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Implementation
Intent of the
Strategic Plan

2024

Introduction

In accordance with the Strategic Plan of the Academy of Fine Arts in Prague (AVU) for the period from 2021 onwards, AVU, as a public higher education institution, will continue to pursue the following key development objectives in the year 2024:

- ♥ Uphold the values of academic freedom and advocate for the interests of public higher education institutions within society.
- ♥ Enhance its international relevance through education and both artistic and scientific research. In this regard, the LARGE project has already been launched as a foundation for a future internationally recognised research centre.
- ♥ Support students at both the master's and doctoral levels as full-fledged contributors to the Academy's research and exhibition activities.
- ♥ Implement a sustainable "reuse" approach to the use of the "AVU Veletržní" site: configuring post-media, learning, and exhibition spaces to foster collaboration both within the Academy and with broader audiences.
- ♥ Become a sought-after partner institution and a reliable collaborator in research, education, artistic, and socially beneficial projects.
- ♥ Develop effective mechanisms for the prevention of various forms of discrimination in study and employment. Adhere to principles of equal pay and cultivate a stable environment for the personal development of students and staff alike.
- ♥ Prepare thoroughly and responsibly for fundamental changes in teaching as part of forthcoming, newly accredited study programmes.
- ♥ Maintain a high standard of strategic governance in higher education institutions of the arts. Support this objective through the establishment of a new Vice-Rectorate for Strategic Development.

Ing. arch. Maria Topolčanská, PhD.

1. 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	SZ MŠMT (1.A)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs, Ing. arch. Maria Topolčanská, PhD., Rector	Analysis of processes related to the implementation of studies according to the existing accreditation and according to the newly obtained accreditation, ensuring a smooth transition to the management of studies	MŠMT (Contribution), PP SŘ (Objective 1), NPO MŠMT	Establishment of a working group to coordinate and prepare for the launch of study programmes for the academic year 2025/2026, updates to internal regulations, drafting of guidelines, preparation of admission procedures etc.
1. 1. A.1 New accreditation of study programmes – updating of internal regulations	SZ MŠMT (1.A)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs, Ing. arch. Maria Topolčanská, PhD., Rector	Proposed updates to internal regulations submitted for registration with the MŠMT	MŠMT (Contribution), PP SŘ (Objective 5), NPO MŠMT	New accreditations updates to internal regulations: the AVU Statute, the Study and Examination Regulations, the Rules of the AVU Quality Assurance etc.
1. 1. B. New accreditation of study programmes – development of teaching quality assessment	SZ MŠMT (1.A)	Šárka Krtková, M.A., Chancellor	Draft Core Strategy for quality assurance of teaching based on the needs of AVU and examples of good practice of Czech and foreign art universities.	PPRO VŠ	Establishment of a working group and facilitation of discussion with other art universities on ensuring the quality of educational activities. Collection of input from teaching staff. Basic strategy and specific measures for the development of educational quality. Teaching quality into formative and binding documents – open call guidelines, job descriptions, the career framework etc.

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
1. 1. C. New accreditation of study programmes – development of teaching quality assessment	SZ MŠMT (1.A)	Šárka Krtková, M.A., Chancellor	Incorporation of workshops focused on the development of pedagogical competences into the educational offer for AVU teachers. Implementation of at least two workshops with maximum participation of teachers.	PPRO HEIs, future OP JAK (expected period of implementation of projects funded from OP JAK: 4Q 2024 - likely start of preparation of activities)	Identification of essential topics in the field of teaching quality development - in cooperation with AVU teachers, consultations with expert university departments specialized in supporting the development of pedagogical competences.
1. 2. A Expanding the range of study opportunities and learning formats – new practical subjects	SZ MŠMT (1.C)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs	Implementation and evaluation of 1-2 compulsory elective courses focused on legislative, economic, pedagogical and other practical skills.	NPO MK ČR, future OP JAK	Preparation, implementation and evaluation of at least one new or innovative course.
1. 2. B. Expanding the range of study opportunities and learning 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. Deployment of new STAG modules.	NPO MŠMT, PP SŘ (Objective 2)	Acquisition of IT equipment for professional programmes. Deployment of new modules for the administration of study matters (STAG), which will ensure remote access of students, electronic communication and e-learning. Provision of instrumentation for the vocational programme RestorationPurchase of AV equipment for the auditorium premises for distance learning purposes etc.
1. 2. C. Expanding the range of study opportunities and learning formats - strengthening learners' practical skills (workshops)	SZ MŠMT (1.C)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs	Setting up a new system of workshop operation management taking more into account the needs of students and the requirements of studio heads.	PP SR (Objective 1), future OP JAK	Thanks to staff reinforcement and renewal in the craft workshops, a new system of workshop operation management will be set up, including planning and possible future modifications.

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1. 2. D Preparation for the introduction of new professional study programmes	SZ MŠMT (1.C)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs	creation of information material on new professional study programmes	NPO MŠMT	Creation of information material that will present the study professional programmes in more detail (information for applicants)
1. 2. E Preparation of material for study programmes and employment of graduates	SZ MŠMT (1.C)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs	preparatory work for the creation of a manual/ guide for applicants	Future OP JAK	a signposting guide for applicants by media guiding applicants to the ateliers, including examples of employability of alumni
1. 3. A. Reducing inequalities in access to learning – supporting exceptionally gifted learners	SZ MŠMT (1.C)	MgA. Jana Bernartová, Ph.D., Vice-Rector for Student Affairs, Mgr. Art. Anetta Mona Chişa, Vice-Rector for Arts and Research	The implementation of TGS supports the superior quality artistic intentions of the students. Research for the development of the work with talented students	Contribution MŠMT, PP SR (Objective 1), Future OP JAK	Cooperation of two vice-rectorates - for studies and for arts and research: annual announcement of the AVU Creative Grant Competition. Development of research for the development of work with talented students (in the definition of the social dimension of thinking about talent - definition, method of identification and possibilities of support)
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	Design a support system for disadvantaged learners to ensure their equal access to education and other opportunities.	Contribution MŠMT, Future OP JAK	Comparison of systems of care for students with disadvantages at universities in the Czech Republic, inspiration from abroad, preparation of measures to ensure equality of students in their studies. E.g. changes in rules for entrance exams, written and oral exams, etc. take into account the accessibility of teaching and other facilities

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
1. 4. A. Development of doctoral studies and doctoral practice -rules of supervision	SZ MŠMT (3. D)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Arts and Research	Draft rules developed and institutional prerequisites for good practice in PhD supervision, new guidelines for the PhD examination, workshops to learn evaluation techniques	Contribution MŠMT PP SŘ (Objective 3) PPRO VŠ DK RVO	new status of the supervisor (based on the proposal of the RVŠ and SK RVŠ) new methodological guidelines for the doctoral examination, mainly concerning practical doctorates in art. Collegial sharing supervision techniques and evaluation methods for supervisors in doctoral studies development of an update of the methodologies (working group)
1. 4. B Development of doctoral studies and doctoral practice - interdisciplinary consultations	SZ MŠMT (3.C)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Arts and Research	Implemented interdisciplinary consultations and setting of internal rules for these consultations	Contribution MŠMT PP SŘ (Objective 3)	Promoting interdisciplinary research by expanding opportunities for PhD students to consult with experts experts from other schools and other disciplines. Setting internal rules for consultations - number of consultations, budget, reimbursement of costs
1. 4. C. Development of doctoral studies and doctoral practice -artistic research	SZ MŠMT (3.C)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Arts and Research	Publication of a bilingual study on the evaluation of artistic outputs, ongoing restructuring of doctoral studies with regard to the specializations of the disciplinary councils	PP SŘ (Objective 3)	Use of published study on criteria for evaluating artistic research as a basis for the restructured doctoral studies, or for the two disciplinary councils (artistic and theoretical)

2. Internationalisation

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
2.1. A Developing 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 learners, teachers/lecturers and administrative positions	Erasmus+, PPSŘ, SF, Future OP JAK	Continue to support the language skills of teaching staff and administrative positions by providing language courses at the workplace, including a Czech language course.
2.1. B 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	Appropriate public calls in English, internal criteria of academic selection committees, publication of calls in English and on foreign platforms	Erasmus + PP SŘ (Int.)	Implementation of language skills in selection procedures.
2.1.D Support for mobility of teachers and students i 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.)	To profile the offer of partner schools according to the disciplinary priorities at AVU. Actively use ELIA membership and participation in international projects to expand strategic partnerships and thus support the mobility and the internationalisation of AVU
2.1.E Support for mobility of teachers and students i 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	Internal call, implementation of trips Support for student mobility to non-European countries (study placements USA, Asia, Latin America)	Erasmus +, PPSŘ (Int.)	In the light of the Internationalisation Strategy, to promote mobility outside the main artistic centres to emerging areas of the Global South, former Eastern European countries, countries of origin of the largest indigenous minorities and Czech diasporas abroad. Fund via Erasmus+ and other sources.
2.1.F. Support for mobility of teachers and students i 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	Establishment of new collaborations, list of already confirmed partner schools open to cooperation according to AVU's disciplinary priorities	Erasmus +, PPSŘ (Int.), potentially Future OP JAK	Expanding the offer of partner schools through a one-year physical trip to selected schools.

Alignment with strategic documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Zdroj financování	Description
2. 2. A. Art in Context and Internationalisation of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Implementation of one international evaluation commission per year	PPSŘ (Int.)	Introduction of a foreign language assessment board during the summer exams
2. 2. B. Art in Context and Internationalisation of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Promotion of the Art programme in Context through paid (e-flux) and unpaid channels	PPSŘ (Int.)	To promote the Art in Context programme using all available national promotional channels such as Study in the Czech Republic, participation in international presentations
2. 2. C. Art in Context and Internationalisation of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Up to 18 guest appearances in studios	PPSŘ (Int.)	Support for inviting experts, artists to the teaching of individual studios, departments in the form of workshops, portfolio reviews
2. 2. D. Art in Context and Internationalisation of AVU study programmes	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Public call, twice a year committee, support for mobility of teaching staff participating in international conferences, exhibitions. Number of trips 4-5	PPSŘ (Int.), ČC	Introduce a programme to support the mobility of teaching staff participating in international conferences and exhibitions. Development of the AiC programme
2. 3. A Internationalisation of the AVU environment	SZ MŠMT (Int.2.)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Introducing foreign language courses into existing study programmes	Future OP JAK (až od r. 25)	Research and preparation for the introduction of subjects in aj into existing study programmes, e.g. Artist's writing/conversation - as an art subject,
2. 4. 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	Regular participation in the meetings of the Representative Council, Platform for Internationalisation (PIE), Leadership Symposium, ELIA.	Contribution MŠMT, PP SŘ (Int),	AVU continues to be an active member of ELIA, supporting activities representing AVU in international organisations and professional networks.
2. 4. 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, studios at AVU	PPSŘ, Erasmus +, international scholarship funds	To promote the international presentation of excellent artistic, theoretical and scientific results in an international context.

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2. 4. C. Strategic management of Internationalisation, promotion of AVU abroad and support of international cooperation	SZ MŠMT (Int.5.A)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Administrative support for continuous 0.5 hours of work.	PPSŘ	Administrative provision of strategic management of Internationalisation resources, its coordination and Future development of projects from a range of sources (PRSZ, OP JAK, EEA and Norway Grants, Erasmus +). The Coordinator will focus on the production of specific international collaborations
2. 4. D. Strategic management of Internationalisation, promotion of AVU abroad and support of international coop.	SZ MŠMT (Int.4.A)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Invitations, announcements, information in two languages - ČJ and AJ	PPSŘ	Introduction of bilingual communication within the AVU regarding selected ceremonies, information about studies etc.
2. 4. E. Strategic management of Internationalisation, promotion of AVU abroad and support of international cooperation	SZ MŠMT (Int.4.B)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Support for studios, purchase of study aids, international travel for studios, support for volunteer groups and other organizations.	PPSŘ	Build support for the study and inclusion of Ukrainian full-time students and trainees. On extra-curricular issues, it will act in coordination with the AVU volunteer group for Ukraine and other organisations.
2. 4. F 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	Application submitted	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

Alignment with strategic documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
3. 1. 1. A. Support for science and research – emancipation of artistic research	Strategic Plan AVU (3. 1.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Arts and Research	Conference on artistic research.	PP SŘ, Contribution MŠMT, DK RVO	Implementation of the third annual conference of artistic research
3. 1. 2.B. Support for science and research - support for internationalisation of research	Strategic Plan AVU (3. 1.)	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Arts and Research	Support for mobility focused on artistic research, participation in conferences min. 4 supported students	NPO MK ČR (mobility III), DK RVO	mobility - networking within the framework of AVU artistic research, participation in conferences, internal VGS call - research grant competition
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 Arts and Research, Ing. arch. Maria Topolčanská, PhD., rector	Linking research activities with teaching - min. 3 seminars	PP SŘ (Objective 1) a DKRVO	Linking research activities with teaching (KTDU, VVP and LARGE). Preparation for new evaluation by international panel, update of methodology for HEIs
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 Arts 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 1)	Continue to promote the use of the Research Catalogue by both Masters and PhD students.
3. 1. 3.A Support for project activities, grants department and internal competitions - supporting the acquisition of additional sources of funding	Strategic Plan AVU (3. 1.)	Šárka Krtková, M. A., Chancellor	Setting up a Resource Care System for public subsidies	PP SŘ (Objectives 5 a 6)	Consultation at all levels of the AVU between the units, departments, researchers, proposal of organizational measures - one of the tasks for the newly created Vice-Rectorate of Strategic Development

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
3. 1. 3.B Support for project activities, grants department and internal competitions - support to attract additional sources of funding	Strategic Plan AVU (3. 1.)	Ing. arch. Maria Topolčanská, PhD., rector, Šárka Krtková, M. A., Chancellor	Preparation of applications for 3 calls for universities from the OP JAK.	Contribution MŠMT	Setting up a team for the preparation of the OP JAK application, transfer of know-how from the OP VVV project
3. 2. 1.A Strengthening the social relevance of the creative and artistic activities of AVU - strengthening cooperation with other art universities	Strategic Plan AVU (3.)	Ing. arch. Maria Topolčanská, PhD., rector, Mgr. Art. Anetta Mona Chiša, 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	Continuous care for cooperation with other art universities - involvement in major projects and collaborations, active participation in conferences related to art education, participation in the TAH platform	Contribution MŠMT and other sources	Involvement in large projects and collaborations across art universities - active participation in these projects, project management within AVU
3. 2. 1 B Strengthening the social relevance of the creative and artistic activities of the Academy of Fine Arts	Strategic Plan AVU (3.2)	Ing. arch. Maria Topolčanská, PhD., rector, Mgr. Art. Anetta Mona Chiša, Vice-Rector for Arts and Research	fine-tuning the newly established internal system for collecting creative, research and publication outputs.	Contribution MŠMT, PP SŘ (Objective 5)	implementation of the proposed modification of the collection, explaining the interconnection of RUV and RIV results with the contribution MŠMT and their impact on the school budget, proposed equation
3. 2. 1.D. Strengthening the social relevance of AVU's creative and artistic activities - career regulations	SZ MŠMT (1.A) Strategic Plan AVU (3.2)	Ing. arch. Maria Topolčanská, PhD., rector, Šárka Krtková, M. A., Chancellor	Establishment of the Career Code	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, cooperation with the Senate
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 Chiša, Vice-Rector for Arts and Research	implementation of the AVU exhibition concept, new GAVU premises	PP SŘ (Objective 1), SFK, MK ČR	implementation of the new AVU exhibition concept with a vision of new exhibition spaces (from September 2024). Within the newly proposed structure of departments and agencies, the new graduate exhibition falls under the Vice-Rectorate of Arts and Research.

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Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
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 Chiša, Vice-Rector for Arts and Research	implementation of the new editorial plan with a new editorial board	DKRVO, PP SŘ (Objective 1 a Int)	implementation of a new editorial plan with a new editorial board, search for a foreign co-publisher/distributor for publishing e.g. also dissertations in multiple languages
3. 3. 3. 1. Strengthening the social relevance of the creative and artistic activities of the AVU - ALUMNI	Strategic Plan AVU 3.3	Mgr. Art. Anetta Mona Chiša, Vice-Rector for Arts and Research	5 episodes of the podcast AFTER AVU Continuation of the regular newsletter AVU anniversary celebration - 225 years, AVU ball	PP SŘ (Objective 1), Contribution MŠMT, Future OP JAK, PPRO VŠ	The podcast focuses on the challenges and the specifics facing recent graduates. Continue to publish a regular newsletter to keep the broader alumni community informed about what's happening at the school, developing a benefits offer for alumni club members. Celebrating AVU's 225th anniversary with an Alumni Day and Ball, likely in October 2024
3. 3. 2 Strengthening the social relevance of the AVU's creative and artistic activities - ethical rules of sponsorship	Strategic Plan AVU 3.3	Ing. arch. Maria Topolčanská, PhD., rector, Šárka Krtková, M. A., Chancellor	Developed analysis for the elaboration of principles of partnership and sponsorship and other forms of cooperation with private and non-profit entities	PP SŘ (Objective 5)	Collection of information at national and international level.

4. Institutional culture and social responsibility

Intent	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 - staff training	SZ MŠMT 1.A. Strategic Plan AVU 4	Ing. arch. Maria Topolčanská, PhD., rector, MgA. Jana Bernartová, Ph.D.,	Create a range of training opportunities for employed academic and non-academic staff and implement at least 2 training opportunities focused on competence development.	PP SŘ (Objective 1), PPRO VŠ, NPO MŠMT, Future OP JAK	Ensure the collection of requests for additional training based on staff needs, provide lecturers and the implementation of seminars/workshops.
4. 1. 1.B. Care for the quality of the internal environment, care for employees and development of their competences	SZ MŠMT 1.A Strategic Plan AVU 4	Ing. arch. Maria Topolčanská, PhD., rector, Šárka Krtková, M. A., Chancellor	a new internal wage regulation following on from the Career Code has been approved	PP SŘ (Objective 1)	a new internal wage regulation following on from the Career Code has been approved
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), Future OP JAK	In line with the new organisational structure: a separate communication department with its own head and the implementation of the school's communication strategy. Setting up internal and external communication management. Emphasis on the communication strategy of organised activities. and achievements within the school, cultivating awareness of AVU's shared mission, organising debates/seminars on how to communicate, opportunities for supervision for selected departments, debates on school-wide issues (e.g. transition to new accreditations). Preparation for the creation and implementation of a platform designed to systematically inform AVU with links to 5. 2. C

Alignment with strategic documents

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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 the AVU Code of Ethics and supplementing the Code of Ethics for Researchers in accordance with the EC Regulation	PPRO VŠ	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	Stable role of the Anti-Discrimination Platform in the new structure of equal opportunities expertise (GRID)	Contribution MŠMT, PPRO VŠ	Compliance with the rules, procedures and responsibilities of horizontal cooperation between GRID and APOD and their evaluation/ supervision Preparation of the establishment of a collective form of ombudsman.
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, PPRO VŠ, Future OP JAK	Gender Implementation Equality Plan (measures for 2024, with emphasis on work with gender stereotypes, crisis work, prevention)
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	Support for the activities of student associations	PPRO VŠ, Future OP JAK	Financial support for student activities, content networking of student associations with 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	continuous work of GRID	Contribution MŠMT, PPRO VŠ	The GRID department includes anti-discrimination, social, psychological, legal and career counselling, including crisis intervention
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, PPRO VŠ	Implementation of anti-discrimination, social, psychological, legal and career services
4. 1. 4.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	Stable adherence to bilingual (B&E) communication regarding selected ceremonies, information about studies, activities, etc. both inside and outside the school.	PP SRŘ (int), MŠMT Contribution	Preparation of measures to fulfil the objective.

Alignment with strategic documents

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4. 1. 4.D. AVU as a non-discriminatory environment, social responsibility of AVU - support of students from Ukraine	SZ MŠMT (Int.5.A, 5.B)	PhDr. Vít Havránek, Ph.D., Vice-Rector for Institutional and International Cooperation	Implementation of measures to promote the inclusion of students from Ukraine in the curriculum, support for their artistic creation.	Contribution MŠMT, PP SŘ (Int)	AVU will continue to implement support for studies and inclusion of Ukrainian students - both full-time students and short-term interns. Publication of a book by Ukrainian students describing the refugee experience, Czech language courses, support for the exit. On issues outside of studies, will proceed in coordination with the AVU volunteer group for Ukraine and other organizations.
4. 2. A. Environmental friendliness	Strategic Plan AVU 4	Ing. arch. Maria Topolčanská, PhD., rector, PhDr. Evžen Mrázek, bursar	sustainability strategy	NPO Green deal	Preparation of a sustainability strategy, preparation of a new CŽV course, preparation of innovations in existing courses, establishment of strategic partnerships
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	AVU inputs to the society-wide discussion on social and environmental responsibility of public institutions. Preparation of a plan for a sustainable art education institution.
4. 4. Reconciling family and working life	SZ MŠMT 2.D.	Šárka Krtková, M.A., Chancellor	Regular Tuesday Children's Studio during the academic year	PP SŘ (Objective 2)	Staffing and material support for the operation of the Children's Studio during the academic year
4.5 Strategic management	Strategic Plan AVU 4	Šárka Krtková, M.A., Chancellor	strategic management training	PP SŘ	Senior management continues to receive training in strategic management with emphasis on process setup, completing a minimum of 2 days of training
4.6 Human Resource Development	Strategic Plan AVU 4	Šárka Krtková, M.A., Chancellor	Preparation of a human resources development strategy, including the submission of an application from the P1 research environment call (HR award)	Contribution MŠMT	securing resources for the development and care of human resources
4.7 Safety	Strategic Plan AVU 5	Ing. arch. Maria Topolčanská, PhD., rector, PhDr. Evžen Mrázek, bursar	Updating the methodology of safety and security of building management and their communication inside the school	Contribution MŠMT, Future OP JAK	reviewing the current state of security methodologies and updating them in the light of events at the Faculty of Arts of Charles University

5. Management and operation

Alignment with strategic documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
5. 1. A. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a long-term balanced budget	Strategic Plan AVU 5.	PhDr. Evžen Mrázek, bursar	Individual analyses, the draft budget and its semi-annual evaluation	Contribution MŠMT	Continue to analyse the potential for savings in all areas of AVU's activities.
5. 1. B. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a long-term balanced budget	Strategic Plan AVU 5.	PhDr. Evžen Mrázek, bursar	Regular monitoring, individual analyses and market surveys	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 long-term balanced budget	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 and Science on the specifics of financing small, especially artistic universities.
5. 1. D. Ensuring sufficient funding to finance operations and development objectives of AVU while maintaining a long-term balanced budget	Strategic Plan AVU 5.	PhDr. Evžen Mrázek, bursar	Proceeds of the Rector 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 long-term balanced budget	Strategic Plan AVU 5.	PhDr. Evžen Mrázek, bursar	New projects, contracts, creation of a sponsorship code of ethics	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.

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
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	Continuously analyze monitor the sustainability of all AVU projects, do not enter into new projects without analyzing the impact of implementation and sustainability on the school budget, prepare and regularly update the project sustainability methodology.
5. 2. A. Implementation of modern principles and tools for the management and governance of HEIs	Strategic Plan AVU 5	PhDr. Evžen Mrázek, bursar	revenues, 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 for management and governance of HEIs	Strategic Plan AVU 5	PhDr. Evžen Mrázek, bursar	New filing service, new IS applications	PP SŘ, PPRO VŠ, Future OP JAK	Continue the gradual digitization of document circulation and preparation of the MIS and Intranet acquisition project.
5. 2. D Implementation of modern principles and tools for the management of HEIs + Priority Objective 4: Strengthen strategic management and effective use of research and discovery capacity	Strategic Plan AVU 5	PhDr. Evžen Mrázek, bursar	Management Information System	Future OP JAK, Contribution MŠMT	Development and implementation MIS - improving management, increasing awareness
5. 2. E Implementation of modern principles and tools for management and governance of HEIs + Reduction of administrative burden	Strategic Plan AVU 5	PhDr. Evžen Mrázek, bursar/Šárka Krtková, M.A., Chancellor	INTRANET - new IS for internal communication and information	Future OP JAK, Contribution MŠMT	Reduction of administrative burden, improve management, increase awareness. Continue the gradual digitisation of document circulation. Start implementation of the intranet

Alignment with
strategic
documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
5. 2. F. 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, new functions of the DL log-in system, loan system for other equipment	Contribution MŠMT, Erasmus +, CRP	To enable employees to gain experience from other HEIs and institutions . Continue to expand the Digilab loan system with usable technology from other departments
5. 2. G. 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.
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 and modules	PP SŘ (Objective 6), NPO MŠMT, SCC3 PPRO VŠ	Continue the development and effective integration of existing information systems, such as the Magion economic information system and the STAG student information system, 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), NPO SDG, PPRO VŠ	Continue to digitise all internal processes.

Alignment with
strategic
documents

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
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 digitisation of all processes - renewal of technological equipment	Strategic Plan AVU 5	PhDr. Evžen Mrázek, bursar	Long-term recovery plan	PP SŘ (Objective 6) PPRO VŠ	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 to digitise 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), PPRO VŠ	Develop a system to maximise the use of payment cards, employee and student cards for non-cash payments.
5. 4. Elimination of the historical deficit of maintenance and renewal of the material and technical base	Strategic Plan AVU 5	PhDr. Evžen Mrázek, bursar	Studies and pre-project documentation for projects for the renovation and revitalization of AVU buildings and environment		Preparation of studies and pre-project documentation for building renovation and revitalization projects and environment of AVU, modernization of equipment and material security of teaching spaces
5. 5. 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, institution's crisis plan, implemented staff training, setting of rules	Contribution MŠMT, PPSŘ, PPRO VŠ	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. 5. B. Zajištění plynulého provozu AVU a schopnosti efektivně reagovat na mimořádné situace a hrozby – kybernetická bezpečnost	Strategic Plan AVU 5	PhDr. Evžen Mrázek, bursar	Cybersecurity updates and policies	Contribution MŠMT PPSŘ, PPRO VŠ NPO MŠMT	Create a security policy for AVU that includes, among other things, cyber security principles.

6. New Building, New Spaces

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	SZ MŠMT (1) Strategic Plan AVU 6	Ing. arch. Maria Topolčanská, PhD., rector PhDr. Evžen Mrázek, bursar	Providing new space for teaching and artistic research	Contribution MŠMT	The next phase of construction modifications in the leased Veletržní building. Extension of the contractual partnership with the Veletržní Rental Cooperative to include exhibition and administrative space to the street. Seeking strategic partners, seeking additional funding
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 PhDr. Evžen Mrázek, bursar	Fulfilling the conceptual concept for the use of the new building	Contribution MŠMT	Analysis of the needs of AVU, analysis of the opportunities of the new facility, their synthesis and implementation
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 PhDr. Evžen Mrázek, bursar	Analysis of the use of the AVU campus (AVU buildings and public space)	Contribution MŠMT, Future OP JAK	Survey and analysis of the use of the AVU campus, participatory negotiations on better use of the conditions for shared spaces. Verification study of the use of the workshop floor and the attic of the main building.
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 PhDr. Evžen Mrázek, bursar	Assessment of verification studies (1- verification study for the new building assignment, Traugott et al. 2021; 2- conceptual study of the AVU garden, Traugott et al. 2022)	Contribution MŠMT	Assessment of the applicability of both studies for further project phases (analysis of the background, relevance of the assignment, feasibility).

Intent	Alignment with strategic documents	Guarantor	Indicator	Funding	Description
6. 1. E. Ensuring adequate facilities for teaching, creative activities, science and research and school operations	SZ MŠMT (1) Strategic Plan AVU 7	Ing. arch. Maria Topolčanská, PhD., rector PhDr. Evžen Mrázek, bursar	Implementation of investment activities and plans of the AVU Investment Plan	Contribution MŠMT/ OP JAK	Preparation and start of implementation of projects. and gender-neutral sanitary facilities in the main building of AVU,
6. 1. F. Ensuring adequate facilities for teaching, creative activities, science and research and school operations	SZ MŠMT (1) Strategic Plan AVU 7	Ing. arch. Maria Topolčanská, PhD., rector PhDr. Evžen Mrázek, bursar	Implementation of investment activities and plans of the AVU Investment Plan	Contribution MŠMT/ OP JAK/IP133220	Preparation and commencement of the implementation of projects: modifications of attic spaces, modifications of the workshop floor - modernization and increase of safety of operation and teaching and others.

The Artistic Board discussed the matter on 7 February 2024.
The Academic Senate discussed and approved it on 18 February 2024.
The Board of Trustees discussed and approved it on 26 February 2024.