

**UNIVERSITY OF PARDUBICE**  
STRATEGIC PLAN FOR  
THE PERIOD FROM 2021

Revision 14 June 2023

*In strategy it is important to see distant things as if they were close  
and to take a distanced view of close things.*

*Miyamoto Musashi*



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Rectorate of the University of Pardubice  
Photo: Jan Vlasák

# **Strategic Plan of the University of Pardubice for the period from 2021**

**Revision 14 June 2023**



## 1. Preamble

The Strategic Plan of the University of Pardubice for the period from 2021 (hereinafter referred to as the “Strategic Plan of the University”) develops and clarifies the direction of educational, scientific, research, development and innovation, artistic and other creative activities of the university as a whole and its components for the period up to 2030. It follows on from the Long-term Plan for Education, Scientific, Research, Development and Innovation, Artistic and Other Academic Activities of the University of Pardubice for 2016–2020 and its updates for individual years. The Strategic Plan of the University actively responds to the changing role of the University of Pardubice associated with the changing concept of education and science in today’s world. The document is prepared with the aim of fulfilling the vision of the University of Pardubice and in accordance with the values shared by the university community.

The Strategic Plan of the University is mainly based on the Strategic Plan of the Ministry of Education, Youth and Sports (the “MEYS”) for Higher Education for the period from 2021 and on the Strategy for the Internationalisation of Higher Education for 2021.





*Faculty of Economic and Administration and Faculty of Philosophy  
University of Pardubice  
Photo: Jan Jambor*

## 2. History of the University of Pardubice

The University of Pardubice builds on a seventy-year tradition of higher education in the city. Government Decree No. 81 of 27 June 1950 established the Chemical College in Pardubice. From November 1953, it was called the Institute of Chemical Technology in Pardubice (ICT) for forty years. After 1989, the character of the school changed, new faculties were established and the range of study programmes multiplied. In 1994, the name of the school was changed to the University of Pardubice by law. The single-faculty ICT has gradually become a modern multidisciplinary university with seven faculties offering education in a wide range of disciplines and in a number of unique areas, such as energetic materials, printing, materials research, radar systems, rail vehicles and restoration technologies.

The dynamic development at the turn of the millennium proves that the University of Pardubice is able to quickly adapt to changes in external conditions, respond effectively to technological and social developments and demand in the labour market, and use current results of science and research in its educational activities. In a number of areas of education, science and research, the University has an important national and international position. This fact was confirmed by obtaining institutional accreditations (2018) for 6 areas of education (transport, economics, historical sciences, chemistry, informatics and medical disciplines), which describe the basic spectrum of activities and the potential for further development of science and research in education at the University of Pardubice.

In 70 years, the University has become a modern and consolidated institution, with 40,000 highly qualified professionals having left its lecture rooms. The current University with almost 7,000 students and more than 1,100 academic, research and other staff is an important centre of education, the importance of which extends beyond the borders of the Czech Republic (the "CZ").

Its faculties are:

**Faculty of Chemical Technology** – FChT (established in 1950 as ICT), Faculty of

**Economics and Administration** – FEA (established in 1991), Faculty of

**Transport Engineering** – FTE (established in 1993)

**Faculty of Arts and Philosophy** – FAP (in 1992, the Institute of Foreign Languages was established, later renamed the Institute of Languages and Humanities, which was transformed into a separate Faculty of Humanities in 2001, which was renamed the Faculty of Philosophy in December 2005),

**Faculty of Restoration** – FR (founded in 2005),

**Faculty of Health Studies** – FHS (in 2002, the Institute of Health Studies was established, which was transformed into a separate Faculty of Health Studies in January 2007),

**Faculty of Electrical Engineering and Informatics** – FEEI (established in 2002 as the Institute of Informatics, renamed the Institute of Electrical Engineering and Informatics in 2003, which was transformed into a separate faculty in January 2008).

### 3. Mission of the University of Pardubice

The University of Pardubice is an internationally respected multidisciplinary centre of education, science and research. Its general mission is to link high-quality education with science. Through creative human potential, it strives for the general development of education, increasing the quality of life and prosperity of the society.

### 4. Vision of the University of Pardubice

The vision of the University of Pardubice is to:

- **be an internationally respected centre** of education and scientific research and creative activities,
- **build on clearly defined high-standard and excellent areas of educational and scientific research,**
- **be a multidisciplinary university,**
- **be a modern, open, socially responsible, educational institution with significant research and innovation potential,** demonstrating activity and competitiveness in a national and international scale,
- **be rich in diversity and quality of natural,** technical, economic, humanities, social, medical and artistic sciences,
- **fulfil the third role of universities** as an educational centre for lifelong learning for professional and general public with an emphasis on the challenges of sustainable development of the whole society,
- **be an internally consolidated,** stable and financially sound institution, based on a unified internal culture, shared values and traditions,
- **be a strong partner** in the sustainable development of the Pardubice Region, Hradec-Pardubice Agglomeration, the Czech Republic and the international area.

**The University of Pardubice has set the following target indicators of the fulfilment of its vision.**

1. To be among the 10 most important public universities in the Czech Republic. All Strategic Priorities 1 to 5 aim at the fulfillment of this goal.
2. To be a high-standard educational institution for 9,000 university students enrolled in Czech or English study programmes and participants in lifelong learning, with an emphasis on the quality of education and the employment of graduates in the labour market. The specific ambition of the field of education is to:
  - strengthen the position of education within at least 6 areas of education for which the University of Pardubice received Institutional Accreditation in 2018,
  - deepen the quality of education in all 17 areas of education that the University of Pardubice currently covers,
  - carry out educational activities exclusively with a clear concept for the use of acquired knowledge and skills on the labour market,
  - increase the number of areas of education in which teaching will be carried out in all three types of study (Bachelor's, follow-up Master's and doctoral) and to be among the important and recognised educational institutions in the Czech Republic in these areas of education,
  - increase the quality of education with emphasis on a) provision and creation of high-standard study materials, b) use of modern and flexible forms of teaching adequate to the 21st century, c) more intensive interaction of students with elements of internationalisation and/or interaction with the field of application and d) interconnection of educational and scientific-research activities,
  - increase the share of applicants for whom studying at the University of Pardubice would be the first choice,

- use the potential of inter-faculty cooperation, including the implementation of new academic and professional study programmes,
- use the potential of unique or socially important study programmes implemented at the University.
- focus on moving forward with the digitization of study agendas in accordance with current national and transnational legislation

The activities listed under Priority 1 are primarily aimed at this goal.

3. To be a high-standard research organisation achieving internationally recognised and competitive results in clearly defined areas of scientific research and creative activities. Research and creative activities will be developed exclusively in the fields with a clear scientific concept. The specific ambition in research, development and innovation is to:
  - rank among important research organisations in the Czech Republic in at least 9 FORD subspecialities,
  - be a multidisciplinary research organisation profiling itself in defined scientific disciplines with high-standard international results,
  - evaluate the achieved results with a greater emphasis on quality indicators,
  - develop and, under clearly defined conditions, support especially those areas of R&D&I which achieve or have high potential to achieve internationally comparable results in the future,
  - improve the institutional environment, modernise the research infrastructure and systematically support excellent scientific teams and individuals.

The activities listed under Strategic Priority 2 are primarily aimed at achieving this goal.

4. High-standard, motivated and supported employees, proud of their affiliation with the University of Pardubice, are a basic prerequisite for fulfilling the vision and mission of the University, achieving excellence on a national and international scale and for further high-standard and sustainable development of the University, which values their work and appreciates their contribution to the common goals. The specific ambition in this area is to:
  - provide its employees with the best possible facilities, services and support for their further career and qualification development,
  - be an attractive employer for professional and highly motivated employees who actively use and value their knowledge and skills in their educational, research and other creative activities as well as in fulfilling the so-called third role of the university, popularisation and social responsibility towards society, professional and general public,
  - obtain the international HR Award certificate as a benchmark for providing internationally standard working conditions and environment for human resource development,
  - balance the age and qualification structure of academic staff, i.e. reduce the average age of professors and associate professors and change the structure of the academic staff so that approximately 37.5% of the academic staff are professors or associate professors (while emphasising the quality of habilitation procedure and the procedure for the appointment of professors), who will be able to implement their knowledge and skills within the framework of educational and scientific research activities, within the framework of internationalisation, popularisation of the University and education of the next generation of experts,

- develop a common brand and sense of belonging of all employees to the University.

The activities listed under Strategic Priority 3 are primarily aimed at this goal.

5. To be an open institution with a growing international dimension, a growing share of foreign workers, foreign mobility and a growing number of foreign students in study programmes in English. The specific ambition in the field of internationalisation is to:
  - be an internationally attractive institution for at least 150 foreign students enrolled in English study programmes, 350 students coming for short/long-term stays and at least 50 foreign academic, research and administrative staff members,
  - be an internationally attractive institution for foreign professionals coming every year for short and long stays,
  - increase the number of follow-up Master's degree programmes in English and streamline the recruitment of applicants in accredited doctoral degree programmes in English,
  - strengthen and streamline cooperation with foreign universities and other research institutions,
  - create mobility windows in some study programmes so that mobility is an organic part of standard study plans,
  - provide a comprehensive bilingual environment of the University (Czech and English), providing a friendly environment for the development of international cooperation and partnerships and for addressing high-standard foreign students and staff.

The activities listed under Strategic Priority 4 are primarily aimed at this goal.

## 5. Shared Values of the Academic Community of the University of Pardubice

Shared values of the academic community of the University of Pardubice:

- democratic and moral principles, academic freedom,
- respect for individuals, society, the environment, material, cultural and ethical values,
- creative, critical and independent thinking and free expression thereof,
- unity in education, science, research, development and innovation,
- openness and diversity for creative results,
- diversity of faculties and the unity of the University in its entirety,
- partnerships and cooperation regardless of gender, ethnicity, culture and religion,
- high-standard academic education and support to talents for excellence,
- integral, highly ethical development and self-improvement of individuals,
- innovation and sustainability of solutions to national and global challenges,
- open communication inside and outside the institution,
- quality, prosperity and social responsibility.

## 6. Starting Points

### 6.1 Strategic international and national documents and links

The Strategic Plan of the University is based on, or follows on from, a number of international, national and regional strategic documents.

#### International dimension

Through a wide range of high-standard study programmes, international cooperation in education and research, active involvement of foreign students and academics in teaching and research, and an approach to mutual recognition of studies, the University of Pardubice participates in the fulfilment of higher strategic goals and in the development of the European Higher Education Area (EHEA), according to the Bologna Declaration of 1999, and the European Research Area (ERA), announced by the European Commission in 2000 with the aim of connecting scientific institutions and research in Europe. The Strategic Plan of the University is also based on the EU higher education programme.

The University of Pardubice implements the criteria of ethics of educational research according to the European standards, including the European Charter for Researchers, in accordance with its Code of Ethics effective since 2007, and the Code of Good Research Practice of 2017 for Research and Researchers.

In accordance with the Action Plan for the Development of Human Resources for Research, Development and Innovation and Gender Equality in Research, Development and Innovation in the Czech Republic for 2018 to 2020, it strives to obtain the HR Excellence in Research – Award (HR Award) of the European standard of employee care and quality of creative environment. The University of Pardubice aims to fully implement the principles of the Human Resources Management Strategy in Science and Research. The University of Pardubice is gradually fulfilling the goals defined in the Action Plan for the Internationalisation of the University of Pardubice.

#### International documents:

- European Higher Education Area
- Bologna Process: setting up the European higher education area
- European Research Area
- EU agenda for higher education
- European Charter for Researchers
- Human Resources Strategy for Researchers
- HR Excellence in Research Award (HR Award)
- Action Plan for the Development of Human Resources for Research, Development and Innovation and Gender Equality in Research, Development and Innovation in the Czech Republic for 2018 to 2020

## **National dimension**

The University of Pardubice fulfils and develops the goals of strategic documents of the Czech Republic and their expectations at the university level for the period from 2021, which are part of the documents Strategy for Education Policy of the Czech Republic until 2030+, Strategic Plan of the Ministry of Education for Higher Education 2021+, National Policy of Research, Development and Innovation of the Czech Republic 2021+, Strategy of Regional Development of the Czech Republic 2021+, Strategy of Internationalisation of Higher Education for the period from 2021 and the Long-Term Plan of Education and Development of the Educational System of the Czech Republic for 2019-2023.

The University of Pardubice has been closely cooperating with application spheres, public administration institutions and other entities, institutions and organisations. It thus responds to the social requirements and needs of the market with regard to the objectives set by the National Priorities of Oriented Research, Experimental Development and Innovation and the Innovation Strategy of the Czech Republic for 2019-2030 and the National Policy of Research, Development and Innovation of the Czech Republic 2021+. The University of Pardubice implements research, development and innovation (R&D&I) in the context of the National RIS3 Strategies (National Research and Innovation Strategies for Intelligent Specialisation of the Czech Republic).

The University of Pardubice also implements the objectives of the National Strategy of the Czech Republic for Open Access to Scientific Information for the period 2017-2020 and, within their framework, has significantly expanded the possibilities of R&D&I employees to access publications in the open science regime.

### **National documents:**

- Strategy for Education Policy of the Czech Republic until 2030+
- Strategic Plan of the Ministry of Education for Higher Education 2021+ and the National Policy of Research, Development and Innovation of the Czech Republic 2021+
- National Policy of Research, Development and Innovation of the Czech Republic 2021+
- Strategy of Regional Development of the Czech Republic 2021+
- Long-Term Plan of Education and Development of the Educational System of the Czech Republic for 2019-2023
- National Priorities of Oriented Research, Experimental Development and Innovation
- National Policy of Research, Development and Innovation of the Czech Republic 2021+
- Innovation Strategy of the Czech Republic for 2019-2030
- National RIS3 Strategy
- National Strategy of the Czech Republic for Open Access to Scientific Information for the period 2017-2020
- Industry 4.0 initiative, the so-called fourth industrial revolution

### **Contribution to the development of the society and the region**

In implementing its strategic plan, the University of Pardubice also relies on long-term cooperation with the region, the framework of which is given mainly by the Pardubice Region Development Strategy 2021-2027, the Pardubice City Development Plan 2014-2025 and the ITI Strategy of the Hradec-Pardubice Agglomeration).



## University of Pardubice

The Strategic Plan of the University is based on a number of basic documents of the University, in particular:

- Statutes of the University of Pardubice,
- Organisational Structure,
- Study and Examination Regulations,
- Accreditation Rules,
- Scholarship Regulations,
- Rules of the Quality Assurance and Evaluation System of Educational, Creative and Other Related Activities,
- Rules for Habilitation Procedure and Procedure for the Appointment of Professors,
- Ethical Code,
- Code of Good Research Practice of the University of Pardubice,
- System of Research Stimulation for Students-Young Researchers,
- Code of Lifelong Learning,
- Rules of Selection Procedure,
- Internal Wage Regulations,
- Rules of Financial Management,
- Annual Reports.

## 6.2 Starting points for fulfilling the vision

Detailed information on the starting points for fulfilling the vision is given in the Annual Report of the University of Pardubice for 2020.

### 1. The position of the University of Pardubice in the international and national rankings

The criterion for fulfilling the vision should be the position of the University of Pardubice within the international rankings, in which the University participates every year, or national rankings, within which the Czech public universities are evaluated annually.

In 2020, the University of Pardubice achieved the following evaluation in the international rankings:

- THE WUR (Times Higher Education World University Rankings): 1001+, 14th university in the Czech Republic
- QS EECA (QS Emerging Europe and Central Asia University Rankings): 130, 14th university in the Czech Republic
- EngiRank (European Ranking of Engineering Programmes): 12, 3rd university in the Czech Republic
- SIR (Scimago Impact Ranking): 539-734; 10th university in the Czech Republic
- QS WUR (QS World University Rankings): 801-1000

As shown above, the position of the University of Pardubice in these key international rankings is from 3rd place (EngiRank), through 10th place (SIR) to 14th place (THE and QS EECA).

In 2020, a total of eight academic staff members of the University of Pardubice were among the 160,000 most cited scientists in the world. Analysts at Stanford University regularly publish a list of the most cited scientists from all disciplines around the world.

The national rankings will provide key information resulting from the evaluation of public universities within M17+, where the aim of the University of Pardubice is to rank among the high “Category B”, i.e. institutions of balanced quality with excellent research results, sufficient innovation potential and/or significant results of applied research; the R&D&I results correspond to the purpose of the establishment.

## **2. Educational activities**

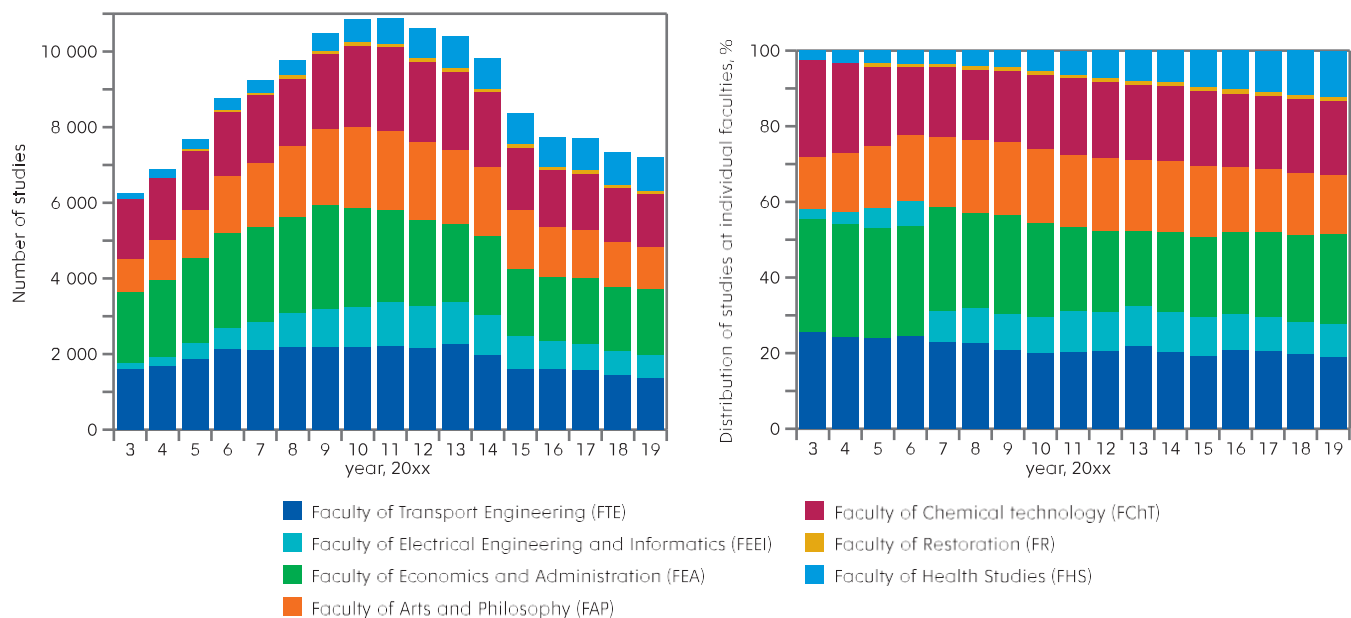
Educational activities in 2020 took place in 147 study programmes (in the full-time form of study: 60 BSP, 48 MSP and 35 DSP; in the combined form of study: 13 BSP, 12 MSP and 24 DSP). In 2018, the University of Pardubice obtained Institutional Accreditation for 6 areas of education, namely 4. Transport, 5. Economics, 12. Historical Sciences, 13. Chemistry, 14. Informatics and 36. Health Sciences.

As of 31 October 2020, the University of Pardubice had 7,659 long-term active studies in 17 areas of education (Table 1). The predominant form of study is the full-time form, in which 79% of students study, while 21% of students study in the combined form. The share of the number of studies in Bachelor’s study programmes is 74%. Students of follow-up Master’s study programmes make up 21% and students of doctoral degree programmes 5%. 107 study programmes have already been newly accredited by the Internal Assessment Board within institutional accreditation or by the National Accreditation Bureau.

Figure 1 shows the development of the number of full-time and part-time studies at the University of Pardubice by faculties. In 2010 to 2012, more than 10,000 students studied at the University of Pardubice. The decline in recent years is mainly related to the development of the demographic curve. However, it must be acknowledged that the development in the total number of students also reflects the priorities of students when choosing a study programme at individual universities. In the years to come, an increase in the number of students can be expected due to the positive development of the demographic curve. However, the aim of the Strategic Plan of the University is to make the range and quality of study programmes more attractive so as to increase the interest of gifted applicants in studying in the so-called first choice. The vision of the University of Pardubice is to be an institution for stable education of 9,000 students enrolled in Czech or English study programmes and participants in lifelong learning.

Table 1 Overview of areas of education and implementation of Bachelor's (BSP), follow-up Master's (MSP) and doctoral (DSP) study programmes (as of 31 December 2020).

Areas of education (total 17)	BSP	MSP	DSP	Faculty
4. Transport	e	e	e	FTE
5. Economic branches of study	e	e	e	FEA
	e	e	e	FChT
6. Electrical engineering	e	e	e	FEEI
	e	e		FTE
9. Philology	e	e		FAP
10. Philosophy, religion and theology	e	e	e	FAP
12. Historical sciences	e	e	e	FAP
13. Chemistry	e	e	e	FChT
14. Informatics	e	e	e	FEEI
	e	e	e	FEA
	e	e		FChT
15. Cybernetics	e	e		FEEI
19. Non-teaching pedagogy	e	e		FAP
24. Social work	e	e		FHS
25. Sociology	e	e		FAP
26. Civil engineering	e	e		FTE
27. Engineering, technology and materials	e	e		FTE
30. Teaching	e	e		FAP
31. Art	e	e		FR
36. Medical branches of study	e	e		FHS
	e	e		FChT



*Figure 1 Number of full-time and part-time studies at the University of Pardubice by faculties and percentage of the total number of studies at faculties in 2003 to 2019, where xx on the X-axis represents the last two digits of the year (source MIS; number of full-time and part-time studies) form of study, except for short-term study stays, as of 31 October of the given year).*

Students across the study programmes encounter elements of internationalisation and/or interaction with the field of application. On the other hand, the share of these students is not closely monitored. Depending on the nature of the study programmes, all study programmes will therefore focus on a clear concept for the use of the acquired knowledge and the skills in the labour market, effective use of modern teaching methods and online forms of education, and last but not least, on a stronger link between education and research activities and active interaction of students with elements of internationalisation and/or interaction with the field of application.

### 3. Scientific research and creative activity

The University of Pardubice covers 5 FORD disciplines with its scientific research and creative activities, namely:

- 1 Natural Sciences,
- 2 Engineering and Technology,
- 3 Medical and Health Sciences
- 5 Social Sciences
- 6 Humanities and the Arts

In these FORD disciplines, the University of Pardubice has a high-standard internationally comparable research group. On the other hand, there is a certain imbalance between disciplines, where high-standard R&D&I results are achieved only in a limited range of scientific disciplines and only by a limited number of employees.

Within Module 2 (research performance), currently the most production-significant FORD subspecialties are 1.4 Chemical sciences (37 %), 2.5 Materials Engineering (14 %), 1.3 Physical Sciences and Astronomy (6 %), 1.6 Biological Sciences (5 %), 2.4 Chemical Engineering (4 %), 2.11 Other Engineering and Technologies (4 %), 3.1 Basic Medical Research (4 %) and 2.3 Mechanical Engineering (4 %); results of H18 evaluation within M17+.

The results of the comparison of the median value (AIS value, which is in the middle of the disciplines list) for the results of the University of Pardubice under Module 2 (research performance) M17+ in relation to research institutions in the Czech Republic and in the world show that the University of Pardubice achieves higher median values in comparison with research institutions in the Czech Republic in 4 FORD subspecialties and in comparison with research institutions in the world in 3 FORD subspecialties. Of these disciplines, however, only the subspeciality “2.11 Other Engineering and Technologies” ranks among the most important subspecialities in terms of production of results.

These FORD subspecialities also include the FORD subspecialities 6.1 History and Archaeology and 6.3 Philosophy, Ethics and Religion, in which the University of Pardubice achieves high-standard, internationally comparable results within Module 1 (quality of selected results). These subspecialities are not evaluated under Module 2 (research performance).

In basic research, the University of Pardubice has an international reputation; in applied research, it mainly focuses on cooperation within the Czech Republic. The University of Pardubice has three research centres: the Centre of Materials and Nanotechnologies, the Centre for Ethics as Study in Human Value and the Educational and Research Centre in Transport. In 2015, the Research Centre of Materials and Nanotechnologies was included on the Roadmap of large re- search infrastructures in the Czech Republic for the years 2016 to 2022, in the area of Physical Sciences and Engineering.

#### **4. Human Resources**

The University of Pardubice has 1,135 employees (1,033 full-time equivalent workloads; “FTE”).

In order to fulfil the goals of the Strategic Plan of the University, special attention must be paid to the age and qualification structure of academic and research staff. In 2010 to 2020, the representation of professors ranged from 10.6 % to 11.4 % of the total number of academic staff and the representation of associate professors ranged from 19.5 % to 21.6 %. The share of associate professors and professors in total ranged from 30.2 % to 32.3 %. The vision of the University of Pardubice is to make sure that in 2030, the representation of associate professors and professors reaches approximately 37.5 % of the total number of academic staff and that the diverse structure of academic and research staff at individual faculties (i.e. in various fields of education) is stabilised, while maintaining the emphasis on the quality of habilitation procedure and the procedure for appointment of a professor.

The improvement of processes in human resources development is also supported by the fact that in 2019 the University of Pardubice subscribed to the European standards of human resources management and the Human Resources Strategy for Researchers (HRS4R), and in 2020 adopted the HRS4R Action Plan of the University of Pardubice for 2021- 2025, following the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

#### **5. Internationalisation**

As of 31 October 2020, 7,496 students enrolled in study programmes accredited in the Czech language, of which 7,054 were Czech and 442 foreign students. There are currently 78 students in study programmes accredited in English. Every year, more than 300 foreign students come to the University of Pardubice for short-term and long-term study stays. One of the ambitions of the University of Pardubice in the field of internationalisation is to focus on the quality, availability and promotion of study programmes and courses in English and thus increase not only the number of students studying in English study programmes and coming for short and long-term study stays, but also streamline synergies with Czech students studying in study programmes accredited in the Czech language.

Of the total number of 1,135 employees of the University of Pardubice (1,033 FTE), 33 employees (30 FTE) are from abroad. Every year, more than 150 foreign workers come to the University of Pardubice for short-term mobilities. One of the goals of the University of Pardubice in the field of internationalisation is to focus on stabilising the number of foreign workers across the faculties so that the synergy between internationalisation, education and research is fully exploited.

Based on the evaluation of internationalisation and on the audit Monitoring Internationalisation of Czech Higher Education (MICHE 2019), the improvement of the international dimension and internationalisation of activities is implemented in accordance with the approved Action Plan for Internationalisation of the University of Pardubice.

### **6.3 External and internal evaluation**

External evaluation processes and conclusions thereof, which the University of Pardubice has undergone in the recent years, were used for the preparation of the new Strategic Plan of the University. These were mainly evaluations of

a) educational activities within the process of obtaining institutional accreditation by the National Accreditation Office for Higher Education, b) scientific, research and innovation activities according to the Methodology for Evaluation of Research Organisations and Targeted Support Programmes for Research, Development and Innovation M17+ ("M17+") (international evaluation panel and representatives of expert panels) and c) internationalisation within the framework of "Monitoring Internationalisation of Czech Higher Education" (MICHE).

Furthermore, taken into account were an internal analysis comparing the position of the University of Pardubice in relation to other universities in the Czech Republic, a SWOT analysis, the results of regular assessment of the quality of educational, creative and related activities, a questionnaire survey among students and employees conducted in 2020, and an internal analysis of the ambitions of the University of Pardubice and its components.

## 6.4 SWOT analysis

	Positive qualities	Negative qualities
Internal environment	<b>Strengths</b> <ol style="list-style-type: none"> <li>1. Multidisciplinary focus of educational activities and R&amp;D&amp;I.</li> <li>2. High level of education in a number of areas of education and fields of R&amp;D&amp;I, including staffing.</li> <li>3. High-standard infrastructure for developed educational activities and implemented R&amp;D&amp;I disciplines.</li> <li>4. Long-term relationships with the field application, especially in the case of technically oriented faculties.</li> <li>5. Focus on unique areas of educational activities and R&amp;D&amp;I.</li> <li>6. ERC project, ERC-CZ and other international cooperation projects.</li> <li>7. Focus on socially preferred issues.</li> <li>8. Wide range of partner foreign institutions with already established form of long-term cooperation.</li> <li>9. Involvement in international networks.</li> </ol>	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. High-standard and excellent results of educational activities and R&amp;D&amp;I in a limited range of disciplines, with participation of a limited number of employees.</li> <li>2. Absence of excellent publication results in the most prestigious journals.</li> <li>3. High level of inbreeding.</li> <li>4. Imbalance in the structure of academic staff across faculties and slow positive changes in the age and qualification structure of staff.</li> <li>5. Existence of inactive contractual relations.</li> <li>6. Inefficient system of registration of foreign activities.</li> <li>7. Disproportion between the price of short-term and long-term accommodation (without other accompanying services).</li> <li>8. Relatively low availability of information in English about the University of Pardubice (on arrival in the city, social networks, etc.)</li> <li>9. Uneven communicative competence in English</li> </ol>
	<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Involvement in educational and research projects of foreign providers.</li> <li>2. Stabilisation of institutional financing by the provider.</li> <li>3. Cooperation with the application field and commercialisation of the results of creative activities.</li> <li>4. Development of strategic partnerships with leading foreign universities under the conditions of mutual development of this cooperation.</li> <li>5. Existence of high-standard foreign institutions interested in cooperation.</li> <li>6. Interest of foreign students in studying in the Czech Republic.</li> <li>7. Low cost of living in the Czech Republic.</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1. Lower interest of students in doctoral study programmes.</li> <li>2. Qualitative prerequisites and skills of students commencing university studies.</li> <li>3. Limited willingness of highly qualified professionals and foreign workers from economically strong countries to work at universities in the Czech Republic. The wage level in current positions in the Czech Republic (with the exception of some project positions) cannot compete.</li> <li>4. Limited aid granted to earmarked funding by domestic/foreign providers.</li> <li>5. Relatively low level of internationalisation in Pardubice (e.g. provision of health care in English).</li> <li>6. Transition to stagnant or crisis phases of the economic cycle, which will be reflected in the number of resources available to finance education and R&amp;D&amp;I in the coming period.</li> </ol>
External environment		

## 7. Strategic Priorities, Activities and Indicators

The Strategic Plan of the University is to increase the quality of all activities of the University and its individual parts, which will strengthen the position of the University of Pardubice on a national and international scale and fulfil the mission and vision of the University and all their ambitions.

At the university level, the implementation of the Strategic Plan of the University focuses on improving the quality of institutional support systems and central strategic management using all tools to improve activities and achieve the goals, including support for central university units and central quality monitoring system, in direct cooperation with all faculties.

At the faculty level, it aims mainly to strengthen the quality of the implementation of its own educational, scientific research, other creative activities and their internationalisation.

Although many strategic goals appear to be very ambitious, they correspond to the current and future potential of the University of Pardubice.

In accordance with the vision, the Strategic Plan of the University contains five strategic priorities focused on the development of educational activities, scientific research and creative activities, human resources, internationalisation and its traditions and brands.

- **Priority 1: Competences of students for the 21st century**
- **Priority 2: High-standard and respected scientific research and creative activities**
- **Priority 3: People are most important for the high-standard and sustainable development of our university**
- **Priority 4: International dimension of the University of Pardubice adequate to the 21st century**
- **Priority 5: Our identity: long tradition, 7 faculties, one brand**

For each of the five priorities, a vision, strategic priorities (P), specific activities (A) and indicators (I) are defined. The selected indicators will enable continuous monitoring of the fulfilment of the Strategic Plan of the University. This internal analysis of the change in indicators will be included in the Annual Report on the Activities of the University of Pardubice and/or the Report on the Internal Quality Assessment of the University of Pardubice. If the result of an activity is qualitative information (fulfilled/not fulfilled), then the document does not state the relevant indicator. This fact is to be assessed annually.

As shown above, the individual activities are linked to the operational objective of the Strategic Plan of the Ministry of Education, Youth and Sports for Higher Education for the period from 2021 (e.g. SP 1A) and the Strategy for the Internationalisation of Higher Education for the period from 2021 (e.g. SI 1A).

Where relevant, a link is provided to funding from the Programme to Support the Strategic Management of Higher Education Institutions for 2022–2025 (PSSM), including the relevant Priority Goal (PG), e.g. [funded from PSSM, PG 2A].

The Strategic Plan of the University will be fulfilled through the annual Implementation Schedules of the Strategic Plan of the University of Pardubice for 2021 and the Institutional Development Plan of the University of Pardubice, which will address the objectives of individual priorities in detail.





Relaxation zone for students  
Photo: Adrián Zeiner

## Priority 1: Competences of students for the 21st century

### Strategic priorities

- P1.1 Implementation of study programmes at an internationally competitive level.
- P1.2 Developing the quality of study programmes with an emphasis on the use of the acquired knowledge and skills in the labour market and more intensive interaction with the field of application.
- P1.3 New technologies, supports and facilities for the implementation of education adequate to the 21st century.
- P1.4 Strengthening the global competencies of students necessary for their employability in the labour market.
- P1.5 Strengthening the quality and internationalisation of doctoral studies.
- P1.6 Development of assessment of the quality of study programmes and strategic management of educational activities.
- P1.7 Expanding the high-standard range of lifelong learning courses.
- P1.8 Inter-faculty and interdisciplinary cooperation within educational activities.
- P1.9 Availability of information resources and high-standard facilities and services of a modern library.
- P1.10 Improving the quality of student care and systematic work with graduates.
- P1.11 Reduction of the administrative burden within the agenda related to educational activities.
- P1.12 Internationalisation of study programmes and educational activities. (see Priority 4)

### Activities

- P1.1/A1 Active search for gifted secondary school students and developing their talents through various forms of educational programmes, individual approaches and competitions. Further development of data and analytical support mapping information and knowledge about the student life cycle in its various stages (applicant – student – graduate) as part of the assessment of the quality of study programmes carried out at the University.
- P1.1/A2 Development of cooperation with secondary schools (e.g. vocational, educational, hobby and popular science events at secondary schools or the University of Pardubice, specialised competitions, lectures and seminars for secondary school teachers, student fairs).
- P1.1/A3 Creating own high-standard study materials. Depending on the nature and funding of the study materials, to pay attention to their possible free access in the form of online publication with an emphasis on copyright protection and prevention from their further illegal distribution. (SP 2A, SP 2B) [financed from PSSM; PG 2A/2D (on-line forms of teaching)]
- P1.1/A4 Strengthening the communication with applicants for study and improving counselling care in order to increase the level of awareness of applicants when choosing an adequate study programme and reduce the degree of mismatch of knowledge of applicants for study with the expected prerequisites for studying in the relevant study programmes.
- P1.1/A5 University-wide support of strategic activities of faculties in the field of educational activities, which will help increase the quality of study programmes in (A5-1) new teaching methods relevant to the 21st century and interactive teaching methods linked to the transfer of information and knowledge from the field of application, (A5 -2) on- line forms of education or (A5-3) courses taught in a foreign language with an emphasis on the joint participation of Czech and foreign students in lessons (A6-3). (A5-1: SP 1C, A6-2: SP 2A, A6-3: SI 2A)

- P1.1/A6 Innovation of the system of verification of academic performance and study failure rate. In connection with the monitoring of the study completion rate, to support activities leading to increase in the study completion rate. Adoption of adequate corrective measures, or adoption of continuous adjustment of study programmes. Support for the integration of students and their involvement in the life of the faculty or University. (SP 2A) [financed from PSSM, PG 2A/2D]
- P1.1/A7 Development of work with gifted students in support of activities beyond basic study obligations. Targeted support for outstanding students in the form of a scholarships system for outstanding academic results and annual awards for outstanding achievements in education, scientific and creative activities, internationalisation, popularisation and promotion. (SP 1C, SP I4A)
- P1.2/A1 Supporting and increasing the degree of interconnecting lessons with the field of application, especially through theses, participation of practitioners in theoretical and practical lessons, involvement of practitioners in the preparation of study programmes, workshops with outstanding personalities from the practice, regular field trips, internships in during the semester (within the framework of lessons or beyond) and professional practices outside the semester period. Development of the career centre with the aim of strengthening the interconnection of studies with practice. Development of systematic cooperation with external partners and future employers. (SP 1C) [financed from PSSM; PG 1C]
- P1.2/A2 In all study programmes, focus on the relevance of education and awareness of students and applicants about the study, practical application and importance of the acquired knowledge. Support for the application of knowledge and methodological procedures from practice in the lessons of theoretical and practical courses as a tool for the prevention of study failure and a prerequisite for effective learning. (SP 1C)
- P1.2/A3 Innovation of a comprehensive range of professional study programmes based on long-term and conceptual cooperation with the field of application, as well as on the potential of inter-faculty cooperation and the potential of a number of unique or socially important disciplines. Education of experts in socially necessary professions and in unique study programmes available at the University of Pardubice. (SP 1C, SP 1D)
- P1.3/A1 Development of central university infrastructure (central university facilities) based on new technologies needed for the implementation of adequate development of new teaching methods and distance (online) forms of education. Providing the necessary technical base, i.e. hardware and software equipment and technical support tools that will enable all academic staff and students of the University of Pardubice to work with modern IT systems and technologies. Professional support for academics for innovation and development of online forms of education. (SP 2A) [financed from PSSM, PG 2A/2D/1E]
- P1.3/A2 Continuous innovation of teaching with new methods. Setting up a central university methodological interpretation describing individual new teaching methods that the University management identifies as essential for the development of teaching and study programmes. Recommended implementation procedures will be provided for these methods. Increasing the use of new teaching methods (interactive elements, self-evaluation tests, case studies, best practices, etc.). Implementation of a central university concept of professional support and continuous education of academic staff in key competencies for modern teaching with the use of the internal information system Employee Education Portal. (SP 1A, SP 1C) [financed from PSSM, PG 1A]

- P1.3/A3 Continuous innovation of teaching through distance elements of teaching and systematic development of LMS (Learning Management System) education. Setting up a central university methodological interpretation describing individual online forms of education that the University management identifies as essential for the development of teaching and study programmes. Recommended implementation procedures will be provided for these. Expanding the range and increasing the use of online forms of education (e-learning, streamed lectures, online study materials, etc.). In individual courses and study programmes, seeking balance between traditional and online forms of education as a complementary element of the educational process. Implementation of a central university concept of professional support and continuous education of academic staff in key competencies for online forms of education, for which, among other things, online video instructions and the internal information system Employee Education Portal will be used. (SP 2A) [financed from PSSM, PG 2A/2D]
- P1.3/A4 Ensuring the required level of cyber security, including a system for education and training of employees and students in the field of cybersecurity. Setting up procedures for a safe distance environment. [financed from PSSM, PG 2A]
- P1.4/A1 In all study programmes, emphasising the development of students' active competencies and the use of academic performance, i.e. the development of active and critical thinking, communication, creativity, teamwork, interdisciplinarity, orientation on the labour market, business skills, social skills and the use of modern technologies. (SP 1C)
- P1.4/A2 Emphasis on the active use of English at each workplace of the University, educational activities and scientific research activities as well as in all follow-up Master's and doctoral study programmes. (SP 11A)
- P1.4/A3 Improving students' language skills and professional language competences. Setting up a central university system of courses, especially those in English, as a basic form of language education. Strengthening and streamlining the range of professional courses taught in English with an emphasis on the joint offer of these courses for Czech and foreign students. Increasing the number of students in Czech study programmes enrolled in the professional courses. Emphasis on a specific form of active use of elements of internationalisation (e.g. professional courses in a foreign language, mobility abroad, theses in a foreign language, active interaction with foreign students, etc.). Strengthening the integration of foreign internships into the study programme. (SI 1A) [financed from PSSM, PG 2A/11A]
- P1.5/A1 Setting up a central university quality system for doctoral studies with an emphasis on attracting outstanding students, not only from the Czech Republic but also from abroad. Reducing the study failure rate and strengthening the international level of doctoral studies, including the approach to students' financial motivation, internal grant support, professional language skills and internationalisation (including the requirement for international mobility), students' involvement in scientific research, education, international cooperation, active presentation of student achievements at international conferences, Doctoral School, summer schools, a form of inter-university doctoral study under joint supervision, so-called cotutelle, expert and professional internships in companies and other relevant institutions, involvement of external experts in reviewer's assessments, rights and obligations of students and supervisors, mentoring, dissertations in the form of a comprehensive set of professional articles and the transition of graduates to careers. (SP 3C, SP 3D, SP 4A) [financed from PSSM, PG 3C]
- P1.5/A2 Innovation of the motivation system for students of doctoral study programmes. Using financial and other motivational tools, setting up a system of support for gifted people interested in doctoral studies not only from the Czech Republic but also from abroad. At all faculties, the application of a motivational system for financing scholarships for PhD students. Emphasis on the involvement of PhD students in national and international research projects and in the life of the academic community (SP 1C, SP 3A, SP 3B)
- P1.5/A3 Involvement of experts from abroad in the opposition proceedings of dissertations

- P1.6/A1** Development and innovation of a university-wide system for assessing the quality of educational activities with an emphasis on international standards and international competitiveness of study programmes. Applying a university-wide strategy for assessing the quality of all study programmes. Development of internal capacities for the creation of relevant analyses. Involving experts from practice and elsewhere more in the evaluation of study programmes, while taking into account a representative survey among students and graduates. In connection with assessing the quality of educational activities, to require self-reflection of the assessed units, whether in personnel, finance or organisation terms. (SP 5B, SP 1B, SP 6A) [financed from PSSM, PG 1B/5B]
- P1.6/A2** Strengthening the strategic management of educational activities and consistent application of the system of quality assessment of study programmes to ensure the sustainable quality of study programmes and their further development within the activities of the Internal Assessment Board. Comprehensive assessment of the quality of implemented study programmes until 2025 to set a medium-term concept for further development of education at the faculties of the University. In the assessment, to emphasise especially the availability and quality of study materials, implementation of new teaching methods, application of flexible forms of education, internationalisation of study programmes, implementation of mobilities and the application of so-called mobility windows. (SP 5B) [financed from PSSM, PG 1B/5B]
- P1.7/A1** Innovation of a comprehensive range of lifelong learning (“LLL”) programmes for graduates, the general public and institutions. Innovation of the range where it helps to adapt to new technologies and changes in the society to increase the professional qualifications of graduates, supports emerging sectors and provides companies and other organisations with corporate training based on their specific demand. Creating a concept of permeability between the LLL programmes and study programmes and issuing certificates of completed courses with information on the credit range of courses. (SP 2B, SP 2G)
- P1.8/A1** Support for sharing the experience of supervisors of study programmes in the preparation of accreditation materials across faculties. Evaluation of experience with the current functioning of the new accreditation model and improvement of the preparation of documents for institutional accreditation for the next period. Improving the current system for the preparation of documents for accreditation materials of study programmes in order to reduce the administrative burden of academic staff. (SP 1F, SP 1A)
- P1.8/A2** Support for multidisciplinary, multibranch and interfaculty cooperation within the University. Organising regular all-university staff meetings with an emphasis on (a) sharing experience to transfer examples of best practices between faculties, (b) discussing innovation in educational activities to help improve the quality of education and/or (c) identifying key issues academic staff encounter in their work. (SP 1A)
- P1.9/A1** Development of the library service in the area of study support and promotion of science and research with an emphasis on open science. Provision of a wide range of professional and study literature and access to various types of high-quality electronic information resources. Promoting the use of anti-plagiarism systems and tools to facilitate publishing (SI 1A, SP 3D)
- P1.10/A1** Development of conceptual work with graduates. Strengthening the values of pride, tradition and security. Through personalised services, to strive to facilitate the transition of graduates to the labour market and improve their access to further education available at the University. (SI 4C, SP 2G)
- P1.10/A2** Increasing the quality and availability of support services to provide adequate support to students and staff with special needs, from socio-economically disadvantaged groups or caring parents. Removal of obvious and hidden technical, health or social barriers. (SP 2D, SP 3D, SP 2A, SI 1B)

P1.11/A1 Creating a methodology for automating the recognition of previous academic performance in further studies and issuing certificates of completed courses to students who fail to complete their studies. Creating, developing and implementing a university-wide system for providing study information using modern information systems. Clarification of the system of recognition of academic performance at partner institutions. (SP 2F, SP 2E) [financed from PSSM, PG 2E/2F]

## Indicators

P1.1/U1 Interest in studying, i.e. number of registered and number of enrolled students (P1.1/A1).

P1.1/U2 Students (number of studies) in accredited study programmes (P1.1/A1).

P1.1/U3 Graduates (number of completed studies) of accredited study programmes (P1.1/A1).

P1.1/U41 Number actively cooperating secondary schools (P1.1/A2).

P1.1/U5 Number of courses with own study materials created (P1.1/A3).\*

P1.1/U6 Number of unemployed graduates (information from employment offices; www.mpsv.cz) and unemployment rate of graduates (P1.1/A6).

P1.1/U7 Indicator of completion of studies in the standard period of study increased by one year (P1.1/A6).

P1.1/U8 Study success (failure) rate of 1st year students of Bachelor's study programmes (P1.1/A6).

P1.1/U9 Numbers of students and scholarships paid to students according to the purpose of scholarship (P1.1/A7).

P1.1/U10 Numbers of students awarded in competitions (P1.1/A7).

P1.2/U1 Number of experts from the field of application involved in teaching and practical training in accredited study programmes (P1.2/A1).\*

P1.2/U2 Number of partners from the field of application with an active form of cooperation, e.g. internships, field trips, thesis in cooperation with the field of application, joint projects and involvement in teaching (P1.2/A1).

P1.2/U3 Share of Bachelor's and Master's degree students with a specific form of interaction with the field of application during their studies, e.g. internships, field trips, thesis in cooperation with the field of application and involvement in teaching (P1.2/A1).\*

P1.2/U4 Number of study programmes integrating compulsory professional practical training in their content (P1.2/A1).

P1.2/U5 Number of professional study programmes (P1.2/A3).

P1.3/U1 Number and share of courses using online forms of support, electronic study support (e-learning courses, electronic study materials, etc.) or new teaching methods (P1.3/A1-P1.3/A4).\*

P1.4/U1 Number of professional courses in English for which students enrolled in Czech study programmes participate (P1.4/A3).

P1.5/U1 Number of PhD students (P1.5/A1).

P1.5/U2 Number and share of PhD students actively involved in projects of national or international providers (P1.5/A1).

P1.5/U3 Number and share of PhD students with mobility abroad longer than 1 month (P1.5/A1).

P1.5/U4 Share of students of doctoral study programmes in the full-time form of study with the maximum motivational component of the scholarship (P1.5/A2).

P1.5/U5 Number of final theses of PhD students in English or depending on the focus of the study programme in another foreign language (P1.5/A3).

P1.5/U6 Number of experts from abroad involved in reviewing dissertations (P1.5/A3).\*

P1.7/U1 Number of LLL programmes and number of LLL programme participants (P1.7/A1).

P1.8/U1 Number of inter-faculty study programmes (P1.8/A2).

P1.9/U1 Numbers of library users and information sources available (P1.9/A1).

P1.9/U2 Numbers of consultations and participants in information education (P1.9/A1).

P1.10/U1 Range of services provided by the academic counselling centre for students, especially with special needs and from socio-economically disadvantaged groups (P1.10/A2).

P1.11/U1 Number of digitized study-related agendas.

\* The indicator will no longer be monitored from 2024

### **Responsibility**

- Vice-Rector for Education and Quality: P1.1 – P1.4, P1.6 – P1.8, P1.10, P1.11
- Vice-Rector for Science and Creative Activity: P1.5
- Vice-Rector for Internal Affairs: P1.9

## Priority 2: High-standard research and creative activities

### Strategic priorities

- P2.1 Improving the R&D&I quality assessment system and setting up a system of direct connection to financing, strategic management and self-reflection.
- P2.2 Development of high-standard or strategic scientific disciplines connected mainly to the field of education with granted accreditation for doctoral studies.
- P2.3 Strengthening excellence in selected FORD subspecialties.
- P2.4 Strategic management of R&D&I and strategic direction of the University into fields with international parameters.
- P2.5 Development of modern and internationally comparable infrastructure.
- P2.6 Strengthening the connection of scientific research and creative activities to the needs of the field of application with an emphasis on the commercialisation of the obtained results.
- P2.7 Increasing the level of involvement of students, especially those in doctoral and follow-up Master's degree programmes, in scientific research activities.
- P2.8 Development of interdisciplinary and inter-faculty cooperation.
- P2.9 Strengthening the principles of open science.

### Activities

- P2.1/A1 Development, innovation and consistent implementation of a university-wide R&D&I quality evaluation system with an emphasis on benchmarking and the international position of research disciplines and organisational units. Strengthening elements of R&D&I's strategic management towards increasing international awareness of the University. Development of internal capacities for analytical evaluation of quality and evaluation of results achieved in R&D&I. Emphasis on applying the outputs of the above activities. (SP 4A, SP 5B, SP 6A)
- P2.1/A2 Implementation of recommendations arising from external assessment, in particular by representatives of expert panels, the International Scientific Board and the International Evaluation Panel. Taking into account these recommendations in the strategic management, distribution of financial resources and in the assessment of the implementation of the Strategic Plan of the University. (SP 4A)
- P2.1/A3 More effective use and further development of already established tools and information systems to support the internal assessment of the quality of R&D&I results, creative activities and identification of the most efficient scientific teams. (SP 5B)
- P2.2/A1 Defining priority disciplines, profile disciplines and long-term implemented unique disciplines, which may be smaller in size, but reflect a societal need. Improving the quality of these disciplines. When setting research priorities, take into account a societal need, societal relevance, national RIS 3 strategies and the fulfilment of higher national and transnational strategic goals and R&D&I measures, but with a lasting emphasis on quality. (SP 4A, SP 4C)
- P2.2/A2 Support for obtaining other sources of R&D&I funding outside of institutional funding. Systematic work with university staff and support thereto in submitting research projects of national and especially international providers. Through training, systematic cooperation with support and cooperating departments, sharing experience, consulting, regular consultations, professional mentoring and the use of new IT tools, strive to increase the quality of project applications and thus increase the success rate. Support and use of a university-wide system of technical and administrative support and counselling associated with the preparation, implementation and administration of projects. (SP 4D, SP4A, SP 6C)



- P2.3/A1 Defining excellent fields of basic and applied research, to which special attention and support will be paid within the framework of strategic management. Setting up a motivational tool to strengthen excellence and increase international awareness of the University of Pardubice. (SP 4A, SP 5B)
- P2.3/A2 Innovation of a university-wide strategy of motivating academics, researchers and teams, especially those who achieve above-average and internationally competitive R&D&I results in their scientific fields. Support for prospectively developing teams of excellent research with high societal benefits, long-term internationally recognised results with a significant citation response. (SP 4A)
- P2.3/A3 Involvement of the University of Pardubice in large international research infrastructures (European Roadmap of Research Infrastructures) and research centres. Support for the implementation of ERC and ERC-CZ projects. (SP 4A)
- P2.4/A1 Strengthening the strategic management of R&D&I by preparing strategic R&D&I development plans and subsequent regular assessment of their implementation. (SP 4A)
- P2.4/A2 Implementation of a university-wide strategy of financial motivation of academics, researchers and teams achieving above-average and internationally competitive R&D&I results in their scientific fields. (SP 4A)
- P2.4/A3 Monitoring research objectives that (do not) bring short- or medium-term benefits. Following the assessment of R&D&I quality, the requirement of self-reflection of the evaluated units, whether in terms of personnel, finance or organisation. (SP 4A)
- P2.4/A4 Innovation of the system of institutional funding and the concept of distribution of funds for the long-term conceptual development of a research organisation ("LCDRO"), which will take into account long-term measurable results and the derived potential of basic and applied research. Implementation of a strategic system of direct financing from LCDRO, in direct connection with the R&D&I quality assessment system. This will, on the one hand, reduce the administrative burden on research teams and, on the other hand, allow research teams to respond flexibly to current needs and challenges without the need to prepare project applications. (SP 4A, SP 5B)
- P2.4/A5 Setting internal rules for the use of LCDRO funds to support teams with the potential for excellence. Creating and applying rules to support new teams and expanding the possibilities of individual parts of the University with new topics, disciplines or research teams. (SP 4A)
- P2.4/A6 Creating internationally competitive research results. Development of (a) multidisciplinary cooperation with domestic and foreign partners, (b) cooperation with strategic partners in the field of basic and applied research, (c) involvement of the University in major international consortia and (d) involvement of the University in the European Roadmap of Research Infrastructures. Applying a conceptual system of support and motivation of employees to apply for international projects and involvement in international research consortia. (SP 4D, SP 4E, SP 4A)
- P2.4/A7 Using the internal grant system as an effective tool complementing the direct system of financing, especially in the area of support for PhD students. (SP 5B)
- P2.5/A1 Development and modernisation of the existing infrastructure and support for the system of sustainable development of high-standard and internationally comparable infrastructure, research centres and large research infrastructures. Maximising the use of the developed unique instrument infrastructure. Modernisation of capacities for R&D&I through systematic support of project financing. Improvement of the system of infrastructure services and the system of monitoring opportunities for the use of infrastructure within the framework of internal/external cooperation. (SP 4B, SP 4A)

- P2.6/A1** Intensification of cooperation with important entities of the field of application, especially in solving applied research projects and in the field of contract research. Involvement in regional and supra-regional structures and consortia in fields relevant to the RIS3 Strategy and Integrated Territorial Investments (ITI). Developing the potential in the government's newly defined emerging industries, strategic for the development of cluster cooperation (such as: Digital-based Industries, Logistical Services, Mobility Technologies, and Environmental Industries and Blue Growth Industries). (SP 4C)
- P2.6/A2** Further development of the activities of the Centre for Technology and Knowledge Transfer and strengthening of its role in intersectoral cooperation in research for more effective use of science and research results in practice, effective technology transfer and commercialisation of results and cooperation with strategic partners. Raising the awareness among academics, researchers and students of the needs of the market, cooperation with the field of application, the possibilities of technology transfer and the protection of intellectual property. Efforts to increase revenues from private sources. (SP 4E, SP 6C).
- P2.7/A1** Linking research and teaching with the aim of higher involvement of all departments in educational activities. (SP 4C)
- P2.7/A2** Emphasis on the involvement of the gifted Master's degree and PhD students and young workers in national and international research projects. (SP 3D)
- P2.8/A1** Development of inter-faculty cooperation with an emphasis on the use of a unique range of disciplines developed at the University of Pardubice. Efforts to increase the degree of instrumentation sharing with the potential for synergies across faculties / departments.
- P2.9/A1** Taking into account the nature of scientific research, creative activities and industry practices, formulating a framework, strategy and tools for fulfilling the principles of open science "Open Access" and for fulfilling "Open Science 2.0" in accordance with the science policy of the Czech Republic. Setting the methodology for determining the share of R&D&I results published in the "Open Access" mode. (SP 4A)
- P2.9/A2** Raising the awareness among the general and professional public, partners and application practice of R&D&I activities, the latest knowledge, scientific results and the societal contribution of scientific research and creative activities of the University workplaces. Support for openness, popularisation and promotion of the achieved results in basic and applied research and support for improving the system of offering our services to the public.

## Indicators

- P2.2/U1** Number of submitted research projects and the amount of funds obtained from projects of national and international providers (P2.2/A2).
- P2.3/U1** Number of excellent teams supported (P2.3/A1).
- P2.3/U2** Number of submitted and implemented projects of foreign providers (P2.3/A2).
- P2.3/U3a** Number and share of publications in D1 journals (according to WOS) (P2.3/A2).
- P2.3/U3b** Number and share of selected results submitted for assessment in Module 1 (M17+) with H1 evaluation (P2.3/A2).
- P2.3/U4** Number of submitted and implemented ERC projects (P2.3/A3).
- P2.4/U1a** Number and share of academic and research staff of the University of Pardubice with at least 1 publication in the journal Q1 or Q2 (according to WOS) per year (P2.4/A3).
- P2.4/U1b** Number and share of academic and research staff of the University of Pardubice with at least 1 publication in the journal Q1 or Q2 (according to WOS) per year and/or with at least 1 result submitted for assessment in Module 1 (M17+) with evaluation H1 to H3 per year (P2.4/A3).

P2.4/U2 Number and share of academic and scientific staff involved in research projects of national and international providers (P2.4/A3).

P2.4/U3a Number of FORD subspecialities in which the University of Pardubice will reach the median value of publications in Q1 and Q2 journals (according to M17+) above the median value of publications in Q1 and Q2 journals (according to M17+) in the Czech Republic (P2.4/A3).

P2.4/U3b Number of FORD subspecialities in which the University of Pardubice will achieve above-average quality indicators in comparison with other research organisations in the Czech Republic (Module 1 and Module 2) (P2.4/A3).

P2.4/U4a Number and share of publications in journals Q1 and Q2 (according to WOS) (P2.4/A3).

P2.4/U4b Number and share of selected results submitted for assessment in Module 1 (M17+) with evaluation H1 to H3 (P2.4/A3).

P2.4/U5 Number of citations of publications according to WOS by field classification and by the number of employees (P2.4/A3).

P2.4/U6 Participation of academic staff of the evaluated unit in editorial boards of international scientific journals Q1 or Q2 (according to WOS) and elected memberships in international professional associations (P2.4/A3).

P2.4/U7 Number of lectures by leading foreign experts in basic research and number of lectures by foreign workers from renowned companies at the University of Pardubice (P2.4/A3).

P2.4/U8 Number and share of high-standard publications in Q1 and Q2 journals (according to WOS) in cooperation with other ROs (P2.4/A3).

P2.4/U9 Number and share of high-standard publications in Q1 and Q2 journals (according to WOS) in cooperation with foreign ROs (P2.4/A3).

P2.4/U10 Number of academic and research staff of the University actively involved in cooperation with foreign research organisations (joint publishing activities, joint projects, invited lectures at major foreign institutions) (P2.4/ A3).\*

P2.4/U11 Number of submitted and implemented projects of national providers (P2.4/A3).

P2.5/U1 Amount of funds invested in the renewal and modernisation of infrastructure (P2.5/A1).

P2.6/U1 Number of projects and the amount of funds obtained from applied and contract research and commercialisation, or revenues from non-public sources (P2.6/A1).\*

P2.6/U2 Number of results of applied research with economic impact on society: Czech patents licensed, foreign, sold licenses, prototypes, spin-offs, etc. (P2.6/A2).

P2.7/U1 Number of students actively involved in projects of national or international providers (P2.7/A2).

P2.9/U1 Number and share of R&D&I results published in the open access mode (P2.9/A1).

\* The indicator will no longer be monitored from 2024

### **Responsibility**

- Vice-Rector for Science and Creative Activity: P2.1 – P2.9

## Priority 3: People are most important for the high-standard and sustainable development of the university

### Strategic priorities

- P3.1 Strengthening the system of individual and career development and motivation of employees supporting and developing their work activities and performance.
- P3.2 Application of a comprehensive system of evaluation of employees in accordance with their work performance and achieved results.
- P3.3 Creating space and opportunities for systematic and continuous professional development and training of employees, acquisition and development of knowledge, skills and key competencies.
- P3.4 Ensuring high-standard, internationally comparable working conditions and environments and care for the all-round development of employees and the reconciliation of their professional and personal lives.
- P3.5 Strengthening the strategic management of human resources development.
- P3.6 Developing systematic recruitment of the best possible staff and improving the system of the adaptation process for new employees.

### Activities

- P3.1/A1 Creating a university-wide framework to set out the main principles for career planning, individual development and evaluation of academic, research and administrative staff. Creating a sufficiently transparent, motivating and flexible environment to take into account qualification levels, industry specifics and the individual situation of specific employees. (SP 5D)
- P3.1/A2 Ensuring the transparency of the rules for the professional growth of employees and the balance of the scope of pedagogical, creative and research activities of academic and scientific staff in relation to their functional classification and long-term results. (SP 4A)
- P3.2/A1 Improving and refining the system of regular evaluation of academic, research and administrative staff with emphasis on the quality of their educational, research, support and other activities (e.g. international mobility with dissemination of mobility benefits, development of teaching competencies) and taking into account their professional personal growth and activities in the field of popularisation and promotion. (SP 5B, SP 5D) [financed from PSSM, PG 5B, 5D]
- P3.2/A2 Following the evaluation of all employees, emphasis is placed on providing two-way feedback between the manager and the employee. (SP 5D)
- P3.2/A3 Application of career advancement of academic, research and administrative staff with regard to the quality of their educational, scientific, research or support activities and taking into account their professional and personal growth, development of competencies for educational and scientific-research activities, or the benefits of implemented international mobility with the dissemination of the benefits of mobility. (SP 1A, SP 3C, SP 4A, SP 5D)
- P3.2/A4 Strengthening the system of remuneration and motivation tools towards high-performance and beginning employees, especially academic and research staff. Innovation of the strategy of financial motivation, especially for those employees and teams that achieve above-average and internationally competitive results in their activities. Regular awarding of extraordinary performances in the field of educational, scientific-research and creative activities, promotion, popularisation and the third role of the university. (SP 4A, SP 5D)

- P3.3/A1 Improving the system of continuous professional and personal growth of academic, research and administrative staff, including gifted students of doctoral study programmes in accordance with the plans and needs of the place of work and subject specifics, strengthening the pedagogical and didactic competencies of academic staff. Deepening the system of education and training in key skills of employees. Coordination of the education system and the range of training topics with individual employee development plans. Use of the internal IS Portal of Employee Education. (SP 1A). [financed from PSSM, PG 1A]
- P3.3/A2 Active use of the university infrastructure and support services, or external providers to provide (a) professional training and workshops taking into account current trends in the educational and research process and the process of project support, internationalisation and other activities, (b) a regular system of training, counselling and raising awareness of the principles and procedures in all areas of the University's activities, (c) short-term and long-term internships of employees in the Czech Republic and abroad, and (d) the possibility of taking sabbatical leave. (SP 1A).
- P3.3/A3 Support for language training of employees in specific areas of internationalisation through a systematic range of foreign language courses. To pay special attention to the support and organisation (selection, strategy and dissemination of the mobility impact) of short-term international mobility and long-term internships in international research organisations (selection, strategy, dissemination, mobility impact). (SI 1A) [financed from PSSM, PG 1A/11A]
- P3.3/A4 Expanding the training of employees in methodological and administrative support and counselling for the development of skills to improve strategic educational and research activities by providing training to them in areas such as the use of new IT technologies and basic analytical tools, work with internal information systems, newly announced calls and competitions, qualifications certification (e.g. project managers), also in the form of exchange of experience with similar workplaces in the Czech Republic and abroad, etc. (SP 4A, SP 6C) [financed from PSSM, PG 6C]
- P3.4/A1 Ensuring stable, transparent working conditions, a high-standard working and social environment, modern research equipment and facilities and other infrastructure services at a high, internationally comparable level as one of the prerequisites for the best possible performance of employees' activities. Care for well-being, the all-round development and stability of employees and support for the reconciliation of their professional and personal lives. [financed from PSSM, PG 5D/6C]
- P3.5/A1 Following the evaluation system of academic and research staff, support for their involvement in those areas and activities they are strong in, achieve high qualities and make a fundamental contribution to the development of the University.
- P3.5/A2 As part of a generational change of workplaces, to take care of the development of gifted students, students of doctoral study programmes and young academic and scientific staff. Improving the level of their active involvement in pedagogical and scientific research activities. Developing a system of acquiring extraordinary talents, both within doctoral study programmes and within the recruitment system. Planning their further individual and career development, possibly using the system of mentoring and further education. (SP 4A, SP 5D).
- P3.5/A3 Emphasis on the application of the system of postdoctoral posts for excellent graduates of doctoral studies, not only from the University, but also from other higher education institutions and from abroad. (SP 4A, SP 3C)
- P3.5/A4 In connection with the institutional accreditation and the specificity of individual areas of education, to use the opportunity of involving visiting or extraordinary professors in the structure of the educational process. (SP 5D)
- P3.5/A5 Obtaining and maintaining the international quality certificate of human resources management HR AWARD. Fulfilment of the HRS4R Action Plan and implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in all university activities and strategic management. The time horizon for the implementation of the HRS4R Action Plan is set for the period 2021–2025, during which the implementation of actions will be continuously reviewed and updated. With regard to professional specifics, to support and maintain a long-term representative gender balance of the employee structure. (SP 5D) [financed from PSSM, PG 5D]

- P3.5/A6** Ensuring the development of internal university-wide information systems and improving the methodology of university-wide collection of information and data for strategic management, evaluation processes, creation of necessary analyses and reports to be effectively used across the University (Data warehouses, MIS – Management Information System, VERSO, STAG, VEMA, etc.). Interconnecting the internal systems (e.g. data warehouses) with external information systems (e.g. SCOPUS, WOS, RDIC, etc.) to reduce the administrative burden of analytical activities, data evaluation and transmission of information across the management of the University and faculties. For the evaluation of academic and scientific staff to use the university-wide and external information systems. (SP 5B, SP 6A) [financed from PSSM, PG 6A]
- P3.5/A7** Creating a framework and content of the individual development plan, which is flexible enough to take into account individual qualification levels, branch specifics and also individual needs of employees. Implementing individual employee development plans in the University's information systems and their use in the regular evaluation of employees and providing two-way feedback between the manager and the employee. (SP 5D)
- P3.5/A8** Strengthening support tools and methodological services in the field of human resources and OTM-R policy in order to (a) strengthen career planning and individual development of employees, (b) reduce the administrative burden on academics and researchers, (c) provide support for managers so that the performance of their responsibilities and the implementation of the management, evaluation, or recruitment process is not administratively demanding, (d) provide support for the strengthening of managerial skills of employees who are newly taking up management positions. (SP 5D)
- P3.6/A1** Unification and implementation of recruitment rules and selection procedures, especially with regard to compliance with legal requirements, the Charter, the Code, OTM-R policies, central records management and the creation of an internationally standard and competitive environment for recruiting staff from abroad. Emphasis on knowledge of English in selection procedures. (SP 3D, SP 5D)
- P3.6/A2** Paying attention to filling key positions in all organisational units, taking into account the continuity of all activities and generational change. (SP 5D)
- P3.6/A3** Systematic provision of adaptation processes for new employees. Creating a university-wide framework for the adaptation process and training in the key competencies for PhD students, young and new employees. Creation of a functional mentoring system for PhD students and postdoctoral staff.

### **Indicators**

- P3.1/U1** Number of newly appointed associate professors and professors (P3.1/A2).
- P3.1/U2** Development of qualification and age structure of academic, research and other staff (P3.1/A2).
- P3.3/U1** Number of university staff supported within the training courses and an overview of implemented trainings, courses and workshops according to the records in the information system of the Employee Education Portal (P3.3/A1, P3.3/A2).
- P3.3/U2** Number of employees actively using English within the educational process (courses actually thought in English, topics of these announced in English) (P3.3/A3).\*
- P3.4/U1** Number of national and international awards for employees of the University of Pardubice (P3.4/A1).
- P3.5/U1** Number of postdoctoral posts created and staffed, including by workers with foreign citizenship (P3.5/A3).\*
- P3.5/U2** Number of foreign employees at the University of Pardubice, divided into academic, research and administrative staff (P3.5/A3).

P3.5/U3 Monitoring of gender balance in the structure of university staff, including senior positions held and in university bodies (P3.5/A5).

\* The indicator will no longer be monitored from 2024

**Responsibility**

- Vice-Rector for Education and Quality: P3.3
- Vice-Rector for Internal Affairs: P3.1, P3.2, P3.4 – P3.6

## Priority 4: International dimension of the University of Pardubice adequate to the 21st century

### Strategic priorities

- P4.1 Development of strategic partnerships and international cooperation in education and R&D&I as a prerequisite for achieving the high quality thereof.
- P4.2 Development of a bilingual internal environment as a cornerstone of successful internationalisation.
- P4.3 Support for student and staff mobility for successful internationalisation.
- P4.4 Ensuring a high-standard range of internationally attractive study programmes and courses.
- P4.5 Support for the strategic management of internationalisation with the aim of improving the international dimension and competitiveness of the University of Pardubice.
- P4.6 Development of evaluation of the quality of internationalisation of the university environment.

### Activities

- P4.1/A1 Strengthening cooperation with strategic foreign partners and regions and promoting strategic partnerships and membership in international organisations and networks. Systematic monitoring of opportunities for new strategic foreign partnerships and development of cooperation with them. Regular monitoring of the implementation of the existing strategic partnerships. (SI 5B) [financed from PSSM, PG I5B]
- P4.1/A2 Development of the existing and establishing new partnerships. Support for scientific teams and academics and researchers in the development of international cooperation. Exchange of information with foreign institutions, organising and participating in joint and networking events. (SI 5B) [financed from PSSM, PG I5B]
- P4.2/A1 Improving internationalisation of Czech study programmes by expanding the range of professional courses taught in a foreign language and by supporting the theses in a foreign language. Monitoring of Czech students with elements of internationalisation (e.g. teaching professional courses in a foreign language, mobility abroad, theses in a foreign language, active interaction with foreign students). (SI 1A, SI 2A) [financed from PSSM, PG I1A]
- P4.2/A2 Improving internationalisation of the internal environment, i.e. the introduction of a fully bilingual internal environment (equivalently in Czech and English) including websites, internal information and communication systems, internal standards, information who communicate by the workplace to a wider community of employees or students, etc. Adaptation of texts to international audiences. Strengthening the language skills of academic, research and administrative staff who communicate with the foreign community at the university. Improving bilingualism and the international dimension of the interior and exterior of the university campus. (SI 4B) [financed from PSSM, PG I4B]
- P4.2/A3 Intensified communication and use of the potential of foreign academic and research staff and students working at the University within the process of education in Czech and English study programmes. (SI 1A)
- P4.2/A4 Supporting and strengthening the integration of international students, including DSP students accredited in English, into the university environment, academic life and research teams. Implementation of Czech language courses and organisation of university-wide student meetings with an emphasis on sharing mutual experiences, transfer of best practices between faculties and creation of high-standard prerequisites for their cultural adaptation and social integration. Developing cooperation with international student associations. (SI 4A, SI 4B) [financed from PSSM, PG I4B]
- P4.2/A5 Inclusion of systematic intercultural education for teaching and research activities. (SI 1A)



- P4.2/A6 Developing the organisation of international professional conferences/workshops or international summer schools. Support for organisers / scientific teams with services by central university units.
- P4.2/A7 Continuous improvement of the infrastructure of the University of Pardubice and faculties teaching accredited study programme in English to be optimally prepared to provide high-standard lessons to foreign students at all levels of study. (SI 4B) [financed from PSSM, PG I4B]
- P4.3/A1 Applying a targeted selection of international mobilities (including distance and virtual forms) at strategic foreign institutions, both for students and for academic, research and administrative staff. Emphasis on the selection of mobilities with a defined contribution to the development of key activities of the University, in order to increase their contribution and achieve a synergetic effect in other activities. Ensuring reliable information to all actors during the implementation of mobilities, i.e. in both cooperating parties. (SI 1B) [financed from PSSM, PG I1B/I1C]
- P4.3/A2 Targeted integration of the selection of international mobilities (standard, possibly also virtual and combined forms) into the structure of Czech study programmes by applying the so-called mobility windows in study programmes (by defining a semester and a visiting workplace with a specific example of articulating the course conformity) and by recognising credits for completing such courses. (SI 1B, SI 2B) [financed from PSSM, PG I1B/I2B]
- P4.3/A3 Inclusion of foreign mobility of PhD students in the curriculum of doctoral programmes. (SP 3C, SI 1B, SI 2B) [financed from PSSM, PG I1B]
- P4.3/A4 Development and further expansion of cooperation supporting international scientific mobility, especially of young researchers and doctoral students (e.g. “International Cooperative Graduate Programme” with National Institute for Materials Science, Tsukuba, Japan and events and workshops organised by the European Industrial Doctoral School). (SP 3C, SI 1B) [financed from PSSM, PG I1B]
- P4.3/A5 Monitoring the demand of Czech students and employees going abroad.
- P4.3/A6 Setting rules, principles and tools of technical support for the implementation of the so-called virtual mobility of students and staff. (SI 1B) [financed from PSSM, PG I4B]
- P4.3/A7 Implementation of electronic exchange of adequate information on the required language level and other requirements for the implementation of mobility and culture before the student goes abroad. (SI 1B) [financed from PSSM, PG I1B]
- P4.4/A1 Development and improvement of the range of study programmes in English, joint/double degree study programmes with the aim of opening up to the students of the University of Pardubice another possibility of gaining international experience finalised by an internationally relevant diploma. Development of high-standard professional courses taught in English for incoming ERASMUS+ students. Expanding the range of high-standard follow-up Master’s degree programmes offering an adequate portfolio for attracting students from abroad. Care for the quality of the existing range of doctoral study programmes in English. Evaluating effectiveness of the range of study programmes and courses taught in a foreign language. Emphasis on attracting foreign self-paying students. (SI 1A, SI 2A) [financed from PSSM, PG I2A]
- P4.4/A2 Monitoring the demand of foreign students for specific study programmes and courses taught in a foreign language. Regular evaluation of the effectiveness of the existing range of study programmes and courses taught in a foreign language and taking measures to increase the degree of internationalisation. (SI 1A, SI 2A) [financed from PSSM, PG I2A]
- P4.4/A3 Linking the range of professional courses taught in a foreign language within the framework of English study programmes, Czech study programmes, the ERASMUS+ programme or joint/double degree study programmes so that Czech and foreign students attend lessons together. (SI 1A, SI 2A) [financed from PSSM, PG I2A]

- P4.4/A4 Improving the quality and availability of study support related to the teaching of courses in English. (SI 1A) [financed from PSSM, PG I1A]
- P4.4/A5 Simplification and digitisation of the administrative process of automatic mutual recognition of education and study attainment abroad. Digitisation of international cooperation processes not only with emphasis on the implementation of Erasmus Without Paper (EWP). Simplification and adaptation of the admission process for applicants for study abroad. (SI 1B, SI 3A) [financed from PSSM, PG I3A]
- P4.4/A6 Through scholarship programmes, to aim to support talented foreign students and young workers, with an emphasis on taking into account the internationalisation strategy specific to individual areas of education and disciplines. (SI 4A)
- P4.4/A7 Support for the activities of the graduate programme for foreign students, graduates and employees with the aim of setting up long-term forms of cooperation and togetherness. (SI 4C)
- P4.4/A8 Providing better and more comprehensive information and counselling services to foreign applicants for study and employment, not only about the offer of study programmes, but also about services for foreign students and workers, the process of recognising prior education completed abroad and the process of obtaining a visa. Development of Euraxess Contact Point activities. (SI 4A, SI 4B) [financed from PSSM, PG I4B]
- P4.4/A9 Improving the uniform promotion and presentation of the University and the study programmes abroad, including the Study in the Czech Republic initiative with the aim of acquiring know-how in the field of presentation through best practices. Strengthening participation in foreign trade fairs. Related to this is the need to adapt texts to international audiences and targeted communication with the foreign community of students and academics at the University of Pardubice. (SI 4A) [financed from PSSM, PG I4A]
- P4.4/A10 Introduction of the European regulation Single Digital Gateway (SDG), which defines the requirements for the so-called once-only access to selected information and procedures within all EU Member States.
- P4.5/A1 Applying a comprehensive approach to internationalisation as a summarising activity of educational activities, research activities and the third role of the university, with an emphasis on the quality and synergy of individual activities. Taking measures reflecting the benefits of individual activities. (SI 5A) [financed from PSSM, PG I5A]
- P4.5/A2 Improving strategic management of internationalisation, taking into account the type of priority (education, student recruitment, research) and taking into account the long-term objectives of the relevant field of education or scientific disciplines. (SI 5B) [financed from PSSM, PG I5B]
- P4.5/A3 Active use of synergetic financing for projects from European community programmes to support education and science and research (Erasmus+, Horizon 2020). (SI 5B) [financed from PSSM, PG I5B]
- P4.5/A4 Systematic provision of high-standard equipment of the specialised administrative workplace of the University of Pardubice "International Office" and adequate infrastructure for the implementation of all forms of teaching and mobility of students and staff from abroad and abroad. (SP 4A, SI 4B, SP 6C, SI 1B, SI 2B) [financed from PSSM, PG I4B]
- P4.5/A5 Coordination of internationalisation support services at the university level. Monitoring of opportunities for the development of internationalisation and international cooperation. Support for regular meetings with faculty coordinators of internationalisation with the participation of the promotion department. Use of professional marketing and promotional services, both internal and external, to strengthen the effectiveness of activities in the field of internationalisation. (SI 4A) [financed from PSSM, PG I4A/I4B]

P4.5/A6 Filling the Internationalisation Action Plan which is based on the recommendations of the evaluation panel and focuses on four basic areas: defining the strategy of internationalisation for individual faculties, balancing the offer and quality of courses taught in Czech and English, developing mobility of academics and transferring the acquired knowledge and improving the availability and quality of support services at the University. (SI 5B)

P4.6/A1 Improving the current model of evaluating the quality of internationalisation, i.e. setting the relevant processes, competencies and responsibilities with an emphasis on regular evaluation and taking measures in response to the situation, at the level of personnel, finance and organisation. Development of internal capacities for the creation of the necessary analyses. (SP 5B, SI 5A, SP 6A) [financed from PSSM, PG 5B]

P4.6/A2 Taking into account the foreign mobility of academics and researchers in evaluating their individual and career development.

P4.6/A3 Monitoring of interaction of Czech students with elements of internationalisation (professional courses thought in a foreign language, mobility abroad, thesis in a foreign language, active interaction with foreign students, etc.). (SI 5A) [financed from PSSM, PG 15A]

### Indicators

P4.1/U1 Number of active cooperation projects in education and research (mobility of students or staff of the incoming or outgoing type, joint publication, joint submission of projects) with foreign organisations (P4.1/A1, P4.1/A2).\*

P4.1/U2 Number of active cooperation agreements with foreign organisations broken down by country and partner (P4.1/A1, P4.1/A2).

P4.2/U1 Number of theses in a foreign language (P4.2/A1).

P4.2/U2 Number and structure of academic, research and administrative staff from abroad (P4.2/A3).

P4.2/U3 Number of international professional conferences/workshops or international summer schools (P4.2/A6).

P4.3/U1 Number of foreign mobilities of academic, research and administrative staff with subsequent dissemination of the benefits of mobility, broken down by length and country (P4.3/A1).

P4.3/U2 Number of foreign mobility of students at the University of Pardubice, broken down by length and country (P4.3/A2-P4.3/A4).

P4.3/U3 Number of study programmes with a defined mobility window for the implementation of mobilities, whether full-time or virtual (P4.3/A2).\*

P4.4/U1 Number of study programmes accredited and taught in a foreign language (P4.4/A1).

P4.4/U2 Total number of foreign students studying in English language programmes, broken down by country and continent (P4.4/A1).

P4.4/U3 Number of joint/double degree study programmes and students in such programmes (P4.4/A1).

P4.4/U4 Number of courses taught in a foreign language and the number of students enrolled in such courses (P4.4/A3).

P4.4/U5 Number of study programmes accredited in the Czech language with a course in English currently offered to students from abroad (P4.4/A3).\*

P4.4/U6 Number of study supports created for courses in English (P4.4/A4).\*

**P4.6/U1** Number and share of students with a specific form of active use of elements of internationalisation (e.g. professional courses taught in a foreign language, mobility abroad, thesis in a foreign language, active interaction with foreign students) (P4.6/A3).

\* The indicator will no longer be monitored from 2024

**Responsibility**

- Vice-Rector for External Affairs: P4.1 – 4.6

## Priority 5: Our common identity: long tradition, 7 faculties, one brand

### Strategic priorities

- P5.1 Sustainable development and mutual integrity with an impact on society.
- P5.2 Building and developing an identity, a strong brand and strengthening the good name of the University of Pardubice.
- P5.3 Adoption of a comprehensive marketing strategy of the University of Pardubice.
- P5.4 Strengthening mutual coherence, togetherness, cooperation and synergy between faculties.
- P5.5 Development of the third role of the University of Pardubice.
- P5.6 Facilities adequate to a university of the 21st century.
- P5.7 Streamlining the administrative support of central university units.
- P5.8 Development of multidisciplinary focus of the University of Pardubice.

### Activities

- P5.1/A1 Strengthening the elements of sustainable development, green deal, environmental protection and healthy lifestyle in all activities performed. Involvement in national or international networks dealing with this topic. Implementation of the relevant topics in educational activities for students and staff of the University and for the public. [financed from PSSM, PG II.8, II.14]
- P5.1/A2 Active acquisition of own financial resources needed to ensure the activities of the University of Pardubice and strengthen competitiveness both in the recruitment and stabilisation of academic and scientific staff, and in the development of infrastructure services, working environment and conditions.
- P5.1/A3 Developing mutual cooperation with strategic partners and local governments in the region, i.e. especially between the University of Pardubice and the city of Pardubice, the Pardubice Region or the Hradec Králové Region.
- P5.2/A1 Deepening of shared values and principles of academic self-government. Raising awareness of the role of academic bodies. Strengthening awareness and discussion among members of the academic community, especially representatives in academic senates, about affairs, strategic intentions, legislative environment and management processes of the University of Pardubice for the development of all creative activities. (SP 5B)
- P5.2/A2 Support for association activities of students and their involvement in university activities and internationalisation. Organizing educational events focused on student leadership. (SP 1E) [financed from PSSM, PG II.11]
- P5.3/A1 Strengthening and development of university-wide promotion of the activities of the University of Pardubice, building a common brand and strengthening the good name of the University of Pardubice, in the Czech Republic and abroad. Reconciling the identity and visual style of the University of Pardubice in Czech and English. (SI 4A) [financed from PSSM, PG II.10]
- P5.3/A2 Use modern information technologies and social networks for internal and external communication. [financed from PSSM, PG 5B]
- P5.3/A3 Setting up a marketing strategy for national and foreign territories and adequate capacity development. (SI 4A)
- P5.4/A1 Involvement of members of academic bodies and other recognised personalities of the University in the development of quality, strategic direction of the University and fulfilment of strategic goals of the University of Pardubice and its faculties. (SP 5B)
- P5.4/A2 Improving awareness of the academic community about the strategic goals and leading an internal discussion within the academic community about the strategic direction of the University. (SP 5B)
- P5.4/A3 Synergistic use of the creative potential of university workplaces and human resources across all parts of the University of Pardubice. Development of togetherness and cooperation of students, employees and graduates of the University. (SP 5B)

- P5.4/A4 Support for internal communication and discussion. Developing opportunities to provide feedback of the university management to members of the academic community and to participate in the management and development of the activities of the University of Pardubice and its components. (SP 5B)
- P5.4/A5 In order to share best practices and seek new opportunities for inter-faculty cooperation, develop a system of regular meetings of employees across faculties with an emphasis on the exchange of experience in teaching, scientific, research and innovation activities and internationalisation and regular meetings of employees with the university management. The purpose of the meetings is (a) to share experiences with the ambition of transferring examples of best practices between faculties, (b) to discuss innovation in educational activities to help improve the quality of education and/or (c) to identify key problems of academic staff that they encounter in their education and research, creative and other activities.
- P5.5/A1 Deepening the positive effect on society, the lay and professional community in the fields of long-term implementation at the University of Pardubice. Strengthening social responsibility towards the society and the region. [financed from PSSM, PG II.10]
- P5.6/A1 Development of modern infrastructure and facilities of the University of Pardubice for the implementation and development of high-standard educational activities, research and creative activities and internationalisation adequate to the 21st century. Maintenance and development of infrastructure for fulfilling the vision of the University of Pardubice. (SP 2A, SPA, SP 4B, SP 6A) [financed from PSSM PG 5B/6A/II.3]
- P5.6/A2 Completion of the construction of the key infrastructure of the University of Pardubice and provision of high-standard accommodation capacities and catering. Building and adapting spaces for better study and social facilities of students and campus without barriers. (SP 2A, SPA, SP 4B) [financed from PSSM PG II.3]
- P5.6/A3 Development of the community dimension of the University of Pardubice. Supporting the social integration of students and improving the conditions for students' teamwork and meetings of students and staff, especially on the university campus. Improving the facilities and overall comfort of university infrastructure services by modernising the interior and exterior of the university campus. (SP 2A, SPA, SP 4B) [financed from PSSM PG II.3]
- P5.6/A4 Modernisation of the internal and external spaces of the university campus and improvement of the positive perception of the facilities at the University of Pardubice, especially with regard to the creation of facilities for teamwork of students and meetings of students and staff of the University of Pardubice. (SP 2A, SPA, SP 4B) [financed from PSSM, PG II.3]
- P5.7/A1 Development of the concept of central university and rectorate units and sharing of services with the aim to effectively support the activities of faculties and their academic and scientific staff, who could thus devote more time to their vocation. Setting up mutual cooperation between central university and rectorate units and administrative staff of faculties to minimise duplication of activities at several levels (University, faculty, organisational unit). (SP 6C) [financed from PSSM, PG 6C]
- P5.7/A2 Strengthening and maximising the use of data warehouses and information systems and information and communication services and technologies of the University of Pardubice for the development of systematic analytical and administrative activities. Computerisation of administrative agendas. Maintaining the quality of the central university tendering system for the purchase of services and equipment in order to reduce the administrative burden. (SP 5B, SP 6A) [financed from PSSM, PG 5B/6A]
- P5.8/A1 Regular evaluation of the fulfilment of the goals, indicators, their impact and effectiveness on the development of the activities of the University of Pardubice.

## **Indicators**

P5.1/U1 Amount of own resources obtained (P5.1/A2).

P5.2/U1 Number of supported association activities of students (P5.2/A2).

P5.5/U1 Number of organised events with benefits for society, the lay and professional community (P5.5/A1).

P5.6/U1 Amount of funds invested in infrastructure, its renewal and development (P5.6/A1-P5.6/A4).

## **Responsibility**

- Vice-Rector for External Affairs: P5.2, P5.3, P5.5
- Vice-Rector for Internal Affairs: P5.1, P5.4
- Bursar: P5.6, P5.7
- Vice-Rector for Science and Creative Activity: P5.8

## 8. Final Provisions

The Strategic Plan of the University for the period from 2021 was discussed by the Scientific Board of the University of Pardubice on 5 March 2021.

Updated version of The Strategic Plan of the University for the period from 2021 was discussed by the Scientific Board of the University of Pardubice on 19 March 2023.

The Strategic Plan of the University for the period from 2021 was approved by the Academic Senate of the University of Pardubice on 16 March 2021.

Updated version of The Strategic Plan of the University for the period from 2021 was approved by the Academic Senate of the University of Pardubice on 23 May 2023

The Strategic Plan of the University for the period from 2021 was approved by the Board of Trustees of the University of Pardubice on 25 March 2021.

Updated version of The Strategic Plan of the University for the period from 2021 was approved by the Board of Trustees of the University of Pardubice on 14 June 2023.

Updated version of The Strategic Plan of the University for the period from 2021 will be valid from the date of issue of the Ministry of Education, Youth and Sports' opinion on its successful consideration.



## Abbreviations

A	activities
CZ	Czech Republic
LLL	lifelong learning
D1	first decile journal
FTE	Faculty of Transport Engineering
LCDRO	long-term conceptual development of a research organisation DSP doctoral study programme
EngiRank	European Ranking of Engineering Programmes ERA European Research Area
EU	European Union
EWP	Erasmus Without Paper
FEEI	Faculty of Electrical Engineering and Informatics FEA Faculty of Economics and Administration
FAP	Faculty of Arts and Philosophy FChT Faculty of Chemical Technology
FORD	Fields of Research and Development FR Faculty of Restoration
FTE	full-time equivalent
FHS	Faculty of Health Studies
HR Award	HR Excellence in Research Award
HRS4R	Human Resources Strategy for Researchers IT information technology
ITI	Integrated Territorial Investment
LMS	Learning Management System
M17+	Methodology for evaluating research organisations and targeted support programmes for research, development and innovation
IEP	International Evaluation Panel
MICHE	Monitoring Internationalisation of Czech Higher Education MIS Management Information System
MSP	Master's degree study programme MEYS Ministry of Education, Youth and Sports
OTM-R	General principles of Open, Transparent, Merit-based Recruitment of Researchers P strategic priority
PG	Priority Goal in the Programme to Support the Strategic Management of Higher Education Institutions for 2022–2025
PSSM	Programme to Support the Strategic Management of Higher Education Institutions for 2022-2025 Q1 to Q4 magazine of the first to fourth quartiles
QS WUR	QS World University Rankings
QS EECA	QS Emerging Europe and Central Asia University Rankings
RIS3	National Research and Innovation Strategy for Smart Specialisation in the Czech Republic

RDIC	Research, Development and Innovation Council
SCOPUS	Abstract and citation database of professional peer-reviewed literature SDG Single Digital Gateway
SI	Priority Goal in the Strategy for the Internationalisation of Higher Education for the period from 2021 STAG Study Agenda Information System
SP	Priority Goal within the Strategic Plan of the University, based on the Strategic Plan of MEYS for the area of universities for the period from 2021
I	indicator
R&D&I	Research, Development and Innovation
VEMA	Payroll/Personnel System
VERSO	Management Information System
ICT	Institute of Chemical Technology in Pardubice
THE WUR	Times Higher Education World University Rankings WOS Web of Science



Faculty of Chemical technology, University of Pardubice  
Photo: Jan Jambor

**Plan for the use of financial resources from the  
Programme to Support the Strategic Management  
of Higher Education Institutions  
for the years 2022–2025**

**Allocation of funds of the University of Pardubice for individual priority goals from the Programme to Support the Strategic Management of Universities for 2022–2025**

<b>Priority Goal according to the Announcement</b>	<b>Allocation (%)</b>	<b>Limits (%)</b>
1. Develop competencies directly relevant to life and practice in the 21st century.	15	Min. 35
2. Improve the availability and relevance of flexible forms of education.	22	
3. Increase the efficiency and quality of doctoral studies.	1,5	
5. Build capacity for strategic management of higher education.	8,5	
6. Reduce administrative burden on university staff so that they can fully devote themselves to their vocation.	11	
Internationalisation of higher education institutions.	31	Min. 15
Other measures falling within the areas listed in the Announcement.	11	Max. 20
<b>Total</b>	<b>100</b>	
of which investment funds	25	Max. 25

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Address: University of Pardubice, Studentská 95, 532 10 Pardubice 2, Czech Republic

phone: 466 036 111

e-mail: [kancelar@upce.cz](mailto:kancelar@upce.cz)

[www.upce.cz](http://www.upce.cz)

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