

Strategic Plan

of the Faculty of Arts and Philosophy, University of Pardubice,

for the Period from 2021

1 Preamble

The Strategic Plan of the Faculty of Arts and Philosophy, University of Pardubice, for the Period from 2021 (hereinafter referred to as the "Strategic Plan of FAP") provides a medium-term outlook for the Faculty's activities. It clarifies and refines the direction of the Faculty's educational, research, development, and innovation activities, as well as its artistic and other creative endeavours, for the period up to 2030.

This document has been prepared in accordance with the Strategic Plan of the University of Pardubice for the Period from 2021 and builds upon the Long-Term Plan for Educational, Research, Development, and Innovation, Artistic, and Other Creative Activities of the Faculty of Arts and Philosophy for the Period 2016–2020. The Strategic Plan of FAP actively responds to the dynamic evolution of the academic landscape and the changing nature of education and research in today's world. It therefore sets out the Faculty's vision, defines its objectives and strategic priorities, and outlines key activities aimed at fulfilling this vision.

All measures will be implemented in alignment with the Strategic Plan of the Ministry of Education, Youth and Sports for Higher Education for the Period from 2021 and the Strategy for the Internationalisation of Higher Education for the Period from 2021. The Faculty's Strategic Plan will be reviewed and updated after five years.

2 Background

2.1 The Faculty's Past

Although the Faculty of Arts and Philosophy is among the youngest faculties of its kind in the country, it has already built a strong academic foundation over the course of twenty years of dynamic development. It was officially established on 1 January 2001 through the transformation of the former Institute of Languages and Humanities, becoming the fourth of what are now seven faculties of the University of Pardubice. Initially named the Faculty of Humanities, it was renamed the Faculty of Arts and Philosophy at the end of 2005.

In its early years, six departments were founded: the Department of English and American Studies, the Department of Foreign Languages, the Institute of Historical Sciences, the Department of Philosophy and Religious Studies, the Department of Social Sciences, and the Department of Education. The Faculty then experienced a period of rapid expansion, securing follow-up master's degree programmes in most disciplines. The first of these, Teaching of English Language, was introduced as early as 1995, with others following after 2001. In 2005, the Faculty obtained accreditation for its first doctoral programme in Historical Sciences. A decade after its founding, it had nearly 2,000 students.

The Faculty further demonstrated its academic excellence by securing accreditation for two additional doctoral programmes (Philosophy and Religious Studies), obtaining habilitation rights and the right to conduct professorial appointment procedures in Czech and Czechoslovak History (now Historical Sciences), and eventually gaining institutional accreditation in Historical Sciences. The strength of its philosophy research was further affirmed in 2017, when the Faculty secured a major project that led to the establishment of the Centre for Ethics as Study in Human Value.

2.2 The Faculty Today

Currently, the Faculty comprises seven departments and has nearly 1,100 students enrolled, with approximately 100 academics on staff. The Faculty includes the Department of English and American Studies (DEAS), the Department of Foreign Languages (DFL), the Department of Philosophy and Religious Studies (DPRS) (including the Centre for Ethics), the Department of Literary Culture and Slavic Studies (DLCSS), the Department of Social and Cultural Anthropology (DSCA), the Department of Education (DE), and the Institute of Historical Sciences (IHS).

Educational Activities

The Strategic Plan is based on the Faculty's current situation, as summarised in the Annual Reports on the Activities of FAP. According to the 2020 report, the Faculty offers study programmes in six fields of education:

1. Philology
2. Philosophy, Religious Studies, and Theology
3. Historical Sciences
4. Non-Teaching Pedagogy
5. Sociology

6. Teacher Training

The Faculty currently provides nine bachelor's programmes (BSP), six master's programmes (MSP), and four Doctoral programmes (DSP). These programmes are accredited under the post-2016 accreditation framework, while older accreditations are now only in place for students completing their studies. The Faculty also holds institutional accreditation in Historical Sciences.

English-taught study programmes are currently available only at the doctoral level, with Historical Sciences and Philosophy offered in both Czech and English.

Students	2016	2017	2018	2019	2020
BSP	1036 (75 %)	889 (73 %)	803 (71 %)	761 (72 %)	777 (71 %)
MSP	261 (19 %)	248 (20 %)	243 (22 %)	215 (20 %)	237 (22 %)
DSP	78 (6 %)	84 (7 %)	82 (7 %)	77 (7 %)	75 (7 %)
Total	1375	1221	1128	1053	1089

Table 1: Student numbers between 2016 and 2020 (as of 31 October of each year)

The number of students has changed significantly over the past five years, declining by approximately one-quarter (see Table 1).

- Bachelor's students made up 71–75% of the total, with a gradual decline over time.
- Master's students accounted for 19–22%, with a slight increase in proportion.
- Doctoral students consistently represented 6–7% of the total.

In 2020, the largest number of students were enrolled in the Department of English and American Studies (307 students, 28%) and the Department of Education (213 students, 20%).

The Faculty does not currently offer any part-time study programmes. Over the past five years, the number of graduates has declined, decreasing from 339 to 207. In 2020, the Faculty awarded degrees to 134 Bachelor's graduates, 70 Master's graduates, and 3 Doctoral graduates.

Research and Development Activities

The research activities of the Faculty's staff fall within two scientific fields (SFs):

- Social Sciences (SF 5), particularly 5.3 (Educational Sciences) and 5.4 (Sociology),
- Humanities and Arts (SF 6), particularly 6.1 (History and Archaeology), 6.2 (Linguistics and Literature), and 6.3 (Philosophy, Ethics, and Religious Studies).

A key factor influencing the current research activities of academic staff is the adoption and implementation of Methodology M17+, which defines the targeted research and development outcomes for the higher education sector and the Czech Academy of Sciences.

This evaluation system has been in place for the past three years, and in comparison with other faculties of arts and philosophy in the Czech Republic, the Faculty has performed very well in Scientific Field 6 (rated a-). However, its results in Scientific Field 5 at the University of Pardubice have been rated significantly lower (d).

Field / Number of Evaluated Outputs and Assigned Ratings	H17-18 Rating	H19 Rating	Total for the Field
5.3 Educational Sciences	1 (1x H2)	1 (1x H5)	2 (1x H2 and 1x H5)
5.4 Sociology	2 (1x H3, 1x H5)	1 (1x H4)	3 (1x H3, 1x H4 and 1x H5)
6.1 History and Archaeology	11 (3x H2, 7x H3 a 1x H4)	6 (4x H2, 2x H3)	17 (7x H2, 9x H3 and 1x H4)
6.2 Linguistics and Literature	9 (2x H2, 3x H4 a 4x H5)	0	9 (2x H2, 3x H4 and 4x H5)
6.3 Philosophy, Ethics, and Religious Studies	4 (2x H2, 1x H3 a 1x H4)	6 (3x H2, 1x H3, 2x H4)	10 (5x H2, 2x H3 and 3x H4)
Total FAP	27 (8x H2, 9x H3, 5x H4 and 4x H5)	14 (7x H2, 3x H3, 3x H4 and 1x H5)	

Table 2: Structure of research publications submitted by FAP for M1 evaluation and their ratings

Table 2 shows that the Faculty's best results are in Fields 6.1 and 6.3. This is also reflected in data from the RIV system, where the Faculty has consistently submitted approximately 110–130 research outputs per year, with about 60% of them in 2020 coming from History and Philosophy.

For 2020, the Faculty nominated a total of 13 outputs for M1 evaluation, predominantly in Fields 6.1 and 6.3. The importance of these fields is further underscored by the identification of four research teams with high development potential by the University's leadership in 2019 – three in Field 6.1 and one in Field 6.3. Since 2020, dedicated funding has been allocated to support their activities.

The Faculty regularly publishes two scientific journals:

- The Institute of Historical Sciences has published *Theatrum historiae* since 2006, with every second issue in the past five years appearing in English. The journal is indexed in ERIH PLUS and aspires to be included in SCOPUS.
- The Department of English and American Studies has published *American and British Studies Annual* since 2008, which is indexed in SCOPUS, ERIH PLUS, and EBSCOHost.

Research Funding and Projects

In recent years, the Faculty has primarily sought research funding from the Czech Science Foundation (GAČR). Although a considerable number of proposals were not approved for funding, the Faculty has nevertheless achieved a relatively high level of success, with historians securing the most projects (see Table 3).

Department / Year	2016	2017	2018	2019	2020
Institute of Historical Sciences (IHS)	6	7	4	2	3
Department of Philosophy (DP)	1	1	1	2	1
Department of English and American Studies (DEAS)	0	0	0	1	1
Department of Social and Cultural Anthropology (DSCA)	1	0	0	0	0
Department of Literary Culture and Slavic Studies (DLCSS)	1	0	0	0	0
Other (Department of Religious Studies, Department of Education, Department of Foreign Languages)	0	0	0	0	0
Total	9	8	5	5	5

Table 3: Number of Czech Science Foundation (GAČR) projects at the Faculty, 2016–2020

The Faculty, however, does not rely solely on this funding source. In recent years, it has also secured applied research projects. At present, the Faculty is conducting two such projects (IHS and DE) and is also participating in an international project to organise the World Congress of Anthropologists (DSCA).

Among all projects, the most significant remains the Centre for Ethics as Study in Human Value (2016–2022, DPRS), which is funded under the Operational Programme Research, Development, and Education. This project has enabled the establishment of an international research centre, which hosts most of the Faculty's foreign scholars.

Internationalisation and Cooperation with Industry

The enhancement of educational, research, development, and creative activities necessarily involves the expansion of international cooperation and the promotion of collaboration with external partners.

The Faculty has long supported the reciprocal mobility of students and academic staff, primarily through the Erasmus+ programme (under bilateral agreements with foreign universities) and CEEPUS. In 2019, a total of 49 outgoing and 58 incoming mobilities were carried out. Additionally, students regularly take advantage of university and faculty monthly

scholarships to support study stays abroad (2019: 32 outgoing mobilities). Each year, approximately 20–30 academic staff participate in international stays, and the Faculty hosts around 30 international scholars for stays of at least one week.

The Faculty currently offers only a limited number of English-taught study programmes. In 2020, these included two doctoral programmes: Philosophy and Historical Sciences, with an English-taught master's programme in Ethics and Political Philosophy under development. The Faculty currently employs the equivalent of 12 full-time positions held by international staff.

A crucial part of the Faculty's development is ongoing collaboration with external partners, including primary and secondary schools, non-profit organisations, museums, archives, businesses, institutions, and public administration bodies. In 2020, the Faculty signed several formal agreements on cooperation, including partnerships with the Pardubice Region, the State Regional Archive in Zámorsk, the East Bohemian Museum, and the Institute for the Study of Totalitarian Regimes in Prague.

The Faculty has also been strengthening international collaboration. Since 2016, it has cooperated with Universidad Autónoma del Estado de Hidalgo in Pachuca, Mexico, and in spring 2021, it signed a Memorandum of Understanding on Cooperation with the Institute of Archaeology and Ethnography of the National Academy of Sciences of the Republic of Armenia. This agreement is particularly beneficial for the Faculty's archaeologists and their students, facilitating student and staff exchanges as well as professional placements and internships both domestically and internationally.

Human Resources

A key aspect of the Faculty's further development is the advancement of its human resources. Therefore, significant attention is given to the competencies of all staff and their motivation. A comprehensive staff evaluation system is currently being developed, along with new rules for awarding personal bonuses, which will be based on personal and career plans for the upcoming calendar year. Academic staff have been required to create these plans since 2020.

In 2016, the Faculty employed 86 full-time equivalent (FTE) academic staff, a number that increased to 94.25 over the next five years.

- The number of full professors remained stable (6.0 in 2016 / 5.8 in 2020).
- The number of associate professors / readers increased (15 in 2016 / 18 in 2020).
- The number of assistant professors / senior lecturers also grew (50 in 2016 / 55.45 in 2020).
- A similar trend was observed among lecturers (13 in 2016 / 15 in 2020).

Professors and associate professors have consistently made up approximately 25% of the academic staff. Additionally, the number of full-time equivalent positions held by international academics has steadily increased, reaching 12 FTE in 2020.

Institutional Funding of the Faculty

The Faculty's most significant long-term source of institutional funding is the state budget contribution for educational, research, development, innovation, artistic, and other creative activities (hereinafter the "contribution").

The amount of this contribution is determined by:

1. The scope and economic intensity of the University's performance (fixed component – Indicator A), and
2. The outputs of the University's activities and their quality (performance-based component – Indicator K).

Between 2017 and 2021, the contribution accounted for an average of 47.62% of the Faculty's total non-investment revenues.

Another major funding source is the subsidy for the Long-Term Conceptual Development of a Research Organisation (LTCDRO), which contributed an average of 20.86% to the Faculty's non-investment revenues over the same period. The amount of LTCDRO funding is directly influenced by the University's and Faculty's evaluation in research and development (see Table 4).

	2017	2018	2019	2020	2021
Total Revenue	99 972	110 700	109 972	118 182	124 379
Contribution (A+K)	49 062 (49 %)	51 565 (47 %)	52 902 (48 %)	56 810 (48 %)	57 569 (46 %)
LTCDRO	20 796 (21 %)	22 366 (20 %)	22 667 (21 %)	25 452 (22 %)	26 310 (21 %)
Faculty's Share of UPa LTCDRO	11,96 %	11,35 %	11,35 %	12,01 %	12,02 %

Table 4: Share of the Contribution and LTCDRO Funding in the Faculty's Total Revenue (excluding funds) according to the Faculty's budgets for 2017–2021 (in CZK thousands).

3 Vision of FAP UPa and Its Strategic Development Objectives

The *Strategic Plan of FAP UPa for the Period from 2021* is the Faculty's key strategic development document, prepared in accordance with Section 21 of Act No. 111/1998 Sb., on Higher Education Institutions and on Amendments to Other Acts, as amended. The plan is based on the *Strategic Plan of the University of Pardubice for the Period from 2021*.

In its Strategic Plan, the University of Pardubice has identified five strategic priorities, aligned with its vision, which focus on the development of educational activities, research, development and creative activities, human resources, internationalisation, and its tradition and institutional identity.

The Faculty fully subscribes to these strategic priorities for the upcoming period:

- **Priority 1:** Learner Competences for the 21st Century
- **Priority 2:** High-Quality and Respected Research and Creative Activity
- **Priority 3:** People: The Cornerstone of Quality and Sustainable Development at the University
- **Priority 4:** Internationalisation: A University of Pardubice for the 21st Century
- **Priority 5:** Our Shared Identity

Following discussions with department heads and in line with the Faculty's shared values, the Faculty leadership has defined **its vision** for the next period as follows. The Faculty aspires to:

- Be a high-quality multidisciplinary educational institution in the humanities and social sciences.
- Be a recognised research organisation with strong results in Scientific Fields 5 and 6.
- Be an inclusive and supportive institution for both its students and staff.

To achieve this vision, the Faculty has identified three core strategic objectives:

- **Priority FF1:** Education at the Faculty is research-based, internationalised, and develops relevant competencies for the 21st century.
- **Priority FF2:** The Faculty fosters high-quality research and is recognised for its scientific achievements in Scientific Fields 5 and 6.
- **Priority FF3:** The Faculty enhances the working and learning environment and develops its institutional infrastructure.

Alignment Between Faculty and University Priorities

- Priority FF1 aligns with University Priorities 1 and 4.
- Priority FF2 aligns with University Priorities 2 and 4.
- Priority FF3 aligns with University Priorities 3, 4, and 5.

For each of these three Faculty priorities, specific activities and indicators have been defined to enable continuous monitoring of the implementation of the *Strategic Plan*. The implementation will be carried out through *Annual Implementation Frameworks of the FAP UPa Strategic Plan*, which will outline the specific steps for achieving each priority. These plans will always include indicators, which will be evaluated annually.

4 Strategic Objectives, Activities, and Indicators within Faculty Priorities

Priority FF1: Education at the Faculty is research-based, internationalised, and develops relevant competencies for the 21st century.

Strategic Objectives:

C1.1 Enhancing the quality of all study programmes with a focus on strengthening students' competencies essential for their professional careers.

C1.2 Delivering study programmes at an internationally competitive level and expanding the range of English-taught study programmes.

C1.3 Maintaining the quality and internationalisation of existing doctoral programmes and increasing their number.

C1.4 Strengthening interfaculty, interdisciplinary, and interinstitutional cooperation in educational activities.

C1.5 Utilising new technologies, modern teaching tools, and facilities to enhance education.

C1.6 Maintaining high-quality student support and improving engagement with alumni, including providing professional support for graduates of teacher training programmes.

C1.7 Strengthening high-quality pre-service training for an adequate number of teaching professionals.

C1.8 Ensuring a high-quality portfolio of lifelong learning courses and enhancing the competencies of educators through lifelong learning programmes.

Activities:

C1.1/A1 Expanding the offer of follow-up master's and doctoral degree programmes to enhance the quality of education in both full-time and part-time study modes, available in Czech and foreign languages. Increasing student enrolment in master's programmes (MSP) and maintaining at least the current number of doctoral students (DSP) (current ratio: 71% BSP, 22% MSP, 7% DSP).

C1.1/A2 Obtaining a second institutional accreditation, thereby ensuring the stabilisation of high-quality education in another scientific field.

C1.1/A3 Identifying and providing targeted support for talented students. Encouraging activities beyond regular study obligations (e.g. internationalisation, public engagement, and promotion). Introducing a scholarship system for outstanding academic performance and exceptional extracurricular achievements.

C1.1/A4 Involving undergraduate students in research projects and recognising exceptional achievements in scientific and creative activities. Encouraging students to engage in research and continue to doctoral studies.

C1.1/A5 Supporting initiatives aimed at improving student success rates. Implementing appropriate measures such as preparatory, bridging, and induction courses for first-year Bachelor's and master's students.

C1.1/A6 Innovating the portfolio of professional study programmes, drawing on long-term cooperation with industry, as well as interfaculty collaboration and the potential of unique or socially significant disciplines. Educating specialists in socially relevant professions and offering unique study programmes provided by the Faculty.

C1.2/A1 Integrating courses taught in foreign languages, with an emphasis on joint participation of Czech and international students. Strengthening the integration of international placements within study programmes.

C1.2/A2 Acquiring new joint degree and double degree programmes.

C1.3/A1 Encouraging doctoral students (DSP) to successfully complete their studies.

C1.4/A1 Strengthening interfaculty and interdisciplinary cooperation within the institution.

C1.4/A2 Expanding collaboration with secondary schools, including specialised, educational, extracurricular, and public outreach activities held at secondary schools or the University of Pardubice. This includes subject-specific competitions, lectures and seminars for secondary school teachers, and student fairs, as well as cooperation with other institutions.

C1.5/A1 Enhancing teaching methods that foster students' competencies. Developing meaningful online education formats.

C1.5/A2 Producing high-quality study materials. Depending on the nature and funding of these materials, considering free online access, while ensuring copyright protection and preventing unauthorised distribution.

C1.6/A1 Identifying talented students from high-quality secondary schools and supporting their development through educational programmes, individual approaches, and competitions. Motivating these students to enrol at the Faculty of Arts and Philosophy.

C1.6/A2 Developing effective tools for assessing education quality.

C1.6/A3 Participating in the University-wide alumni programme.

C1.7/A1 Ensuring and strengthening high-quality pre-service teacher training for a sufficient number of teaching professionals, while providing professional support for graduates of relevant study programmes during their early years of practice.

C1.8/A1 Innovating the lifelong learning (LLL) portfolio for graduates, the general public, and institutions. Enhancing the offer where it contributes to improving graduates' professional qualifications, including the development of educators' competencies through lifelong learning programmes. Establishing a framework for progression between LLL programmes and degree programmes and issuing certificates for completed courses, including information on credit equivalency.

Indicators:

C1.1/U1 Ratio of BSP, MSP, and DSP students.

C1.1/U2 Interest in study programmes, i.e. number of applicants, admitted students, and enrolled students.

C1.1/U3 Number of students (enrolments) in accredited study programmes.

C1.1/U4 Ratio of students in BSP, MSP, and DSP.

C1.1/U5 Number of newly opened doctoral programmes (DSP).

C1.1/U6 Graduates (number of completed studies in accredited study programmes).

C1.1/U7 Completion rate within standard study duration + one year.

C1.1/U8 Study success rate (or dropout rate) of first-year bachelor's students.

C1.1/U9 Number of students receiving scholarships and total amount paid, categorised by scholarship type.

C1.1/U10 Number of student awards in competitions.

C1.1/U11 Number of academic and professional study programmes.

C1.2/U1 Number of newly opened BSP and MSP programmes in a foreign language (English).

C1.2/U2 Number of subject-specific courses taught in English that are attended by students enrolled in Czech-taught programmes.

C1.2/U3 Number of outgoing and incoming mobilities.

C1.2/U4 Number and proportion of students participating in international mobility longer than one month.

C1.3/U1 Number of students in doctoral study programmes.

C1.3/U2 Number of doctoral theses written in English or, depending on the study programme's focus, in another foreign language.

C1.3/U3 Number of international experts involved in dissertation defence procedures.

C1.4/U1 Number of interdisciplinary, joint, and double degree programmes.

C1.4/U2 Number of industry professionals involved in teaching and practical training within accredited study programmes.

C1.4/U3 Number of industry partners with active cooperation, e.g. internships, excursions, thesis collaborations, joint projects, and participation in teaching.

C1.4/U4 Number of secondary schools engaged in active collaboration.

C1.5/U1 Number of courses with proprietary study materials developed.

C1.5/U2 Number and proportion of courses using online support tools, including e-learning courses and electronic study materials.

C1.6/U1 Interest in study programmes, i.e. number of applicants, admitted students, and enrolled students.

C1.6/U2 Documentation for evaluating education quality.

C1.6/U3 Graduates (number of completed studies in accredited study programmes).

C1.7/U1 Number of pre-service teacher training programmes offered and number of participants in programmes focused on enhancing teachers' competencies or obtaining teaching qualifications through lifelong learning.

C1.8/U1 Number of lifelong learning (LLL) programmes offered and number of participants in LLL programmes.

Responsible Persons:

Vice-Dean for Education: C1.1 – C1.2, C1.4 – C1.8

Vice-Dean for International Relations and Doctoral Studies: C1.3

Priority FF2: The Faculty fosters high-quality research and is recognised for its scientific achievements in Scientific Fields 5 and 6.

Strategic Objectives:

C2.1 Maintaining and strengthening the Faculty's position as a leading research institution in the Czech Republic in Fields 6.1 and 6.3, while supporting the development of other disciplines cultivated at the Faculty.

C2.2 Enhancing the system for evaluating the quality of R&D&I and establishing a direct link between evaluation, funding, strategic management, and self-assessment.

C2.3 Achieving excellence in at least two disciplines (6.1 and 6.3) and improving the quality of research and development (R&D) in other disciplines within Fields 5 and 6.

C2.4 Systematic support for excellent research teams and individual researchers.

C2.5 Strengthening international cooperation in R&D.

C2.6 Improving the institutional environment and modernising research infrastructure.

C2.7 Increasing the involvement of students, particularly those in doctoral and follow-up master's degree programmes, in research and development activities.

C2.8 Promoting the principles of open science.

Activities:

C2.1/A1 Supporting high-quality scientific outputs.

C2.2/A1 Developing and rigorously implementing the Faculty's system for evaluating the quality of R&D&I. Strengthening strategic management elements in R&D&I to increase the Faculty's international visibility.

C2.3/A1 Integrating research and teaching to ensure that all Faculty departments are actively involved in educational activities.

C2.3/A2 Developing a strategic concept for research and development activities within individual departments.

C2.4/A1 Implementing the Faculty's strategy for motivating academic and research staff and teams, particularly those achieving above-average and internationally competitive results in their fields.

C2.4/A2 Supporting emerging excellent research teams with high societal impact, internationally recognised long-term results, and significant citation impact.

C2.5/A1 Increasing the Faculty's participation in major international research infrastructures and research centres. Strengthening collaboration with strategic international partners and regions, supporting strategic partnerships and membership in international organisations and networks, expanding existing partnerships, and establishing new collaborations. Providing

support for research teams and academic and research staff in developing international cooperation.

C2.5/A2 Supporting the organisation of international academic conferences and workshops, as well as active participation in them.

C2.6/A1 Encouraging the acquisition of additional R&D&I funding beyond institutional funding, including support for research grant applications from national and especially international funding bodies.

C2.7/A1 Strengthening targeted support for research and publication activities of talented Master's and doctoral students, including their involvement in national and international research projects.

C2.8/A1 In line with the nature of research and creative activities and disciplinary traditions, promoting open science principles, Open Access, and the implementation of Open Science 2.0 in accordance with the Czech Republic's science policy.

C2.8/A2 Enhancing the presentation of research and creative activity outcomes, including public engagement and outreach initiatives. Promoting public engagement and outreach in English, targeting an international audience, and encouraging international academic staff and doctoral students to engage in science communication.

Indicators:

C2.1/U1 Results of the national evaluation according to Methodology M17+.

C2.1/U2 Number and quality of research outputs as per the applicable Methodology 17+.

C2.1/U3 Number and proportion of selected research outputs submitted for assessment under Module 1 (M17+) with a rating of H1–H3.

C2.1/U4 Number of submitted and ongoing research projects and the amount of funding obtained from national and international research grants.

C2.2/U1 Faculty regulations covering the evaluation of research and creative activities.

C2.4/U1 Number of supported excellent research teams and the amount of funding allocated for their support.

C2.5/U1 Number of academic staff actively engaged in collaboration with an international research organisation.

C2.5/U2 Number of international academic events organised, and international mobilities, particularly those involving conference or workshop presentations.

C2.7/U1 Student involvement in SGS grants, and the number and quality of student research outputs.

C2.7/U2 Number of doctoral students (DSP) actively participating in national or international research projects.

C2.8/U1 Number and proportion of R&D&I outputs published under Open Access.

C2.8/U2 Number and types of public engagement (outreach) and promotional activities, as well as the estimated size of their target audiences (various media formats, including podcasts, blogs, and social media)

Responsible Persons:

Vice-Dean for Research: C2.1 – C2.4, C2.8

Vice-Dean for International Relations and Doctoral Studies: C2.5 and C2.7

Vice-Dean for Internal Affairs: C2.6

Priority FF3: The Faculty enhances the working and learning environment and develops its institutional infrastructure.

Strategic Objectives:

C3.1 Strengthening the system of individual and career development, as well as staff motivation, to support and enhance their professional activities and performance. Creating space and opportunities for systematic professional development and training, fostering the acquisition and enhancement of knowledge, skills, and key competencies.

C3.2 Implementing a comprehensive staff evaluation system aligned with employees' performance and achievements.

C3.3 Attracting the best-qualified employees and improving the induction process for new staff.

C3.4 Developing a bilingual internal environment as a cornerstone of successful internationalisation.

C3.5 Strengthening cohesion, collaboration, and a sense of belonging between departments and faculties.

C3.6 Providing facilities that meet the standards of a modern university faculty in the 21st century.

C3.7 Expanding the third role of the Faculty (societal engagement).

C3.8 Building and developing the Faculty's identity, strong brand, and reputation. Strengthening and expanding the Faculty's promotional activities.

Activities:

- C3.1/A1 Establishing rules for staff qualification advancement and ensuring a balanced workload across teaching, creative, and research activities for academic and research staff.
- C3.1/A2 Increasing the number of associate professors (docents) and professors.
- C3.1/A3 Ensuring the provision of training opportunities, including language courses, in areas that academic staff themselves identify as essential for their personal development, research, and teaching.
- C3.2/A1 Introducing and consistently applying rules for the comprehensive evaluation of academic, research, and administrative staff, allowing for multi-faceted feedback (from supervisors, Faculty leadership, and the individual staff member).
- C3.2/A2 Compiling and evaluating annual individual creative plans for each academic staff member.
- C3.3/A1 Establishing effective induction processes for new employees.
- C3.4/A1 Improving the internationalisation of the internal environment, i.e. introducing a fully bilingual internal framework (Czech and English equivalents), including the Faculty

website, internal information and communication systems, internal regulations, and information provided to staff and students. Adapting texts for an international audience. Enhancing language proficiency among academic, research, and administrative staff interacting with the international community at the Faculty and University. Improving bilingualism and the international aspect of the Faculty's physical spaces.

- C3.5/A1 Ensuring high-quality working conditions, providing resources to support staff socialisation, and creating opportunities to present the achievements of departments and their academic staff.
- C3.5/A2 Promoting teamwork, open communication, and knowledge sharing.
- C3.6/A1 Supporting investments in modernisation and overall improvement of Faculty infrastructure.
- C3.7/A1 Strengthening the Faculty's positive impact on society, both in the general public and expert communities in disciplines long established at the Faculty. Reinforcing the Faculty's social responsibility towards society and the region.
- C3.8/A1 Encouraging staff to identify with the Faculty, fostering voluntary engagement in Faculty life and the sharing of both personal and Faculty-wide achievements.
- C3.8/A2 Defining the Faculty's promotional strategies in alignment with University-wide strategic initiatives.

Indicators:

C3.1/U1 Number of habilitation procedures initiated, and the number of newly appointed associate professors and professors.

C3.1/U2 Number of Faculty staff supported through educational courses, and an overview of training sessions, courses, and workshops conducted, as recorded in the Employee Training Portal information system.

C3.2/U1 Implementation of a comprehensive evaluation system for academic, research, and administrative staff, including a system for assessing personal creative plans of academic staff.

C3.3/U1 Development of a staff recruitment and adaptation strategy at FAP.

C3.4/U1 Creation of a fully functional English version of documents, information, regulations, and other materials related to the Faculty's internal operations.

C3.5/U1 Number of research projects, academic, or cultural events organised as part of interdepartmental (or interfaculty) collaboration.

C3.6/U1 Proportion of the Faculty's budget allocated to technical and material improvements of Faculty facilities.

C3.7/U1 Number of projects/events with an active impact on city and regional life.

C3.8/U1 Number of promotional and public engagement activities carried out, both in-person and online.

Responsible Persons:

Vice-Dean for Internal Affairs: C3.1 – C3.8

Faculty Secretary: C3.6

8. Final Provisions

The Strategic Plan of the Faculty was discussed and approved by the Scientific Board of the Faculty of Arts and Philosophy of the University of Pardubice on 22 June 2021.

The Strategic Plan was approved by the Academic Senate of the Faculty of Arts and Philosophy of the University of Pardubice on 28 June 2021.

doc. Mgr. Jiří Kubeš, Ph.D.

Dean of FAP UPCE