

STRATEGIC PLAN OF THE FACULTY OF ARTS, CHARLES UNIVERSITY, OF CHARLES UNIVERSITY FOR THE PERIOD 2021–2025

The strategic plan of the Faculty of Arts, Charles University (CU FA), as a plan for activities in the medium term, is the result of a joint approach taken by the faculty management, faculty committee and the Academic Senate of CU FA. It is based on the general principles of university life and incorporates the most important fields of faculty activity, i.e. (1) people and environment and (2) study and (3) scientific and research activities, as well as (4) international cooperation and (5) the faculty's relationship to the external environment. These sections also include other important principles and areas such as the qualitative development of the Dean's Office, digitalization, equal opportunities, career development, knowledge transfer and further education. The strategic plan of the Faculty of Arts, Charles University, follows up on the Strategic Plan of Charles University for the period 2021–2025 and the Long-Term Plan of the Faculty of Arts, Charles University, for the years 2016–2020.

PREAMBLE

CU FA is a key institution in the humanities and social sciences in the Czech Republic, with an indisputable significance in the international and especially Central European context. As the oldest institution of its type in the country, lying at the centre of key competencies and discussions, CU FA is both a link between the university and non-university knowledge in the humanities and social sciences and a guarantor of high-quality teaching connected with top research. It offers a unique breadth of disciplines and specializations and advocates the interdisciplinary integration of research-oriented towards philology, history, philosophy, art history, and the social sciences.

The Faculty of Arts, Charles University, advocates the principle of unity of research and teaching. By developing scientific knowledge, it leads its students to knowledge, competencies, and critical thinking. It supports its students in their research activities and strengthens their independence in thinking as well as their sensitivity towards responsible behaviour in society. It is therefore not only a point of intersection for leading experts and motivated students but also a faculty of prominent personalities in research and teaching.

Education and research are guided by the pursuit of understanding and dialogue in society; they are based on interdisciplinary, institutional and personal cooperation, both in the domestic and in the international environment. Complex and strong disciplines that can cultivate excellent research can pass on the tradition of culture and education, develop innovative approaches in both research and teaching, and prepare those who will continue these efforts within universities or in other professions. The faculty also strengthens confidence in scientific knowledge, especially through communication and openness in methodological procedures, results and the interpretation of research work. It warns against simplified interpretations and emphasizes the complexity of scientific knowledge. It recalls the boundaries of the knowable and highlights the controversies associated with various topics.

The faculty is aware of its social responsibility, in which the transfer of knowledge and competencies and their application outside academia is an integral part of the development of scientific excellence and standards of good scientific practice. The faculty purposefully supports vocational education, both towards professions requiring specific competencies and towards a broader framework of professional application, in which sensitivity to the past, language(s), various types of art, society, and politics is important. This makes the faculty one of the central institutions of an open society and the democratic order. The ability to state and the courage to offer various interpretations of the past and the present, to advocate for mutual tolerance, to have respect for oppo-

nents is the faculty's contribution to the cultivation of the humanitarian ideals on which democratic society stands. This inherently includes the cultivation of the principles of sustainable development, academic integrity, self-government, solidarity, and communality.

The strategic plan of the Faculty of Arts, Charles University, is based on the following five basic principles:

- I. CU FA should be the first choice in the field of humanities and social sciences.
- II. CU FA offers high-quality teaching in conjunction with top research. It prepares students for professional work and employment in other professions that require the appropriate professional competencies and increases the awareness of social responsibility.
- III. The quality of scientific and research activities at the Faculty of Arts, Charles University, across disciplines corresponds to or approaches, as closely as possible, the standards of leading European universities and develops in dialogue with them.
- IV. CU FA actively participates in international cooperation in teaching and research across disciplines.
- V. CU FA is an open environment with a responsibility towards society, whose central values it cultivates, as well as participating in sustainable development in the environmental, social, cultural and economic spheres, and strives to effectively fulfil the third role of the University.

These principles also correspond with the five chapters, into which the Strategic Plan of CU FA is divided. Each chapter consists of several strategic priorities (SP) and each activity is assigned relevant activities and indicators.

I. PEOPLE AND ENVIRONMENT

We want CU FA to be the first choice in the humanities and social sciences for high-quality applicants, students, and academic and research staff, including those from abroad. To this end, it is necessary to define and implement principles for career growth and an evaluation system for study programmes, workplaces, and individual employees. The Faculty of Arts, Charles University, faces long-term issues that include a lack of lecture halls and cramped office premises for both academic and administrative staff; it is essential to continue the improvement of the working environment, faculty infrastructure, and administrative support for academics.

SP I.1 We will complete a transparent system of career development with appropriate human resources policy tools. (responsibility of: Dean and Bursar)

Activities

1. Building on the framework rules being prepared by Charles University, we will adopt rules for the career advancement of academic, research, and administrative staff.
2. Building on the principles being prepared at the university-wide level, we will introduce regular evaluations of academic and research staff that will provide useful feedback on their teaching and research activities which will not expose staff, their managers, and the faculty as a whole to an excessive and too frequent bureaucratic burden.

3. We will provide managers with tools for creating an effective human resources policy for their workplace.
4. We will review the administrative system in place for labour relations, i.e., employment documentation, the catalogue of works by academic and non-academic staff, the calibration of fixed- and non-fixed-term employment contracts, the use of non-employment agreements for the performance of work (DPP, DPČ), etc.
5. Based on the evaluation of the new selection process, we will streamline selection procedures for the academic staff positions of academic staff, including staff from abroad (cf. SP IV.2), in accordance with the principles of the Human Resources Strategy for Researchers (HR4SR).

Indicators

1. Completed Career Code of the Faculty of Arts, Charles University, and the evaluation system for academic and research staff
2. Methodical instructions for managers, summarizing their options and responsibilities when managing workplaces
3. Number of revised employment contracts of academic and non-academic staff
4. Updated guideline for recruitment processes for academic positions

SP I.2 The Faculty of Arts, Charles University, strives to recruit the best doctoral students – motivated graduates of humanities and social science programmes from both the Czech Republic and abroad.

(responsibility of: Vice-Dean for Research and Vice-Dean for Student Admissions and Public Relations)

Activities

1. We will expand the range of open foreign-language doctoral study programmes.
2. We will continue to support double degree doctoral study programmes.
3. We will continue the trend of reducing the total number of doctoral students, with an emphasis on the selection of the best, talented students.
4. We will support the permeability of doctoral study programmes across disciplines; we will strive to recruit high-quality applicants from both the Czech Republic and abroad, and thus tackle the negative effects of inbreeding.

Indicators

1. Number of opened foreign-language doctoral study programmes
2. Number of students studying in foreign-language doctoral study programmes
3. Number of double degree students in relation to the total number of students
4. Total number of doctoral students admitted to the Faculty of Arts, Charles University, in relation to the number of applicants
5. The proportion of graduates of other faculties and universities, including foreign ones, to the total number of doctoral students

SP I.3 Doctoral programmes at the Faculty of Arts, Charles University, are open, effective, flexible, and research-oriented, with a high completion rate of study programmes.

(responsibility of: Vice-Dean for Research)

Activities

1. We will only offer study programmes that meet the standards set by the reform of doctoral studies at the Faculty of Arts, Charles University, after 2015.
2. We will strictly adhere to the maximum number of doctoral students per supervisor so that they can give adequate attention to the individual work with students.
3. We will support the involvement of doctoral students in specific research projects undertaken by their supervisors, departments, and institutes of the University, including Primus projects.
4. We will support the development of doctoral research teams with the participation of undergraduate students. These teams will handle independent research tasks that are interlinked with the research orientation of the field, and of the department or institute (cf. also SP I.4).
5. We will motivate doctoral students to publish in high-quality, peer-reviewed, and impact journals, particularly those from abroad, from the early stages of their studies and provide them with sufficient support.
6. Through motivational incentives for supervisors (rewards) and doctoral students (special scholarships) and in cooperation with the subject-area board, we will continue to lower the average duration of doctoral studies and make it closer to the standard duration so that it, ideally, does not exceed five years.
7. We will develop evaluation processes for doctoral studies and implement their outputs to further improve the implementation of doctoral study programs.

Indicators

1. Numbers of doctoral students per supervisor corresponding to the job position
2. The proportion of doctoral students actively involved in research projects in their fields
3. Quantity and quality of published outputs of doctoral students
4. Number of students/outputs applying for special scholarships for research outputs, number of winners
5. Numbers of active participation of doctoral students in international conferences
6. Shortening of the average duration of doctoral studies
7. Increasing numbers of students completing the doctoral studies

SP I.4 The Faculty of Arts, Charles University, will support the research activities of undergraduate students.

(responsibility of: Vice-Dean for Study Affairs and Vice-Dean for Research)

Activities

1. We will continue to support Student Research Scholarships (SRC) with the aim of the early involvement of undergraduate students in research activities in their fields (cf. SP I.3).
2. We will support closer cooperation between master's students and doctoral students, e.g., through GAUK projects.
3. We will support the inclusion of undergraduate students in research projects at basic units (cf. also SP II.1).

4. We will motivate undergraduate students who successfully participate in research activities to participate in further research work and to enrol into doctoral studies, including studies at universities abroad.

Indicators

1. Number of SRC projects supported
2. Published outputs of students supported by the SRC
3. Annual Realization of the *Young Science Day* with contributions by undergraduate students
4. Supported research teams with undergraduate students

SP I.5 We will continue to develop the faculty's infrastructure and improve the working environment.

(responsibility of: Vice-Dean for Infrastructure Development)

Activities

1. We will continue our work on the renovation of the faculty buildings in Opletalova street following a final decision on the building permit.
2. We will gradually renovate parts of the main building according to the individual functional units.
3. We will perform a comprehensive spatial analysis of the faculty and prepare a long-term concept for resolving the issue of overcrowded offices and some classrooms. Subsequently, we will strive to optimize the spatial arrangement by merging related activities into functionally arranged units.
4. We will develop a methodology for the procurement of equipment (furniture, etc.) for individual buildings to achieve a higher degree of standardization so that the relocation of workplaces and at the same time the meeting the needs of health and safety at work is facilitated.
5. Depending on the procurement of external financial sources, we will continue to gradually implement the investment plans laid out in the previous strategic documents of the faculty.
6. We will continue to implement the concept of a faculty operating in a friendly way towards the environment and the climate.
7. We will develop the concept of creating long-term funds in the budget of the faculty. This will allow the faculty to gradually accumulate funds for building renovation projects (in particular, the Sweerts-Šporkovský Palace in Opletalova street) that exceed the faculty's financial capabilities in the short term.

Indicators

1. Launching the renovation of buildings in Opletalova street
2. Renovation of rooms and other areas in the main building of CU FA
3. Elaboration of a proposal for a comprehensive spatial reorganization of the faculty
4. Introduction of a methodology for the purchase of furniture, and other methodological procedures
5. Comprehensive proposal for long-term budgetary funds
6. Extension of waste sorting methods in all CU FA buildings
7. Quantifiable consumption data leading to greater environmental friendliness

SP I.6 We will continue to support the effectiveness of the management and decision-making at all levels of the Dean's Office.

(responsibility of: Bursar and Vice-Dean for Information Resources)

Activities

1. By continuing to optimize the activities and organizational structure of the Dean's Office, we will achieve a more effective classification of the activities of the individual offices.
2. We will continue the gradual digitalization of cross-cutting processes and agendas (absence reporting in the attendance system, business trips, contracts and commitments, scholarships, etc.) to reduce the administrative burden.
3. We will streamline the internal system for the monitoring of compliance with the obligations set out in the Financial Control Act in order to prevent the burdening of the faculty budget with sanctions and fines.
4. We will introduce a system for the central purchasing of selected goods and services (cf. also SP I.5, activity 4).

Indicators

1. More efficient faculty administration processes, especially in the field of information systems of CU FA, contract administration, building management and operation, procurement, and the granting of awards and scholarships.
2. Number of digitalized processes and agendas
3. Calibration of control mechanisms for financial operations
4. Decrease in financial sanctions, ineligible project costs, claims, debts, and litigation

SP I.7 We will support diversity, the equal status of all members of the academic community and faculty staff as well as equal opportunities for those with disabilities. (responsibility of: Dean and Vice-Dean for Study Affairs)

Activities

1. We will strive to protect students and faculty staff from various types of discrimination and harassment.
2. We will continue to improve conditions for students and both academic and non-academic staff with special needs, including steps towards the creation of a barrier-free environment on the CU FA premises.
3. We will support gender balance across the faculty
4. We will support graduates of CU FA with deciding to pursue a career in research, to find employment in their professions, and also in their efforts to reconcile the academic life with parenting (cf. also SP II.8).
5. We will continue to participate in the society-wide debate on cultural pluralism and protection against various forms of discrimination (gender, ethnicity, age, etc.), e.g., in cooperation with the interdisciplinary Centre for Gender Studies.

6. We will nurture the development of information skills and competencies of students and employees so that information technologies do not deepen social inequality.

Indicators

1. Establishment of the position, independent of other faculty structures, of special advisor to the Dean for discrimination and harassment
2. Number of registered students with special needs and individual study plans with study modifications for students with special needs
3. Services of the CU FA Counselling Centre, focusing on students with special needs and on academics and students who are also parents
4. Support for the employment of those with disabilities (e.g., adjustment of working hours or work environment, provision of compensatory aids, etc.)
5. Number of training courses on information skills for both students and academics
6. Development of staffing structure of the Research Information Centre (new contracts for consulting activities for both students and employees in information technology)

II. STUDY

Teaching at CU FA has intellectual depth, interpretive complexity and is based on long-term, systematic research. The study at the faculty mediates professional and methodological knowledge and opens the path to (a) practical experience in research, (b) broader employment options, and (c) socially responsible behaviour. The study supports critical thinking, independence of judgement, the ability to articulate and discuss challenging problems and to seek answers to future challenges.

SP II.1 We will develop high-quality degree programmes, including joint and double degree programmes, that are attractive to foreign students as well.

(responsibility of: Vice-Dean for Study Affairs and Vice-Dean for International Relations)

Activities

1. We will introduce an internal system for the continuous quality evaluation of the implementation of accredited study programmes, as a continuation of CU's quality evaluation system.
2. We will strengthen the link between study programmes and research activities in the different fields of study, and thus the involvement of students in research (cf. SP I.4).
3. We will continue the internationalization of teaching (cf. SP IV.4).
4. We will support joint study programmes (joint and double degree) and the supervision of final theses through cotutelle, known as bridge professors, and visiting and extraordinary professors, both in cooperation with the Rectorate of Charles University and independently. We will advocate for the simplification of the administration associated with international programmes so that they are not only exceptions but also a "normal" type of study at CU FA.
5. We will support the creation of study programmes accredited in a foreign language.
6. We will support the didactic and pedagogical readiness of academics so that they are able to actively connect both these components of the work at CU FA.
7. We will create a system of didactic and pedagogical support for young academics.

Indicators

1. Internal system for the continuous quality evaluation of the implementation of accredited study programmes, as a continuation of CU's quality evaluation system.
2. Provision of financial support to undergraduate student research projects through student research scholarships (SRS)
3. Number of joint and double degree programmes and study programmes accredited in a foreign language
4. Methodology for the preparation of joint degree programmes, including their structural support (staffing at the involved departments of the Dean's Office)
5. Creation of didactic support system for young academics

SP II.2 We will support the development of joint study across the faculty and the University. (responsibility of: Vice-Dean for Study Affairs)

Activities

1. We will support interdisciplinary permeability within CU FA, chiefly through specific support for double curriculum study, which can both provide graduates with a better starting point for professional work outside the academic environment and increase their readiness for research.
2. We will support the further development of joint study across Charles University.
3. We will support and initiate all activities leading to the improvement of the legislative, methodological, administrative and technical environment for the implementation of double curriculum study in connection with the activities of Charles University.

Indicators

1. Number of study programmes that can be taken as double curriculum study at CU FA
2. Number of interfaculty double curriculum study programmes
3. Involvement in university activities aimed at the creation of university regulations and methodologies for the implementation of double curriculum study across the faculties of Charles University

SP II.3 We will support professional programmes aiming towards employment in fields that are necessary for society. (responsibility of: Vice-Dean for Study Affairs)

Activities

1. We will support study programmes that educate professionals for professions that are necessary for a functioning society. Our priorities are:
 - a. Training of future teachers to positively influence the quality of primary and secondary education. Therefore, we will support this type of graduate training at the level of the departments and institutes, create a stable faculty system for training teachers in cooperation with practical experience, and we will purposefully cultivate subject-specific didactics.

- b. Development of professional programmes besides teacher training, especially in auxiliary professions.
- c. Professional lifelong learning courses.

Indicators

1. Establishment of the Teacher Centre of CU FA and its professional research platform for the development of didactics for disciplines and pedagogical and psychological training, including the development of a network of faculty schools to ensure professional work experience for students
2. Establishment of a network of faculty workplaces for the practical training of students of other auxiliary professions (psychology, social work)

SP II.4 We will continue to cultivate disciplines across the full research spectrum. (responsibility of: Dean and Vice-Dean for Study Affairs)

Activities

1. We will continue to support the preservation of the professional diversity of CU FA during ongoing monitoring of the implementation quality of the accredited study programmes (cf. SP II.1, activity 1).
2. We will strive to link the activities of individual strategic disciplines both at the level of the departments and institutes and within research centres (cf. SP III.2), in accordance with the Concept for the Development of Strategic Fields at CU FA, discussed by CU FA on 10. 10. 2019.
3. We will also develop strategic fields (especially programmes/fields with the study of languages of regions that are important in the geopolitical perspective) in cooperation with individual institutes of the Academy of Sciences of the Czech Republic and other workplaces both in the Czech Republic and abroad.

Indicators

1. Support of strategic disciplines through CRP and other inter-university projects
2. Involvement of experts from other domestic and international academic and scientific institutions in the teaching of strategic disciplines

SP II.5 We will support modern forms of education and new technologies. (responsibility of: Vice-Dean for Information Resources and Vice-Dean for Study Affairs)

Activities

1. We will support modern pedagogical approaches and innovations in methods and forms of teaching that contribute to the active role of students in education, the development of their competencies, and the use of the latest technologies.
2. We will support the emergence of new subjects that utilize elements of remote education so that e-learning elements appropriately complement full-time teaching and so that we can strengthen the openness and internationalization of our educational activities (cf. SP IV.5).

Indicators

1. Involvement of teachers in educational courses at Charles University aimed at supporting modern pedagogical approaches
2. New subjects using e-learning or blended learning approaches

SP II.6 We develop modern services in librarianship, digitalization, and electronic information resources.

(responsibility of: Vice-Dean for Information Resources)

Activities

1. We will create a high-quality digital background for students from all social groups so that modern ICT tools are available to everyone.
2. We will increase the availability of current scientific literature across disciplines through the strategic development of electronic databases.
3. We will develop the libraries of CU FA so that there are sufficient high-quality places to study in.
4. We will further develop tools to support creative writing, strengthen ethical principles in research work, and expand the implementation of the anti-plagiarism monitoring of student research papers and final theses.

Indicators

1. Number of laptops and other equipment available for loan to students
2. Number of available databases of electronic resources
3. Study places for students in the libraries of CU FA
4. E-learning course for teachers and students on publishing ethics and practice

SP II.7 We will strengthen the connection between education and practice and ensure that faculty graduates are equipped with the skills to ensure long-term success on the job market.

(responsibility of: Vice-Dean for Study Affairs and Vice-Dean for Project and Grant Management)

Activities

1. We will support the involvement of external experts from the field to consult and review the final student theses.
2. We will support joint research and other projects with partners from the professions.
3. We will strengthen the cooperation with external partners in the field of student work experience and internships.
4. We will expand the offer of career counselling for future graduates.
5. We will expand the offer of subjects taught in foreign languages (considering the specific aspects of the disciplines) and courses to develop the knowledge and skills necessary for the future employment of students.
6. In cooperation with the Rectorate of Charles University and the City of Prague, we will create an environment for cooperation with partners from relevant fields at Campus Hybernska and develop activities with this in mind at the Student House at Campus Hybernska.

Indicators

1. Contractual provision of practical preparation for students across the study programmes of CU FA, including the provision of structural support by the Dean's Office
2. Number of subjects taught in foreign languages
3. Offer of career counselling as part of the services provided by the Counselling Centre of CU FA

SP II.8 CU FA takes care of its students, supports their academic success, and strives to increase the graduation rate.

(responsibility of: Vice-Dean for Study Affairs)

Activities

1. In connection with student evaluations and regular evaluations of accreditations, we will continuously adjust study programmes and study plans, or the Rules for the Organization of Studies.
2. We will strengthen counselling, support for the improvement of study competencies, and the building of resilience, including prevention and timely assistance with burnout syndrome.
3. We will support and develop the services of the CU FA Counselling Centre for students, including the students with special needs (cf. SP I.7).

Indicators

1. Proportion of students who graduate
2. Scope of services offered by the CU FA Counselling Centre
3. Involvement in university activities aimed at an improved social support system for students

III. KNOWLEDGE AND RESEARCH

We develop scientific and research activities across disciplines at CU FA so that they are of an equal standard to those at leading European universities, or approach them as closely as possible. Research at CU FA is innovative and beneficial to society. It both follows and helps to shape new trends in methodology. We are deeply involved in various grant schemes and support grant activities. Researchers from CU FA publish their key outputs in periodicals of international significance and as first-rate research papers. The faculty's in-house journal production strives to implement the principles of open science.

SP III.1 The Faculty of Arts, Charles University, continues to support high-quality research in both domestic and international grant activities.

(responsibility of: Vice-Dean for Research and Vice-Dean for Project and Grant Management)

Activities

1. In accordance with the strategy for the long-term conceptual development of individual scientific disciplines at Charles University, we will continue to develop high-quality research through

PROGRES (and related programmes), UNCE and PRIMUS, and through our own research centres (cf. also SP III.2).

2. Following the implementation of the KREAS (Creativity and adaptability as conditions for the success of Europe in an interrelated world financed by the OP RDE) excellent research project, CU FA will actively support follow-up projects ensuring higher funding efficiency and will provide long-term administrative support for the preparation and realization of projects and the promotion of the current challenges.
3. In connection with the development strategy of the Grant Agency of Charles University, we will actively support student research work through administrative support in the preparation of projects and promotion of current grant projects.
4. We will strive for the systematic use of available project funding opportunities by CU, thus encouraging participation in international grant competitions, including European Research Council grants, and increasing the chances of success in these competitions.
5. We will continue to support research activities through a large research infrastructure (the Czech National Corpus).

Indicators

1. Development of administrative and conceptual grant support
2. Number of grant applications submitted
3. Number of grant applications approved
4. Number of high-quality publication outputs

SP III.2 CU FA research centres support research activities of the departments and institutes focused on interdisciplinarity and internationality. **(responsibility of: Vice-Dean for Research)**

Activities

1. We will formally anchor the research centres of CU FA, with an emphasis on interdisciplinarity and the international reach of their activities.
2. We will provide support to active research centres in the areas of mobility, grant activities, and promotion.
3. We will evaluate the activities of research centres, and their research and publication activities every year.

Indicators

1. Number of research centres that meet the formal requirements defined by the faculty
2. Number of grant applications linked to research centres
3. Regular activities of individual research centres, documented by annual reports

SP III.3 The Faculty of Arts, Charles University, supports and develops the principles of open science and ethical research practice. **(responsibility of: Vice-Dean for Research and Vice-Dean for Information Resources)**

Activities

1. We will strive to create conditions for wider use of the Open Access regime within publishing strategies.
2. We will work to advocate greater awareness and greater use of the Open Access regime among academics.
3. We will support the open sharing of research data across disciplines in line with the intentions of FAIR principles.
4. In line with the CU Code of Ethics and faculty regulations, we will raise awareness of the ethical principles of research work.
5. Ethical principles of research work will form part of the mandatory training for academics and researchers as well as part of courses at all levels.

Indicators

1. Number of texts published in Open Access mode
2. Number of projects and teams whose research data is freely shared through digital repositories
3. E-learning course for academics and students, focusing on the demonstration of correct and the identification of incorrect examples of research work

SP III.4 Through its publishing house, the Faculty of Arts, Charles University, makes accessible significant research results of its workplaces to professionals both in the Czech Republic and abroad and gives space in journals for experts in relevant fields from both the Czech Republic and abroad.

(responsibility of: Vice-Dean for Research and Vice-Dean for Information Resources)

Activities

1. We will support the registration of faculty professional journals in international databases.
2. We will strive to increase the share of external authors in journals.
3. We will support the improvement of the quality of monographic editions and their availability to the international audience.

Indicators

1. Number of faculty journals indexed in the Scopus or WoS databases
2. Proportion of foreign-language articles in faculty journals
3. Proportion of external contributions in faculty journals
4. Increasing share of monographs in foreign languages (not only in faculty publishing)

SP III.5 We will promote the precise setting of internal processes and project management.
(responsibility of: Vice-Dean for Project and Grant Management)

Activities

1. We will develop and implement an internal project management methodology that will define competencies and procedures according to the project cycle.

2. We will create a working group that will assess selected project plans, recommend their elaboration into project applications, and decide on their submission to the funding provider.
3. We will create basic templates for project administration and a simple web interface containing illustrations of workflows for project submission and implementation.
4. We will ensure the continuous monitoring and evaluation of all projects in progress, thus preventing possible financial risk (cf. also SP I.6).

Indicators

1. Creation of methodology for project management
2. Establishment of a working group for the assessment of project plans
3. Creation of a web interface
4. Number of templates for administration
5. Creation of an evaluation questionnaire and subsequent monitoring

SP III.6 The Faculty of Arts, Charles University, continues to support the transfer of knowledge, skills, and technologies into practice.
(responsibility of: Vice-Dean for Project and Grant Management)

Activities

1. We will continue to support the transfer of knowledge and technology into practice and greater involvement in international research focused on such cooperation, thus strengthening the third role of the University.
2. We will strengthen the transfer of knowledge and technology into practice through inter-faculty cooperation within Charles University, and in particular by exploiting the potential for interdisciplinary cooperation with the Faculty of Mathematics and Physics of Charles University.
3. We will strive for the systematic use of available support opportunities by CU, especially through cooperation with the Centre for Knowledge and Technology Transfer CU.
4. Following successful projects, we will strive for cooperation and partnerships with partners from the commercial sphere.
5. We will use the environment for projects that support the transfer of knowledge into practice and are also suitable for transfer and commercial potential, such as the Campus Hybernaska.

Indicators

1. Number of transfer projects
2. Number of spin-off companies established
3. Number of collaborations and partnerships established with partners from the commercial sphere
4. Volume of funds obtained from the transfer

IV. INTERNATIONAL COOPERATION
(responsibility of: Vice-Dean for International Relations)

The Faculty of Arts, Charles University, is an open and internationally recognized institution that cooperates with universities and other research institutes from around the world. Teachers and students across disciplines engage in international cooperation and are active participants in international scientific discourse to achieve the highest possible quality of research and teaching while giving graduates the tools to find employment in a transnational framework. The faculty's priorities include, on the one hand, support for academic and student mobility, and on the other, participation in international research projects and teams.

SP IV.1 We support academic and student mobility.

Activities

1. We will support the interconnection of teaching and research in international cooperation (research-based education).
2. We will continue to support the Erasmus+ programme in the next period (2021–2027): we anticipate greater flexibility for student mobility and internships (loosening of the current fixed schedule on semesters, blended mobilities).
3. We will take a maximum of the Erasmus+ project's (2020–2023) potential through the European University Alliance 4EU+, which is currently the most ambitious international project, in which Charles University is involved.
4. We will continue to support Erasmus+ credit mobility (non-EU countries), EEA grants (Norway, Iceland, Switzerland), inter-university and other forms of student exchanges.
5. We will provide maximum support and promotion for practical internships as an alternative to study trips (greater connection with the professions and with the topics of students' theses).
6. We will cooperate with the European Centre and the RUK Centre for Strategic Partnerships in the development of those forms of interuniversity cooperation that transcend the boundaries of individual faculties; at the same time, we will support and develop specific bilateral and multilateral forms of cooperation, based on the needs of specific fields and the departments and institutes of the University.
7. We will provide continuous administrative support for pedagogical mobility under Erasmus+ and other programmes.

Indicators

1. A permanent or increasing number of completed student and academic trips
2. A permanent or growing number of successfully established international research cooperation projects

SP IV.2 We will provide more significant support to international academics working at CU FA.

Activities

1. We will use all available opportunities (OP RDE projects, university postdoc programmes, etc.) to increase the number of international researchers to enrich teaching and create joint research teams.
2. We will provide administrative facilities for short-term and long-term visits by international academics, including improving the language skills of the administrative staff of various departments of the Dean's Office (internal language courses, support for trips to language courses abroad, online language courses with native speakers funded by Erasmus+ and Internationalization). We anticipate close cooperation with the CU Staff Welcome Centre.

Indicators

1. Permanent or increasing number of visits by academics from abroad
2. Improved qualification of staff at the Dean's Office, especially in terms of language competence

SP IV.3 We will develop joint study programmes.

Activities

1. We will strive to make the most of the potential of joint study programmes, which is growing together with the increasing density of the network of European university alliances. We will support curriculum complementarity across partner universities.
2. We will support the use of the opportunities within the 4EU+ alliance and strategic partner universities of CU as well as within the traditional areas of cooperation of CU FA.
3. We will strive to maximize the potential of the fact that CU FA is the most important centre of research and education in the field of Czech studies in the Czech Republic and cooperates with institutions from around the world. We will support existing Czech studies programmes at universities abroad. Through mutual exchanges of students and teachers, we will strive to combine cooperation with scholars of Czech studies abroad in the development of other study programmes.

Indicators

1. Growing number of accredited joint study programmes
2. Strengthening of cooperation between institutions offering Czech studies across the faculty to make full use of the potential of the Czech research and teaching within CU FA

SP IV.4 We will improve the range of foreign-language courses and expand the range of study programmes.

Activities

1. We will continue our efforts to ensure an adequate offer of foreign-language courses for all fields of study, a necessary component in the implementation of student mobility within the Erasmus+ programme and others.

2. We will support the inclusion of foreign-language subjects in accredited study programmes and offer one-off optional subjects.
3. Depending on the nature of individual fields, we will support teaching in languages other than English and thus contribute to maintaining multilingualism as one of the most significant features of CU FA.

Indicators

1. Number of foreign-language courses offered
2. Number of accredited foreign-language study programmes

SP IV.5 We will strengthen internationalization through various forms of virtual mobility.

Activities

1. We will support all forms of implementation of environmentally friendly international cooperation allowing us to reduce costs, which can be a limiting factor especially for student mobility (virtual mobility, blended mobilities - cf. SP II.5).
2. We will strive to provide the most effective support for academics in the preparation and implementation of e-learning courses.
3. We will support the promotion of CU FA abroad through electronic courses, one-off lectures, and other virtual events (e.g., the Czech Online programme).

Indicators

1. Increased number of remote courses offered
2. Number of new virtual/blended mobility options

5. EXTERNAL RELATIONS AND THE THIRD ROLE

(responsibility of: Vice-Dean for Student Admissions and Public Relations)

The Faculty of Arts, Charles University, advocates the principle of an open university that accepts its responsibility towards society, participates in its sustainable development in the environmental, social, cultural and economic dimensions, and strives towards an effective third role through the professional, cultural and civic engagement of its employees, students and graduates. In its service to society, the faculty focuses on helping to shape public debate, popularizing research in the humanities and social sciences, transferring its results into practice, and providing various forms of lifelong learning. The faculty fulfils the third role in close connection with teaching and research and within the network of relationships involving potential prospective students and applicants, academia and non-academic faculty staff, student associations, graduates, professionals and the general public, the media, secondary schools and universities, public authorities, research, educational and cultural institutions, and other entities.

Communication priorities: in all forms of public presentation of the faculty listed below, we will focus on the following priority areas, emphasizing the manifold benefits brought by the humanities and social sciences.

1. We will effectively popularize the knowledge and results of all disciplines in the humanities and social sciences cultivated at CU FA.
2. We will participate in the shaping of a well-founded, pluralistic, and cultivated public debate on current issues.
3. Specifically, we will present the numerous practical benefits of the humanities and social sciences (not limited to narrowly understood applications) and the employment options of graduates of the humanities and social sciences.
4. We will clearly present the specific impact of the humanities and social sciences in everyday life.
5. We will promote the values of humanity, democracy, equality, diversity, tolerance, active citizenship, cultural diversity, and sustainable development.

SP V.1 We will further develop communication with applicants and the promotion of study programmes (considering their specific aspects) using a wide range of tools that fulfil individual subsidiary objectives in this area.

Activities

1. In order to differentiate the promotion of study programmes according to their specific aspects, we will, in cooperation with the departments and institutes of the University, improve the content of the online profiles of study programmes as the core of communication with applicants.
2. To clarify the structure of faculty subjects for applicants, we will actively participate in the creation and development of the university-wide nakarlovku.cz website for applicants and continue to develop the content of the svetffuk.cz website.
3. To strengthen personal communication with applicants, we will: further develop the programme of visits to secondary schools; introduce a second open day; support the creation of new preparatory courses for applicants, including e-learning; promote increased opportunities for secondary-school pupils to attend lectures on bachelor's courses; and support the development of the existing open days for subject areas (International Archaeology Day, European Day of Languages, Latin Day, Czech Day, Africa Day) and the creation of new ones, in cooperation with the Rectorate of Charles University and the City of Prague. We will organize events at the Campus Hybernska to promote the study programmes of CU FA.
4. To strengthen communication with applicants outside Prague and Central Bohemia, we will: introduce online chats with applicants; help to improve content targeting applicants from outside Prague on the nakarlovku.cz website; and start organizing regular events for applicants in regions outside Prague and Central Bohemia.
5. To strengthen applicants' awareness of their possible future employment, we will: increase the involvement of graduates in the promotion of study programmes (cf. SP V.4); modify information provided about the employment of graduates during the admission procedure; and further specify and use examples of graduate employment on the svetffuk.cz website.

6. To strengthen the promotion of foreign-language study programmes, we will: contribute to improving the content of the studyinprague.cz website and the university-wide website aimed at international applicants, which is currently in development.

Indicators

1. Creation of the university-wide nakarlovku.cz website; quality of its content targeting applicants from outside Prague
2. Number and structure (according to subject areas) of secondary school visits
3. Establishment of the second open day
4. Number of preparatory courses for applicants
5. Establishment of new days for subject areas
6. Number of major events promoting the study programmes of CU FA
7. Introduction of online chats with the prospective students
8. Creation of new events for applicants in regions outside Prague and Central Bohemia
9. Modified information on graduate employment during the admission process

SP V.2 We will further improve the form of the admission process, with an emphasis on friendliness towards applicants and on the connection with the promotion of study programmes.

Activities

1. We will strengthen the link between accreditation and the admission process, which will allow us to devote greater attention to the comprehensibility and attractiveness of study programmes for applicants and a stronger consideration of the third role (especially the connection between study plans and the social benefits of study programmes, as well as with options for employment of graduates from these programmes).
2. We will clarify and provide more detailed information on the form of entrance exams, for example by unifying the structure of tests of general study requirements and language tests, or by introducing common criteria to assess motivation.
3. For study programmes where the number of applicants has, over the long term, not exceeded the number of admissions, we will evaluate the possibility of admitting applicants without entrance examinations and, if necessary, introduce this procedure.
4. We will enhance the collection of data on the admission procedure and its subsequent use in the promotion of study programmes.

Indicators

1. Unification of the structure of tests of general study requirements and language tests
2. Introduction of common criteria for the evaluation of motivation, or other parts of entrance exams
3. Evaluation of the possibility of admitting applicants to selected study programmes without entrance exams and, if appropriate, the introduction of this procedure
4. Introduction and specific use of additional data on the admission procedure (e.g., for a campaign targeting applicants outside Prague and Central Bohemia)

SP V.3 We will further develop intra-faculty cooperation in the field of external relations.

Activities

1. We will provide methodological support in external relations (communication in the media and on social networks, web design, event production, and visual style of the faculty) to the departments and institutes of the faculty, departments of the Dean's Office, and student associations through consultations, manuals, and workshops.
2. In cooperation with the departments of the faculty, the Student Council, and student associations, we will strengthen the information service for newly admitted students (especially those to bachelor's degree programmes) and their integration into faculty life.
3. We will strengthen the intra-faculty coordination of cooperation with secondary schools.
4. We will strengthen the internal and external promotion of teacher and student awards, introduce a second faculty-wide student prize (in addition to the Jan Palach Award), and support the creation of new student awards in individual areas.
5. We will introduce a competition for student projects in the third role and provide financial support to selected projects.
6. In cooperation with the CU Rectorate and the City of Prague, we will further develop the activities realized at the Student House at Campus Hybernska.

Indicators

1. Number and content of created manuals and organized workshops focused on public relations
2. Set mechanism for the coordination of intra-faculty cooperation with secondary schools
3. Creation of a second all-faculty student award and new student awards in individual subject areas

SP V.4 In cooperation with the CU Alumni Club and the departments and institutes of the faculty, we will further strengthen work with graduates of CU FA and their involvement in the public presentation of the faculty.

Activities

1. We will strengthen the involvement of graduates in the promotion of study programmes, for example by establishing and regularly updating a faculty-wide "gallery of graduates" website.
2. We will strengthen the use of graduate employment surveys in the promotion of study programmes.
3. In cooperation with the departments and institutes, we will create a manual of good practices for working with graduates and will support the departments and institutes in their work with graduates.
4. We will continue to spread awareness of "Golden Graduations" and strengthen the search for graduates to participate in them on behalf of CU FA.
5. We will develop communication with graduates on the LinkedIn network.

Indicators

1. Creation of a faculty-wide "gallery of graduates" website, number of graduate profiles on it
2. Creation of a manual of good practice for work with graduates
3. Number of participants in the "Golden Graduation Ceremonies" on behalf of CU FA
4. Number of CU FA graduates who follow the faculty page on the LinkedIn network, number of interactions

SP V.5 We will continue to improve the presentation of CU FA on websites, social networks, and in the media, and seek out and utilize new opportunities in these areas.

Activities

1. We will strengthen the creation of our own content on the faculty's website, for example, by establishing a "web magazine" focusing on the presentation of research at CU FA and the promotion of study programmes.
2. We will introduce continuous content innovations in faculty profiles on the Facebook, Twitter, and Instagram social networks.
3. We will monitor current trends in online communication and respond to them as needed, for example, by establishing faculty profiles on other social networks or by expanding the methods used to promote study programmes online.
4. We will strengthen the use of multimedia content on social networks.
5. We will continue to develop the network of permanent media partners of the faculty.
6. We will seek out and utilize opportunities for the long-term cooperation of the faculty with high-quality media (cycles of articles in printed and electronic periodicals, in-house radio or television programmes, etc.).
7. We will consolidate the gathering of information on professional, popular, and art publications published by teachers and students of CU FA and their promotion.

Indicators

1. Establishment of CU FA "web magazine"
2. Number of followers of faculty profiles on Facebook, Twitter, and Instagram, the number of interactions, and possibly the creation of profiles on other social networks
3. Enhanced use of multimedia content on social networks
4. Number and quality of the faculty's permanent media partners
5. Number and quality of longer-term media projects (cycles of articles, in-house radio or television programmes)
6. Number of promoted publications of teachers and students of CU FA

SP V.6 We will further improve the range and promotion of lifelong learning courses and intra-faculty cooperation in this area.

Activities

1. We will continue to strengthen intra-faculty awareness of lifelong learning and methodological support in this area.
2. Using current good practices, we will prepare a manual of lifelong learning courses (including preparatory courses for applicants), incorporating the use of e-learning.
3. We will continue to strengthen the promotion of lifelong learning courses.
4. For selected study programmes, we will introduce pre-bachelor's programme in lifelong learning, with the subsequent recognition of credits for those participants who are accepted for bachelor's studies.
5. We will continuously improve the structure of the range of the University of the Third Age programmes.

6. We will support a more intensive involvement of doctoral students in teaching in the University of the Third Age programmes and thus contribute to the strengthening of intergenerational dialogue.

Indicators

1. Creation of a manual for lifelong learning courses, including the use of e-learning
2. Number of media outlets and social media campaigns aimed at promoting lifelong learning courses
3. Number of established pre-bachelor's programmes in lifelong learning
4. Number of doctoral students teaching in the University of the Third Age programmes

Submitted by: Associate Prof. PhDr. Michal Pullmann, Ph.D., Dean of CU FA

This Strategic Plan of the Faculty of Arts, Charles University, replaces the Long-Term Plan of the Faculty of Arts, Charles University, for the years 2016–2020 (approved on 14 January 2016) and is valid and effective for the period 1 January 2021 – 31 December 2025. The draft of this Strategic Plan of the Faculty of Arts, Charles University, was discussed on 15 October 2020 by the Research Committee of the Faculty of Arts, Charles University, and approved on 12 November 2020 by the Academic Senate of the Faculty of Arts, Charles University.c