Implementation Plan for the Faculty of Arts and Philosophy's Strategic Framework for 2025

In its 2021 Strategic Framework, the Faculty of Arts and Philosophy of the University of Pardubice (FAP UPCE) defined the following three priority 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.

For each of the three priorities, the Strategic Framework defines specific activities and indicators that enable ongoing monitoring of its implementation. This monitoring is carried out through the Faculty's Annual Reports. The following officers are responsible for implementation: the Dean (D), Vice-Dean for Education (PV), Vice-Dean for Research and Creative Activity (PVT), Vice-Dean for Doctoral Studies and International Affairs (PDZ), Vice-Dean for Internal Affairs and Development (PVR), Faculty Secretary (TF), Head of the Study Office (VSO), Heads of Departments/Institutes (VK), and Programme Supervisors (GSP).

In view of the activities listed above, the following Implementation Plan is established for 2025:

Priority FF1

Activities (linked to the Strategic Framework of FAP UPCE) / Responsible Officer	Status (2024)	Plan (2025)
C1.1/A1 Offer of doctoral degree programmes / D + Programme Supervisors	4 doctoral degree programmes (two at the Institute of Historical Sciences valid until 2028; two at the Faculty of Restoration valid until 2033?)	Implement all four doctoral degree programmes
C1.1/A1 Completion of doctoral studies within the standard period of study plus one year / D + Programme Supervisors	Only 6% of doctoral students completed their studies within the specified timeframe	Reach 15% of doctoral students completing within the target timeframe
C1.1/A1 Offer of degree programmes taught in English / PV + Programme Supervisors	2 doctoral degree programmes; 2 master's degree programmes	Maintain the current offer of degree programmes taught in English
C1.1/A1 Expansion of degree programmes in part-time (combined) study mode / PV + Heads of Departments	One programme in part-time mode (in 2024, accreditation was granted for the master's programme *English Language Teacher Training* in part-time mode)	Launch the first year of the part-time master's programme *English Language Teacher Training*
C1.1/A1 Innovation of bachelor's degree programmes and enrolment of 3% more first-year bachelor's students (compared to autumn 2024) / D + PV + Heads of Departments	Low student numbers in some bachelor's programmes; termination of the professional bachelor's programme *German for Professional Practice* and the academic bachelor's programme *Central European Studies*	Approval of accreditation for a new bachelor's programme in the humanities by the Internal Evaluation Board and the National Accreditation Bureau (responsibility: Institute of Historical Sciences and Faculty of Restoration)
C1.1/A1 Innovation and/or expansion of master's degree programmes / D + PV	Launch of the master's programme *English Language Teacher Training* in part-time mode; extension of the master's programme *History* to include *Archaeology* as a new specialisation; re-	Approval of accreditation for the master's programme *Religious Studies* by the Internal Evaluation Board and the National Accreditation Bureau; development

	accreditation of the master's programme *Social and Cultural Anthropology* (now with two specialisations – *Social Anthropology* and *Visual Anthropology*)	of the master's programme *History Teacher Training for Upper-Secondary Schools*; admission of students to newly accredited master's programmes
C1.1/A2 Preparation for obtaining a second institutional accreditation (Philosophy) / D + Heads of Departments	Application for accreditation of habilitation procedure approved by the Faculty Board	Approval of habilitation procedure – application to be approved by the Internal Evaluation Board (March) and the National Accreditation Bureau (autumn)
C1.1/A3 Support for gifted undergraduate students beyond their study obligations / PV	Scholarship system in place	Maintain the current situation
C1.1/A4 Involvement of undergraduate students in research projects and recognition of outstanding achievements in research and creative activity / PVT	6 master's students involved in IGA; participation in research competitions; scholarship system in place	Maintain the same number of students involved, participation in competitions, and current scholarship system; introduce doctoral income scheme; emphasise systematic involvement of doctoral and master's students in proposed research projects funded externally; ensure a motivational element in doctoral income payments; integrate doctoral and master's students more actively into research teams; organise a student conference on the theme *"What do student teachers actually learn through their action research?"*
C1.1/A5 Support for activities aimed at improving student success / PV	Individual consultations; organisation of orientation courses for first-year	Maintain current practices; further develop cooperation with students;

	bachelor's and master's students; student feedback on teaching; regular meetings between students and programme supervisors and heads of departments; in some departments, contact academic staff (tutors) designated to communicate with students	introduce a Faculty-wide Orientation Day (*Introduction to Studies at FAP*, 23 September)
C1.1/A6 Innovation of professionally oriented degree programmes / PV + Heads of Departments + Programme Supervisors	Termination of one professional bachelor's programme in Czech; one professional master's programme in Czech currently offered	Prepare a proposal for a new professionally oriented bachelor's programme responding to societal needs – in the field of digital technologies, data analysis, etc.
C1.2/A1 Number of student mobilities abroad/incoming lasting more than one month / PV + Heads of Departments	54 inbound mobilities longer than one month / 50 outbound mobilities longer than one month ERASMUS course created to support and motivate students going abroad Regular Welcome Meetings for inbound students launched at the beginning of each semester	Maintain current level; support visibility of events promoting student mobility at Faculty level (e.g. *Erasmus Day FAP UPCE*); support inbound mobility by increasing the availability of English-language content on the Faculty website
C1.3/A1 Encouragement of doctoral students to successfully complete their studies / D + PDZ + Programme Supervisors	Internal research projects within IGA (4 in History, 5 in Philosophy); recent re-accreditation of the doctoral programme *Filosofie/Philosophy*, adoption of the Faculty's Doctoral Study Code	Maintain the same number of internal research projects; introduce doctoral income scheme as per the amendment to the Higher Education Act; enhance monitoring of doctoral study progress; revise the Faculty Rules of Procedure for Subject Area Boards; move the deadline for submission of annual progress reports to 31 July; revise the

		accreditation of the doctoral programme *Historical Sciences*
C1.4/A2 Development of cooperation with secondary schools / PVR + Heads of Departments	Individual trips abroad by academic staff or active students; occasional participation of secondary school students in departmental events	Faculty programmes to be delivered at selected secondary schools, focusing on grammar schools (regular involvement of academic staff in the initiative *FAP on the Move*); visits by academic staff and doctoral students to secondary schools within the *KOMPAS* project; establish cooperation with a selected secondary school (*Faculty School*); offer courses with participation of secondary school students (e.g. excursions in Religious Studies)
C1.5/A1, A2 Use of teaching methods that create favourable conditions for the development of students' competencies and creation of quality in-house study materials. Support for learning through online education / PV + Heads of Departments + Programme Supervisors	Some courses have their own teaching materials and use online support tools – especially IS STAG, MS Teams (170 courses), LMS Moodle (154 courses), and other applications (e.g. Grammarly, Business Partner, *50 Steps to Improving Your Academic Writing*, *Password to Academic Presentations*), as well as online sources; involvement of external professionals in teaching; integration of field trips into teaching; supervision within internships; production of teaching videos	Maintain current level and continue strengthening collaboration with industry

C1.5/A3, A4 Development of a meaningful and responsible approach to artificial intelligence tools in the university environment; responsible integration of AI tools into research, teaching, and learning	Course Selected Issues in Artificial Intelligence delivered (interfaculty cooperation); training sessions for academic staff on the use of AI tools in teaching and research; AI development is a focus area for a small number of academics at FAP UPCE	Continue offering the AI course for students; establish a position of Faculty Coordinator for AI-related matters; further training for academic staff; strengthen active student engagement
C1.6/A1 Maintaining the quality of student support / PV + Head of the Study Office	Electronic enrolment of first-year students in all study programmes	Maintain current support structures
C1.6/A1 Maintaining the quality of student support – regular communication with students / PV + PVR + Heads of Departments	Support for students in crisis situations; departmental activities (*Háčkování, Hawaii, LitCon, SocioCon, Rely Introduction Camp, KAA Orientation Course*, etc.); independent student platform *Hlas FF UPCE – Ambassadors	University of Pardubice* continues to thrive	Maintain personal contact with students; support student initiatives (e.g. special scholarships)
C1.6/A1 Maintaining the quality of student support – regular communication with students / PV + PVR + Heads of Departments	The position of ombudsperson has been in place at the University since September 2024	Conduct a student-focused ombuds survey (prior to summer)
C1.6/A1 Identification of talented students from high-quality secondary schools and motivation to study at the Faculty / PVR + Heads of Departments	Academic staff participated in evaluation committees of the *Festival of Science and Technology* competition; scholarship promised to participants; admission procedure conditions for awardees have been modified	Continue participation in competitions; within the KOMPAS project, seek to reach out to talented secondary school students
C1.7/A1 Presentation and promotion of the teaching profession to encourage interest in teacher training / PV	Implementation of teaching clubs and promotion of the teaching profession	Increase visibility of the *OP JAK Pregradual* project – activities and events including the didactic club and the student conference *"What*

		do student teachers actually learn through their action research?" to be promoted on the Faculty website
C1.8/A1 Innovation of lifelong learning programmes for teachers as part of LLL / PV + Heads of Departments	3 LLL programmes: *Pedagogical Studies* (Department of Educational Sciences); *Additional Didactics in English* (Department of English and American Studies); *Mentoring for Teachers* (Department of English and American Studies)	Continue implementation of LLL programmes; apply for re-accreditation of *Pedagogical Studies* under the Ministry of Education's Further Education of Teaching Staff (DVPP) scheme; develop at least three micro-credential courses
C1.8/A1 Innovation of lifelong learning programmes for the general public / PV + Faculty Secretary	University of Lifelong Learning courses offered	Expand the offer of public courses, including courses leading to micro-credentials

Priority FF2

Activities (linked to the Strategic Framework of FAP UPCE) / Responsible Officer	Status (2024)	Plan (2025)
C2.1/A1 Support for top-quality research outputs / D + PVT	Directives Nos. 1 and 2/2022 in place; faculty bonuses awarded for research performance and individual bonuses for research activity at individual units – CZK 1.75 million distributed in 2023; 20% budget reduction in 2024	Revise both Directives; review last year's cost-saving measures and restore the allocation for research bonuses to the 2023 level
C2.1/A1 Support for top-quality research outputs / D + PVT	Rewards granted for excellent results in category M1 in accordance with Directive No. 1/2022	Maintain the reward system and issue payments in the autumn
C2.1/A1 Support for top-quality research outputs / D + PVT	Individual research packages under Directive No. 2/2022; CZK 0.8 million allocated in 2023; reduced by 20% in 2024 due to budget constraints	Continue with individual research packages; review cost-saving measures and restore the funding to at least the 2023 level
C2.1/A1 Focus on Jimp and Jsc publications in relevant disciplines / PVT + Heads of Departments	Number of Jimp articles in 2021/22/23: 7 / 15 / 28; Jsc articles: 12 / 16 / 20	Maintain at least the current number of Jimp and Jsc publications
C2.1/A1 Focus on international publishing / PVT + Heads of Departments	Share of international publications: in 2021, 52 out of 148 publications (35%); in 2022, 89 out of 230 (39%); in 2023, 50 out of 153 (34%)	Maintain or slightly increase the share of international publications; introduce publication mentoring support; establish a list of designated mentors, ideally one at each department

C2.2/A1 Development and consistent implementation of the Faculty's R&D quality assessment system / D + Heads of Departments	Guideline No. 1/2022 – the system of annual evaluations and personal work plans has been in operation for four years	Continue the current evaluation system and apply employment-related consequences based on staff assessment outcomes; digitise personal work plans and performance results within the HAP2 system
C2.3/A2 Development of institutional development plans and research activities of individual units / PVT + Heads of Departments	All units have prepared written development strategies	Implement the development strategies of individual units based on their internal priorities
C2.3/A2 Development of institutional development plans and research activities of individual units / PVT + Heads of Departments	Funding has so far been drawn from departmental budgets	Introduce institutional support for early-career researchers under the DKRVO national funding scheme
C2.4/A2 Support for emerging excellent research teams / D + PVT	Five research teams supported between 2022–2024; revised legislation on the establishment and operation of research teams adopted in autumn 2024	Public presentation and evaluation of previous research teams in February; revise the 2024 cost-saving measures and restore funding for research teams to the 2023 level (CZK 250,000 per year); extend support to seven research teams, with the aim of expanding support to other academic disciplines represented at the Faculty
C2.5/A2 Support for organisation of international academic conferences and workshops, and for active participation in them / PVT + Heads of Departments	The Faculty consistently hosts four to six international conferences per year	Ensure that each unit with strong research output organises at least one international event every two years; the Faculty will also provide funding for events organised by departments with fewer research results to date

C2.5/A2 Support for active participation in international academic conferences / D + PVT	Academic staff from units with fewer research outputs are underrepresented at international conferences	Provide individual support for outbound international conference participation (with a presentation) by academic staff from underrepresented departments; support participation also through systemic support for early-career researchers
C2.6/A1 Support for obtaining additional R&D funding beyond institutional resources, including support for national and especially international research project proposals / PVT + Heads of Departments	Rewards granted for submitted project proposals; project proposals submitted under the OP JAK funding scheme; administrative support provided by the Office for Research and Project Activities	Maintain the current support system and number of ongoing projects; prepare new proposals under OP JAK calls; in cooperation with the Office for Research and Project Activities, develop an information platform for navigating project calls, including a management calendar for academic and administrative staff; ensure coordinated Faculty leadership meetings with key stakeholders in regional and national funding schemes to explore opportunities in currently underutilised forms of external funding
C2.6/A1 Submission of international projects (or projects with participation of FAP academic staff) / PVT + Heads of Departments	Several project proposals submitted annually (involving FAP staff as principal investigators or team members); from 2024, the ERC.CZ project is under way (Prof. Lippitt, Department of Philosophy and Religious Studies)	Maintain the current number of project proposals; attempt to submit additional international projects; place emphasis on obtaining external research funding, particularly at units with consistently above-standard research performance (such projects

		have so far only been submitted by the Faculty of Restoration and the Institute of Historical Sciences)
C2.6/A1 Support for individual international research mobility / PDZ	Limited information available on international fellowships	Create and publish a list of international fellowships on the Faculty website and Instagram – an internal version already exists on the intranet; in cooperation with the International Office, a Faculty-specific interface will be developed with a focus on sharing experiences of outbound students (the dominant source of funding from such activities)
C2.7/A1 Support for research and publishing activities of talented follow-up master's students and doctoral students / D + PDZ + Programme Supervisors	Internal research projects under IGA; scholarships under IGA; international doctoral workshops (e.g. under Erasmus BIP); doctoral students involved in research team activities	Maintain the current situation; further engage doctoral students in the activities of research teams
C2.8/A1 Support for the principles of open science – "Open Access" / PVT + PVR + Heads of Departments	*Theatrum Historiae* (published twice a year) has operated under Open Access since 2022; *American and British Studies Annual* (published once a year) has operated under Open Access since 2023; in 2023, 49 of 250 reported publications were in Open Access mode	Continue publishing issues of both Faculty journals; publish the first Open Access issue of the new journal *Pardubice Insights into English Linguistics* Encourage Open Access publication for titles published by the University of Pardubice Press; enable use of OA tokens available at the University; plan OA publications within grant projects; aim to publish in OA

		journals that do not charge publication fees
C2.8/A2 Presentation of creative outputs, including popularisation (public outreach) and dissemination of achieved results / PVR	Public outreach activities include interviews on the Faculty website, podcasts (*UPCE on Air*), presentations in *MY UPCE* and on social media; *Tea at Five* events; participation in the national event *Researchers' Night*; public lectures at external venues	Maintain the current level of activity; create a dedicated website presenting the University's Third Mission; become more actively involved in the *Humanities Week* event; revive the *Café Universitas* project (Department of Philosophy and Religious Studies)

Priority FF3

Activities (linked to the Strategic Framework of FAP UPCE) / Responsible Officer	Status (2024)	Plan (2025)
C3.1/A1 Creating space and opportunities for the systematic professional development of staff / D	The last increase in pay grades took place in summer 2024, followed by increases in individual salary components under the so-called cohesion mechanism; however, salaries – especially for Lecturers, Senior Lectures (Assistant Professors), and administrative staff – remain insufficiently competitive	Expand the range of merit-based financial support and reward instruments (more research teams, junior researcher support, increased teaching budgets for departments)
C3.1/A1 Ensuring rules for career advancement and a balanced distribution of teaching, creative, and research activities among academic and research staff / D + Heads of Departments	Directive No. 1/2022 sets the proportion of teaching and research workload and introduces the obligation to prepare personal work plans	February–March: review of personal work plans and monitoring of staff career advancement
C3.1/A2 Increasing the number of associate professors and full professors / D + Heads of Departments	2022/2023: 18.5 / 17 full-time equivalent associate professors; 6.1 / 6.1 full-time equivalent full professors	Maintain the current number of associate professors and increase the number of full professors by one; offer mentoring support for habilitation preparation; promote the use of sabbaticals for professional development

C3.2/A1 Introduction and long-term application of rules for the comprehensive evaluation of academic, research, and administrative staff / D + Heads of Departments	Directive No. 1/2022 introduced evaluation rules for academic and research staff	February–March: Heads of Departments to carry out evaluations and record interview summaries; April: Heads of Departments to submit reports to the Dean on the status of their departments; introduce evaluation procedures for administrative staff
C3.2/A2 Annual preparation and evaluation of personal creative work plans for individual academic staff / Heads of Departments	Directive No. 1/2022 stipulates the obligation to prepare a personal work plan	January–February: academic staff to submit personal work plans to Heads of Departments, who then forward them to the Dean; ensure digitalisation of academic staff evaluation within the HAP2 system in the course of 2025
C3.4/A1 Improving the internationalisation of the internal environment, i.e. establishing a fully bilingual internal environment / PVR	University-wide directive in place	Ensure compliance with the Directive
C3.4/A1 Improving the internationalisation of the internal environment, i.e. establishing a fully bilingual internal environment / PVR	The Faculty website and https://studuj.upce.cz lack sufficient content in English	Supplement the English-language versions of Faculty websites
C3.4/A1 Improving the internationalisation of the internal environment, i.e. establishing a fully bilingual internal environment / PVR	Selection procedures include a requirement for English language proficiency; language courses for academic and administrative staff continue; new language courses for doctoral students launched in 2024	Continue language courses for academic staff, administrative staff, and doctoral students
C3.4/A1 Improving the internationalisation of the internal environment, i.e. establishing a bilingual internal environment / D	Minutes of Dean's Advisory Board meetings are now available in English; new internal regulations are always prepared in English as well, but not all	Translate the remaining valid Faculty directives into English; repeal and consolidate outdated internal legislation; translate new regulations into English

	Faculty directives have yet been translated	
C3.5/A1 Offering tools that support staff socialisation within the workplace / D + PVR	One all-Faculty event per semester (distinguished guest, sports and cultural activities, Christmas party)	Maintain current practices; make use of the FAP alumni gathering in June 2025; offer opportunities to join maternity/parental leave support groups
C3.5/A1 Creating opportunities to present the achievements of individual departments and their academic staff / PVZ + PVR	Promotion of recent achievements on the Faculty website and social media; written reports on research team activities; research team performance also presented to the Academic Senate of FAP UPCE	Maintain high-quality promotion of current achievements; publish results of M1-category evaluations on the website and present Dean's Awards for M1 achievements publicly (May, academic community); link M1 results with outreach in *UPCE On Air* and other media outlets
C3.5/A3 Making use of cooperation with the University Ombudsperson to enhance the quality of the internal working environment	The position of University Ombudsperson was established in September 2024; the Faculty has used the opportunity to conduct an internal staff survey	Present results of the staff survey (4 March); conduct a new survey among students
C3.6/A1 Supporting investments in the modernisation and overall improvement of the Faculty's working infrastructure / TF	In 2024, the 14th floor of Building EA was renovated	Renovate selected floors of Building EA (summer)
C3.6/A2 Digitalisation of processes at FAP UPCE / PVR	Staff evaluation is not digitalised; editorial administration is not digitalised	Transfer academic staff evaluations into the HAP2 system and selected editorial activities into ServiceDesk; continue digitalising administrative processes
C3.6/A3 Enhancing security at FAP UPCE / PVR	University training sessions on soft target protection are ongoing; Faculty staff have participated	Continue training; implement an interactive simulation exercise for responding to security incidents

C3.8/A2 Development of the Faculty's promotional strategies / PVR	Use of the website, social media, and promotional events	Maintain and further develop existing practices; produce promotional videos featuring alumni; involve students in the creation of promotional content

This Implementation Plan for the Strategic Framework of the Faculty of Arts and Philosophy of the University of Pardubice was discussed by the Scientific Board of the Faculty of Arts and Philosophy of the University of Pardubice on 11 April 2025 and approved by the Academic Senate of the Faculty of Arts and Philosophy of the University of Pardubice at its meeting held on 28 April 2025.

Pardubice, 12 May 2025   doc. Mgr. Jiří Kubeš, Ph.D.

                                                                                                    Dean of FAP, UPCE