

avU

Implementation  
Intent of the  
Strategic Plan

2023

# Word from the Rector

Values: curiosity and desire for knowledge, encouraging critical thinking in the context of art and society / Courage to act from and through art, even in an academic environment in the wake of the social and economic (and other) manifestations of the global climate crisis / Protection of equal opportunities. Aiming to improve the academic working environment

I like to consider the space of higher education as an environment that contributes significantly to the formation of personal and societal change - in annual cycles, but also on the horizon of the everyday or decades. Strategic plans are what most organizations create today, and it is in these plans that they articulate their mission and determine the steps to achieve it. They vary in form and content, and the impact of the strategic plan on an institution depends on how specifically it is formulated. AVU's original strategic plan, which has been validated by the Ministry, sets out the themes that will be developed and implemented in the following years (2020-30). The new management will implement them responsibly in the years to come, while at the same time creating its own space for a new understanding of the AVU's public role. The starting point of this plan is good management, resulting in an art college with a good reputation, motivated students and teachers, and a great influence on culture and society. We will clearly articulate our core values and emphasize their importance in all strategies and actions - in teaching, research and the way we operate as an academic community. We commit to reflecting the rationale and recommendations arising from the AVU Strategic Plan in our implementation plan

from the new European University Strategy document (The European Commission proposes to focus the university environment on four key areas by mid-2024:

1. Strengthen the European dimension of higher education and research
2. Understand universities as a setting for European values (quality and knowledge, diversity and inclusion, democratic practices, rights and academic values, etc.)
3. To see universities as agents of change in a double transformation - green and digital
4. To assert the power of universities as a vehicle for the global role of the European Union

Coherently with this current strategic document and in particular and with the values we have in the long-term AVU 2021+ Strategic Plan, AVU's goal in 2023 will be as a university with these ambitions:

- ♥ AVU will continue to formulate challenges to rethink rigid social conventions, while building on the previous great tradition of this art educational institution.

- ♥ At AVU, artistic and scientific research will join forces and focus on areas of urgent relevance, whose understanding can have an immediate impact on society at large.
- ♥ We will develop thematically focused research and teaching environments in the fields of the environment, health, and social responsibility in relation to art and through the lens of artistic practice.
- ♥ We will begin to systematically support new research groups across departments: we will strive to secure domestic and international research funding from GAČR, TAČR, Horizon Europe, and others.
- ♥ We will strengthen continuous and modern forms of documentation, support access to open research, and enable online publication of research outputs.
- ♥ We will enhance training and support for supervisors across all disciplines.
- ♥ Students in both master's and doctoral programmes will be recognised and acknowledged as full contributors to the academy's research activities.
- ♥ We will advocate for the sustainable reuse of existing facilities and, through the long-term lease of new premises, open post-media study and laboratory spaces.

which will provide us with ideal conditions for combining cultural, research and educational activities across AVU disciplines. This will also open up new opportunities and interfaces for contact with the public, the commercial cultural sector, and state institutions.

- ♥ AVU will continue to be a sought-after partner institution, a desirable university community and a good partner for research, education and art projects.

## Objectives of the plan until 2025

### I.

#### We will encourage and nurture the principles of equal opportunities and diversity in culture and society

1. We will act as an advocate for equality and diversity in culture and society – placing strong emphasis on human, political, and social rights, which are currently under significant threat in Europe, and the violations of which disproportionately disadvantage individuals based on age, health, gender, orientation, or ethnicity.
2. We will begin addressing the specific needs of prospective students and applicants with various forms of health-related limitations that currently hinder their inclusion at AVU (such as physical accessibility of spaces, the orientation of study plans, etc.).
3. We will formulate principles for the career development of academic and research staff, along with guidelines for the career progression and evaluation of administrative and technical staff, in accordance with AVU's first Career Development Code, and in complementary alignment with the update of the Internal Salary Regulations (February–September 2023).
4. In line with the principle of equal opportunities, we will support the already established children's group centre and expand its capacity.
5. Through consultations and training, we will support the heads of our departments in their ongoing development.

developing and motivating their teams in various areas (gender equality, prevention of workplace and sexual harassment).

6. We will organize workshops for target group of employees on topics that will be helpful in the areas of new labour law tasks, the impact of digitalization of administration and teaching, and other skills.

### II.

#### We will create decent academic conditions and prerequisites for quality artistic and scientific research for all teachers and students

1. We will support an increase in the number of applicants for national and international grant competitions for research groups across the VVP, KTDU including studios and laboratories and will ensure a better success rate for candidates.
2. We will pay increased attention to our postdoctoral fellows applying for European Marie Curie Fellowships.
3. We will make it easier for students and postgraduates to participate in research groups, projects, conferences, workshops.
4. We will propose adjustments to the funding of doctoral studies and its perception as a junior research work environment in the context of changes at the legislative level.
5. We will support the Ph.D lab as a centre for doctoral studies and a platform with a broader educational horizon than compulsory teaching (courses and block teaching and workshops with international PhD students and mentors, opportunities for informal collaboration across disciplines and institutions).
6. By creating an evaluation board, we will look for ways not to isolate teaching and artistic and scientific research, but rather to link them in a relevant way with other platforms in order to acquire and sustain quality education (from teaching-based research to research-based teaching and practice-based research).

### III.

#### We will be a relevant and environmentally and socially responsible arts higher education institution at the national and international level

1. Ensure clarity and good information about the various study programmes and their objectives that we offer to Czech and foreign students and teachers, we will be an open educational institution.
2. We will use the AVU website space for more targeted information for potential applicants from the Czech Republic and abroad
3. To attract exceptional people from other academic backgrounds, we will regularly open postdoctoral positions in both artistic research and scientific research, with the opportunity to participate in teaching and departmental development.
4. We will introduce continuous evaluation of environmental
5. We will audit the AVU buildings in terms of barriers (building barriers to the availability of teaching and administrative workplaces, gender-neutral environment of sanitary facilities).
6. We will prepare an analysis of legal and economic forms of obtaining financial resources from third parties (auction models, endowment fund, spin-off forms of companies focused on the transfer of knowledge to society in the field of culture). Prepare AVU rules for financial partnerships with third parties from the commercial and non-profit sectors in cultural projects. (exhibitions, festivals, residencies).

Ing. arch. Maria Topolčanská, PhD.

# 1. Teaching and the Specific Role of AVU

The sub-objectives and the tools to achieve them will be within the intensive phase of preparation of accreditation of Master of Fine Arts, Free Art and Art in Context. We will expand our curricular offerings with new instructional formats and elective courses. We will develop specific models of doctoral art education and offer courses for public lifelong learning.

Key objectives: preparing accreditation of study programmes or specialisations; expanding the range of study options and teaching formats; reducing inequalities in access to study; strengthening doctoral studies and the development of lifelong learning and other courses for the public.

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
1.1. A. Preparation of accreditation of study programmes - accreditation of master's degree programmes	SZ MŠMT (1. A.)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Study Affairs, Ing. arch. Maria Topolčanská, Ph.D., Rector	Submission of accreditation files of academic and professional study programmes to the National Accreditation Office.	MŠMT (contribution) PP SŘ (Objectives) NPO MŠMT	Establishment of the position of accreditation methodologist and a working team engaged in the preparation of the accreditation of the Master's degree. Discussion on the framework criteria for arts education is being finalized. Existing systems are being used to simplify the preparation of accreditation dossiers (the STAG study and formation system, the Register of Artistic Outcomes, etc.).
1.1. B. Preparation of accreditation of study programmes - development of evaluation of teaching quality	SZ MŠMT (1. A.)	Ing. arch. Maria Topolčanská, Ph.D., Rector	Proposals for procedures to support and evaluate the quality of teaching in arts HEIs.	CRP	Collaboration on the design of evaluation indicators for the quality of teaching at HEIs taking into account the specifics of teaching in art HEIs. Collaboration on the review of evaluation tools with other HEIs with emphasis on arts education. Implemented debates on evaluation of quality of education with other HEIs.

Alignment with

strategic documents

Guarantor

Indicator

Funding

Strategic Plan AVU 2021

1.2. A. Expand the offer learning opportunities and teaching formats - new practical subjects	SZ MŠMT (1. C.)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs,	Implementation and evaluation of 2 - 3 compulsory elective courses focused on legislative, economic and other practical knowledge and skills (artistic operation).	NPO MK ČR, PP SŘ (Objective 1)	Identifying practical courses that will lead to better employability of graduates, approaching lecturers, starting teaching.
1.2. B. Extend the offer learning opportunities and teaching formats - facilities for hybrid forms of learning	SZ MŠMT (2.A., 1. E.)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs,	AVU is well equipped to provide digital forms of teaching.	NPO MŠMT, PP SŘ (Objective 2)	HW and SW investments necessary to provide digital forms of learning. Implementation of workshops to strengthen teachers' competences in the field of digital teaching. Promotion of hybrid formats of teaching among learners to raise awareness. o all learning options and formats.
1.2. C. Expand the range of learning opportunities and teaching formats - strengthening learners' practical skills (workshops)	SZ MŠMT (1. C.)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs,	Making workshops accessible to all learners (card system) Establishing links to teaching in new accreditations.	PP SŘ (Objective 4)	Making workshops available to all trained learners. Pilot testing of new workshop operation Newly filled position of technologist/workshop manager.
1.3. A. Reducing inequalities in access to education - supporting exceptionally gifted learners	SZ MŠMT (1. C.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	The implementation of TGS supports the superior quality artistic intentions of the students.	contribution MŠMT, PP SŘ (Objective 1)	Annual announcement of the AVU Creative Grant Competition. Support for the preparation of student applications
1.3. B. Reducing inequalities in access to learning - strengthening equal access to learning	SZ MŠMT (2.D.)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs,	Expand the conditions for state scholarships for disabled and physically disadvantaged students.	contribution MŠMT	Carry out an investigation/audit to gain information on opportunities where AVU learners and those with disabilities can be supported. Apply such to reduce inequalities
1.4. A. Development of doctoral studies and doctoral practice - rules of supervision	SZ MŠMT (3.D.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	Proposed rules and institutional prerequisites for good practice in PhD training.	contribution MŠMT PP SŘ (Objective 2)	in the admissions process. Building on the European research project Advancing Supervision in Arts Doctorates (2021). Analysis of options, incorporation of specifics of teaching in an art school, creation of a consultancy team
1.4. A. Development of doctoral studies and doctoral practice - rules of supervision	SZ MŠMT (3.C.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	Implemented interdisciplinary consultations.	contribution MŠMT PP SŘ (Objective 3)	Promote interdisciplinary research by expanding opportunities for PhD students to consult with experts from other schools and other disciplines.
1.4. C. Development of doctoral studies and doctoral practice - artistic research	SZ MŠMT (3.C.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	The emergence of a study on the evaluation of the output of artistic research.	PP SŘ (Objective 3), NPO MK ČR	Discussion of outcome evaluation, gathering of current knowledge, preparation of the study.

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
1.4. D. Development of doctoral studies and doctoral practice	SZ MŠMT (3.C.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Implemented exchange of learners' experiences including international exchanges	PP SŘ (Objective 6), NPO MK ČR	Identifying suitable opportunities, open call for students, arranging trips and exchanges.
1.4. E. Development of doctoral studies and doctoral practice	SZ MŠMT (3.C., 3.D.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Active use of Research Catalogue and Journal for Artistic Research.	contribution MŠMT PP SŘ (Objective 6)	Ensure that teachers and students have access to RC and JAR and disseminate information.
1.4. F. Development of doctoral studies and doctoral practice - web presentation	SZ MŠMT (3.C., 3.D.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	New structure and content of the PhD programme web presentation on the web.	PP SŘ (Objective 6)	Publish more in-depth information on research projects on the AVU website and to motivate supervisors and supervisees to involve doctoral positions not only in internal AVU grants, but also in GAGR and TACR projects.
1.4. G. Development of doctoral studies and doctoral practice - accreditation of doctoral studies. Program in	SZ MŠMT (3.C., 3.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Accreditation of PhD studies in AJ, establishment of partnership with a foreign university.	PP SŘ (Objective 6)	creating a timetable, collecting documents, translating into AJ, submitting the application.
1.4. H. Development of doctoral studies and doctoral practice -	SZ MŠMT (3.C., 3.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Accreditation of PhD studies obtained and preparation for introduction into teaching.		Settle in 2022 the PhD Accreditation dossiers submitted to the NAU, the Restoration and Architectural Design programs and cooperate on their implementation into teaching practice and research.
1.4. CH. Development of doctoral studies and doctoral practice	SZ MŠMT (3.D.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Preparation of OP JAK application ("Ph.D. infra")	OP JAK	Assemble a preparatory team, prepare the application.
1.4. I. Development of doctoral studies and doctoral practice	SZ MŠMT (3.D.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Improvement of facilities for phd students.	NPO MŠMT	To make the most of the opportunity to obtain subsidies under the NPO
1.5. A. Development of lifelong learning - microcertificates	SZ MŠMT (2.G.)	Šárka Krtková, M.A., Chancellor	Other text: two new information systems prepared in cooperation with other HEIs.	NPO MŠMT	Preparation and implementation of CŽV microcertificates. Evaluation of the application especially for long Master of Fine Arts and Restoration programmes, where there is no standard division into Bc.A and MgA levels.
1.5. B. Development of lifelong learning - courses for the public	SZ MŠMT (2.G.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Implemented courses for the public, their evaluation. Extension of the offer of educational events for the public	contribution MŠMT a výnos	Maintain existing academies and courses in printmaking and drawing, evaluate them, and design and implement additional formats of educational opportunities for the public.
1.5. C. Development of lifelong learning - professional development in the field of arts education	SZ MŠMT (2.G.)	Ing. arch. Maria Topolčanská, PhD., Rector	Courses for teachers and art educators (AVU as a source of inspiration).	NPO MK ČR	Preparation and implementation of courses.
1.5. D. Development of lifelong learning - courses for professionals	SZ MŠMT (2.G.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Practical seminars for theoreticians and staff of galleries and cultural institutions.	contribution MŠMT a zisk	To ensure the implementation of seminars, to search for other topics in which AVU can share its expertise and skills.

# 2. Internationalisation

The sub-objectives and the tools to achieve them will be developed in the framework of a policy not only of external mobility but also of stronger institutional cooperation in the wider non-European area.

Key objectives: development of students' global competences and female students and staff; internationalisation of study programmes; strategic management of internationalisation, promotion of AVU abroad and support for international cooperation

Strategic Plan AVU 2021	Alignment with Strategic Plan MŠMT Guarantor		Indicator	Funding	
2.1. A. Development of students' global competences and female students and staff	SZ MŠMT (Int.1. A.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Implementation of language courses for teachers and administrative positions.	Erasmus + PP SŘ (Int.)	Continue to support the language skills of teaching and administrative staff positions by providing language courses on-the-job and intensive courses abroad. English language will be one of the criteria evaluated in the selection process for teaching positions.
2.1. B. Development of students' global competences and female students and staff	SZ MŠMT (Int.1. A., 1. C., 2.A.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Appropriate public calls in English. Internal criteria for academic selection boards. Publication of calls in English and on foreign platforms.	Erasmus + PP SŘ (Int.)	Implementation of language skills in selection procedures.
2.1. C. Developing students' global competences and female students and staff	SZ MŠMT (Int.1. A., 1. C., 2.A.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Internal challenge. Trips by academics and non-academics on foreign language courses.	Erasmus + PP SŘ (Int.)	Arranging and funding short-term language courses for academic and non-academic staff.
2.1.D. Support for mobility of teachers and students and the internationalisation of the AVU environment	SZ MŠMT (Int.1. A, 1. C, 2.A.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Participation in ELIA panels and other international conferences.	PP SŘ (Int.)	Actively use ELIA membership and participation in international projects to expand strategic partnerships and thereby promote mobility of teachers and students and the internationalisation of the AVU environment.

Strategic Plan AVU 2021	Alignment with Strategic Plan MŠMT Guarantor	Indicator	Funding	Description
21.E.Support for mobility of teachers and students and the internationalisation of the AVU environment	SZ MŠMT (Int.1. A., 1. C., 2.A.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Erasmus +, PPSŘ (Int.)	With regard to the Internationalisation Strategy, also support mobility outside the main artistic centres to emerging areas of the Global South, countries of former Eastern Europe, countries of origin of the largest domestic minorities and Czech diasporas abroad. Secure funding for this from Erasmus + and other sources.
21.F.Support for mobility of teachers and students and the internationalisation of the AVU environment	SZ MŠMT (Int.1. A., 1. C., 2.A.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Erasmus +, PPSŘ (Int.)	Expanding the range of partner schools through distance learning and a yearly physical visit to selected schools.
2.2.A. Art in Context and internationalization of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	PPSŘ (Int.)	Introduction of a foreign-language assessment board during the summer cloister examinations.
2.2.B. Art in Context and internationalization of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	PPSŘ (Int.)	Use all available national promotional channels to promote the Art in Context programme, such as Study in the Czech Republic, participation in international presentations on art education, etc.
2.2.C. Art in Context and internationalization of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	PPSŘ (Int.)	Support for inviting experts, artists to teach in individual studios, departments in the form of workshops, portfolio reviews, etc.
2.2.D. Art in Context and internationalization of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	PPSŘ (Int.), NPO MK ČR, ČC	Establish a programme to support the mobility of teaching staff attending international conferences, exhibitions.
2.3.A. Strategic management of internationalisation, promotion of AVU abroad and support of international cooperation	SZ MŠMT (Int.5.A., 5.B.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	contribution MŠMT, PPSŘ (Int.),	AVU will continue to be an active member of ELIA and will support the activities of those representing AVU in international organisations and professional networks.

Strategic Plan AVU 2021	Alignment with Strategic Plan MŠMT Guarantor		Indicator	Funding	Description
2.3.B. Strategic management of internationalisation, promotion of AVU abroad and support of international cooperation	SZ MŠMT (Int.5.A., 5.B.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Presentation of studios and individual representatives of AVU abroad, invitations and cooperation with foreign schools, experts and studios at AVU.	PPSŘ, Erasmus +, international scholarship funds	To promote the international presentation of excellent artistic, theoretical and scientific results in an international context.
2.3.C. Strategic management of internationalisation, promotion of AVU abroad and support of international cooperation	SZ MŠMT (Int.5.A., 5.B.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Request made.	contribution MŠMT Erasmus+	Apply for a strategic 2-3 year cooperation project with European art schools in Erasmus plus calls (or others), or a bilateral project of Norwegian funds, etc. Use the network of schools from the previous Erasmus+ Strategic project Advancing Supervision.

# 3. Art, Research and the Third Mission

We will contribute to the social relevance of art and science as equal and complementary sources of knowledge for research on contemporary global urgencies. We will focus the role of the Academy of Fine Arts in society on active institutional participation in the public space.

Key objectives: to support the relationship between art and research, science and research and specialized scientific research departments, project and grant activities; to strengthen the social relevance of the creative and artistic activities of the AVU, cooperation and the ALUMNI AVU club

Alignment with Strategic Plan MŠMT Guarantor

Strategic Plan AVU 2021

Strategic Plan AVU 2021	Strategic Plan AVU (3.1.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Indicator	Funding	Description
3.1.1. A. Support for science and research - support for the emancipation of artistic research	Strategic Plan AVU (3.1.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Conference on artistic research. Study on the evaluation of art research outputs.	CRP	Involvement in discussions with other art universities on art research, px evaluation of art research outputs.
3.1.1. B. Support for science and research - promoting the internationalisation of research	Strategic Plan AVU (3.1.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Support for mobility of research-oriented learners and teachers. Min 5 trips.	NPO MK ČR (Mobilita II)	Internal call for trips abroad - support for the preparation of abstracts abroad, active participation in conferences, realization of trips, sharing of information obtained inside the institution in the form of a colloquium
3.1.2. A. Support for science and research and scientific research institutes	Strategic Plan AVU (3.1.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research Ing. arch. Maria Topolčanská, PhD., Rector	Internal evaluation of the capacities of AVU research departments based on the international evaluation of AVU in research.	PP SŘ (Objective) a DKRVO	Analysis of conditions and prerequisites for scientific research (VVP, KTDU, ALMA). Presentation of concepts, human resources and research orientations. Preparation for new evaluation by international panel, update of methodology for HEIs and criteria for evaluation of outputs.
3.1.2. B. Support for science and research and scientific research institutes	Strategic Plan AVU (3.1.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Art and Research	Providing training on the use of the Research Catalogue for learners and trainers, supporting publishing on RC and JAR platforms.	PP SŘ (Objective)	Promote the use of the Research Catalogue by both Masters and PhD students.

Strategic Plan AVU 2021	Alignment with Strategic Plan MŠMT Guarantor	Indicator	Funding	Description
3.1.3. A. Podpora projektových aktivit, grantového oddělení a interních soutěží - podpora získávání dalších zdrojů	Strategic Plan AVU (3.1.)	Ing. arch. Maria Topolčanská, PhD., Rector	PP SŘ (cile 5 a 6)	Consultation at all levels of the AVU between the units, departments, researchers, proposal of organizational measures.
3.1.3. A. Support for project activities, grants department and internal competitions - support for attracting additional sources of funding	Strategic Plan AVU (3.1.)	Ing. arch. Maria Topolčanská, PhD., Rector	Contribution MŠMT PP SŘ (cile 5 a 6)	Setting up a team for the preparation of the OP JAK application, transfer of know-how from the OP VVV project Preparation and submission of the OP JAK application (PhD Infra)
3.2.1. A. Strengthening the social relevance of AVU's creative and artistic activities	Strategic Plan AVU (3.2.)	Ing. arch. Maria Topolčanská, PhD., Rector	PP SŘ (Objective 5)	Engaging at a pan-European level in the debate on the role of art universities as national leaders in arts education (ELIA conference on this topic in Manchester in October 2023), sharing information within the AVU.
3.2.1. B. Strengthening the social relevance of the AVU's creative and artistic activities - strengthening cooperation with other art universities	Strategic Plan AVU (3.)	Ing. arch. Maria Topolčanská, PhD., Rector, Mgr. Art. Anetta Mona Chişa, Vice Rector for Arts and Research, MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs, PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Contribution MŠMT a další zdroje	Involvement in large projects and collaborations across art universities - e.g. CRP, active participation in these projects, project management within AVU.
3.2.1. C. Strengthening the social relevance of AVU's creative and artistic activities	Strategic Plan AVU (3.2.)	Ing. arch. Maria Topolčanská, PhD., Rector	Contribution MŠMT, PP SŘ (Objective 5)	Analysis of the current system and proposal of modification, explaining the interconnection of RUV, RIV and M17+ results with the contribution of the Ministry of Education and their impact on the school budget.
3.2.1. D. Strengthening the social relevance of AVU's creative and artistic activities - career rules	SZ MŠMT (1. A.) Strategic Plan AVU (3.2.)	Šárka Krtková, M. A., Chancellor	PP SŘ (Objective 1)	Analysis of the current situation and drafting of the AVU Career Regulations and defining its relation to the (new) Internal Wage Regulations.
3.2.2. Strengthening the social relevance of the creative and artistic activities of AVU - GAVU	SZ MŠMT (1. C.) Strategic Plan AVU (3.2.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	PP SŘ (Objective 1)	Analýza současného stavu a návrh kariérního řádu AVU a vymezení jeho vztahu k (novému) vnitřnímu mzdovému předpisu.
3.2.3. Strengthening the social relevance of the creative and artistic activities of AVU - NAVU	Strategic Plan AVU (3.2.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	DKRVO, PP SŘ (Objective 1 a Int)	Support the activities of the AVU Publishing House and expand cooperation in the field of presentation and sales of book production also on an international scale (long-term plan).

Strategic Plan AVU 2021	Alignment with Strategic Plan MSMT Guarantor	Indicator	Funding	Description
3.3.1. Strengthening the social relevance of the creative and artistic activities of AVU - ALUMNI	Strategic Plan AVU (3.3.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	PP SRĚ (Objective 4)	The podcast focuses on the challenges and specifics faced by recent graduates and graduates. We continue and regularly publish a newsletter that will inform the broader Alumni community of happenings at the school, developing a benefits offer for Alumni Club members.
3.3.2. Strengthening the social relevance of the AVU's creative and artistic activities - ethical rules of sponsorship	Strategic Plan AVU (3.3.)	Mgr. Art. Anetta Mona Chişa, Vice-Rector for Art and Research	PP SRĚ (Objective 5)	Collection of information at national and international level.

# 4. Institutional culture and social responsibility

We will move forward with our intentions to responsibly articulate

and clarify the internal protocols and regulations of the school environment for learning, teaching and work in general. We will continue to view the culture of our institutional environment as part of our responsibility to confront social, health and environmental crises.

Key objectives: care for the quality of the indoor environment; care for employees and develop their competencies; reduce the carbon footprint towards greater environmental friendliness

Alignment with strategic documents

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
4.1.1. A. Care for the quality of the internal environment, care for employees and development of their competences - quality standards	SZ MŠMT (1. A.) Strategic Plan AVU (4.)	Ing. arch. Maria Topolčanská, PhD., Rector, MgA. Jana Bernartová, Ph.D.,	Create quality standards and conditions for competence development.	PP SŘ (Objective 1), CRP	Establish a functioning model of regular internal evaluation of teaching quality.
4.1.1. B. Care for the quality of the internal environment, care for employees and development of their competences - Internal wage regulation	SZ MŠMT (1. A.) Strategic Plan AVU (4.)	Ing. arch. Maria Topolčanská, PhD., Rector, Šárka Krtková, M. A., Chancellor	Revised internal wage regulation linked to the Career Code.	PP SŘ (Objective 1)	Revision of the Internal Wage Regulations and, as a follow-up, preparation of the Career Regulations.
4.1.1. C. Care for the quality of the internal environment, care for employees and development of their competences - internal communication	SZ MŠMT (6.C) Strategic Plan AVU (4.)	Ing. arch. Maria Topolčanská, PhD., Rector, Šárka Krtková, M. A., Chancellor	Preparation of internal communication strategy and its staffing.	PP SŘ (Objective 6)	Improve the communication strategy about the organized activities and achievements within the school, cultivating awareness of the common mission of AVU

Alignment with strategic documents

Strategic Plan AVU 2021	Strategic documents	Guarantor	Indicator	Funding	Description
4.1.2. A. Care for the quality of the internal environment, care for employees and development of their competences - Code of Ethics	Strategic Plan AVU (4.)	Ing. arch. Maria Topolčanská, PhD., Rector, Šárka Krtková, M. A., Chancellor	Updating of the AVU Code of Ethics and completion of the Code of Ethics for Research Workers according to the EC Regulation.		Update the AVU Code of Ethics in cooperation with the AS AVU to include students and specifically address the procedure for violation of ethical rules and its communication within the AVU.
4.1.2. B. Care for the quality of the internal environment, care for employees and development of their competences - Anti-discrimination platform	Strategic Plan AVU (4.)	Ing. arch. Maria Topolčanská, PhD., Rector, Šárka Krtková, M.A., Chancellor	Anchoring the role of the Anti-Discrimination Platform in the new structure of equal opportunities expertise (GRID).	Contribution MŠMT, CRP	Setting rules, procedures and responsibilities for horizontal cooperation between GRID and APOD. Preparation of the establishment of a collective form of ombudsperson.
4.1.2. C. Care for the quality of the indoor environment - gender equality - GEP	SZ MŠMT a Strategic Plan AVU (1.3)	Ing. arch. Maria Topolčanská, PhD., Rector Šárka Krtková, M.A., Chancellor	GEP implementation.	Contribution MŠMT, 2x CRP	Implementation of the Gender Equality Plan (measures for 2023).
4.1.3. Care for the quality of the indoor environment, care for employees and development of their competences - student associations	Strategic Plan AVU (4)	Ing. arch. Maria Topolčanská, PhD., Rector	Supporting the activities of student associations.	CRP	Financial support for student activities, content linking student clubs to school-wide themes.
4.1.4. A. AVU as a non-discriminatory environment - GRID	SZ MŠMT a Strategic Plan AVU (1.3)	Ing. arch. Maria Topolčanská, PhD., Rector, Šárka Krtková, M.A., Chancellor	Preparation and establishment of the GRID Unit.	Contribution MŠMT, 2x CRP	GRID should include anti-discrimination, social, psychological, legal and career counselling.
4.1.4. B. AVU as a non-discriminatory environment - counselling	SZ MŠMT a Strategic Plan AVU (1.3)	Ing. arch. Maria Topolčanská, PhD., Rector, Šárka Krtková, M.A., Chancellor	Continuous provision of advice and consultation.	Contribution MŠMT, 2x CRP	Implementation of services in the field of anti-discrimination, social, psychological, legal and career services.
4.1. C. AVU as a non-discriminatory environment, social responsibility of AVU - bilingual communication	SZ MŠMT (Int.5.A, 5.B)	Ing. arch. Maria Topolčanská, PhD., Rector	Introduction of the bilingual form (English) communication regarding selected ceremonies, information about studies, activities, etc. both inside and outside the school.	PP SŘ (int)	Preparation of measures to fulfil the objective.
4.1.4. D. AVU as a non-discriminatory environment, social responsibility of AVU - support for students from Ukraine	SZ MŠMT (Int.5.A, 5.B)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Preparation of measures to support students from Ukraine (admission or internship at AVU).	Contribution MŠMT, PP SŘ (Int)	AVU will continue to build support for the study and inclusion of Ukrainian students - both full-time students and interns. On issues beyond study h will proceed in cooperation with the AVU Volunteer Group for Ukraine and other organizations.
4.2.A. Environmental friendliness - environmental audit	Strategic Plan AVU (4)	Ing. arch. Maria Topolčanská, PhD., Rector, PhDr. Evžen Mrázek, Bursar	Conducting an environmental audit.	Contribution MŠMT, CRP	Preparation of documents for the environmental audit and its implementation.

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
4.2.B. Environmental friendliness - waste management	Strategic Plan AVU (4)	Ing. arch. Maria Topolčanská, PhD., Rector, PhDr. Evžen Mrázek, Bursar	Implementation of a set of measures for ecological waste management and their implementation in the school operation.	ERP	Appointment of a responsible person Cooperation with student associations Emphasizing the importance of the proposed measures inside the school.
4.3. Social Responsibility of AVU	Strategic Plan AVU (4)	Ing. arch. Maria Topolčanská, PhD., Rector	AVU inputs into the society-wide discussion on current sensitive topics.	Contribution MŠMT	Finding an AVU care strategy for discussion.
4.4 Reconciling family and working life	SZ MŠMT (2.D.)	Šárka Krtková, M.A., Chancellor	Regular Children's Studio Tuesdays during the academic year.	PP SŘ (Objective 2)	Staffing and material support for the operation of the Children's Studio during the academic year.

# 5. Management and operation

The intentions in the Management and Operations section for 2023 cover all five areas of this part of the Strategy, as most of the intentions are of a long-term nature, which are fulfilled by continuous activity. One of the most important and financially challenging objectives in

2023 will be the completion of the initiated process of acquiring a new electronic filing service by purchasing and implementing a filing service that will significantly develop the computerization of processes, reduce administrative complexity and ensure compliance with the National Standards for Filing Services.

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	
5.1. A. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a balanced budget in the long term	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Individual analyses, budget proposal and its semi-annual evaluation.	Contribution MŠMT	Continue to analyse the possibility of savings in all areas of AVU's activities and continuously build up a reserve fund for future years.
5.1. B. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a balanced budget in the long term	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Regular monitoring, individual analysis and market research.	Contribution MŠMT	Optimise supplier-customer relationships and continuously evaluate the benefits.
5.1. C. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a balanced budget in the long term	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Minutes of the meetings and their presentation at the PV.	Contribution MŠMT	Actively engage in negotiations with the Ministry of Education , the specifics of financing small, mainly artistic HEIs.

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	
5.1. D. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a balanced budget in the long term	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Chancellor's Ordinance or Methodology.	Contribution MŠMT	Develop and approve a financial incentive concept to find possible savings and new sources of funding.
5.1. E. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a balanced budget in the long term	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	New projects, contracts.	Contribution MŠMT	Actively seek new sources of funding - motivate staff to actively seek sources, including appropriate partnerships with the private sector based on ethical sponsorship principles.
5.1. F. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a balanced budget in the long term	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Project implementation reports.	Contribution MŠMT	To continuously analyse and monitor the sustainability of all AVU projects, not to enter into new projects without analysing the impact of implementation and sustainability on the school budget, to develop and regularly update the project sustainability methodology.
5.2.A. Implementation of modern principles and tools for management and governance	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Revenue, methodologies, internal regulations.	Contribution MŠMT	Continue to develop rules for effective management of internal processes and agendas.
5.2.B. Implementation of modern principles and tools of management and management of HEIs	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	New rules.	Contribution MŠMT	Develop rules for sharing and systematic storage of documents using the MS SharePoint platform.
5.2.C. Implementation of modern principles and tools of management and governance of HEIs	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	New filing service, new IS applications.	PP SŘ, CRP (Objective 6)	Continue the gradual digitisation of document circulation.
5.2.D. Implementation of modern principles and tools of management and management of HEIs	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Minutes and reports of stays and business trips.	Contribution MŠMT	To enable employees to gain experience from other HEIs and institutions (support for management and operations management and operations study trips, job shadowing, internships, etc.). Continue to expand the Digilab loan system to include usable technology from other departments.

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
5.2.E. Implementation of modern principles and tools of management and management of HEIs	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Internal standard for this area, purchase application.	Contribution MŠMT PP SŘ (Objective 6)	Introduce the project management system into other areas of AVU activities (internal grant competition, investment projects, implementation of system changes). Support project managers and others with project management software (data analysis, project preparation, project management and project portfolio management).
5.3.A. Adequate response to the rapid development of technology, ensuring its use in all areas of AVU's activities, including management and administration, and continuing to digitise all processes - reducing the administrative burden	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	New IS applications.	PP SŘ (Objective 6) CRP	Continue the development and effective integration of existing information systems, such as the Magion economic information system and the study and formation system STAG in order to increase their user-friendliness and reduce the administrative burden.
5.3.B. Adequate response to the rapid development of technology, ensuring its use in all areas of AVU's activities, including management and administration, and continuing to digitise all processes - digitisation of processes	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	New filing service, new IS applications.	PP SŘ (Objective 6) CRP	Continue to digitise all internal processes.
5.3.C. Adequate response to the rapid development of technology, ensuring its use in all areas of AVU's activities, including management and administration, and continuing the digitization of all processes - renewal of technological equipment	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Long-term recovery plan.	PP SŘ (Objective 6) CRP	Create a separate budget chapter for the renewal of technological equipment.
5.3.D. Adequate response to the rapid development of technology, ensuring its use in all areas of AVU's activities, including management and administration, and continuing the digitisation of all processes - development of cashless payments	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Description of new services and communication to beneficiaries.	PP SŘ (Objective 6) CRP	Develop a system to maximise the use of payment cards, employee and student cards for non-cash payments.

Strategic Plan AVU 2021	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
5.4.A. Ensuring the smooth operation of AVU and the ability to respond effectively to emergencies and threats - risk analysis	Strategic Plan AVU (5)	Ing. arch. Maria Topolčanská, PhD., Rector PhDr. Evžen Mrázek, Bursar	Risk analysis. Crisis plan of the institution Implemented staff training, setting of rules.	Contribution MŠMT PPSŘ, CRP	Continue to implement a comprehensive risk management system in view of future external threats. Share experience with other HEIs and actively engage in projects in this area. Develop rules and ensure systematic training of staff in this area.
5.4.B. Ensuring the smooth operation of AVU and the ability to respond effectively to emergencies and threats - cyber security	Strategic Plan AVU (5)	PhDr. Evžen Mrázek, Bursar	Cybersecurity updates and policies.	Contribution MŠMT PPSŘ, CRP	Create a security policy for AVU, which will include, among other things, the principles of cyber security.

# 6. New building, new premises

In 2023, we will prioritize the use of existing buildings over new construction in the short term, critically evaluating the current user experience of the AVU campus buildings.

Strategic Plan AVU 2021	Alignment with Strategic Plan MŠMT Guarantor	Indicator	Funding	Description
6.1. A. Ensuring adequate facilities for teaching, creative activities, science and research and school operations	SZ MŠMT (1) Strategic Plan AVU (6)	Ing. arch. Maria Topolčanská, PhD., Rector	contribution MŠMT	Negotiating long term leases, seeking strategic partners, seeking additional funding sources.
6.1. B. Ensuring adequate facilities for teaching, creative activities, science and research and school operations	SZ MŠMT (1) Strategic Plan AVU (6)	Ing. arch. Maria Topolčanská, PhD., Rector	contribution MŠMT	Analysis of the needs of AVU, analysis of the opportunities of the new facility, their synthesis and preparation of a plan for the use of the facility.
6.1. C. Ensuring adequate facilities for teaching, creative activities, science and research and school operations	SZ MŠMT (1) Strategic Plan AVU (6)	Ing. arch. Maria Topolčanská, PhD., Rector	contribution MŠMT	Survey and analysis of the use of the AVU campus, participatory negotiations on better use of the conditions for shared spaces.
6.1. D. Ensuring adequate facilities for teaching, creative activities, science and research and school operations	SZ MŠMT (1) Strategic Plan AVU (6)	Ing. arch. Maria Topolčanská, PhD., Rector	contribution MŠMT	Assessment of the applicability of both studies for further project phases (analysis of the background, relevance of the assignment, feasibility).

the AVU garden, Traugott et al. 2022).

The Arts Council discussed on November 16, 2022.  
The Academic Senate discussed and approved on  
November 16, 2022.  
The Board of Trustees discussed and approved on  
November 28, 2022.