufficient support for the project, to participate in its management and the creation of its content, which should above all enrich discussions across the whole of society and be reflected in AVU's educational mission. The main aim of the project will be to produce and publish its own audiovisual contributions, support the emergence of new authorial formats, and create a lively programme for the public in collaboration with art institutions in the Czech republic. AVU will also focus on improving the offer of lifelong learning and other courses for the general public (see Priority Area No. 1, objective 5).

In the future, AVU will focus on cooperation with other institutions and will be active both locally and nationwide. In 2021, we plan the official opening of the ALUMNI AVU Club, which will become an institutional tool to connect up the diverse communities of graduates and friends of the school. The aim is not only to receive feedback from practice and thus improve the quality of teaching and the potential for its application, but also to support the third role of our school, which includes intergenerational dialogue, healthcare and quality of life, support for culture in the broadest sense, activism, and activities supporting timeless societal values. We are considering the establishment of an AVU Endowment Fund that could be an effective tool for the support of the school's different activities, as well as a way of helping students and graduates who find themselves in a difficult social situation.

Activities in all of these areas are currently taking place, though often on a somewhat ad hoc basis with the ongoing threat of organisational and financial barriers. In the future we need to create a comprehensive and targeted management structure for such activities that will help ensure their long-term

financial and production feasibility and stability. Another challenge is reinforcing the links between these activities and teaching at AVU. Yet another problem is effective promotion, and in this respect the launch of the new AVU website will play a key role.

Individual objectives and selected measures

- 1. Support for science and research and their workplaces, project and grant activities**
- 2. Strengthen the social relevance of AVU's creative and artistic activities**
- 3. Cooperation and the ALUMNI AVU Club**

1. Support for science and research and their workplaces, project and grant activities

AVU is fully aware of the importance and potential of the activities of its academic research workplaces operating in the sphere of restoration and art theory and history. The outcomes of these activities are applied in publications and teaching, at international conferences and symposia, and details can be found at the Information Register of R&D Results (RIV). Given the small number of specialists in the research sphere, the volume of outcomes is comparable with larger institutions and does not lag behind the production of other bricks-and-mortar art schools. Research and development have a firm place in AVU's activities and represent one of the important prerequisites for the development of an institution. In the past, AVU hosted several research projects and plans funded by the Ministry of Education, Youth and Sport, the Ministry of Culture, the Czech Science Foundation (GAČR), and the European Commission. At present it is a researcher on the NAKI project, a programme for the support of applied research and experimental development of the national and cultural identity, the Czech Science Foundation (GAČR), and the Technology Agency of the Czech Republic (TAČR). The aim is to maintain the success rate of individual grant research projects and to expand the possibilities of support for applicants from the ranks of academics and students, as well as the infrastructural and organisational background of research and development institutes.

In 2020, AVU, like all institutions of higher education, underwent an international evaluation of research and development in accordance with the 17+ methodology, and evaluated its strengths and weaknesses in a self-evaluation report and a SWOT analysis. Although the results of this evaluation were

extremely positive, it became clear that the evaluation principles were in many cases configured for a different type of university and did not correspond to the reality of an art school. In the period 2021–2030 we must build on these findings and strengthen the strategic management of research and development at AVU, and we must engage in positive lobbying at the level of the management and evaluation of institutes of tertiary education.

According to the evaluation report, AVU enjoys an outstanding profile in the sphere of art history and restoration technology research. This is in direct symbiosis with the subjects taught at AVU. However, the most natural subject of research at AVU is art. The type of outcome generated through artistic research or research carried out by means of art is for the moment systematically overlooked in the overall evaluation of HE institutions (it is not included in either the Register of Art Output (RUV) or the Information Register of R&D Results (RIV)), and is therefore not reflected in the financing of art schools.

MEASURES

- Work systematically in cooperation with other art schools on the emancipation of artistic research in the sphere of R&D on a nationwide scale. Actively participate in defining artistic research across disciplines and supporting joint lobbying with the aim of ensuring an equal status for this type of research within Czech higher education.
- Regularly revise the report on artistic research created out in 2020 as part of the CRP (Centralised Development Project) Analysis and Definition of Specificities and the Developmental Possibilities of UVŠ (tertiary-level art schools) in Research Activities, and take the appropriate measures.
- Connect up existing research workplaces with teaching activities and impart new knowledge to students on the Master’s and doctoral programmes. Ensure the involvement of all existing research workplaces in tuition in the form of lectures, specialised seminars and workshops.
- Support the internationalisation of research, both by financially ensuring the mobility of research workers, and by systematically inviting foreign specialists to this country (for more details see Priority Area No. 2).
- Boost the systematic support given to grant applicants by the grant department. Apply for support from international sources. Prepare grant applications for funding from international programmes, e.g. Horizon, EEA Funds and Norwegian Funds.
- Create a system for the motivation and financial recognition of researchers for active involvement in publication, lectures and seminars.

Academic research workplaces

Art-history research takes place at the AVU Academic Research Institute (VVP AVU), which is the centre for basic academic research, the processing of source documentation, and the critical evaluation and reinterpretation of Czech fine art from 1945 to the present day. The second basic component of research activities at AVU is restoration research, which takes place in both restoration studios. These activities are expanded and supplemented on an interdisciplinary basis by the ALMA Laboratory, which is involved in research into the treatment and care of monuments; it develops methods of instrumental material analysis in interdisciplinary cooperation with artistic and art-history disciplines and interprets the outcomes within the context of the history of painting and the technology of materials. Both ALMA and VVP have long been having to deal with the restrictions placed on their research development by insufficient or inappropriate spaces.

Support for research and development at AVU is ensured through the strategic distribution of institutional support for the long-term conceptual development of the research organisation (hereinafter “institutional support”), internal grant competitions, and projects financed by domestic and foreign grant agencies.

The strategy of allocating institutional support at AVU is based on two principles. The first involves the provision of backup for workplaces that generate institutional support; the second involves support for research and its development across the entire school. The bulk of the support (85%) ensures the sustainability of research institutes, namely the AVU Academic Research Institute and the ALMA Laboratory, which are supported from the AVU budget only minimally in the form of the workplace managers and are therefore dependent on institutional support for their personnel and material. Some of the funding is reserved for the Department of Art Theory and History (KTDU) and the operations of the AVU publishing house (NAVU).

MEASURES

- Create a concept of the sustainability of existing research institutes based on the stabilisation of their personnel and financing. Given the number and scope of such institutes, continue to monitor their activities and development.
- Participate in the new AVU building project (for more details see Priority Area No. 6) so that the needs of the academic research workplaces are met on these premises.
- Support the participation of research institutions at R&D fairs or international conferences. Support publication and exhibition activities and other promotional activities.

Project activities, the grant department and internal competitions

The Project Department has been in operation at AVU since 2019. It was created in order to oversee the coordination and implementation of the OP RDE project AVUEDU+ “Improving the quality of education at the Academy of Fine Arts in Prague”, which aims to increase employees’ specialist competencies, and the complementary project “Modernisation of the educational infrastructure at AVU”, which will significantly retrofit the school in many spheres. After 2022, when implementation of the AVUEDU+ project ends, it will be necessary to build on its successful outputs, both in terms of ensuring obligatory sustainability, and in order to expand their potential. It is therefore important to maintain continuity in the sphere of knowhow and staffing that the OP RDE projects have acquired, and above all to build on this when dealing with the anticipated calls of the Operational Programme Jan Amos Komenský (OP JAK) and the associated preparation of project applications.

The Grant Department is a service workplace with jurisdiction covering the whole of AVU. Though small in terms of personnel (currently one employee), it provides support to the academic community in many areas, above all grant monitoring and assistance with the preparation of individual research and creative projects. An important aspect of support is the grant competition within the specific university research programme, aided by a grant competition focused on creative activities for senior students. Both competitions are organised annually, and the projects are assessed by a commission appointed by the Rector. The budget is increasing and the number of projects supported is steadily rising, and this trend must be continued. The main goal is stabilisation of the Grant Department on the level of personnel and organisation, which is a prerequisite for increasing the volume of grant funding and its effective allocation.

MEASURES

- Oversee the operations of the project workplace for the preparation of strategic projects in the transitional period between projects on the level of organisation and personnel. (2021–2025)
- Regularly implement and evaluate internal grant competitions and the impact of their results on improvements to teaching, research and development, doctoral studies, and other AVU activities. (2021–2025)
- Improve and expand grant monitoring and the service provided by the Grant Department.

KPIs: Every two years an updated report on artistic research. At least two grant applications will be prepared and submitted within the calls of the GAČR/ TAČR. The Project Department will have a minimum of two full-time posts.

Responsibility: the Vice-Rector for Arts, Research and Development

2. Strengthening the social relevance of the creative and artistic activities of AVU

Creative and artistic activities

Artistic creative activity is an integral part of teaching at AVU. The connection between teaching and artistic creation at AVU is organic and inseparable. As one of four bricks-and-mortar art schools in the Czech Republic, AVU represents a benchmark in respect of the high quality teaching of artistic disciplines. The creative activities of the teaching staff and students are reported annually to the Register of Artistic Outcomes. AVU will continue to place the highest demands on its output in creative and artistic activities. The importance of creative activities must be enshrined in all AVU strategic documents and linked to quality assessment within individual workplaces. In this respect the role of the media promotion of activities needs to be emphasised. One of the conditions is the launch of the new AVU website and the personnel overseeing its operations.

MEASURES

- Systematise data collection in the Register of Artistic Outputs (RUV) and provide the requisite personnel and technical backup for the reporting process.
- Formulate a system that takes into account the results of creative activities in relation to the career advancement of employees and financial remuneration, which would link up to the informal and partially formalised quality assessment processes already in place at AVU. Enshrine changes in the forthcoming AVU Career Rules (see Priority Area No. 4).
- Operate and manage the new AVU website so that it serves as an effective tool for communication and the presentation of AVU activities to the general public.

Gallery AVU (GAVU)

An exhibition is an irreplaceable way of presenting the results of the creative and artistic activities being pursued at AVU. An exhibition is where end-of-year work is presented, and the defence of diplomas and theses culminates with a school-wide representative exhibition. AVU also supports the studio-based and individual exhibitions of its faculty members. These may involve the presentation of artistic objects, as well as performance, film and other media. Another important platform ensuring contact between AVU's creative activities and art specialists is the Gallery AVU. The gallery was opened in 1993 and exhibits the work of AVU students and guests. Its programme was prepared following an open call, on the basis of which a multi-member exhibition committee made the final choice. In recent years its programme has been designed by an

external curator selected by the AVU Exhibition Board. At present GAVU has the opportunity of relocating to premises outside the school and operating as a standard exhibition space within the framework of Prague's, and by extension, the entire country's gallery operations. However, it is also desirable that GAVU remain an integral part of the school. It will therefore be necessary to discuss the status of GAVU within the teaching process, but also on the Prague gallery scene, set out its financing, and oversee the internal organisational processes of its operations.

MEASURES

- Draw up a concept for the future of GAVU, including a proposal for staffing and the financial support of its operations, and ensure the gradual implementation of these plans. (2021–2022)

AVU publishing house (NAVU)

The AVU publishing house began its operations in 2016. Its aim is to support publishing activities that complement the school's research and creative activities. The projects submitted are selected and evaluated by the AVU Editorial Board, which is composed of internal and external members. Since NAVU was founded, the number of registered publishing projects and the volume of funding allocated is growing constantly. Our goal is to continue this trend. An important ambition over the next few years is the preparation and publication of a history of the Academy of Fine Arts in Prague.

MEASURES

- Extend cooperation in the sphere of the presentation and sale of NAVU publications, including on an international level. Create a platform of art schools supporting the sale of publications abroad.
- Support participation at book fairs and other forms of promotion, and focus also on e-book formats.
- Regularly assess the internal NAVU publication competition and increase commensurately its funding
- Prepare a project focused on the history of the Academy of Fine Arts in Prague in collaboration with the Academic Research Institute.

Sešit pro umění, teorii a příbuzné zóny (Notebook for Art, Theory and Related Zones)

AVU publishes a peer-reviewed journal called Notebook for Art, Theory and Related Zones, which comes out twice a year and contains specialist essays and reviews. Since 2010, it has been included in the list of peer-reviewed, non-impact periodicals published in the Czech Republic. In 2015, it was entered in the European Reference Index for the Humanities and the Social Sciences (ERIH PLUS). At present the editors are working to include Sešit in the Scopus database. Publication of Sešit is supported annually by a grant from the Ministry of Culture of the Czech Republic.

MEASURES

- Support the efforts being made by the editors to have the journal included in the SCOPUS database, above all by ensuring the financing of translations into English, which will lead to greater citations of the journal in professional foreign research.

Library

Library operations in the historical interior of the main AVU building are currently overseen by two employees. In terms of capacity, the library is at the very limit of its storage potential. In the near future it will be necessary to expand the premises of the library (for more details regarding the lack of space at AVU see Priority Area No. 6), improve the quality of work with electronic resources and/or create an AVU digital library (for more details regarding the problem of digitalisation see Priority Area No. 5).

MEASURES

- Analyse the possibility of creating a digital library and creating a repository of e-books used in remote learning and elsewhere. (2022)
- Give consideration to the need to expand the storage space in plans for the new AVU building.

Archive

In 2021, the AVU specialised archive will undergo demanding relocation from its currently unsuitable premises to a space in the Modern Gallery. Here, suitable conditions will be created for the safe storage of archive materials and collections of drawings and prints by means of a modification of the paper restoration studio. A new research facility will be created on the third floor of the building. However, in the interest of the further development of the restoration studios, in the next phase it would be more appropriate to move the archive to a new building (see Priority Area No. 6).

In the forthcoming period the archive must undergo re-accreditation, and this will involve the reorganisation of fonds as well as the digitalisation of rare parts of the collection, so that they are accessible on-line to international and Czech researchers.

MEASURES

- Increase staff numbers and ensure the smooth functioning of the archive in terms of both finance and space. Emphasise skills in the sphere of digitalisation and ensure substitutability.
- Create a proposal for the digitalisation of the rarest part of the archive collections (a list of priority items), inter alia with the aim of presenting them on the web.
- Draw up a study addressing the spatial requirements of the AVU archive and restoration studios, bearing in mind preparations of the new AVU building.

Artyčok

Artyčok is a contemporary art platform that has more than fifteen years of development behind it. It records and co-creates events in the sphere of contemporary art and supports the creation of new art projects. The online database of contributions in the form of reports from exhibitions, profiles and lectures is a unique source of information with educational potential both for artists and art students and for members of the public with an interest in contemporary art. Since students, artists, curators and theoreticians all participate on the creation of the platform content, Artyčok represents an important communications tool of the art community. Artyčok receives annual support for its year-round activities from the Ministry of Culture of the CZ and the City of Prague. In 2017 – 2019 it received support from the Czech-German Fund for the Future.

MEASURES

- Utilise the newly defined organisational structure of the project to better link up Artyčok's activities with the school and its presentation. Identify project activities suitable for inclusion in teaching and expand them further. Use the extensive Artyčok database as a source of teaching materials.

KPIs: Data entered into the RUV database by an employee. A new AVU website, the regular presentation of AVT's creative activities, raising awareness of the school's activities among the general public. The international distribution of the AVU publishing house (NAVU). Re-accreditation of the archive.

Responsibility: Pro-Rector for Art, Research and Development

3. Cooperation and the AVU ALUMNI Club

Cooperation with various types of institutions and galleries is very important for AVU. Based on its location in the district of Prague 7, the school plays an important role in forging the special atmosphere of the district and good neighbourly relations. It cooperates with the National Gallery in Prague, the Prague 7 authorities, and non-profit galleries situated in the district. AVU also focuses on cooperation with nearby institutions, selected Czech universities, and above all art schools. AVU's closest partners are UMPRUM, AMU, JAMU, and other art schools and faculties. This cooperation has resulted in many professional and personal contacts and joint projects.

AVU is aware of the sensitivity of any cooperation with private parties, and discussions are held by the school management, the AVU Academic Senate,

and among faculty members in general. Nevertheless, AVU collaborates with selected private parties. It also regularly cooperates with public galleries and other cultural institutions, and supports exhibitions in non-profit galleries. Targeted cooperation also takes place on the level of research activities and with many institutional and personal archives. Other forms of cooperation with external parties could be offered by the planned AVU Endowment Fund.

In 2019, AVU celebrated its 220th anniversary. During its existence, the art school has left a significant mark on the culture of this country and Central Europe as a whole. It has been both influenced by and has influenced those who have passed through its portals. This recent anniversary is an opportunity to reflect upon the continuity that has always developed at the intersection of personal contribution and collective environment. In 2021, aware that we are helping to forge a society that transcends a given period of study, AVU decided to found the AVU ALUMNI Club, an association of graduates along with those who belong to this community in some other way. The AVU ALUMNI Club will be a tool for cooperation and the maintenance of inspiring relationships over and beyond the period of immediate contact during studies, teaching etc., and a source of information acquired through practice that may enrich teaching and improve the employment prospects of current students. It also offers new fundraising opportunities.

MEASURES

- Enter into an official partnership with a professionally related institution, the district of Prague 7, or a professional association and attempt a joint research project.
- Develop ethical principles of sponsorship and other forms of cooperation with private parties.
- Publish a regular newsletter that will inform the ALUMNI community of events at the school, organise special events for club members and thus motivate their participation in events within AVU. (2021)
- Systematically expand the offer of membership benefits, whether this involve special reductions at NAVU or the art supply store or the use of school infrastructure (workshops, and transport, recording equipment, etc.) for graduates.
- Organise broader-ranging discussions within the AVU ALUMNI Club regarding the future of the school, public support and the financing of art, graduate employment opportunities, and take good care of the health and lives of faculty.
- Organise an annual AVU ALUMNI Day.
- Create a volunteer platform supporting the activities and teaching of the school and a concept of mentoring support for graduates in relation to their studies.

- Found the AVU Endowment Fund, which will be an effective tool for the support of various of the school's activities. Draw up the articles of association of the Fund so as to make it possible to support graduates who find themselves in a difficult social or life situation. (2026)

KPIs: The AVU ALUMNI Club has at least 100 registered members.

Responsibility: the Pro-Rector for Art, Research and Development

4. Institutional culture and social responsibility

AVU is committed to applying the principles of a socially responsible educational institution. The school accepts social responsibility as an integral part of all pedagogic, creative, managerial, research and other activities. We will further develop and share the experience acquired with all employees and students of the school, as well as with other public and private institutions that show an interest in it.

AVU has been actively working towards an environmentally friendly, social and economically just society since 2014. Over the last six years, the Energy Performance Contracting (EPC) project was realised, the AVU Eco Cell commenced activities, and openly and step-by-step the management and academic self-government are addressing issues related to social, cultural and gender in/equality and the ecology of our environment.

We shall continue to cultivate and strengthen the environmental responsibility of all individuals and AVU as a whole. We will develop the particular activities and work of employees and students, and apply their suggestions in the development of AVU as a responsible and sustainable institution.

All this is interwoven with the concepts and principles of quality assurance as regards all activities carried out at AVU.

Individual objectives and selected measures

- 1. Care for the quality of the internal environment, care for employees and the development of their competencies.**
- 2. A reduction in our carbon footprint in the direction of a more environmentally friendly workplace.**

1. Care for the quality of the internal environment, care for employees and the development of their competencies

With approximately 330 students, AVU is the smallest art school in the CZ. The same proportions are reflected in the number of employees, whether they occupy faculty, research or technical-managerial positions. However, the agenda that the school must embrace and fulfil is the same as that of large universities employing far more people. In light of the increase in the administrative burden and with regard for the implementation of a larger number of projects, the number of work positions has been increased over the last few years. Although further increases in the number of administrative posts are problematic for budgetary reasons, in some departments the situation is unsustainable if all the school's needs and obligations are to be continued over the long term, even with regard to substitutability. For this reason, the school management is preparing a personnel analysis on the basis of competencies and responsibility, is finalising the organisational rules of the school and, in the event of sufficient funds, intends to fill the new positions identified in this analysis with the appropriate experts selected on the basis of open competition. The school's HR policy will continue to focus on professionalism and the deepening of professional competencies, mutual human and professional communication within the faculty, the maintenance of a stable workforce, and the creation of motivational conditions for the employees' career growth based on clear evaluation rules.

The AVU management is constantly striving to improve the working conditions of employees and to compensate for low pay with sufficient benefits, such as a meal allowance in the form of luncheon vouchers and an extra week's holiday over and above the statutory holiday time. Our goal is to maintain the current offer at the very least, and, if possible, expand it or modify it according to preferences.

The pandemic year 2020 made it possible to test the feasibility of employees working from home if the nature of their work so permitted. Experience has shown that this is also a way of better combining personal and working conditions, and the management will continue to support this. Given that AVU has long faced insufficient working and teaching space, it will also be necessary to consider a system of shared workspaces in the future on the basis of a suitable reservation system.

The management will also set itself the target of connecting up individual workplaces more so that knowledge and functioning solutions are shared. Internal communication between workplaces is not ideal. There is a lack of awareness of joint visions and strategies, as well as what is actually going on in the school. One solution could be to publish a regular newsletter or to use another suitable electronic platform, where information on ongoing and planned

events as well as operational agendas and school documents would be gathered.

AVU will emphasise the development of the competencies of its employees and their continuing education in the form of one-off and long-term courses. Using suitable motivational tools, it will encourage them to participate in continuing education and will offer them adequate methodological support. Thanks to the ongoing AVUEDU+ project financed from the OP RDE, language courses and other professional and practical courses and training are already being implemented. This unquestionably contributes to increasing the competencies of all employees. The management intends to consolidate and further strengthen this trend.

The management views very positively the efforts of the Ministry of Education, Youth and Sports to reduce the administrative burden by simplifying project and special-purpose financing and eliminating duplicate and unnecessary requirements and agendas. At present, there is a heavy administrative burden on the shoulders of individual members of the management team, who, in addition to their managerial duties, are engaged in teaching or leading specific workplaces and conducting their own research or creative projects. In addition, they are also responsible for the management of the departments within their sphere of expertise. Increasing the number of specialist or administrative positions that would take over some of these tasks cannot be covered by the current school budget, but mainly through targeted subsidies or operational projects. AVU will therefore monitor the calls being prepared within the framework of the Operational Programme Jan Amos Komenský (OP JAK) and will apply for support from these sources, even though it is not easy for a small art school to meet the conditions. At the same time efforts must be made to regulate the state financing of small institutions of higher education (see Priority Area No. 5).

MEASURES

- Expand internal remuneration mechanisms and establish a fair job evaluation system.
- Create a concept and choose platforms and media to provide systematic information to faculty, employees and the general public regarding the status and fulfilment of AVU strategic objectives, in order to cultivate an awareness of AVU's joint mission.
- Prepare and publish a Careers Code. (2022)
- Introduce a bureaucratically simple model of regular internal evaluation on the level of academic positions in order to support the quality of educational activities and non-academic staff with the aim of improving the running of the school in the form of surveys or direct interviews. (2021)
- Create the position of quality methodologist whose job will be to monitor and evaluate continuously the quality of all activities. (2021)

- Create a concept of the development and support of continuing employee education in the sphere of languages and professional competencies after the termination of the AVUEDU+ projects, including financing through utilisation of current grant calls, which would allow AVU to build on existing educational programmes over and above the school's basic budgetary possibilities.
- Motivate employees to increase their qualifications and revise the AVU Internal Wage Regulation in cooperation with the trade union organisation. (2021)
- On the basis of a personnel analysis, identify any areas not fully covered and then draw up a timetable for the creation of new posts and recruitment to those posts in accordance with the AVU budgetary possibilities.
- Harmonise and modify job descriptions and issue and regularly update the Organisational Regulations (2021).
- Analyse the possibilities of shared workspaces and create an appropriate reservations system.
- Analyse and implement possible tools for ensuring a work-life balance and support the introduction thereof (e.g. work from home, flexible working hours, childcare for both employees and students who are parents).
- Regularly check the take-up level of benefits, ensure the quality of information in this sphere and adapt supply to demand.
- Implement a user-friendly platform (intranet) for the effective sharing of internal information among individual workplaces on the basis of the identification of requirements.
- Fill academic and administrative positions on the basis of open competition for places.

Gender equality

In 2019, the Academy underwent a comprehensive gender audit. Although the institution is highly sensitive in this respect, some problematic aspects remain at AVU in the sphere of gender equality. The teaching staff remain unbalanced in terms of gender, though emphasis is placed on ensuring that selection panels are gender balanced. Not enough good quality female candidates are applying in response to open competitions. This issue is subject to much debate at AVU. Our aim is to gradually improve the ratio of women and men in the leading teaching positions of studios, individual workplaces and the school administration.

There is a need at AVU not only to make improvements in the sphere of gender equality and to support generational turnover, but also to support other anti-discrimination measures. The findings of the gender audit carried out as part of the centralised development project entitled *Advancing Gender Equality at Art*

Schools in 2019 must be regularly revised, and work done on targeted measures to improve the situation. One of the sub-goals is to establish a functional anti-discrimination platform that would monitor problematic behaviour and assist victims of discrimination, be this on the basis of sex, colour, ethnicity, culture, religions, age, gender, sexual orientation or other areas.

MEASURES

- Ensure gender neutrality when advertising for all new positions; work purposefully on a strategy involving reaching out positively to good quality female candidates through informal channels.
- Ensure generational turnover through the announcement of regular competitions for the posts of senior lecturers.
- Revise the AVU Code of Ethics so as to address specific infringements of the ethical rules. Establish an ethics committee and anti-discrimination platform that will make it possible not only to report discriminatory conduct or sexual harassment, but also put forward sensitive solutions, either internally in institutional form, or through consultation involving external and legal assistance. (2022)

Student associations

AVU supports student activities and associations. Diverse projects have traditionally been and still are being created on the school premises. For instance, to begin with the Artyčok project was a student activity, which later became an independent workplace and subsequently a regular association. The Eko Cell also operates at AVU, as did the Studio without Leader in the past. The Gallery Sklad M1 is yet another successful initiative. It is essential that we not only listen to these initiatives, but provide them with the necessary facilities, e.g. space in a specific studio or workplace.

MEASURES

- Make it possible for student associations to apply for funds through internal grant competitions.

KPIs: The creation of an intranet where information can be centralised on the sustainable operation of the institution and internal processes systematically managed. By 2026, women will make up at least a quarter of the faculty.

Responsibility: Rector, Chancellor

2. Reducing AVU's carbon footprint in the direction of greater environmental friendliness

Following on from the EPC project already undertaken, which represented an important step forward in implementing our strategy for the more ecological and sustainable operation of AVU, we will extend the entire system by means of additional measures and gradually reduce the carbon footprint of AVU as a whole and ultimately every individual involved in the operation and life of the institution. Achieving carbon neutrality makes high demands on funding and the active involvement of all participants. Given the time-consuming nature of the process, our goal is to gradually achieve carbon neutrality and reduce our overall environmental footprint.

MEASURES

- Create the post of specialist for systemic solutions and meeting the ecological requirements for sustainable development. (2022)
- Conduct an overall environmental audit and create a timetable for gradual steps to reduce the school's carbon footprint, both in existing and in future AVU premises (higher environmental standards can be expected in the case of new buildings than for the main historical building). The environmental audit should be carried out repeatedly in order to assess developments at any particular point in time. (2022)
- Contact the Institute of Circular Economics and arrange for regular consultation on the systematic fulfilment of the requirements of a circular economy.
- Prepare and implement the architectural and ideological concept of an AVU garden and solution to the sculptural shelter.
- Carry out an energy market survey for the purchase of electricity from renewable sources. As soon as it is possible to change energy supplier, prepare for the transition. Cooperation with the local authorities is a possibility here.
- Carry out a material audit and analysis of work with materials at AVU and draw up a plan for exchanging current materials for ecological materials. Consider the possibility of a non-monetary exchange of materials between students. (2022)
- Create a foreign trip ecological planning and management model. If possible consider online forms of meeting, prioritise ecological transport, and limit air transport to the bare minimum.
- Rationalise car transport at AVU, share services as much as possible and actively promote other forms of transport, especially train.

- Take the carbon footprint into account even during the planned digitisation and modernisation of teaching.
- Link up to one of the respected international sustainability standards.
- Engage actively within a partner network (e.g. Univerzity za klima – Universities for Climate) in order to strengthen the social responsibility of universities. Seek similar partnerships with other institutions, the city, and the state in order to exchange experiences in the sphere of social responsibility, ecology and sustainable development. (2022)

KPIs: Ecological audit (2022) followed by the creation of a timetable of steps leading to a reduction of the school's carbon footprint.

Responsibility: Rector

5. Management and Operations

The management of AVU is based on its objectives, principles, methods and tools in accordance with the principles of due diligence, strict compliance with the law and regulations for the management of an institution of higher education. It draws on new findings in the sphere of the management and administration of public finances.

AVU's main source of financing over the next few years will continue to be contributions and grants from the Ministry of Education, Youth and Sports, and its own foundations. Since these sources of funding do not allow for AVU's long-term sustainable development and the realisation of its strategic goals, AVU will actively seek other sources of financing, implement a savings programme, and assess in detail all expenditure in terms of efficiency, savings and effectiveness. At the same time, the school will seek to modify the state funding system to the benefit of art schools and small art faculties.

The strategy of the effective management and administration at AVU will be based, inter alia, on increasing the responsibility of employees for these roles. To this end, we plan to create a comprehensive system of goals, rules and tools that will positively motivate both employees and students to seek savings, as well as new opportunities to improve management and possible sources of funding.

All processes and activities in the sphere of management and administration are strictly governed by the principle of continuous improvement. Objectives are stipulated as SMART goals and should be based on long-term, systematic and automated data and information collection, professional analyses and the gathering of user requests. To this end, in the short-term AVU will develop its own tools for information collection and analysis, and over the long term will implement a managerial information system with an integrated database. This system will also be an important tool for the strategic management of AVU and for improving the awareness of employees and students of the conditions of AVU's management, operations, use of resources and attainment of objectives.

AVU will enter into progressive contractual forms of cooperation, such as framework agreements and Service Level Agreements (SLA) in accordance with the principles of the Public Procurements Act, and will build primarily on long-term partnerships with suppliers. The school will use the system of combined

centralised procurement on the stock market for the purchase of energy and other services.

AVU will continue with the energy saving projects contained in its Investment Plan, inter alia, in order to reduce its carbon footprint. The most important projects in this sphere include refurbishment of the building housing studios in Jan Zajč Street, refurbishment of the sanitary facilities at the AVU main building, continuation of the Energy Performance Contracting (EPC) project, and preparation of the construction of a new building (if this proves to be the best solution to the problem of insufficient space – see Priority Area No. 6).

AVU will take appropriate measures so as to ensure it is prepared to respond to the rapid development of technology for all areas of its activities, including support for management, administration and finance. It will strengthen its information technology and external cooperation in the sphere of the management, administration, security and development of information technology.

These objectives, responsibilities and processes in the sphere of management and administration, including furnishing employees with computer technology, will ensure AVU is in a position to respond effectively to different crisis scenarios and the maintenance of effective management.

Individual objectives and selected measures

- 1. Procurement of sufficient funds to finance operations and development goals while maintaining a long-term balanced budget**
- 2. Implementation of the modern principles and management tools of higher education style institutions**
- 3. An appropriate response to the rapid development of technology. Ensure the appropriate technology is deployed in all areas of AVU's activities, including management and administration, and continue the digitalisation of all processes**
- 4. Elimination of the historical deficit in the sphere of maintenance and renewal of the material and technical base**
- 5. Ensure AVU is operating smoothly and is able to respond effectively to extraordinary situations and future threats**

1. Procurement of sufficient funds to finance operations and development goals while maintaining a long-term balanced budget

AVU is the smallest art school in the CZ that is fully dependent on financing from the state budget. At present AVU does not have reserves that would allow it to fully implement or co-finance its investment and project plans. For these reasons, the school's intention is to introduce the principles of lean management, along with other managerial methods that will enable both groups and individuals to become involved in savings and the search for new sources of financing.

MEASURES

- Create and approve a plan for the financial motivation of employees in the search for possible savings and sources of finance. To this end, create a remuneration reserve fund and stipulate clear and predictable remuneration rules in the form of an internal regulation.
- Actively seek new sources of funding. Motivate individuals to search actively for these sources, including suitable partnerships with the private sector on the basis of ethical sponsorship principles.
- Analyse the possibility of making savings in all areas of AVU's activities and create and implement a savings programme. Focus on energy savings and economies in other media within the framework of the AVU investment plans.
- Optimise supplier-customer relations, draw up rules and principles for their regular ongoing evaluation and modification in compliance with the Public Procurement Act, implement Service Level Agreements, and involve suppliers and partners in savings.
- Hold talks with the Ministry of Education, Youth and Sports on modifications to the system of financing small art schools and art faculties, which will take into account the handicaps imposed on smaller institutions, and the specific nature of artistic activities, especially in the sphere of academic research.
- Structure AVU's budget in order to support the implementation of strategic objectives, define clear ownership of individual budget items, support the administration of budget items using electronic tools.
- Create a fund to support innovation in the sphere of AVU's strategic priorities and the implementation thereof.
- Regularly analyse and monitor the sustainability of all AVU projects. Do not enter into new projects without first analysing the impact of their

realisation and maintenance on the AVU budget. Create and update regularly a project sustainability methodology.

- Expand the portfolio of services provided by AVU to its employees, students and the general public for a fee.

KPIs: An increase in AVU's share of financing within the framework of the 1st budget heading (A+K) and the Artistic Activity Fund. Increase revenue share from ancillary activities. Increase the number of paid services for employees, students and third parties.

Responsibility: Rector, Bursar

2. Implementation of the modern principles and management tools of higher education style institutions

The demands placed on the management of an organisation are growing in all areas and will continue to grow. As a small institution of higher education, AVU does not have a specialised system for the development of its management. For this reason, over the next few years AVU intends to focus on compiling the rules of its short-term and above all long-term management with the involvement of employees, stakeholders (partners) and external specialists in the sphere of university management. AVU will support and deploy modern management tools and methods and planning and time management. This will take into account the process of digitalisation, though this topic is addressed head-on in the next section (Objective 3).

MEASURES

- Develop rules for the strategic management of AVU and create and deploy strategic decision-making tools based on the relevant data, for which a single data warehouse will be created. The management of AVU will systematically collect data in order to support strategic decision-making and will share this data (with the AVU Administrative Board, Academic Senate, AVU trade union, the Prague 7 district authorities, etc.).
- Develop rules for the effective management of internal processes and agendas. Map and describe key agendas and processes, identify space for modifications and improvements, simplification, or the elimination of duplication.
- Develop rules for sharing and storing documents. Arrange for the use of MS

SharePoint as a unified data repository across the school and its centralised management.

- Introduce a project management system into AVU's other activities (internal grant competitions, investment projects, the implementation of systemic changes). Support project managers and other people with project management software (data analysis, project preparation, project management and project portfolio management)
- Draw up a plan for the electronic circulation of documents.
- Arrange an independent evaluation of AVU's strategic intentions and its implementation plans.
- Provide a financial motivation for employees to find ways to reduce the administrative burden and improve activities and processes. Enable employees to acquire experience from other HE institutions (support for study trips, job shadowing, internships, etc.).
- Enter into partnership contracts and agreements with the Prague 7 district authorities and other such appropriate institutions.
- Extend the Digilab loan system with usable technology from other workplaces.

KPIs: An increase in the share of partially and fully digitalised agendas by at least 20%. An extension of the range of equipment offered through the rental system.

Responsibility: Bursar, Rector

3. An appropriate response to the rapid development of technology. Ensure the appropriate technology is deployed in all areas of AVU's activities, including management and administration, and continue the digitalisation of all processes

Over the last two years, using funds from the OP RDE and IP 133 210, AVU has made significant investments in the development of its technological facilities (e.g. the acquisition of a robotic workplace, the modernisation of classroom audiovisual equipment and IT technology). However, this has still not attained the requisite level and does not sufficiently compensate for the obsolescence of older IT. In the future AVU must invest in further technological development,

above all in the robotic workplace, remove systemic barriers such as inadequate WiFi in certain areas and an outdated IT network, and make fundamental improvements to its IT management.

AVU is also gradually developing its economic information and academic study systems and interconnecting them. In 2021, thanks to reserves in the institutional plan, the functionalities of the economic and wage system will be significantly expanded. The gradual connecting up of information and individual tasks will lead to energy and time savings and the more effective use of data. Give that the school uses information systems developed by external suppliers, cooperation with other institutions of higher education is very important, above all through centralised developmental programmes. This will lead to the sharing of best practice and the opportunity to participate in development and subsequent implementation.

MEASURES

- In line with AVU's strategic management rules (see the Measures section of Objective 2), prepare and implement the strategy entitled "Information technology as a tool for the effective management of AVU", namely the development of information systems and the digitalisation of agendas as a tool for streamlining work and reducing administrative burdens.
- Develop the current information systems (the Magion economic information system and STAG study agenda information system).
- Organise for the centralised collection of requirements for the development of information systems and the ongoing evaluation of development opportunities.
- Create a separate budget item for the renewal of technological equipment.
- Create a technological background and rules for the deployment of portable streaming technology.
- Prepare a system involving maximum use of payment cards, employee and student cards for cash-free payments made by employees, students and third parties. Expand the functionalities of student and employee cards – credit for lunch, credit for the purchase of materials and 3D printing, a loan system, electronic index – the synchronisation of the entrance to the buildings of the Academy of Performing Arts (AMU), the Academy of Arts, Architecture and Design (UMPRUM) (shared elective subjects), etc.
- Create regulations for the standardisation and formalisation of at least the basic processes and activities between IT and AVU users, as well as between IT and external service providers.
- For data-intensive activities (digital services, Artyčok) over the medium term move little used (archived) data to Saas (Software as a Service).

KPIs: An increase of at least 20% in the share of partially and fully digitalised agendas. In the case of all paid services it will be possible to pay by card. The existence of standards applying to IT equipment in individual workplaces and their application.

Responsibility: Bursar

4. Elimination of the historical deficit in the sphere of maintenance and renewal of the material and technical base

Over the last two years AVU has significantly increased investment in the maintenance and renewal of its material and technical base. It has, for instance, implemented the EPC project, refurbished the School of Architecture, and has made other investments. Nevertheless, it still lags behind in respect of the specialist preparation of plans for the maintenance and renewal of its buildings, facilities and equipment. AVU will draw up and regularly update comprehensive plans for the maintenance and renewal of the material and technical base, and will gradually implement its investment plan. It will do this in collaboration with external specialists and will remain fully mindful of its goals in the sphere of ecology and sustainable development.

MEASURES

- Implement projects in the AVU investment plan giving priority to projects aimed at energy savings. The most important projects in this sphere will be the refurbishment of the buildings with studios in Jan Zajíc Street, refurbishment of the sanitary facilities in the main building, and continuation of the EPC project.
- Prepare studies and pre-project documentation for those projects involving the renewal and revitalisation of the AVU buildings and environment with the involvement of students of the Architecture Studio and other specialists, as required.
- Centralise the maintenance sub-agenda and create a comprehensive administration and maintenance system based on systematic data collection with the support of information systems and drawing on collaboration with external specialists. Create an AVU property registration system that will include qualitative parameters of the character and state of repair of said property. This is needed for planning purposes and the optimisation of its maintenance and renewal.

- Follow up on the pre-construction condition surveys already undertaken and process and implement the plan for utilisation of the premises of the historical main building of AVU in the form of conversions (maisonettes).

KPIs: Implementation of the AVU investment plan. Refurbish studios in the building in Jan Zajíc Street, refurbish sanitary facilities in the AVU main building.

Responsibility: Bursar

5. Ensuring AVU operates smoothly and is capable of reacting effectively to emergencies and future threats

AVU has neutralised the basic risks, such as those associated with fire protection and health and safety at work. However, as the experience of 2020 has shown, it must actively prepare for new risks. AVU will invest in technology and tools for risk prevention and management, in particular risks associated with the use of new technology, the development of virtual reality, the threat of pandemics and terrorism, and restrictions on human freedom of any kind.

MEASURES

- Perform a risk analysis from the point of view of future external threats. Draw on experience with the SARS COVID-19 pandemic and cyber attacks and develop preventative measures and responsible response scenarios (crisis scenarios).
- Develop a security policy that will include cyber security principles.
- Share experiences with other HE institutions and actively participate in projects taking place in this domain.
- Develop rules and ensure the systematic education of faculty in this sphere.

KPIs: The processing of a comprehensive map of risks facing AVU, the fulfilment of measures to a level of at least 75%.

Responsibility: Rector, Bursar

6. New building – new premises for development

With the need to maintain high quality art education and ensure the overall functioning of the institution, and in association with current developmental trends in the liberal arts, architecture and restoration, the demands on space are growing. If we wish to provide professional equipment for all the activities related to AVU's mission, we must address the requirements of individual workplaces for improvements to the spatial conditions under which work and teaching take place. AVU's new building could offer a good starting point. Another possible solution would be the purchase of a suitable building or the advantageous long-term leasing of a specially chosen building with enough space suitable for adaptation to the conditions of teaching and the work facilities associated with AVU's creative and other activities.

Individual objectives and selected measures

The provision of adequate facilities for teaching, creative activities, academic research and AVU's operations

At present our school is facing a lack of quality spaces for studio teaching (especially the disciplines of intermedia and new media), tuition in the theory and history of art, digital skills, as well as space suitable for the presentation of the outcomes of creative and research activities. We also lack space for quality streaming of the specialist and artistic councils, offices for operating requirements and other workplaces, staffrooms and facilities for faculty, space for the leisure activities of employees and students and for the AVU Club, and accommodation for foreign guests and students. Additional premises are also needed for research and archival activities.

The construction of a new building or the purchase or rental of a suitable building has the potential to address this lack of space. However, such measures must be preceded by an in-depth analysis of the spatial situation, open discussions within faculty, and the subsequent preparation and

compilation of a conceptual and investment plan for implementation and fulfilment of the project.

MEASURES

- Analyse the current spatial situation of individual workplaces and the related discussions regarding the ideological concept and possible solutions within faculty: to be overseen by the AVU Academic Senate. (2022)
- Procure a detailed survey and comparison of the possibilities of constructing a new building or buying or leasing suitable premises.
- Analyse the possibility of a transfer gratis of state-owned building/s, citing public interest as justification.
- In the event of a new building being constructed, draw up a draft intellectual and architectural concept.
- Begin talks with the Ministry of Education, Youth and Sports and the Ministry of Finance regarding project financing.
- Organise an international call for tenders in order to select a design for AVU's new building.

KPIs: The compilation of a concept of all variant solutions and a detailed feasibility study. In the case of a completely new building, an architectural design should be chosen within the framework of an international call for tenders. The investment plan should be sustainable with regard to budget and organisation.

Responsibility: Rector, Bursar

Conclusion

The AVU Strategic Plan 2021–2030 aims to make meaningful improvements to teaching, research and other activities. It elaborates in detail the objectives and specific measures for development in the six main areas. It is based on the Strategic Plan 2021+ of the Ministry of Education, Youth and Sport, but takes into account the specific conditions of the smallest art school in the country and the priorities of an art education. It lays emphasis on the development of studies, internationalisation, research, as well as the third role of our school. AVU is aware of its social responsibility, is respectful of its historical tradition, and does everything in its power to ensure that it is a top quality, internationally recognised art school. Finally, it focuses on improving the internal institutional environment, as well as the social and ecological impact of its activities.

The basic task of AVU, the oldest art school in the Czech Republic, is to defend its social mission. This means ensuring the conditions are met for the continuation of the teaching and education of future generations of artists, restorers and architects in the 21st century. The most important tasks that await the school over the next five years include re-accreditation of all study programmes, financial stabilisation, repair work to be carried out on the building with studios for the painting and sculptural preparatory course in Jan Zajíc Street, and the completion and launch of a new website. In the longer term, the priority is preparation of a new building or ensuring an adequate increase in the capacities of the school's studio and operating space.

The AVU Strategic Plan 2021+ has not yet been formulated to a comparable extent and quality. The wording and content was created by the current management of the school with the knowledge that the objectives stipulated will be implemented by the management team that will only be selected in elections held in the autumn of 2021. This fact was fully taken into account. An important criterion when formulating the AVU Strategic Plan 2021+ was eight years of experience of responsibility for managing the school as a whole, as well as the common need to serve our institution so that improvements are to be seen on all levels in respect of students who have studied at AVU, are studying at present, and will study in the future, as well as lecturers and other employees who provide the teaching and oversee the operations of the school.

We are convinced that this strategic plan will play a huge part in ensuring that the Academy of Fine Arts in Prague remains a unique art school while at the same time being fully and firmly integrated into the framework of the European educational and cultural space. We believe that by means of the objectives and measures set forth above, the Academy will meet the challenges of the 21st century.



Discussed by the Artistic Board on 26 February 2021

Discussed and approved by the Academic Senate on 3 March 2021

Discussed and approved by the Administrative Board on 10 March 2021