

AMU = DAMU + FAMU + HAMU

LONG-TERM STRATEGIC PLAN

**EDUCATIONAL AND SCIENTIFIC, RESEARCH,
DEVELOPMENT AND INNOVATIVE, ARTISTIC AND OTHER
CREATIVE ACTIVITIES OF THE ACADEMY OF
PERFORMING ARTS IN PRAGUE (AMU)**

Approved by the AMU Academic Senate on 12 October 2015

2016–2020

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2020 VISION

I believe that...

... in 2020 the Academy of Performing Arts in Prague will be an open educational institution with an established global reputation, having a dense network of international partnerships and a higher proportion of foreign students in both Czech and English study programmes.

...it will be an educational institution with institutional accreditation, with an established internal evaluation and quality control system, an educational institution providing a transparent learning environment with clearly described programmes and confidently presenting its numerous achievements through modern communication media.

...AMU will become such a workplace, which will provide ample space alongside experienced professors also to young artists who consider the academic career to be an integral part of their personal career plan.

...AMU will be housed in modernised historic buildings, will co-create a cultural programme of the capital city of Prague, and its graduates will be happy to return to it to run masterclasses and to attend other cultural and social events.

...in 2020 we will find AMU committed to processes of creation and exploration during the academic year, and in the summer months it will be open to the public providing a vibrant schedule of summer courses.

The individual steps of the implementation of this vision are described on the following pages.

Jan Hančil
Associate professor
Rector

Introduction

In its long-term strategic plan for the 2016-2020 period, AMU follows on from the previous long-term strategic plans, analyses and internal strategy documents prepared under the Kredo project, the Concept by Jan Hančil, AMU Rector Candidate 2013-2017, and the long-term strategic plan on higher education institutions processed by the Ministry of Education, Youth and Sports covering this period. The present document reflects the current development of higher education and the overall mood of the society, but it also emphasises the importance of ensuring the continuation of the rich, 70-year tradition of the development of the largest arts education institution.

The AMU Long-Term Strategic Plan follows the structure of the Long-Term Strategic Plan of the Ministry of Education, Youth and Sports and includes AMU's own priority objectives. Each of the following chapters first defines the main objective in the respective area, then analyses its current state, lists specific strategies and instruments used, and finally indicators and expected timeframe for monitoring the desired development.

Profile of the Academy of Performing Arts in Prague

With its approximately 1500 students, AMU is the largest arts education institution in the Czech Republic. Its large number of applicants, which has been maintained despite unfavourable demographic developments allowing for the admission of an average of 7% of applicants per year, allows AMU to maintain a high level of selectivity. The number of students remains stable with a continuously low drop-out rate and high standards of graduate employability in the labour market.

AMU provides its students the opportunity to further develop their talents and their self-expression in the areas of theatre, film, music and dance. It provides them with the opportunity to immerse in the respective artistic disciplines in the context of European culture and also to recognise their own specific place in Czech culture, which is determined by a unique blend of artistic, social and political life. AMU prepares accreditation of other English-taught study programmes and also seeks to attract the most talented foreign students. Eminent personalities of Czech art and culture are recruited from among AMU graduates due to the refinement of their own creative expression, artistic techniques and as well as civic responsibility.

AMU provides its educators the opportunity to work in a leading art research environment at the very centre of innovation in accredited artistic disciplines, which enables the development of all forms of study and artistic research: artistic activities in the narrow sense of the word, research through art and as well as fundamental and applied research in the traditional sense of the word. AMU provides room for pedagogical activities of a large number of professionals, while benefiting from flexible feedback that allows to continuously innovate the instruction according to current professional standards. The same room is provided to the best doctoral graduates and AMU focuses on securing funding their starter jobs.

For the public, AMU not only enriches cultural life with theatre and dance performances, film screenings, concerts and other artistic achievements of its students, educators and graduates, but it also facilitates the proliferation of artistic disciplines outside the artistic sphere, it contributes to the cultivation of public space by creative reflection of social values and by co-forming social attitudes, it develops and helps maintain awareness of a specific national cultural

expression.

Priority Objective 1: *Quality Assurance*

AMU CONDUCTS SYSTEMATIC QUALITY MANAGEMENT IN EDUCATION AND STRIVES TO OBTAIN INSTITUTIONAL ACCREDITATION

In the area of quality assurance in creative and research activities the main objective of AMU is to submit an application for institutional accreditation by 2020. Therefore, during the next four years quality assurance systems will be established complying with the amendment to the Higher Education Act, while respecting the specificity of study programmes in art and in art pedagogy.

In the 2016-2020 period, AMU will strive to establish such a quality assurance system of creative and research activities, which will maximise the use of the yet-informal – but natural in arts education – processes, which will also, thanks to flexible formal mechanisms, enhance the transparency of all decisions on AMU's main activity. AMU will, among other things, ensure study results comparability across study programmes and emphasise the transparency of student assessments; by taking organisational measures it will identify methodological principles of internal accreditation of study programmes and regular internal and international evaluation thereof. Quality enhancement management will be further supported by placing greater responsibility on artistic discipline board members, on members of the state final examination committees, faculty and AMU Artistic Councils, as well as by further strengthening the powers of study programme guarantors. In all mentioned respects, AMU will endeavour to move towards European artistic discipline standards as close as possible.

Current State

On the basis of its specific nature of being an arts education institution, AMU has been implementing two key principles of quality assurance in education since its establishment. The first is continuous communication between students and educators and immediate feedback: the individualised aspect of teaching and the existence of small study groups allow creative partnership cooperation and efficient addressing problems that arise; there is no need to establish student-centred learning principles at AMU because it is the very essence of arts education, which is based on developing art personalities and their individual talents and skills. The second principle is the constant contact with the professional sphere: there are top performing arts practitioners and creators among AMU teaching staff, who are thus natural guarantors of continuous innovation of study programmes according to the latest development of the respective discipline; studying at AMU is closely linked to professional career in the chosen artistic discipline, this is especially the case of senior students, which means that graduates thus leave AMU with professional outputs, not just with theoretical knowledge.

But AMU currently lacks systemic grasp of both principles and codification of processes ensuring quality management of the educational and creative activities. Now AMU primarily follows legal standards, some study programmes have elaborated methodologies for the development and approval of study plans, in which a key role is played by a widening debate on proposed changes by academic bodies, other disciplines are more operational and changes have been taking place - within the framework of the accreditation granted - more

spontaneously based on discussions often restricted to the respective department.

Preparations for the introduction of a codified quality management system of now take place at the level of the Rectorate and of faculties in close cooperation with other Czech (mainly JAMU) and foreign arts education institutions while taking into account all specificities of artistic disciplines.

Strategy to Achieve the Objective and Selected Instruments

1. Defining artistic discipline standards and institutional accreditation standards for higher arts education institutions. In cooperation with other arts education institutions in the Czech Republic and with the Accreditation Committee of the Ministry of Education, Youth and Sports, AMU will define minimum standards for the accreditation of programmes in art studies, specify the definition of the graduate's profile and prepare a description of study programmes by means of the learning outcomes method.

- We will continue to consult comparable partner educational institutions abroad on our artistic discipline standards.
- We will continually evaluate and innovate the learning outcomes in line with current developments in the professional sphere.
- AMU will provide support to management of individual faculties in terms of autonomous strategic decision-making processes with regard to the priorities of a further development of study programmes as defined in faculty long-term strategic plans.

2. Establishing an internal quality assurance system of educational and creative activities at AMU. AMU will establish the AMU Council for Internal Review at the level of the Rectorate and Committees for Internal Review, which will cooperate with the Council at faculty levels. The Council will ensure the development of a methodology of quality management of educational and creative activities and its pilot verification at all faculties. The new methodology will be the basis for the introduction of a number of internal regulations necessary for institutional accreditation.

- We will establish a rectorate Department of Quality Assurance of Educational and Creative Activities at AMU.
- We will also create an internal regulation defining the composition, competencies and powers of the Council for Internal Review and faculty Committees for Internal Review.
- A methodology for the creation, approval, monitoring and evaluation of study programmes will be drawn up, study programme guarantor obligations will be newly defined (in line with the PO 2.1 strategy).
- A methodology for the assessment of student performances and creative activities will be developed, and we will explore RUV's potential of an instrument of recording and classifying students' creative outputs.
- In line with other strategic objectives, the AMU Career Rules will be elaborated (for more details, see PO 2.4), emphasis will be put on the development of cooperation with the professional sphere (for more details, see PO 4) and on the provision of adequate material and technological equipment of workplaces and classrooms (for more details, see PO 7 and PO 5.2).

3. Introducing internal regulations as stipulated by the amendment to the Higher Education Act. Based on the pilot verification of the above mentioned Methodology, AMU will innovate its internal regulations and introduce control mechanisms of quality management of educational and creative activities at the levels of the Rectorate, faculties and departments.

- A regulation specifying the rules of the internal quality assurance system of educational

and creative activities.

- A regulation defining processes of the establishment, approval and changes of study programmes.
- A regulation specifying the processes of regular internal evaluation of study programmes.
- AMU will further codify the decision-making system, including control mechanisms, define a system of meeting minutes at all decision-making levels, and it will thus ensure transparency and traceability of significant managerial and pedagogical decisions.

4. Expanding evaluations and strengthening their impact. AMU will systematically work towards gaining feedback from its students, educators, graduates and professional evaluators, and towards incorporating thereof into the further development of educational and creative activities.

- We will strengthen both formal and informal student evaluations.
- We will strengthen communication between both academic and administrative staff and AMU management at all levels.
- We will determine a required number of external evaluators during state final examinations and we will define their status.
- We will introduce regular graduate assessments and ensure their professional sociological assessment.
- We will provide a platform for regular meetings with representatives of the professional sphere (for more details, see PO 4.3).
- We will take advantage of expert external evaluations (EQArts, AEC, CILECT - GEECT).

Indicators and Expected Timeframe

- Evaluation implementation - students, educators, graduates, external partners (continuously).
- Creating artistic discipline standards (2016).
- Creating Methodology of the Internal Quality Assurance System at AMU (2016).
- Graduate Survey Plan (2017).
- Establishing the Council for Internal Review and Committees for Internal Review, defining relations with the other academic bodies (2017).
- Schedule for institution-wide expert external evaluation, artistic discipline standards, or study programmes, developed on the basis of internal needs of individual AMU faculties (2017).
- Learning outcomes defined at all levels (study programmes, courses) and the implementation thereof (2018).
- Initiating regular monitoring and regular evaluation of study programmes (2018).
- Completing and innovating all internal regulations needed to obtain institutional accreditation (2018).
- Quality assurance training of both academic staff and employees (2018).
- An internal regulation defining the process of the approval, creation and changes of study programmes (see PO 2, 2019).
- International evaluation of AMU (2019)

Priority Objective 2: *Diversity and Accessibility*

AMU DEVELOPS UNIQUE TALENTS OF ITS STUDENTS AND IS OPEN TO ALL TALENTED STUDENTS WITHOUT DISTINCTION

The education is highly *diversified* at a selective higher arts education institution: it is student-centred education focusing on students' learning experience, as well as on a unique nature of their talents. Also, AMU academic education is widely *accessible* in the sense that the best possible conditions are created for all admitted students without distinction as to gender, age, health status, specific needs and social background, of course provided the strict conditions of admission talent criteria are met. AMU has supported and will continue to support student parents, socially disadvantaged students, ethnic and linguistic minorities and students with special needs. It will emphasise the integrative role of artistic education both in the form of specialised study programmes and in the form of improving conditions for gifted students with disabilities. AMU will continue to devote special individual care to the process of transition of these students into practice. AMU will strive to further strengthen this direction not only in the mainstream education but also through specialised investment projects that will help improve barrier-free accessibility of teaching facilities housed in historic buildings.

AMU will further enhance the student-centred education system. It will ensure further improvements and modernisation of education in traditional artistic disciplines, develop new study programmes and promote innovative elements both in the creative activity and in the pedagogical approach, especially by focusing on attracting and retaining young academics - doctoral graduates and performing arts practitioners. AMU will continue to ensure close links between the educational and creative activities, which are typical of it. In addition to it, it will encourage the overall human development of students, of their opinions, and their personal growth, thus supporting them in finding their place in civil society. In the next period it will therefore be necessary to increase the number of optional subjects and to take forward the system towards greater openness in some programmes. This will also be assisted by further promotion of the development of linguistic and transferable skills and approaches leading to in-depth learning.

Current State

AMU has created instruments to support extraordinarily gifted students and encourage their adequate development. The strengths of arts education institutions, and especially AMU, are selectivity, individual learning, and engagement of a large number of practitioners (active artists) as academic staff and inseparable blending of creative and educational activities. Contemporary requirements towards arts professions include both artistic mastery and a strong sense of self-efficacy, which is often dependent upon transferable skills. These are developed mainly through project teaching and creative teamwork.

AMU provides broad and diversified access to education of good quality, determined especially through artistic discipline specificities. It is based on a sophisticated system of the admission process. There are advisory services available for exceptionally gifted students

from low SES backgrounds provided by the relevant student affairs departments. The possibility of applying for extraordinary scholarships has been extended.

All AMU faculties have established own faculty foundations whose main goal is to support these students. Fundraising activities have been extended, which raise targeted funds for disadvantaged students.

In terms of the concept of studies at AMU, its forms vary depending on the respective study programme, starting from traditional "studies led by the master" to advanced, modern approaches of joint educational projects, in which continuous student feedback mechanisms are applied. An integral part of the student-centred education is also support to young academic staff and their understanding of the methodological and pedagogical demands of the work of a higher education teacher in the area of arts education.

Strategy to Achieve the Objective and Selected Instruments

1. Targeted search for and developing of student talent. The several-stage system of the admission procedure allows to sufficiently recognise talents, the various aspects of which need to be specifically developed through comprehensive support of the creative activity. AMU will continue to enhance the system of internal grants to support the creative activity, funded by the Institutional Plan, and will increase the number of optional subjects. The innovative AMU Statute will include rules for the establishment of specialisations and there will be rules adopted for internal accreditation of study programmes in line with PO 1.

- We will develop detailed individual study plans in master's degree studies, we will promote participation in festivals and shows and establish rules for specialisations.
- At the faculty level, we will analyse study plans, discuss the possibilities of merging subjects, optimise the size of study groups in individual subjects, and modify the system according to which the given subject will be classified in relation to a particular study programme: compulsory, selective, optional.

2. Enhancing student autonomy. AMU will seek to enhance the understanding of students and applicants and to raise their awareness of real requirements needed for successful study and completion of the given study programme. A clear picture of the chosen study programme as well as of the requirements placed on students during studies reduces the risk of study failure, improves the student's ability to plan and manage study assignments. (This strategy is developed in line with PO 1 and PO 4).

- We will provide an even more thorough description of the learning process by the method of learning outcomes and will use it in creating study plans.
- We will refine subject curricula and update required reading lists.
- We will promote the creation of electronic learning support, starting from technically simple repositories for study materials to complex e-learning courses prepared for selected, especially theoretical, subjects. We will identify appropriate subjects and educators.
- For the sake of potential students we will build innovative information structures within the new AMU website, and we will expand our preparatory courses.
- We will monitor tendencies towards the increase in study load in creative subjects, which may complicate the course of theoretical subject lessons and language education.

3. Improving language skills of students. We will strive to optimise conditions for language education as well as to develop an international environment at AMU by partially linking studies in the English and Czech study programmes in line with our strategy of internationalisation (see PO

3).

- We will analyse, reorganise and rearrange student timetables to avoid collisions, which prevent students from attending language lessons.
- We will increase the intensity of second language learning by creating themed language e-learning courses.
- We will expand the number of optional subjects taught in English also for students in the Czech study programmes.
- We will place greater emphasis the improvement of language proficiency of doctoral students (in line with PO 3.3).

4. Continuing professional development for academic staff and increasing their pedagogical and psychological knowledge. AMU will focus especially on enhancing the pedagogical skills of young academics and will strive to increase complexity and consistency thereof.

- We will incorporate the enhancement of didactics of study programmes into the AMU Career Rules.
- We will support academic discussions on optimisation of learning experiences at all levels.
- We will stabilise funds to cover increased costs by introducing starter jobs, and we will create a fundamental financial incentive instrument for attracting and retaining the best post-doctoral students (this strategy will be developed in line with PO 7).
- We will extend the system of assistants to experienced teachers.
- We will organise a conference on pedagogy and didactics of programmes in art studies and will share examples of good practice by means of an online irregular academic magazine on artistic education.

5. Expanding advisory activities. Advisory activity areas will be defined as part of job descriptions and career plans of both academic and administrative staff, especially of administrative personnel of student affairs departments. AMU will engage selected senior students as student tutors with the possibility of acquiring a tutoring scholarship. We will make it easier for students to understand study regulations thanks to the improved system providing advisory services during the course of study.

- We will continue to evaluate the possibilities of the KOS student information system for end-users while continuously upgrading it based on current needs in line with PO 6. We will organise training workshops for new users.
- We will support both formal and informal evaluation mechanisms and academic staff evaluation mechanisms allowing to early solve emerging problems in line with PO 1.4.
- We will more closely focus advisory and consulting activities also on lower levels of the education system. We will deepen cooperation with institutions of formal and informal artistic education, with primary schools and primary arts school, we will participate in organising competitions for young talents and we will actively engage in the search for talented potential students. We will organise preparatory courses, we will pay more attention to Open Door Days.
- We will monitor and evaluate information meetings with students starting with an introductory course immediately after enrolment.
- We will expand a selection of lifelong learning courses and we will continue to organise preparatory courses (for more details, see PO 4).

6. Improving the accessibility to education for disadvantaged groups.

- We will strengthen special advisory activities for potential students with disadvantages.

- We will review the accessibility of all learning facilities.
- We will define investment priorities aimed at barrier-free access for disadvantaged students as part of programme funding as well as part of the Operational Programme Research, Development and Education projects in line with PO 7.

Indicators and Expected Timeframe

- Expanding a selection of optional subjects (2016-2020).
- Publishing a new internal regulation - the AMU Career Rules – including the principles of assessment of academics and their career development (see PO 1.2, 2016).
- Creating specialisation rules as part of the innovated AMU Statute (2016).
- Reviewing the accessibility of AMU facilities and investment priority focusing on barrier-free accessibility for disadvantaged students (2016).
- A guidance document for implementing learning outcomes (see PO 1, 2016).
- Elaborating study success statistics (part of time series, 2016).
- Stabilising funds to cover postdoctoral starter jobs. (2016).
- Creating themed language e-learning courses. (2016-2017).
- Modifying job descriptions (2016) and career plans of academic and administrative staff (2018).
- Promoting the preparation of electronic learning support (2016-2018).
- Expanding preparatory courses and monitoring lower education levels (2016-2020).
- Increasing the number of courses taught in English (2016-2020).
- Evaluating the possibilities of the KOS student information system for end-users (2016-2020).
- Innovating information structures for potential students as part of the new AMU website (2017).
- Specifying subject curricula in more detail and updating required reading lists (2017).
- Enhancing a selection of lifelong learning courses (2017).
- Innovating the scholarship scheme taking into account tutor scholarships (2017).
- Gradual restructuring of timetables (2017).
- A complete description of programmes and subjects through the learning outcome method (see PO 1, 2018).
- Evaluating approach to disadvantaged student groups (2018).
- Assessing advisory services impact (2018).
- An even more thorough description of the learning process by the method of learning outcomes (see PO 1, 2018).
- An internal regulation defining the process of the approval, creation and changes of study programmes (see PO 1, 2019).

Priority Objective 3: *Internationalisation*

AMU IS A UNIQUE EDUCATIONAL INSTITUTION IN THE REGION OF CENTRAL EUROPE

In the coming period AMU will strive to definitely leave the Czech context and to move towards international relations. In 2020 we would like to be an educational institution with a high proportion of foreign students as well as educators, of students and local educators with foreign language skills, an educational institution that is well established in the world of artistic education and as well as of research thanks to a dense network of high-quality international partnerships. By 2020 AMU wishes not only to launch accredited international study programmes, but also to increase the number of visiting lecturers, the number of module and masterclasses taught by foreign educators and artists. An opportunity to study abroad should be available to every student during their studies, and internships abroad should be regularly provided to educators as a matter of course. Mutual permeability of all these international activities of individual faculties is envisaged and the local public will benefit from the presentation of their results, too. An internationally oriented PR strategy will focus on the reputation of AMU abroad.

Current State

International activities of three AMU faculties significantly differ both in their range and in their nature. These differences are due to the nature of study programmes, to varying degrees of their attractiveness to international students, and, of course, also to competitive study offers in neighbouring countries. At all faculties individual mobility opportunities are currently available to students, academic and administrative staff within Erasmus, or Erasmus+ programmes, as part of the so-called free-movers projects and through the support of sub-grants. AMU has to varying degrees succeeded in implementing not only certain accredited study programmes, but also masterclasses, seminars and lectures by foreign guests, and summer courses.

Due to the preparation for applying for the ECTS Label AMU has succeeded in a significant enhancement of the information system covering all areas of student life (study as such, accommodation, medical care, etc.), with a significant part being provided also in English. There has been a two-language version of the KOS study information system available for several years already, allowing foreign students to have equal access to information.

When establishing international co-operation each faculty now acts independently, both within the framework of the Erasmus+ programme and within the framework of bilateral agreements or memoranda of understanding, allowing to better focus international partnerships in terms of artistic discipline specificities. The International Relations Department of the Rectorate provides faculties with methodological support and focuses on increasing the high reputation of AMU and awareness of its unity abroad.

Strategy to Achieve the Objective and Selected Instruments

1. *Strengthening international strategic partnerships.* Based on the analysis of results of international cooperation obtained so far, AMU defines a limited number of strategic partnerships that will be targeted and intensively developed through longer-term and recurrent projects. It will focus on benefits of concluded contracts and will limit the number of "dormant" options thereof.

- We will lay the groundwork for opening joint international study programmes or modules at an excellent level, with an emphasis on doctoral studies, or master's degree studies.
- We will support intensified cooperation with international partners both in research in art, theory and history, and artistic research in line with PO 5.5
- We will participate in the creation of partnership networks including other Czech artistic and research teams alongside international partners.
- We will encourage acquiring experience abroad during doctoral studies and involvement of doctoral students in foreign research teams.
- We will deepen the methodical support of international activities at the level of the Rectorate and faculty.
- We will further organise or co-organise seminars, workshops and conferences on R&D, artistic research and interdisciplinary topics.

2. *Rationalisation of second language study programmes at AMU.*

- When preparing new accredited English-taught study programmes we will thoroughly consider staff and teaching space capacities as well as practice requirements so that second language programmes would not be established at the expense of the instruction of Czech students.
- New programmes will be designed as separate study programmes with own specific contents reflecting the possibilities of the foreign applicant, not as a foreign language version of Czech study programmes.
- We will strive for the closest cooperation of faculties in implementation of creative sub-outputs, teaching modules and other one-off events intended for both Czech and foreign students.

3. *Improving language competences of students and supporting second language study experience within Czech study programmes.*

In line with efforts to improve language proficiency of students as set in PO 2.3, we will emphasise high-quality language education, especially in master's and doctoral studies, and we will arrange for longer-term and intensive creative meetings of students with eminent art personalities: an increase in the number of foreign educators will contribute not only to an increase in the quality of teaching enriched with experience and recent art trends from abroad, but it will also naturally lead to improving language proficiency of both local educators and students, and to intensifying cooperation with home institutions of visiting educators.

- We will provide a selection of English-taught study programmes (or in another foreign language).
- We will create a system of incentives on semester or two-semester stays at AMU to attract foreign educators and artists.

4. Improvement of the international environment. To a certain degree Czech and international study programmes will be linked in accordance with PO 2.3, which will facilitate the integration of foreign students, while developing linguistic skills and overall cultural competence of Czech students.

- We will provide AMU staff with further opportunities for second language learning.
- We will improve services to foreign students, we will administratively and organisationally facilitate joint projects of Czech and foreign students within and across faculties.
- We will systematically promote engaging Czech students in the integration process of foreign students.
- We will raise the proportion of study materials in the English language.

5. Development an international PR strategy. AMU will improve communication with international partners at all levels: with applicants to study, students, potential partners from among educational institutions and also cultural institutions. In the promotion of AMU abroad, the emphasis will be placed on unique study programmes developed only at AMU within the region of Central Europe and on AMU's connection and cultural influence with the capital city of Prague.

- We will create an easy-to-understand online list of all the opportunities of second language study programmes by AMU, and we will enhance their promotion.
- We will create a high-quality English language version of the AMU website.
- We will enter into cooperation with other Czech higher education institutions by means of web portals, promotional materials and other activities (promotional videos, international press, Czech centres and embassies, "personal stories of students").
- We will cooperate with Prague higher education institutions to promote Prague as a target study region with a broad spectrum of study programmes and also cultural activities in line with PO 4.5.

Indicators and Expected Timeframe

- Summary of concluded foreign partnership contracts (always at the end of the calendar year).
- Overview of contracts concluded with foreign experts on their long-term activities at AMU or other expert activities (always at the end of the calendar year).
- Overview of the attendance of AMU educators at conferences abroad and other stays abroad (always at the end of the calendar year).
- English translations of relevant documents (ongoing).
- International Conference on Artistic Research (2016).
- Training on joint-degree and double-degree programmes (2016).
- Function analysis of the Language Education Centre (2017).
- Performance Philosophy Conference (2017).
- English version of new website of AMU (2017).
- Accredited joint study programmes - pilot projects (2017).
- Information portal on study opportunities in the English language (2018).
- International Doctoral Conference (see PO 5, 2018).

Priority Objective 4: *Relevance*

AMU CO-CREATES THE PUBLIC SPACE

AMU's aim is to intensely reflect on current social development and on needs of foreign and local partners in the professional sphere during the period considered. AMU will deepen relationships with existing and new partners at local, national and international levels within and outside the EU, academic and research institutions, state and public administration, non-profit organisations, as well as with its graduates. It will form a foundation for establishing a further long-term mutually beneficial cooperation that will highlight its extraordinary position, historically affirmed, in the area of cultural and creative industries development throughout the Czech Republic. New forms of cooperation, developed through discussions with the current and new partners, will also be reflected in newly defined forms of teaching, not only in full-time studies, but also within the lifelong learning programme and, as a result, in creative outputs and research results.

Current State

AMU's importance to society is primarily determined by its position in the context of pursued artistic disciplines and in the context of broader creative industries, but also by its own history and its location at the heart of the historic capital city of Prague. AMU has perceived all these aspects as binding and strived to permanently strengthen its position as a major arts centre. Most of its academic staff are active artists who are directly involved in professional organisations, expert committees and councils, foundations and grant committees at regional, national and international levels. Thus they play active part in shaping the professional sphere and in determining the development of artistic disciplines and creative industries. A large number of staff is working in several cultural entities, AMU's educators and students sit on juries of amateur shows, productions and competitions and are active creative workshop lecturers. In addition to directly influencing the whole society, the importance to society is also, in a less noticeable manner and difficult to grasp, shown in an indirect influence on the process of creating values, of shaping cultural and archetypal patterns, in an multiple economic impact and beneficial influence on the Prague social environment. The various artistic disciplines pursued at AMU are covering a wide range of cultural services, starting from socially engaged art (for example, at FAMU's Documentary Filmmaking Department) and leading to the transfer of intangible cultural heritage in traditionally-oriented music study programmes.

But AMU's involvement is nowadays very spontaneous in all these areas and has often suffered from its organisational and financial limitations. In the future, it is necessary to establish comprehensive and targeted management of such activities which will help ensure their long-term financial stability. An urgent problem is, for example, securing projects that support specific groups. Also, the improvement of the promotion of various activities and their links to AMU is another challenge to be addressed. There is a lack of better co-ordination of individual projects between faculties and of a wider selection of lifelong learning courses for cultural workers, managers and educational staff.

Strategy to Achieve the Objective and Selected Instruments

1. Establishing management mechanisms and organisational conditions for integration of activities related to the professional sphere.

- We will establish a system of internal evaluation of cooperation with the professional sphere.
- We will conclude framework partnerships with prestigious cultural institutions throughout the Czech Republic.
- We will involve individual faculties in closer cooperation with the professional sphere in the form of own framework contracts.

2. Strengthening the relevance of education with respect to current social needs and trends. AMU will take into account feedback between AMU and potential employers when preparing new accreditations, modifications of existing study programmes and of the lifelong learning programme. It will create a system of professional internships not only in artistic bodies locally but also abroad. This strategy will be implemented in line with PO 1.

- We will build a platform of regular "round table meetings" of teachers and students with professional sphere representatives.
- We will establish a link to the professional sphere by strengthening contacts with graduates.
- We will create an archive of student semestrial works.

3. Developing application potential in education. AMU will develop a learning model emphasising the so-called transferable skills within the fundamental teaching model. The following skills will be improved: students' language skills, their analytical and critical thinking skills, teamwork skills, communication, self-presentation and key managerial skills. This strategy will be implemented in line with PO 2.

- We will introduce and deepen new forms of teaching transferable skills (we will provide opportunities for students to enhance their professional practice, we will use e-learning).
- We will promote the involvement of graduates and doctoral students in the creation of study programmes and modifying thereof.

4. Cooperating with other arts education institutions and entities. AMU will blend its fundamental creative activities within the so-called cultural and creative industries with other similar entities not only abroad but mainly in the Czech Republic (AVU, UMPRUM, JAMU). It will strengthen joint public presentations of artistic outputs and will encourage opportunities for comparing creative outputs of Czech arts education institutions.

5. AMU's cooperation in the SMART Prague 2014-2020 Project. We will contribute to creating a stimulating environment for the development of arts and related creative industries.

- We will actively participate in the organisation of the project.
- We will involve our own student teams in the project.
- We will contribute to Prague's emergence as a centre of cinema and audio-visual business.
- We will enrich the musical heritage of the city of Prague in the form of specially designed student and graduate concerts.

6. Launching a new AMU website. We will continue to create a new academic website that will provide better structured information to meet the needs of AMU students and staff,

the public, and institutional partners.

7. Intensive and systematic PR activity management. PR activities will be centralised, focused on enhancing public awareness of the AMU unity and will maximise the potential of social networks.

- We will improve direct communication with the interested public.
- We will strengthen the impact of AMU activities within the professional sphere by using a wide range of PR activities.
- We will improve the promotion of the image of AMU through the website and the use of social networks for both internal and external AMU communications.

Indicators and Expected Timeframe

- Organisation of round table meetings with professional sphere representatives (see PO 1 and 2, 2016 and then once a year).
- The Lifelong Learning Programme Strategy reflecting the needs and demands of the third sphere (2016).
- Launching a new AMU website (2016-2017).
- Partnership contracts with the most important professional entities within all three faculties (2017, a continuous review always at the end of the calendar year).
- Creating a learning model for developing key transferable skills (2017).
- New or adapted study programmes reflecting current needs of the third sphere (2020).

Priority Objective 5: *High-Quality Relevant Research, Development and Innovation*

AMU AIMS AT ENSURING EQUAL RECOGNITION OF ARTISTIC RESEARCH

During the period considered, the Academy of Performing Arts in Prague aims at enhancing R&D activities of all professional staff (academic and researchers) in the area of fundamental, applied as well as artistic research and at increasing the quality of research outputs (expert articles, monographs, scientific treatises, methodologies, designs, prototypes, artistic outputs). We will also support the research activity at centres where research has so far been carried out only marginally. Thanks to an innovative way of financing research activities supported through Institutional Support for the Long-Term Conceptual Development of the Research Organisation, AMU will create incentives for medium-term R&D activities that will be organised in larger research units. The development of these activities will be enhanced by encouraging young promising researchers allowing them to continue upgrading their skills at their very workplaces. There should be established strategic partnerships with international institutions of a similar nature as well as at least one international research team focused on excellent research during this period. One of the conditions for the internationalisation of R&D results will be met through AMU's involvement in joint international projects.

More consistent involvement of doctoral students in research across AMU will become an important stimulus for research during the period ahead. In the long run, the Academy of Performing Arts in Prague has been preparing the opening of the AMU Centre for Doctoral Training, which will coordinate doctoral studies at all three faculties and will become a platform for research that will be carried out not only across individual study programmes but also across its different forms: the existence of one joint doctoral research centre for all three faculties will contribute not only to a more precise methodological grasp of artistic research but also to exploring possible links between artistic research and fundamental and applied research. As part of the preparations for the opening of the centre, and in the event of a successful application for funding under the Operational Programme Research, Development and Education, an excellent research centre will be set up focusing on research in acoustics and restoration of photography, new media and film and will be closely linked to evolving creative industries and to foreign research teams.

Current State

At AMU there is a lot of workplaces and of individual research teams pursuing fundamental and applied research, which have every year achieved solid scientific results reported in the RIV system. At FAMU and HAMU there have been pursued several ongoing NAKI projects (photography, camera, and acoustics). At DAMU there have been addressed research sub-tasks supported, for example, by means of individual Czech Science Foundation projects. Since 2014 funds under the Institutional Support for the Long-Term Conceptual Development have been tendered within an internal grant competition supporting one-year, two-year, three-year and five-year projects. However, individual workplaces have currently worked in isolation and there have not been established sufficient links within faculties or across them. Although there is a Rectorate department focusing primarily on technical support for R&D, there has been failure to support projects that would connect multiple workplaces in individual faculties. Scientific and research activities have spontaneously taken place at AMU, without a clearly defined

strategy. No strategic research plan has yet been formulated. There is a lack of a methodological grasp of artistic research. Although we have now seen a systemic support of creating and maintaining small research teams that mainly involve doctoral students as compared to the previous period, teams focusing on specific research problems have been established rather randomly, without a deeper analysis of specific needs of AMU. A major challenge for the development of research activities is also the lack of space as in a number of cases research teams do not have adequate facilities.

Strategy to Achieve the Objective and Selected Instruments

1. *Involvement of doctoral students in research teams.* We will continue to involve doctoral students into existing research teams and encourage the emergence of new ones. We will enhance the relationship between research and teaching. We will create conditions for closer co-operation of individual artistic discipline boards, especially concerning a schedule of the admission of and profiling doctoral students, and the allocation of research topics. The strategy will be implemented in line with PO 2.

- We will interlink doctoral education activities across faculties.
- We will regularly organise seminars on the drawing down funds from the Student Grant Competition in terms of the possibilities of publication of professional papers.
- We will regularly hold meetings with the editors of Czech reviewed journals.
- We will organise an international doctoral conference (see PO 3, 2018).

2. *AMU Centre for Doctoral Training.* We will gradually create conditions for the opening of the centre, whose role will be to unify, to compare and to thematically and functionally interconnect doctoral study programmes. This centre will become the basis for the development of research activities of doctoral students across disciplines and across research methods.

3. *Excellent research centre at AMU.* Within the call of the Operational Programme Research, Development and Education, we will seek to obtain a subsidy to support the emergence of a new centre of applied and fundamental research that will provide research facilities for emerging study programmes of acoustics and film restoration, new media and photography.

4. *Specialised research centres at faculties.* AMU will define the role of research centres at individual faculties and specify their involvement in teaching activities. It will strengthen cooperation with research institutes outside AMU, both locally and abroad.

- We will interconnect fundamental and applied research across various AMU workplaces.
- We will create motivational incentives aiming at the increase in involvement of researchers in national and also international projects.
- We will create motivational incentives for educators, aimed at achieving an increase in the number of more scientific outputs of good quality (in line with PO 2).
- We will develop strategic partnerships as part of co-operation with academic and research-based local and foreign institutions (see PO 3).
- We will prepare an application for subsidies to improve material, technological and spatial facilities for the existing research teams within the call of the Operational Programme Research, Development and Education.

5. Strengthening methodical support and R&D information base at AMU. We will enhance mechanisms for improving the effectiveness of R&D.

- We will create an internal system for evaluating R&D results.
- We will extend the scope of work of the current AMU Grant Committee in the form of the AMU Grant Agency.
- We will expand library collections of specialised faculty libraries with the latest expert literature, we will provide access to expert texts databases.

6. Artistic Research. We will define the statute, methodology and method of evaluating artistic research through conferences, symposia and festivals. We will build on the results achieved in this area abroad.

- We will organise an international conference on artistic research methods.
- We will provide space for artistic research as part of doctoral studies.

7. Cooperation of 4 arts education institutions. We will strengthen research and creative cooperation with other arts education institutions (JAMU, AVU, UMPRUM), we will organise joint doctoral conferences and informal meetings. We will cooperate to present the results of creative activities in line with PO 4.4.

- We will host regular conferences of doctoral students in artistic disciplines.
- We will introduce a system for classifying and recording students' creative outputs, for example by using the RUV database.

8. Enhancing co-operation with the business sphere. We will specifically support joint projects of applied research and experimental development. We will place a particular emphasis on the transfer of knowledge, procedures and technologies into practice and their subsequent commercial use.

- We will create strategic partnerships in the context of cooperation with the professional sphere.
- We will develop a strategy for their commercial use.

Indicators and Expected Timeframe

- Creating permanent partnerships with local and foreign entities (ongoing review of partnership agreements always at the end of the calendar year).
- Revision of the number of active involvement in conferences abroad (see PO 3, always at the end of the calendar year).
- Researching results of research and development activities at similar workplaces abroad (2016).
- Motivation rules as part of the AMU Career Rules (2016).
- Developing a marketing strategy (2017).
- Determining and precisely defining strategic research priorities (2017).
- Organisation of doctoral and international conferences (2 conferences per year).
- International Doctoral Conference (see PO 5, 2018).
- Improving the quality of scientific research outputs.
- The increase in RUV yields by 15% by 2020.
- The opening of an excellent research centre (in the event of obtaining funds under the Operational Programme Research, Development and Education - 2020) and the creation of conditions for the opening of the Centre for Doctoral Training (2020).

Priority Objective 6: *Data-Based Decision Making*

AMU MANAGERS MAKE RESPONSIBLE DECISIONS BASED ON DATA COLLECTION AND ANALYSES

In the coming period AMU will in particular seek institutional accreditation in line with its Priority Objective 1: it will continue to collect targeted data according to individual indicators and seek to maximise the consistency of individual information and database systems with a view to efficiently produce informative reports.

Organisational and methodical measures taken for a gradual preparation of the introduction of regular internal monitoring of study programmes are fundamental prerequisites for future strategic decision making. AMU is prepared to adequately participate in changing the structure of the Annual Activity and Management Report to reflect the structure of the Long-Term Strategic Plan 2016–2020 of the Ministry of Education, Youth and Sports. The complete coordinated process of interconnecting databases, of electronic data collections of various structures and all related steps should result in a reduction of administrative burden.

Current State

One of the Ministry's 2016-2020 key strategic goals is "increasing public access to information on higher education institutions, study programmes and research". However, the quality of the mainstream educational process closely linked to the creative activity is difficult to be defined on the basis of data analysis alone.

Nevertheless, AMU has performed analyses and monitored data in study and educational areas (mostly data generated on the basis of information provided by faculty student affairs departments, registered in the KOS study electronic information system), as well as data concerning academic staff, financing, wage costs and scholarships, R&D and other selected areas. The development trends that are affected by these data has been evaluated by AMU in the form of time series discussed at AMU management meetings. Time series are processed both in tabular and graphical form over the past 5 years and have been continually updated.

At AMU a comprehensive information system is used to support data-based decision making. For many years its main components have been able to generate large volumes of data that are transformed into necessary management information either directly within applications, or in separate modules. The systems are, in many instances, interconnected, allowing the provision of multi-dimensional aggregated data, and resulting management information is truly determinative for further AMU development. The system consists of the following main applications: **KOS, the study information system**; **iFIS** (an information system designed to support financial management of AMU); **ISKaM** (an information system for comprehensive management of AMU accommodation facilities and training centres, especially in the area of reservations and accommodation services); **VEMA** (a human resources information system); **GISA** (a graphical information system used for pasportisation of AMU buildings) and **VERSO** (a support system closely integrated with

iFIS, which is used for links between systems and for the creation of special user sets).

Strategy to Achieve the Objective and Selected Instruments

- 1. *Meaningful computerisation and automation.*** AMU will continue its efforts to rationalise study, economic, staff and other matters in line with legislation requirements. The principles of security and effectivity will be respected when acquiring, upgrading and operating IT. When bolstering the information system, AMU will aim at the following areas (for a detailed specification of the areas, see "AMU IT Development Action Plan"):
 - Support for accreditation processes (for more details, see PO 1).
 - Full computerised student file.
 - Support for lifelong learning (for more details, see PO 4 and PO 2).
 - Access from mobile devices.
 - Total innovation of the study information system core.
 - New AMU website (see PO 4 for details).

- 2. *Structured collection and monitoring of specific indicators in time series.*** AMU will continue its efforts to implement the existing system of existing indicators time series and to expand their number in line with the current developments in all areas of activities and management of AMU.
 - We will continue to analyse tendencies and causes of learning failure.
 - We will use analyses of development trends in control and management of AMU.
 - We will ensure sufficient staff to collect and evaluate data, coordination and exchange thereof with the Ministry of Education, Youth and Sports and other higher education institutions.

- 3. *Enhancing AMU Computer Centre activities.*** The AMU's data base and information environment is technically provided for by the AMU Computer Centre so that the information environment contributes to the achievement of AMU's main objectives in educational, artistic and creative areas as well as in the social sphere. It will focus on providing support especially in the following areas:
 - Rationalisation, simplification and refinement of routine and repetitive or compulsory activities in study, artistic, research and administrative areas.
 - Greater transparency, flexibility and availability of applications, electronic information sources and services.
 - The possibilities of storage, protection and access to large volumes of data.
 - Different forms of individual and group communication and collaboration, including the use of cloud-based solutions.
 - Improved effective decision-making, control and efficient management of AMU by optimising value and accessibility of data and resulting management information.

- 4. *Continuous improvement of the IT infrastructure.*** AMU will continually increase throughput, performance, data storage capacity, and versatile network security. General support for the data information environment will in particular focus on:
 - General available fast and cheap internet, including the increase in WiFi coverage and access to publicly available computers.
 - Reducing the role of physical media (CDs, DVDs, Blu-ray disks) for the benefit of cloud

storage and streaming media.

- Reinforcing the role of both internal and external data storage tasks (e.g. AMU disk drives, Cesnet, Dropbox).
- Reinforcing the role of mobile devices in activities of students and educators.
- Supporting online education, e-learning courses and MOOC activities.
- Reinforcing importance of joint projects (e.g. CRP, FR Cesnet), cloud technologies and responsibly deployed Open Source products with regard to increasing costs of IT systems.
- Strengthening security measures of providers as well as AMU in connection with ever-increasing and more sophisticated spam and hacker attacks.

Indicators and Expected Timeframe

Given that this is an "ongoing" priority objective, its achievement will mostly also correspond to this throughout the period under consideration.

- Continuous implementation and evaluation of new indicators, especially in relation to the development of institutional accreditation.
- Continuous implementation of other indicators such as: partnership agreements with local and foreign entities, a number of projects evaluated in cooperation with the professional sphere, a number of collections of professional reflections on creative activities, mass media monitoring (a number of responses), a number of concluded marketing contracts, a number of conducted rounds table meetings, a number of implemented e-learning courses, a number of submitted grant applications, a number of successfully implemented projects, a number of active participations in international conferences.
- Innovating the KOS study information system according to current needs (continuously, innovation of the information system core, 2017).
- Creating an easy-to-understand online list of all the opportunities of second language studies listed according to faculties in line with PO 2 and 4.

Priority Objective 7: *Efficient Financing*

AMU TRANSFORMS HISTORIC BUILDINGS IN THE CENTRE OF PRAGUE TO MODERN EDUCATIONAL, ARTISTIC AND RESEARCH CENTRES

AMU's main objective remains the quality of higher education provided in all implemented study programmes. A key indicator is to maintain the selectivity of AMU and therefore a stable number of students. AMU is proud of the fact that despite the current unfavourable demographic development there has been no drop in the number of students in the admission process or in their skills and talent. On the contrary, in some study programmes there is an increase in the number of applications and its selectivity is increasing. In contrast, the requirements for ensuring space and materials for necessary for study programmes and the effort to provide facilities of the highest quality also to students with specific needs have provided a new challenge for AMU: to modernise its listed buildings and to expand its space facilities in a new building in the centre of Prague.

Current State

Based on the analysis of selected indicators (for more detail, see PO 6), AMU is currently able to fairly and responsibly set its effective financing strategy and to adequately adapt to external budgetary conditions. It can therefore be proud to have its budget stabilised. The urgent problems to be addressed (as is the case of all arts education institutions) are as follows: a very low salary level for pedagogical staff, the absence of taking into account the expenditures on financing creative activity infrastructure within the indicator "A" percentage, and the mentioned insufficient space facilities.

Unfortunately, the course of construction works (contracts subject to the Public Procurement Act) necessary to modernise AMU equipment and to maintain its historic buildings has for a long time been considerably complicated by the situation on the "construction work market" where tenderers for construction contracts unrealistically underestimate their bids in tenders. This brings not only the chaining of problems during the realisation of the contract on the part of the provider as well as the beneficiary of the grant, and also in a number of cases it jeopardises its actual completion, let alone the quality of the contracted work, demands of the contractor for additional work and its financing, the threat of major contractor's outstanding obligations towards subcontractors, increasing financial expenses arisen in connection with the design and construction supervision of the contracting authority, etc.

Strategy to Achieve the Objective

(Instruments and indicators are not defined due to the procedural nature of this priority objective.)

1. Purchasing new premises for teaching and research in the historic centre of Prague. AMU has fully supported the Ministry's strategic objective of "transferring responsibility for deciding on investment intentions to higher education institutions". Through a combination of investment project funding of the Ministry, Operational Programme Research, Development and Education sources and own investment sources, AMU will make effort to take advantage of a unique opportunity to expand its teaching and research facilities through the purchase of a building or its part at Smetana Embankment No. 334/4, immediately adjacent to the existing headquarters of the Film and TV School of AMU, as a solution to teaching space problems for decades to come with preserving *Genius Loci* of its location in the old centre of Prague. The newly acquired facilities would serve as interdisciplinary teaching and research workplaces, in which film and media disciplines would meet with theatre and dance disciplines.

2. Reconstruction and modernisation of existing buildings with regard to educating students with specific needs. Within the IPn KREDO project, AMU has developed a support strategy called the "AMU Investment Development Plan by 2020", which contains faculty strategic priorities and individual parts thereof, developed for each year, including the expected financing source (investment project funding of the Ministry, AMU own funding). This plan will become a reference document for decisions on the implementation of investment and non-investment actions in the relevant period. In accordance with the Long-Term Strategic Plan of the Ministry of Education, Youth and Sports for the period, AMU's priority will always be the reconstruction and modernisation of existing buildings (including adaptation thereof to the conditions suitable for educating students with specific needs). Building new facilities on "greenfield sites" has not been, and will not be, any AMU's strategic objective. In accordance with the above mentioned long-term strategic plan, the general reconstruction of two AMU facilities - Tržiště 20 and the FAMU Studio building in Klimentská Street should be commenced in the near future.

3. Implementation of energy-saving measures in listed buildings. AMU will continue implementation thereof and at the same time it will maintain the direction taken towards effective utilisation of its own investment and operational sources to improve social infrastructure, gradual renewal of instruments and technology at faculties and its parts. A prerequisite for successful implementation of all actions is the timely and high-quality preparation of the project and administration thereof.

4. The involvement of AMU in the Operational Programme Research, Development and Education. Due to the fact that in the previous programming period the possibility for AMU's involvement in operational programmes was very limited due to the given external conditions (only 4 projects in the Operational Programme Prague Adaptability), intensive preparations for participation in the newly approved Operational Programme Research, Development and Education are currently under way. However, the mapping of the possibilities for submitting

applications to Priority Axes 1 and 2 will always be assessed in the light of the impact on the AMU budget, either already during the project (mandatory co-financing rate) or upon the completion of the project (sustainability).

5. Maintaining "contract" financing when including expenditure on creative activity infrastructure. Based on the three-year experience (budgets planning for 2013, 2014 and 2015) with this model of funding of four higher arts education institutions, AMU will also support its maintenance for the next period, while reflecting expenditure on financing creative activity infrastructure at 4 higher arts education institutions in the indicator "A" percentage.

6. Refining quality indicators. Within the Ministry's key objective "of promoting a significant shift of Czech higher education from quantity to quality", AMU is ready to contribute to discussions on proposals for innovative or new indicators reflecting the quality of activities provided by higher education institutions. At the same time, AMU welcomes Ministry's activities leading to refinement of quality indicator data of "(un)employment" by appropriate linking of the Ministry of Labour and Social Affairs database and the SIMS database.

7. Strengthening effective management while maintaining strict requirements on artistic talent of self-paying students. The existing more efficient management is demonstrated by the achieved economic result of the main and ancillary activities in the last seven years, which resulted in the creation of favourable conditions for AMU individual funds allocations. There is still potential in revenues from the main activity, especially in the case of self-paying students. However, as regards applicants interested in study programmes accredited in a foreign language, AMU has placed the same strict requirements on artistic talent in the admission procedure as in the case of Czech students.

8. Commercialisation strategy. The volume of funds obtained through commercialisation is still very low at AMU. Considering that the consumer sphere is largely part of the state-subsidised cultural infrastructure and only to a small extent it is a commercial sphere, one cannot expect a substantial growth in the near future. However, there will be a shift in the commercial use in the area of R&D, in which we expect stronger cooperation with the implementation sphere (for more detail, see PO 5).

9. The institutionalisation of the Register of Artistic Outputs and its legal foundation. As the initiator and long-standing leading researcher in the RUV project, AMU will strive to complete the process of its institutionalisation and its legal foundation through the amendment to the Higher Education Act together with other higher arts education institution.

10. Maintenance of a stable budget in the long term. If it is allowed by the external budgetary situation and the regulatory framework, AMU will continue to maintain its long-term economic priorities - the principles of sound management, i.e. sufficient financial resources in its funds, bank account balances, the low and stable number of receivables, zero balance of credits and loans, and advances and repayments of liabilities as they fall due. Likewise, it will be necessary to continue the trend towards maximum utilisation of all available AMU budget revenue sources. Stabilising funds is equally important to cover increased costs with the introduction of starter jobs, thus creating a fundamental motivation tool for obtaining and maintaining the best post-doctoral students.

Expected Timeframe

- Individual actions included in the "AMU Investment Development Plan" will be implemented depending on investment project funding of the Ministry and AMU's own funding.
- Submission of applications to the new Operational Programme Research, Development and Education is dependent on the call schedule. If the applications are assessed positively, AMU will consider it as an opportunity to further develop the quality of its teaching and research activities.
- Maintaining the model of "contract" financing of four higher arts education institutions is supported by AMU when structuring the 2016 budget and budgets for the coming years.
- An institutionalisation process of the RUV project can be expected in the course of 2017 based on the current developments.
- The implementation of other strategic objectives will be ongoing throughout the whole period.