

**avv**

**Implementation  
Intent of the  
Strategic Plan**

**2025**

# Introduction

The year 2025 will be a turning point and a stabilising year for the Academy of Fine Arts in Prague (“AVU”), responding to changes and processes that began in 2024 or earlier.

In March 2025, a new rector of AVU will be elected. In the first and second quarters, AVU will undergo the process of transferring the rectorial and vice-rectorial agendas and initiating collaboration with the new leadership. The current interim leadership is preparing for the handover responsibly, with the aim of setting up and preparing all ongoing and expected processes in such a way that their continuity is disrupted as little as possible by the change in leadership. Among others, this includes the preparation and approval of the AVU Strategic Plan Implementation Plan for 2025 (February 2025), the proposal and negotiation of the 2025 budget (February–March 2025), the launch of the implementation of the amended Higher Education Act into AVU’s internal regulations (March 2025), and more. A strategic Gender Equality Plan (GEP) for the period 2025–2027 is being drafted, and work is continuing on the revision of the AVU Code of Ethics. Intensive preparations are also underway for the launch of teaching in newly accredited bachelor’s and professional study programmes and for the transition to the credit system (Winter Semester 2025). In 2025, AVU will also undergo significant quality assessments: the preparation of a comprehensive Report on Internal Quality Evaluation for the period 2020–2024, preparation for the announced audit by the National Accreditation Bureau, and above all, the self-evaluation report for the assessment of the research organisation within the Higher Education Methodology 2025+, and the organisation of the International Evaluation Panel (MEP; January–June 2025). The implementation of two major investment projects has also been approved: the renovation of the sanitary facilities in the main building and the extensive reconstruction of the attic floor, including the renovation of the auditorium, two studios, and adjacent facilities. Although the actual construction will take place in 2026 and beyond, 2025 will be devoted to preparing a detailed timetable, securing the construction process, and organising the temporary relocation of the affected departments.

In addition to the aforementioned key milestones of 2025, AVU will continue its ongoing efforts across all areas of its activity: to ensure a supportive and high-quality study and work environment; to provide favourable conditions for the implementation of international cooperation for both students and staff; to develop and nurture the quality of AVU’s internal environment; to strengthen and advance doctoral studies and artistic research at AVU; and to actively participate in fulfilling the so-called “third mission” of higher education institutions. Although the candidates for the position of rector may be diverse personalities, their policy statements are grounded in AVU’s Strategic Plan 2021+ and reflect similar priorities. The core themes they raise align with the objectives set forth in this 2025 Strategic Plan Implementation Document. It logically and realistically builds upon both the Strategic Plan 2021+ and the current institutional realities.

In line with the Strategic Plan, AVU will, in 2025, primarily focus on pursuing and fulfilling the following developmental goals:

- ♥ Ensuring a smooth transition to the new structure of study levels, newly accredited study programmes, and the implementation of the credit system. Supporting both students and teaching staff throughout the changes and communicating them clearly.
- ♥ Ensuring the seamless handover of responsibilities to the newly elected Rector and their team.
- ♥ Responsible preparation for the planned reconstruction projects.
- ♥ Maintaining a balanced budget.
- ♥ Upholding a non-discriminatory work environment as an employer.
- ♥ Strengthening AVU’s status as an internationally relevant partner.

We believe that all the changes awaiting us in 2025 will serve as both an inspiration and a seized opportunity for the community of the Academy of Fine Arts in Prague.

Šárka Krtková, M. A.  
Vice-Rector for Student Affairs

# Teaching and the Specific Role of AVU

Alignment  
with  
strategic  
documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
1. 1. A. New accreditation of study programmes - Adoption of measures to ensure the implementation of the anticipated new accreditations of study programmes	Strategic Plan AVU 1.1	Vice-Rector for Student Affairs	Successful admissions process for newly accredited study programmes; admitted applicants; completed monitoring reports for individual study programmes.	MŠMT Contribution PPSŘ (cíl 1)	Implementation of the admission process for newly accredited study programmes (including professional programmes) and enrolment of students into the first year of these programmes; staffing of newly accredited programmes with lecturers; monitoring reports for each accreditation.
1. 1. B. New accreditation of study programmes – development of teaching quality assessment	Strategic Plan AVU 1.1, Strategic Plan AVU 4.1	Vice-Rector for Student Affairs	Personnel reinforcement of the Study Department and full provision of all necessary agendas related to the newly accredited study programmes.	MŠMT Contribution	Stabilisation of the Study Department following personnel changes in 2024, the introduction of the credit system, and the transition to new accreditations, including the expansion of the undergraduate study.
1. 1. C. New accreditation of study programmes – development of teaching quality assessment	Strategic Plan AVU 1.1	Vice-Rector for Student Affairs	Submitted proposals for the updates of relevant internal regulations for registration with the Ministry of Education, Youth and Sports (MŠMT); establishment of the position of legal specialist.	MŠMT Contribution PPSŘ (cíl 5)	Update of internal regulations in connection with the amendment to the Higher Education Act (Study and Examination Regulations, Statute, Scholarship Regulations, Rules for the Quality Assurance and Internal Evaluation System, etc.); evaluation of establishing an internal legal specialist position in comparison to the current collaboration with an external provider – a need for internal governance of all legal processes (regulations, contracts, etc.).

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1.1.D. Accreditation of Study Programmes – Development of Quality Assessment of Teaching in Relation to New Accreditations	Strategic Plan AVU 1.1	Vice-Rector for Strategic Development	Strategy for ensuring the quality of teaching based on the needs of AVU and examples of good practice from Czech and foreign art universities; completed report on internal quality evaluation	PPROVŠ	Moderation of a debate with other art universities on ensuring the quality of educational activities; collection of input from teachers; proposal of a strategy and specific measures for the development of educational quality; preparation of a comprehensive report on internal quality evaluation for the past period
1.1.E. Accreditation of Study Programmes – Development of Teaching Quality Assessment	Strategic Plan AVU 1.1	Vice-Rector for Strategic Development	Regular evaluation of teaching quality, implemented summer school for teachers	PPROVŠ, OP JAK (ESF+)	Identification of key topics in the area of teaching quality development and innovative teaching methods, in cooperation with AVU teachers
1.2.A. Broadening the Range of Study Opportunities and Teaching Formats – New Practical Courses	Strategic Plan AVU 1.2	Vice-Rector for Student Affairs	Two new elective courses focused on cultural management and green skills, legislative, economic, pedagogical and other practical knowledge and skills (entrepreneurship, artistic operations)	NPO MŠMT (Green Competencies)	Implementation of two new courses focused on cultural management; introduction of a new lifelong learning course More Sustainable Creative Practices: Life Cycle of an Artwork
1.2.B. Broadening the Range of Study Opportunities and Teaching Formats – Strengthening Practical Skills	Strategic Plan AVU 1.2	Vice-Rector for Student Affairs	Managed workshop operations; functional reservation system; accessible and used hub	PPSŘ (Goal 1)	Implementation of a new workshop management system, reservation system and opening of a new shared hub
1.2.C. Broadening the Range of Study Opportunities and Teaching Formats – Updating Materials on Study Programmes and Graduate Outcomes	Strategic Plan AVU 1.2	Vice-Rector for Student Affairs	More user-friendly web presentation for applicants; revised concept of the Open Day; new episodes of the PO AVU podcast	OP JAK (ESF+)	Modification of the AVU website – new concept for the For Applicants section and the I Want to Study at AVU section; preparation of related printed and electronic materials; production of new episodes of the PO AVU podcast as a presentation of examples of AVU graduates' career paths

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1.3.A. Reducing Inequalities in Access to Study – Support for Exceptionally Gifted Students	Strategic Plan AVU 3.1	Vice-Rector for Student Affairs, Vice-Rector for Arts and Research	Implemented round of the TGS – supported specific projects; defined concepts/ forms of support for the development of work with talented students	MŠMT (Contribution)	Implementation of the revised Creative Grant Competition (TGS) supporting talented students – newly divided competition for graduating and lower-year students; preparation of new forms of support for talented students, establishment of a unified framework and the implementation or expansion of counselling services, including support for student integration.
1.3.B. Reducing Inequalities in Access to Study – Strengthening Equal Access to Study	Strategic Plan AVU 1.3	Vice-Rector for Student Affairs	Initiated work on the design of a support system for students with specific needs (SN), ensuring their equal access to study and other opportunities; registration of students with SN	MŠMT (Contribution) OP JAK (ESF+)	Research on systems of support for students with specific needs at universities in the Czech Republic and abroad; initiation of preparation of measures – setting the conditions for admission for applicants with specific needs, defining possible ways of adjusting the admission process; initiation of the necessary process setup (counselling, training).
1.4.A. Strengthening Doctoral Studies – Reform of Studies	Strategic Plan AVU 1.4	Vice-Rector for Arts and Research	Initiated implementation of doctoral study reform in relation to the amendment to the Higher Education Act	MŠMT (Contribution) PPROVŠ, DKRVO	Implementation of doctoral study reform including its impact on funding of students in doctoral programmes; implementation of the new status of supervisor and consultant, new methodological guidelines for the doctoral examination; continuation of workshops for supervisors.
1.4.B. Strengthening Doctoral Studies – Practice and Interdisciplinary Consultations	Strategic Plan AVU 1.4	Vice-Rector for Arts and Research	Set-up support and implemented interdisciplinary consultations	MŠMT (Contribution) PPSŘ (cí 3)	Support for interdisciplinary research through expanded opportunities for doctoral students to consult with experts from other institutions and other disciplinary fields; setting of internal rules for these consultations (number of consultations, budget, reimbursement of costs).

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1.4.C. Strengthening Doctoral Studies – Artistic Research	Strategic Plan AVU 1.4, Strategický Plan AVU 3.1	Vice-Rector for Arts and Research	Published bilingual (Czech and English) study on the evaluation of artistic outputs	PPSŘ (goal 3)	Finalisation of the prepared study in both English and Czech on the criteria for evaluating outputs of artistic research, serving as a foundation for the restructured doctoral studies, specifically for the two field councils (artistic and theoretical).
1.4.D. Strengthening Doctoral Studies – Mobility	Strategic Plan AVU 1.4, Strategic Plan AVU 2.1	Vice-Rector for Arts and Research	Implemented student exchange including international mobility	PPSŘ (goal 3)	Identification of suitable opportunities, announcement of open calls for students, facilitation of exchanges and experience sharing.
1.4.E. Strengthening Doctoral Studies – Web Presentation	Strategic Plan AVU 1.4	Vice-Rector for Arts and Research	Relevant updated information about doctoral studies and research activities on the AVU website; updated independent LARGE website	PPSŘ (goal 3)	Update of relevant information on all opportunities within doctoral studies; clear information about research projects and activities on the AVU and LARGE websites; Research (With) Art podcast.
1.4.F. Strengthening Doctoral Studies – Accreditation of Doctoral Programme in English	Strategic Plan AVU 1.4, Strategic Plan AVU 2.2	Vice-Rector for Arts and Research	Submitted accreditation file to the National Accreditation Bureau (NAÚ), or granted accreditation of the doctoral study programme in English	PPSŘ (goal 3)	Preparation and submission of the accreditation file for the doctoral study programme Fine Arts in English to the NAÚ.
1.4.G. Strengthening Doctoral Studies – Internationalisation	Strategic Plan AVU 1.4, Strategic Plan AVU 2.1	Vice-Rector for Arts and Research	Implemented teaching	MŠMT (contribution), PPSŘ, DKRVO	Regular teaching of professional English for doctoral students, provided by an internal AVU lecturer.

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1.4.H. Strengthening Doctoral Studies	Strategic Plan AVU 1.4	Vice-Rector for Arts and Research	Coordinated activities in the field of doctoral studies	DKRVO, PPSŘ	Support for the newly established Department of Doctoral Research as a supportive research environment providing coordination and methodological support for the development of doctoral studies (organisation of colloquia, symposia, workshops, doctoral excursions, participation in ELIA and SAR conferences, participation in festivals such as ArsBiologica).
1.5.A. Development of Lifelong Learning – Micro-Certificates	Strategic Plan AVU 1.5	Vice-Rector for Strategic Development	Prepared lifelong learning course with micro-certificate	supplementary activity, NPO MŠMT (nextAVU, in sustainability)	Preparation and implementation of lifelong learning (LLL) courses concluded with a micro-certificate (piloted and verified within the NPO MŠMT project nextAVU).
1.5.B. Development of Lifelong Learning – Public Courses	Strategic Plan AVU 1.5	Vice-Rector for Strategic Development	Implemented public courses; strengthened role of AVU as a leader in the field of arts education	MŠMT (contribution), supplementary activity	Preparation and implementation of public courses under the responsibility of the newly established Department for Educational Development and their ongoing evaluation; preparation of other suitable course formats for the public (e.g. training for teaching staff).
2.1.A. Development of Global Competencies of Students and Staff	Strategic Plan AVU 2.1	Vice-Rector for Institutional and International Cooperation	Implementation of language courses for staff and students	Erasmus+, PPSŘ, OP JAK (ESF+)	Support for language competencies of all employees, both teaching and administrative/technical staff, through the provision of on-site language courses (English, German, and French), including Czech language courses for international students.

# 2. Internationalisation

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2.1.B. Development of Global Competencies of Students and Staff	Strategic Plan AVU 2.1	Vice-Rector for Institutional and International Cooperation	Appropriate public calls published in English; internal selection criteria established by committees for recruitment to academic positions; publication of relevant calls in English and on international platforms	Erasmus+, PPSŘ (Int.)	Implementation of language proficiency requirements in recruitment procedures, including a minimum required level of English appropriate to the given position.
2.1.C. Development of Global Competencies of Students and Staff – Mobility	Strategic Plan AVU 2.1	Vice-Rector for Institutional and International Cooperation	Implemented internal call for mobility and study internships; completed internships	Erasmus+, PPSŘ (Int.)	Support and secured funding for student mobilities and study internships (including to non-European countries).
2.1.D. Development of Global Competencies of Students and Staff – Mobility	Strategic Plan AVU 2.1	Vice-Rector for Institutional and International Cooperation	Updated list of cooperating partner schools and institutions according to field-specific priorities; initiated preparation of syllabi for new courses taught in English	Erasmus+, PPSŘ (Int.), OP JAK (ESF+)	Implementation of processes aimed at establishing new partnerships with selected foreign institutions, or updating existing partnerships; gradual introduction of new courses taught in English into current study programmes.
2.2.A. Art in Context and Internationalisation of AVU Study Programmes	Strategic Plan AVU 2.2	Vice-Rector for Institutional and International Cooperation	Implemented international evaluation committee (once per year); involvement of international experts in the process of dissertation evaluations	PPSŘ (Int.), OP JAK (ESF+)	Introduction of a foreign-language evaluation committee during summer semester reviews; initiated evaluation of the Art in Context study programme and its instructors by an international expert; support framework set up for dissertation evaluations conducted by international experts.
2.2.B. Art in Context and Internationalisation of AVU Study Programmes	Strategic Plan AVU 2.2	Vice-Rector for Institutional and International Cooperation	Published information about the Art in Context study programme on available platforms	PPSŘ (Int.)	Targeted promotion of the Art in Context study programme through all accessible channels (Study in the Czech Republic, e-flux, etc.) or participation in international presentations.

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2.2.C. Art in Context and Internationalisation of AVU Study Programmes	Strategický záměr AVU 2.2	Vice-Rector for Institutional and International Cooperation	Implemented international guest teaching in studios	PPSŘ (Int.)	Support for inviting experts, artists, and lecturers to studio teaching in the form of workshops, portfolio reviews, etc.
2.2.D. Art in Context and Internationalisation of AVU Study Programmes	Strategický záměr AVU 2.2	Vice-Rector for Institutional and International Cooperation	Supported mobilities of academic staff and participation in international conferences and exhibitions	PPSŘ (Int.), Czech centres, OP JAK (ESF+)	Support for academic staff mobilities to selected foreign institutions with the aim of establishing new or updating existing partnerships; support for participation in international exhibitions and conferences.
2.3.A. Strategic Management of Internationalisation, Promotion of AVU Abroad, and Support for International Cooperation	Strategický záměr AVU 2.3	Vice-Rector for Institutional and International Cooperation	Regular active participation in meetings of the Representative Council, Platform for Internationalisation of Education (PIE), Leadership Symposium, and other public forums such as ELIA, etc.	MŠMT (Contribution), PPSŘ (Int.)	Active AVU membership in ELIA and SAR; support for AVU representatives in international organisations, professional networks, and international conferences.
2.3.B. Strategic Management of Internationalisation, Promotion of AVU Abroad, and Support for International Cooperation	Strategický záměr AVU 2.3	Vice-Rector for Institutional and International Cooperation	Presentation of studios as well as individual AVU representatives abroad; implemented joint exhibitions	PPSŘ, Erasmus+, International Stipend funds	Targeted support for international presentations of excellent results in artistic, theoretical, and scientific work (e.g. a planned exhibition in cooperation with Städelschule in Frankfurt, a joint exhibition organised with the Academy of Fine Arts in Vienna and the Austrian Cultural Forum).
2.3.C. Strategic Management of Internationalisation, Promotion of AVU Abroad, and Support for International Cooperation	Strategický záměr AVU 2.3	Vice-Rector for Institutional and International Cooperation	Sufficient staffing capacity	PPSŘ	Support for the administrative management of the strategic governance of internationalisation resources, its coordination, and the future development of projects; securing funding for activities from additional sources (OP JAK, EEA and Norway Grants, Erasmus+).

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2.3.D. Strategic Management of Internationalisation, Promotion of AVU Abroad, and Support for International Cooperation	Strategic Plan AVU 2.3	Vice-Rector for Institutional and International Cooperation	Bilingual publication of information on all relevant activities and operations of AVU (internal communication, website, social media)	PPSŘ, OP JAK (ESF+)	Support for established internal bilingual communication regarding all AVU activities and operations (ceremonies, study information, invitations, internal regulations and procedures); gradual improvement of the website's English version; support for the integration of foreign staff through the development of onboarding processes and translation of relevant internal regulations and documents.
2.3.E. Strategic Management of Internationalisation, Promotion of AVU Abroad, and Support for International Cooperation	Strategic Plan AVU 2.3	Vice-Rector for Institutional and International Cooperation	Support for specific students	PPSŘ	Ongoing support for the study and integration of Ukrainian students (both full-time and visiting); expansion of support to include emigrants/artists from other countries; establishment of a support group for artists in distress; potential collaboration with the organisation Artist at Risk.
2.3.F. Strategic Management of Internationalisation, Promotion of AVU Abroad, and Support for International Cooperation	Strategic Plan AVU 2.3	Vice-Rector for Institutional and International Cooperation	Prepared application	MŠMT Contribution Erasmus+	Participation in Erasmus+ (or other) calls – a strategic multi-year cooperation project with European art schools, or a bilateral project within the Norwegian Funds, etc.; utilisation of the school network and contacts established in the previous Erasmus+ project (Advancing Supervision).

# 3. Art, Research and the Third Mission

Alignment  
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3.1.A. Support for Science and Research – Support for the Emancipation of Artistic Research	Strategic Plan AVU 3.1	Vice-Rector for Arts and Research	Conference on artistic research held; periodical published	PPSŘ, MŠMT (příspěvek), DKRVO, MK ČR	Continuation with the organisation of the next (fourth) edition of the international conference on artistic research; support for the publication of the established periodical on artistic research.
3.1.B. Support for Science and Research – Support for Theoretical Research	Strategic Plan AVU 3.1	Vice-Rector for Arts and Research	Project submitted for the compilation of AVU's history; preparation of an online database initiated; two issues of the periodical published	DKRVO, GAČR, MK ČR (Cultural activities)	Support for the AVU Research Department in the implementation of a project focused on documenting the history of AVU, ensuring researchers' access to the AVU Archive for the study of materials, preparatory steps for establishing an online database of AVU alumni; support for the department in publishing the professional periodical <i>Sešit pro umění, teorii a příbuzné zóny</i> (Notebook for Art, Theory and Adjacent Zones). Preparation and finalisation of the self-evaluation report on research activity, involvement of all relevant departments in the evaluation process and provision of the organisational aspects of the evaluation conducted by the International Evaluation Panel (MEP).
3.1.C. Support for Science and Research – Research Evaluation	Strategic Plan AVU 3.1	Vice-Rector for Arts and Research, Rector	Second round of research organisation evaluations carried out by the International Evaluation Panel (MEP)	MŠMT (Contribution)	Preparation and finalisation of the self-evaluation report on research activity, involvement of all relevant departments in the evaluation process and provision of the organisational aspects of the evaluation conducted by the International Evaluation Panel (MEP).
3.1.D. Support for Science and Research – Support for the Internationalisation of Research	Strategic Plan AVU 3.1, Strategic Plan AVU 2.2	Vice-Rector for Arts and Research	Supported mobilities and participation in conferences focused on artistic research; supported projects within the framework of the VGS	DKRVO, MŠMT (Specific HEI research)	Targeted support for mobility, participation in conferences and networking in the field of artistic research; implementation of the Research Grant Scheme (VGS).

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3.1.E. Support for Science and Research – Support for the Internationalisation of Research	Strategic Plan AVU 3.1, Strategic Plan AVU 2.2	Vice-Rector for Arts and Research	Active use of the Research Catalogue and Journal for Artistic Research; workshops held for doctoral students and supervisors; hosted events	MŠMT (Contribution), PPSŘ (Goal 3)	Ensuring access for teachers and students to the Research Catalogue and Journal for Artistic Research and promoting the use of these tools – implemented course “Research Catalogue Workshop”; hosting of the international meeting of the Society for Artistic Research in the Šaloun Studio – a Research Catalogue workshop attended by representatives of 40 schools.
3.1.F. Support for Science and Research – Support for Research Departments	Strategic Plan AVU 3.1	Vice-Rector for Arts and Research	Research activities linked to teaching – seminars held for doctoral students	PPSŘ (Goal 1), DKRVO	Support for the integration of research activities with teaching (KTDU, VVP, and LARGE) and the introduction of new workshops for doctoral students.
3.2.A. Strengthening the Social Relevance of Creative and Artistic Activities of AVU – GAVU	Strategic Plan AVU 3.2	Vice-Rector for Arts and Research	Exhibitions held in the AVU Gallery and the diploma exhibition	PPSŘ (Goal 1), SFK, MK ČR	Implementation of the exhibition programme of AVU in the newly opened AVU Gallery (Veletržní Street) and support for the annual diploma exhibition.
3.2.B. Strengthening the Social Relevance of Creative and Artistic Activities of AVU – NAVU 3.2.B. Strengthening the Social Relevance of Creative and Artistic Activities of AVU – NAVU	Strategic Plan AVU 3.2	Vice-Rector for Arts and Research	Publications issued according to the editorial plan	DKRVO, PPSŘ (goal 1 a Int.)	Implementation of the new concept and editorial plan of AVU Publishing House with the support of the editorial board; support for publishing publications in foreign languages (e.g. dissertations); search for appropriate distribution channels abroad; support for the newly established AVU profile on the Issuu platform for digital publishing.
3.2.C. Strengthening the Social Relevance of Creative and Artistic Activities of AVU – Prospective Applicants	Strategic Plan AVU 3.3	Vice-Rector for Strategic Development	Workshop concept developed	OP JAK (ESF+)	Implementation of a preparatory seminar for AVU students aimed at designing the concept of the Art Laboratory as a specific format intended for prospective applicants and primary and secondary school pupils, with the aim of introducing them to the world of contemporary art and presenting art as a study programme and a potential career.

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3.2.D. Strengthening the Social Relevance of Creative and Artistic Activities of AVU – Ethical Sponsorship Guidelines	Strategic Plan AVU 3.3	Vice-Rector for Strategic Development, Rector	Prepared analysis for drafting principles of partnerships and sponsorship and other forms of cooperation with private and non-profit entities	PPSŘ (goal 5)	Preparation of an analysis for the development of principles for partnerships and sponsorship and other forms of cooperation with private and non-profit organisations, including a review of examples of best practices.
3.2.E. Strengthening the Social Relevance of Creative and Artistic Activities of AVU – ALUMNI	Strategic Plan AVU 3.3	Vice-Rector for Arts and Research, Vice-Rector for Strategic Development	New episodes of the PO AVU podcast published; regular newsletters	PPSŘ (goal 1), MŠMT (contribution), OP JAK (ESF+), PPROVŠ	Support for the production of new episodes of the PO AVU podcast, focusing on the challenges and specifics faced by recent graduates; publication of a regular newsletter for AVU Alumni members about school news and offers of discounted services.

# 4. Institutional culture and social responsibility

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4.1.A. Care for the Quality of the Internal Environment, Care for Employees and the Development of Their Competencies – Education of Employees	Strategic Plan AVU 4.1	Vice-Rector for Strategic Development	Training sessions for employees carried out	OP JAK (ESF+)	Support for employee education through implemented training sessions focused on pedagogical–psychological and didactic competencies, the enhancement of professional competencies, and workplace safety; support for the application of innovative educational approaches.
4.1.B. Care for the Quality of the Internal Environment, Care for Employees and the Development of Their Competencies – Internal Communication	Strategic Plan AVU 4.1	Vice-Rector for Strategic Development, Rector	Prepared internal communication strategy including sufficient staffing; preparations for intranet implementation initiated	PPSŘ (goal 6), OP JAK (ESF+)	In accordance with the organisational structure and the newly established communications department, the management of internal and external communication is being set with an emphasis on a functional communication strategy for the school's activities and achievements; the intranet is being introduced as one of the key tools for internal communication management; regular cross-departmental meetings established.
4.1.C. Care for the Quality of the Internal Environment, Care for Employees and the Development of Their Competencies – Code of Ethics	Strategic Plan AVU 4.1	Rector	Updated AVU Code of Ethics published	PPROVŠ	Completion of the work on the updated Code of Ethics, introduction of its contents and revisions to the academic community through moderated discussions.
4.1.D. Care for the Quality of the Internal Environment, Care for Employees and the Development of Their Competencies – GRID and the Anti-Discrimination Platform	Strategic Plan AVU 4.1	Rector	Stable and functional role of the GRID workplace and the Anti-Discrimination Platform in maintaining a welcoming and equitable work and study environment; updated GEP	MŠMT (příspěvek), PPROVŠ	Ensuring compliance with the rules, procedures, and responsibilities of horizontal cooperation between the GRID workplace and the Anti-Discrimination Platform and their evaluation/supervision; update of the Gender Equality Plan (GEP) and training of employees in its content.

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4.1.E. Care for the Quality of the Internal Environment, Care for Employees and the Development of Their Competencies – Student Associations	Strategic Plan AVU 4.1	Rector, Vice-Rector for Student Affairs	Sestavená pracovní skupina definující koncepci forem podpory spolkových aktivit	PPROVŠ, OP JAK (ESF+)	Initiation of defining the concepts/forms of support for association activities and the methodological anchoring of selected forms of support.
4.2.A. AVU as a Non-Discriminatory Environment – Counselling	Strategic Plan AVU 4.1	Rector, Vice-Rector for Student Affairs	Continuously provided counselling and consultations	MŠMT (Contribution), PPROVŠ, OP JAK (ESF+)	Implementation and gradual expansion of services in the field of anti-discrimination, social–legal, career and professional counselling; raising awareness among students of the counselling services provided.
4.2.B. AVU as a Non-Discriminatory Environment, Social Responsibility of AVU – Bilingual Communication	Strategic Plan AVU 4.1, Strategic Plan AVU 2.3	Rector	Consistently maintained bilingual format (Czech and English) of communication regarding selected ceremonies, study-related information, activities, etc., in both internal and external communication	PPSŘ (Int.), MŠMT Contribution	Expansion of the established internal bilingual communication on all AVU activities and the expanding web presentation also in the English version.
4.3. Environmental Sustainability	Strategic Plan AVU 4	Rector	Sustainability strategy; implemented subjects; new lifelong learning course	NPO MŠMT (Green competencies)	Finalisation and implementation of the Sustainability Strategy following the approved AVU Sustainability Strategy Plan; expansion of strategic partnerships.
4.4. Work–Life Balance	Strategic Plan AVU 4.2	Vice-Rector for Strategic Development	Regular organisation of the Children’s Studio during the academic year; objectives fulfilled within the joint project	PPSŘ (goal 2), PPROVŠ	Support for the operation of the Children’s Studio during the academic year with the aim of better facilitating work–life balance; active participation and fulfilment of the defined objectives of the joint Human Resources Strategy project for 2024–2025.
4.5.A. Strategic Management	Strategic Plan AVU 4.1	Rector, Vice-Rector for Strategic Development	Training sessions on institutional strategic management implemented	PPSŘ, OP JAK (ESF+)	Support for school management in training sessions focused on strategic management, with an emphasis on setting up processes and functional communication.
4.5.B. Strategic Management	Strategic Plan AVU 4.1	Bursar, Rector	Detailed technical specification of requirements for the acquisition of a management information system and intranet prepared	OP JAK (ERDF Quality)	Acquisition of software for the strategic management of the institution – management information system and intranet.

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documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
4.6. Human Resources Development	Strategic Plan AVU 4.1	Vice-Rector for Strategic Development, Vice-Rector for Arts and Research	Gradual implementation of a systematic approach to human resources management	MŠMT (contribution), PPROVŠ, OP JAK (research environment)	Depending on the success of the submitted OP JAK project Research Environment, initiation of key activities primarily aimed at obtaining the HR Award.
4.7. Safety	Strategický Plan AVU 5.5	Bursar, Rector	Staffed safety and crisis management agenda; implemented training sessions	MŠMT (Contribution), OP JAK (ESF+)	Revision of existing internal safety and crisis management methodologies, preparation of related training (e.g., first aid course), and personnel reinforcement of the agenda with a newly appointed safety manager.

# 5. Management and operation

Alignment with strategic documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
5.1.A. Ensuring Sufficient Financial Resources for the Operation and Development Goals of AVU While Maintaining a Long-Term Balanced Budget	Strategic Plan AVU 5.1	Bursar	Prepared analyses, budget proposal, and regular biannual evaluations	MŠMT (Contribution)	Continuation of the analysis of potential savings across all areas of AVU's activities.
5.1.B. Ensuring Sufficient Financial Resources for the Operation and Development Goals of AVU While Maintaining a Long-Term Balanced Budget	Strategic Plan AVU 5.1	Bursar	Regular monitoring, individual analyses, and market surveys	MŠMT (Contribution)	Ongoing optimisation of supplier-client relationships and continuous assessment of the benefits of cooperation.
5.1.C. Ensuring Sufficient Financial Resources for the Operation and Development Goals of AVU While Maintaining a Long-Term Balanced Budget	Strategic Plan AVU 5.1	Bursar, Rector	Meeting minutes and presentations at management briefings	MŠMT (Contribution)	Active involvement in negotiations with the Ministry of Education, Youth and Sports (MŠMT) on the specific funding of small, primarily art-focused higher education institutions.
5.1.D. Ensuring Sufficient Financial Resources for the Operation and Development Goals of AVU While Maintaining a Long-Term Balanced Budget	Strategic Plan AVU 5.1	Bursar, Rector	Rector's directive, or prepared concept; new projects and contracts	MŠMT (Contribution)	Preparation and approval of a concept for financial incentives for employees in identifying potential savings and new sources of funding, including new partnerships with the private sector based on ethical sponsorship principles; appropriate promotion of positive examples.

Alignment  
with  
strategic  
documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
5.1.E. Ensuring Sufficient Financial Resources for the Operation and Development Goals of AVU While Maintaining a Long-Term Balanced Budget	Strategic Plan AVU 5.1	Bursar, Vice-Rector for Strategic Development,	Project implementation reports	MŠMT (Contribution)	Ongoing analysis and monitoring of the sustainability of all AVU projects, risk analysis (primarily financial), and sustainability assessment prior to entering into new projects.
5.2.A. Implementation of Modern Principles and Tools for the Management and Administration of Higher Education Institutions	Strategic Plan AVU 5.2	Bursar, Vice-Rector for Strategic Development,	Prepared or updated directives and methodologies, risk analysis, crisis plan	MŠMT (Contribution)	Development of rules for effective management of internal processes and agendas; preparation of process analysis and risk analysis.
5.2.B. Implementation of Modern Principles and Tools for the Management and Administration of Higher Education Institutions	Strategic Plan AVU 5.2	Bursar	Developed rules, concept, and directive for data storage	MŠMT (Contribution)	Preparation of rules for sharing and systematic storage of documents using the MS SharePoint platform.
5.2.C. Implementation of Modern Principles and Tools for the Management and Administration of Higher Education Institutions	Strategic Plan AVU 5.2 a 5.3	Rector, Bursar	Developed digitization strategy (plan and budget); position of digitization manager filled	MŠMT (Contribution) PPSŘ, PPROVŠ	Coordination of digitization processes and inclusion of all areas (teaching, management, administration) with the use of AI; consolidation of the infrastructure interconnection of systems used at AVU; unification of authentication and authorization; staff training in these areas.
5.2.D. Implementation of Modern Principles and Tools for the Management and Administration of Higher Education Institutions	Strategic Plan AVU 5.2 a 5.3	Bursar	New applications of information systems, developed analysis of the transition to a new EIS	MŠMT ((Contribution)), PPSŘ, PPROVŠ, NPO SDG	Ongoing gradual digitization of document circulation; initiation of preparations for implementing a new economic information system (gradual replacement of EIS Magion); selection of a suitable provider for records management services.
5.2.E. Implementation of Modern Principles and Tools for the Management and Administration of Higher Education Institutions	Strategic Plan AVU 5.2	Bursar	Functional reservation systems; established rules for the sale of surplus assets	MŠMT (Contribution)	Expansion of the Digilab borrowing system for technology usable by other departments; systematization of available technology in individual departments and studios with borrowing options; establishment of rules for the sale of surplus and unused assets.
5.2.F. Implementation of Modern Principles and Tools for the Management and Administration of Higher Education Institutions	Strategic Plan AVU 5.2	Bursar	Reports from stays and business trips	MŠMT (Contribution) Erasmus+, PPROVŠ	Enabling employees to gain experience from other higher education institutions and organizations (support for job shadowing, internships, etc.).

Alignment  
with  
strategic  
documents

Záměr	Alignment with strategic documents	Garant/garantka	Indikátor	Zdroj financování	Popis
5.2.G. Implementace moderních zásad a nástrojů hospodaření a řízení organizací typu VŠ	Strategic záměr AVU 5.2	Bursar, Vice-Rector for Strategic Development,	Zpracovaná pravidla pro tuto oblast; pořízený software	MŠMT (příspěvek), PPSŘ (cíl 6)	Zavedení systému projektového řízení do dalších oblastí činnosti AVU (vnitřní grantová soutěž, investiční projekty, realizace systémových změn); softwarová podpora pro projektový management pro řízení projektů (analýza dat, příprava projektů, projektové řízení a správa portfolia projektů).
5.3.A. Adekvátní reakce na prudký rozvoj technologií, zajištění jejich využití ve všech oblastech činnosti AVU včetně hospodaření a správy a pokračování v digitalizaci všech procesů – obnova technologického vybavení	Strategic záměr AVU 5.3	Bursar	Zahájené přípravy na zavedení BIM a dlouhodobého plánu obnovy	PPSŘ (cíl 6), PPROVŠ	Zahájení příprav na zavedení BIM (Building Information Modelling); zpracování první verze dlouhodobého plánu obnovy a údržby objektů a technologického vybavení.
5.3.B. Adekvátní reakce na prudký rozvoj technologií, zajištění jejich využití ve všech oblastech činnosti AVU včetně hospodaření a správy a pokračování v digitalizaci všech procesů – rozvoj bezhotovostních úhrad	Strategic záměr AVU 5.3	Bursar	Častější bezhotovostní platby	PPSŘ (cíl 6), PPROVŠ	Rozvoj využití bezhotovostních plateb formou karet a mobilních aplikací na další služby.
5.4. Odstranění historického deficitu údržby a obnovy materiálně – technické základny	Strategic záměr AVU 5.4	Bursar	Studie a předprojektová dokumentace k projektům obnovy a revitalizace budov a prostředí AVU	MŠMT (příspěvek), PPSŘ	Příprava studie a předprojektové dokumentace k projektům obnovy a revitalizace budov a prostředí AVU, modernizace vybavení a materiálové zabezpečení výukových prostor.
5.5. Zajištění plynulého provozu AVU a schopnosti efektivně reagovat na mimořádné situace a hrozby – kybernetická bezpečnost	Strategic záměr AVU 5.5	Bursar	Aktualizace a politiky kybernetické bezpečnosti	MŠMT (příspěvek), PPSŘ, PPROVŠ	Vytvoření bezpečnostní politiky AVU, která bude zahrnovat mj. i zásady kybernetické bezpečnosti.

# 6. New Building, New Spaces

Alignment  
with  
strategic  
documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
6.1.A. Ensuring Adequate Facilities for Teaching, Creative Activities, Science and Research, and School Operations	Strategic Plan AVU 5.4, Strategic Plan AVU 6	Bursar, Rector	Construction and technical documentation for implementation of construction (3rd floor) completed; tender documentation for public procurement of construction works prepared; contractor selected	OP JAK (ERDF SP)	Implementation of preparatory work for the launch of construction modifications of the sanitary facilities in the main AVU building, aimed at making them accessible and adapted for students with specific needs (SP), with the goal of improving the study environment for students with SP.
6.1.B. Ensuring Adequate Facilities for Teaching, Creative Activities, Science and Research, and School Operations	Strategic Plan AVU 6	Bursar, Rector	Suitable space secured for the newly accredited programme	MŠMT (Contribution), PPSŘ	Provision of suitable premises for the newly accredited professional study programme Restoration of Modern Artworks Made from Non-traditional Materials.
6.1.C. Ensuring Adequate Facilities for Teaching, Creative Activities, Science and Research, and School Operations	Strategic Plan AVU 5.4, Strategic Plan AVU 6	Bursar	Public procurement for equipment deliveries carried out	OP JAK (ERDF Kvalita)	Procurement of equipment for the workshop wing, printmaking studios, and conservation laboratories; renewal of IT equipment in the digital lab; upgrade of AV equipment in the Modern Gallery classroom; and installation of shading systems in the Intermedia 1 studio – with the aim of strengthening the school's infrastructure, contributing to its modernization and expansion, and thus promoting the overall development of its material and technical facilities.

Alignment  
with  
strategic  
documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
6.1.D. Ensuring Adequate Facilities for Teaching, Creative Activities, Science and Research, and School Operations	Strategic Plan AVU 5.4, Strategic Plan AVU 6	Bursar	Construction and technical documentation for implementation of construction (3rd floor) completed; tender documentation for public procurement of construction works prepared; contractor selected	OP JAK (ERDF Kvalita)	Implementation of preparatory work for the launch of construction modifications of the attic-level teaching spaces in the main AVU building (central auditorium, studios, seminar rooms, spaces for practical and collaborative learning), with the aim of creating a modern learning environment that reflects the needs of students and teachers, the development of educational methods and artistic teaching, technological advancement, environmental standards, and accessibility for students with specific needs (SP).
6.1.E. Ensuring Adequate Facilities for Teaching, Creative Activities, Science and Research, and School Operations	Strategic Plan AVU 5.4, Strategic Plan AVU 6	Rector, Bursar	Renovated space secured for teaching and artistic research	MŠMT (Contribution)	Further support and continued renovation of the leased teaching premises in Veletržní, which host several units (e.g., LARGE, the Department of Doctoral Research, the Department of Education Development, the Exhibition Department, and newly also the AVU Gallery and a co-working space); promotion of the rental offer for individual halls according to the current price list.
6.1.F. Ensuring Adequate Facilities for Teaching, Creative Activities, Science and Research, and School Operations	Strategic Plan AVU 5.4, Strategic Plan AVU 6	Rector, Vice-Rector for Strategic Development, Bursar	Analysis of the use of the AVU campus (buildings and public space of AVU)	MŠMT (Contribution)	Survey and analysis of the use of the AVU campus; ongoing updates to the building registry; participatory negotiations aimed at improving conditions for shared space use.
6.1.G. Ensuring Adequate Facilities for Teaching, Creative Activities, Science and Research, and School Operations	Strategic Plan AVU 5.4, Strategic Plan AVU 6	Rector, Bursar	Assessment of previously prepared feasibility studies	MŠMT (Contribution)	Assessment of the usability of previously developed studies (1 – feasibility study for the new building brief, Traugott et al. 2021; 2 – conceptual study of the AVU garden, Traugott et al. 2022) for further project phases (analysis of the starting points, current relevance of the brief, feasibility).

The AVU Artistic Board discussed the matter on February 3, 2025.  
 The AVU Academic Senate discussed and approved it on February 5, 2025.  
 The AVU Board of Trustees discussed and approved it on February 11, 2025.

### Abbreviations Used for Funding Sources

PPSŘ	Programme for Supporting Strategic Management of Higher Education Institutions
PPROVŠ	Programme for Supporting the Development of the Higher Education Sector
DKRVO	Programme for Supporting the Long-term Conceptual Development of Research Organizations
OP JAK (ESF+)	Operational Programme Jan Amos Komenský – developAVU Project: Development of Competencies and Improvement of Study Quality at AVU, call for HEIs
OP JAK (ERDF Kvalita)	Operational Programme Jan Amos Komenský – qualityAVU Project: New Teaching Facilities and Equipment to Improve the Quality of Education at AVU
OP JAK (ERDF SP)	Operational Programme Jan Amos Komenský – inclusiveAVU Project: Adaptation of AVU's Main Building Premises for Students with Specific Needs
NPO SDG	National Recovery Plan – SDG Regulation Implementation Project: Introduction of Services at Higher Education Institutions
NPO MŠMT (nextAVU)	National Recovery Plan – nextAVU Project and Joint Projects of Higher Education Institutions
NPO MŠMT (Zelené dovednosti)	National Recovery Plan – Project to Support Green Skills and Sustainability at AVU