

**Institutional Resilience – Protection of
Academic Freedom and Research Security
2026**

1. What is institutional resilience

Institutional resilience refers to the capacity of AVU to protect its academic freedom, independence of research, and integrity of decision-making processes against illegitimate interference – whether from foreign or domestic actors.

Illegitimate interference may take the form of non-transparent financing, conditional partnerships, pressure on the content of research or artistic work, attempts to transfer sensitive knowledge without adequate protection, or circumvention of sanctions and control regimes.

2. The principle of balanced openness

AVU applies the principle of balanced openness – that is, a balance between free international collaboration and the responsible assessment of risks. Openness is a core value of the artistic and research environment; to sustain it over the long term, it must be accompanied by responsible risk management.

Every significant collaboration is assessed from a professional, legal, economic, and reputational perspective. The aim is not to restrict international activities, but to ensure their sustainability and integrity.

3. Why this topic is relevant for AVU

AVU is an internationally oriented art school with an extensive network of foreign partnerships, residencies, and grant projects. Specific risks include:

- research collaborations financed from sources of unclear origin or with ties to non-democratic regimes
- donations and sponsorships without a transparent framework
- international mobilities to countries subject to sanctions regimes or with limited academic freedom
- partnerships with institutions that do not meet the standards of human rights and academic integrity
- sharing of research data and intellectual property without adequate contractual safeguards

4. AVU measures – what we have introduced

Key internal regulations

- Rector's Decree No. 3/2026 – Contract Research and Partnerships:

Establishes rules for contract and collaborative research, management of intellectual property, and the obligation of professional, legal, and economic assessment of projects prior to signing a contract.

- Rector's Decree No. 4/2026 – Responsible Partnerships:

Introduces due diligence in establishing partnerships, criteria for the assessment of partners (academic freedom, human rights, sanctions regimes), and mandatory verification against the sanctions lists of the Czech Republic, EU, and UN.

- AVU Code of Ethics:

Binding for employees and visiting persons alike. Contains principles of academic freedom, human dignity, and non-discrimination.

Security in international mobility

AVU has issued an orientational framework for employees and students travelling abroad as well as for foreign guests arriving at AVU. It covers rules for data protection, transparency of collaboration, compliance with sanctions regimes, and personal safety.

5. Key principles

- Sanctions regimes: We comply with the sanctions lists of the Czech Republic, EU, and UN. Partnerships are verified prior to conclusion.
- Due diligence: Every new collaboration is subject to assessment – professional, legal, economic, and reputational.
- Academic freedom: Independence of research and the right to publish results are non-negotiable conditions.
- Intellectual property: Research outputs produced at AVU are subject to contractual arrangements and Czech copyright law.
- Transparency of financing: Sources of financing for collaborations must be declared transparently.

6. Who to contact

In case of doubt regarding a partnership, project, or situation during mobility, please contact:

- Vice-Rector for Internationalisation and Research
- International Cooperation Department – project and partnership coordination
- GRID –Equality and Diversity Department – sensitive and ethical cases
- Bursar / Finance Department – contractual and tax matters

7. Reference documents

- [Counter-influence Manual for the Higher Education Sector](#) (Ministry of Education, Youth and Sports, 2021)
- [Methodological Recommendation on Due Diligence and Risk Management in Collaboration](#) (Ministry of Education, Youth and Sports, 2024)
- [Methodological Recommendation on Risk Management in Research Security](#) (Ministry of Education, Youth and Sports, 2024)
- [Council of the EU Recommendation on Research Security](#) (2024/C 351/01)
- [Security Strategy of the Czech Republic](#) (2023)
- [National Cyber and Information Security Agency](#) (NUKIB)
- [Financial Analytical Office](#) (FAU) – sanctions lists
- [Academic Freedom Index](#) (international reference source)

Institutional resilience is not a restriction on academic freedom, but its precondition. Only an environment that is aware of possible forms of illegitimate interference and actively prevents them can guarantee the independence of research and artistic creation in the long term.

This document is preventive in character and does not replace legal or contractual documentation.