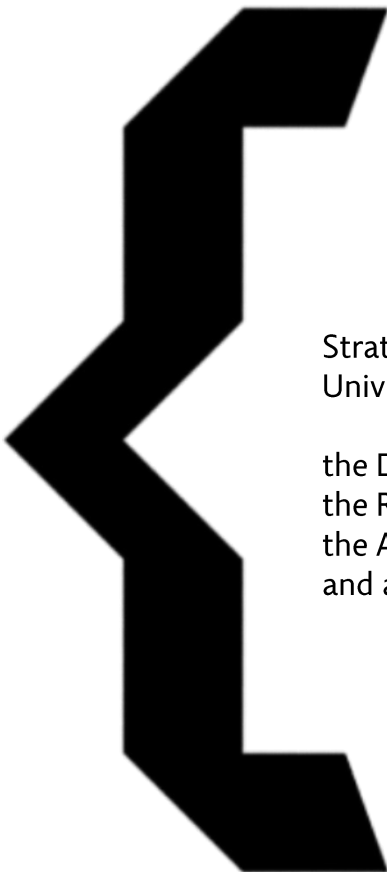


## Strategic Plan

**Faculty of Informatics and Management**  
**University of Hradec Kralove**  
**since 2021**





Strategic Plan of the Faculty of Informatics and Management,  
University of Hradec Králové since 2021 was discussed by:

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## Motto

**Courage ... to innovate, discover, help, inspire**

## Introduction

The Strategic Plan of the Faculty of Informatics and Management at the University of Hradec Kralove (FIM UHK) since 2021 (SP FIM UHK 21+) is the key strategic document outlining the faculty's long-term strategy for the next ten years. Its purpose is to define the main priorities and goals that FIM UHK aims to achieve in the upcoming period. An integral part of the strategy includes annual implementation plans for the strategic plan, which will specify the measures and steps to be taken by FIM UHK in a given year. The SP FIM UHK 21+ also incorporates an internationalization strategy, which complements and expands the set international objectives. The SP FIM UHK 21+ is not perceived as a fixed document; individual goals may be adjusted during its implementation to adequately respond to potential changes in both the external and internal environments that may arise over the next decade and affect the outlined measures. In designing the strategy, FIM UHK considered global societal trends. Demographic developments, technological innovations and advancements, globalization, digitalization, and other factors significantly influencing the evolution of the higher education system are highlighted and reflected in the faculty's planned objectives. Over the coming years, FIM UHK aims to focus particularly on activities that enable flexible responses and adaptations to future challenges. In addition to a significant regional position, a strong emphasis on global and internationalization activities has been an essential and defining aspect of the faculty's development since the very foundation of FIM UHK. FIM UHK intends to further develop its internationalization efforts both in traditional areas of education and creative activities. FIM UHK also incorporates expected measures formulated in the Strategic Plan of the Ministry for the Higher Education Sector for the Period since 2021 ("SZ2021+"), the Strategic Plan of the University of Hradec Kralove since 2021 (SP UHK 21+), and considers the context of other relevant national and international documents in its planned activities.

## Mission of FIM UHK

The mission of FIM UHK is to spread knowledge within the regional and global communities.

## Vision of FIM UHK

The vision of FIM UHK is as follows:

- to be a respected educational institution with an attractive structure of study programs and other forms of education reflecting the demands of the 21st century,
- to be an institution fostering highly valued and socially beneficial creative activities and achieving recognized scientific and research results in selected fields of study,
- to be a socially responsible and open institution,
- to be a fully internationalized institution developing its potential in international educational and research collaboration,
- to be an institution firmly rooted in the region and fostering collaboration with external partners,
- to be an institution consistently improving the environment for its students and staff.

## Values of FIM UHK

FIM UHK fully adheres to the principles of democracy and humanism, which form the foundation of a free society. It fulfills its mission and vision based on the following key values:

- **Freedom** – as a fundamental value of a democratic society and an inalienable right of every individual, including academic freedoms in the academic environment, such as the freedom of creative activity, teaching, the free choice of study, and the freedom to express one's opinions during teaching.
- **Responsibility** – acting responsibly towards society, the region, in response to global challenges, and towards students and employees.
- **Moral Integrity** – a commitment to highly honest and fair conduct in education, creative activities, and all other activities.
- **Openness and diversity** – openness to all individuals, equal access, and the principle of non-discrimination, as well as respect, dignity, and the plurality of opinions.
- **Collaboration** – as a fundamental value of interpersonal relationships, fostering cooperation among employees and students, institutional collaboration, and international partnerships.

## Priorities

In line with the outlined mission, vision, and values, this strategic plan of FIM UHK defines four main priorities:

1. FIM UHK attractive and inspiring,
2. FIM UHK dynamic and excellent,
3. FIM UHK international,
4. FIM UHK open and responsible,
5. FIM UHK modern and efficient.

The individual priorities are elaborated through the objectives that FIM UHK aims to achieve, along with associated measures and indicators. Each of the listed priorities also includes an international dimension.

## Priority I: FIM UHK attractive and inspiring

The Faculty of Informatics and Management (FIM) at the University of Hradec Kralove (UHK) prioritizes offering attractive opportunities for high-quality education. This education must respond to evolving societal conditions and needs, ensuring that UHK graduates are well-prepared for both domestic and international labor markets.

### Goal 1: Attractive study

Educational activities are a core mission of the faculty, and their development and quality enhancement are key components of our strategy. These activities are student-centered and tailored to diverse educational needs. The aim is to provide an appealing educational offer, motivate students to successfully complete their studies, strengthen the international dimension of education, and systematically evaluate and improve the quality of study programs.

Current state: The faculty offers study programs at the bachelor's, master's, and doctoral levels. However, greater flexibility in education requires enhanced internationalization, especially considering that as of 2020, the faculty does not have any operational double degree or joint degree programs. Student involvement in evaluating educational activities is facilitated through course evaluations and representation in academic self-governing bodies. A persistent issue remains the dropout rate among students.

#### **What do we aim to achieve?**

- Attractive study programs: we aim to develop study programs across all levels, including programs in collaboration with foreign universities and those addressing societal demands and technological advancements. These programs should appeal to both domestic and international students and motivate them to graduate successfully.
- Quality improvement: we aim to perform regular and systematic evaluation of educational activities from the perspectives of stakeholders (students, alumni, employers, etc.) and implementing measures based on feedback.
- Extensive internationalization: we aim to incorporate a wide range of internationalization activities, including internationalization at home.
- Active student and alumni participation: we aim to ensure their involvement in the evaluation of studies and the preparation of new study programs.
- Inspirational environment: we aim to foster an environment that develops talent and supports the holistic development of students.

#### **How will we achieve our goals?**

- We will innovate and update study programs in line with technological advancements and labor market needs during both the accreditation and reaccreditation processes, as well as when designing new programs. We will diversify the faculty's program offers.
- We will expand student engagement in regular evaluations of educational activities and in preparing measures to improve study program quality.
- We will promote international mobility, courses taught in foreign languages, final qualification theses in foreign languages, participation of foreign lecturers, and the development of joint-degree programs with international universities.

- We will focus on effectively communication of study program content and career opportunities to prospective students.
- We will implement measures to minimize social and other barriers preventing students from completing their studies.
- We will evaluate and improve the organization of part-time study programs to better balance education with students' work and personal lives, aiming for higher completion rates.
- We will provide financial and material support to student organizations and activities that strengthen academic and social integration.
- We will offer support to exceptionally gifted students, enabling them to develop their potential.

### **Indicators**

- Number of accredited programs by type and profile.
- Number of study programs implemented in collaboration with foreign universities.
- Attractiveness of study programs (measured by the number of applicants, admissions, and enrollments).
- Rate of successful program completions.
- Number of courses taught in foreign languages.
- Number of final qualification theses defended in foreign languages.
- Number of courses taught by foreign lecturers during academic exchanges.
- Scholarships awarded to exceptionally talented students.

## **Goal 2: High-quality educators, teaching methods, and study programs**

High-quality education is inseparably associated with the quality of educators. Beyond expertise and creative activities, it is essential to focus on their pedagogical competencies. Teaching is a key part of the work of academic staff; they must have not only relevant resources and support but also systematic motivation to improve their teaching.

Current state: The outcomes of educational activities are part of the regular evaluation of academic staff. However, existing incentive schemes for the development of academic staff tend to emphasize financial motivation for achieving high-quality scientific outputs. This can lead some academics to undervalue the importance of teaching activities.

### **What do we aim to achieve?**

- Strengthening and expanding the pedagogical competencies of academic staff, including enhancing their motivation to improve these competencies and ensuring relevant supportive facilities.

### **How will we achieve our goals?**

- We will motivate academic staff to develop their teaching competencies. We will enhance methods for evaluating the quality of educational activities and incorporate them into the evaluation of academic staff.
- We will implement activities aimed at developing the pedagogical and professional competencies of academic staff.

- In designing study programs, we will rigorously apply a learning outcomes-based approach and the European Credit Transfer and Accumulation System (ECTS), relying on relevant international and national recommendations.
- In cooperation with the FIM Academic Senate, we will continue the tradition of annually awarding the "FIM UHK Teacher of the Year".

### **Indicators**

- Modification of the academic staff evaluation system to include the assessment of pedagogical competencies.
- Number of activities aimed at developing the pedagogical competencies of academic staff.
- Number of participants in activities focused on developing the pedagogical competencies of academic staff.

## **Goal 3: Systematic preparation of students for future employment**

Higher education must prepare graduates for employment in a rapidly changing society and technology landscape. Graduates should acquire not only specialized knowledge and skills but also critical thinking abilities, information management skills, problem-solving capacities, effective communication, and responsible citizenship based on democratic values.

Current state: Although the unemployment rate among graduates is low, the faculty is aware of the ongoing need to enhance graduate preparation for the labor market.

### **What do we aim to achieve?**

- Highly employable graduates, adequately prepared for labor market demands and capable of adapting to its continuous changes. Their education will emphasize specialized knowledge and skills, including their application in a foreign language, alongside soft skills and lifelong learning abilities.
- A developed system of internships and work placements, including international opportunities, as an integral part of studies with adequate administrative support.
- Close collaboration with industry and sharing of best practices between students and alumni.

### **How will we achieve our goals?**

- We will involve alumni and employer representatives in the design of study plans.
- Through close cooperation with employers, we will monitor changes in labor market requirements and reflect them in the creation and updating of study program content.
- We will emphasize the development of soft skills and general competencies in students.
- We will use appropriate interactive teaching methods (e.g., projects, practical workshops, simulations) as part of the educational process.
- We will support students' entrepreneurial spirit and involvement in innovative activities through educational and other initiatives.
- We will expand internship and placement opportunities both domestically and abroad.
- We will increase the involvement of industry professionals in teaching, study program preparation, and supervision of student projects and final qualification theses.



- We will cooperate with external partners to create conditions that encourage students to pursue entrepreneurship.

### Indicators

- Graduate unemployment rate.
- Proportion of graduates who completed an internship or traineeship.
- Number of industry professionals involved in teaching and internships within accredited study programs.
- Number of students participating in courses or competitions supporting entrepreneurial activities.

## Goal 4: Flexible education

Education tailored to students acknowledges the diverse learning needs of individuals. Our aim is to offer a broad range of educational activities, reflecting not only the needs of students in study programs but also the demand for qualification upgrades, retraining, short-term learning opportunities, summer schools, and courses. The goal is to enhance the flexibility of educational opportunities, including online learning options.

Current state: The faculty has long-standing experience with eLearning development, used in the form of blended learning (combining physical and online teaching) within accredited study programs and lifelong learning initiatives.

### What do we aim to achieve?

- Developed, high-quality, and accessible online education as an essential component of the educational process within all forms of accredited study programs and beyond.
- A developed and diversified offer of lifelong learning programs.
- A flexible education system fully recognizing prior learning outcomes, including informal and non-formal education.

### How will we achieve our goals?

- We will increase the share of educational activities delivered in online and *blended learning* formats.
- We will seek innovative solutions to enhance the quality of online education.
- We will offer selected lifelong learning courses (online courses, summer schools) on the international market.
- We will expand the range of retraining courses and courses for professional qualification improvement based on feedback from alumni, employers, and labor market requirements.
- We will develop a system for recognizing prior learning outcomes, respecting recommendations from relevant organizations and documents, including establishing a process for recognizing previous education.
- We will design options to certify learning outcomes for students who do not successfully complete their studies and issue standalone certificates for acquired competencies (i.e., *micro-credentials*).
- We will create an administrative framework to facilitate participation in selected MOOC courses from prestigious global institutions.

## Indicators

- Number of lifelong learning programs offered (by teaching format: on-campus/online).
- Number of internationally offered lifelong learning programs.
- Number of retraining and professional qualification courses offered.
- Number of participants in lifelong learning programs.
- Certificates issued for achieved learning outcomes.
- Number of accredited courses.

## Priority II: FIM UHK dynamic and excellent

The priority of FIM UHK is the dynamic development of scientific and other creative activities across all its fields of study, including their interdisciplinary overlap.

### Goal 1: Strategically run, open, scientific and creative faculty

The strategy also considers the societal need for research, its ability to respond to current challenges, and its impact on society. The faculty recognizes significant potential for development in fostering collaboration across disciplines and between the private and public sectors, with a special emphasis on applied and contractual research as well as knowledge transfer. Additionally, the faculty will intensify efforts to popularize research results and other creative activities.

Current state: From the perspective of strategic management of scientific, research, and creative activities, FIM UHK is a relatively compact faculty. It successfully develops research activities in selected areas of informatics, economic management, and especially at the intersection where these fields overlap. However, the number of basic research projects and international projects remains relatively low.

#### What do we aim to achieve?

- A strategically run and highly motivated institution in the areas of science and research, with clearly defined development schemes for scientific growth.
- Socially significant and beneficial research results.
- Strengthening activities in knowledge transfer through capacity building in technology transfer, considering research outcomes and the needs of the application sphere.
- A progressive approach to Open Science, focusing on Open Access and Open (FAIR) Data.
- Expanding and popularizing research and creative outputs for public benefit.

#### How will we achieve our goals?

- We will support the establishment of new and the development of existing research teams at the faculty.
- We will continue fostering the creation of high-quality research and development results.
- We will align research support activities with societal needs.
- We will implement Open Science policies, particularly Open Access and Open Data.
- We will develop staff competencies in knowledge transfer, intellectual property protection, project proposal support, and other areas critical to supporting and advancing creative activities through educational initiatives.
- We will actively support applied and contractual research.
- We will develop intensive collaboration with the application sector.
- We will use various presentation platforms and activities to actively introduce, promote, and popularize creative results and key personalities.

#### Indicators

- Evaluation of the strategy for assessing research staff and teams.

- Total funding allocated for research.
- Volume of contractual research.
- Proportion of Open Access publications to the total number of Jimp/Jsc publications.

## Goal 2: Support for excellence, internationalization, and interdisciplinarity

The goal of FIM UHK is not only to support and develop creative activities across all areas of education in which it implements study programs, and thus achieving a high degree of integration between educational and creative activities, but also to promote creative activities in related fields. This approach aims to further strengthen the interdisciplinarity of research, which is inherently supported by the faculty's profile. In selected research areas, the faculty strives to achieve excellent results. Strengthening the international dimension of creative activities is an integral part of the faculty's development. FIM UHK also aims to actively contribute to and further develop interdisciplinary research directions at the university level. The faculty views the evaluation of creative activities as a key process for enabling scientific progress and excellence. Over the coming years, it aims to further develop regular evaluations of research and other creative activities.

Current state: In recent years, the faculty has made significant progress in both the quantity and quality of its scientific and research outputs. This progress is clearly demonstrated by comparative data analyses of outputs in databases, such as Web of Science (WoS) and Scopus. This positive trend will continue to be supported and enhanced through measures and tools designed to foster excellence, internationalization, and interdisciplinarity. Faculty-level evaluations of scientific, research, and creative outputs are conducted based on clearly defined criteria. Relevant data are now also drawn from evaluations by the International Evaluation Panel (IEP) and the International Advisory Board (IAB), established under the project *Capacity Development for Research and Development at the University of Hradec Kralove*.

### What do we aim to achieve?

- Increase excellence in science and research.
- Develop internationally respected interdisciplinary research teams.
- Strengthen the international dimension of creative activities, including obtaining significant international projects.
- Develop tools for internal monitoring and evaluation of scientific results at both individual and team levels.
- Improve research processes and activities based on regular evaluations of internal schemes.

### How will we achieve our goals?

- We will modify institutional settings to support the development of international research teams, incorporating external and international researchers.
- We will regularly evaluate the results and performance of research teams, focusing on team composition, especially the inclusion of researchers at different career stages, with special attention to postdoctoral researchers.
- We will develop motivational systems to achieve excellent and international results in creative activities, particularly targeting top journal publications (Q1, D1).
- We will promote the internationalization and excellence of creative activities.

- We will regularly assess and update the internal evaluation system for creative activities, emphasizing the digitalization and automation of data collection through interconnected information systems.
- We will implement recommendations and procedures to refine the internal evaluation system based on assessments from the UHK International Evaluation Panel and other external institutions or bodies established at the university level.
- We will develop and implement electronic data management systems for creative activities and software tools for evaluating individuals, teams, and faculties to facilitate their evaluation and comparison.

### **Indicators**

- Number of articles in the first and second quartile of JCR Web of Science.
- Number of research outputs, involving collaboration with institutions from at least three countries.
- Number of impact factor articles in the first and second quartiles of JCR Web of Science related to UHK's interdisciplinary research directions.
- Number of obtained excellent international projects (e.g., EU Horizon Europe, MSCA, bilateral GA CR, CoFund TA CR, etc.).
- Internal monitoring of individual creative activity outputs.
- Internal monitoring of team creative activity outputs.

### **Goal 3: Quality and efficiency of doctoral studies**

Doctoral studies are an integral part of the faculty's quality staff and creative foundation. The faculty prioritizes the development and optimization of postgraduate studies, primarily through the implementation of motivational and organizational measures designed to enhance both the success rates and the quality of doctoral programs. High-quality doctoral studies require strong mentorship from supervisors and a careful selection of candidates, necessitating the precise formulation of standards in this area. A key goal is to improve postgraduate education by strengthening its internationalization and doctoral students' involvement in research activities. Doctoral students should take advantage of not only the institution's academic and research facilities but also gain extensive international experience. It is essential to involve doctoral students in professional networks, develop their skills in project preparation and implementation, and provide them with exposure to other relevant sectors and institutions, including collaboration with the application sphere. Strengthening the international dimension of doctoral studies includes promoting student mobility and participation in international research activities. Regular evaluations of doctoral studies by all relevant stakeholders are also a crucial aspect of their organization.

Current state: Institutionally, attention must be given to measures aimed at increasing the proportion of successfully completed doctoral studies and motivating doctoral students to engage more in creative and project activities. A weakness is the uneven involvement of doctoral students in research projects, where highly active students are often overburdened, reducing the time available for quality work on their dissertations.

#### **What do we aim to achieve?**

- Offer advanced doctoral programs attractive to both domestic and international applicants, who will be motivated to timely complete their studies.
- Achieve a moderate increase in the number of doctoral students, including international candidates, with an emphasis on higher quality and improved completion rates.
- Enhance the efficiency of doctoral studies through motivational schemes.
- Provide adequate financial support for doctoral students to allow them to focus fully on their studies, ensuring timely completion, while creating conditions for balancing personal and professional life.
- Further internationalize doctoral programs through mobility initiatives, participation in international networks and teams, conferences, and involvement of international experts.
- Ensure a high standard of academic, spatial, technical, and support infrastructure for doctoral research development.
- Continuously improve and enhance doctoral programs, primarily based on feedback evaluation from all participants in the educational process, with an emphasis on comprehensive and on-going evaluations by doctoral students.

### **How will we achieve our goals?**

- We will expand and optimize the range of doctoral programs for both domestic and international applicants.
- We will actively recruit and motivate talented candidates for doctoral studies from the Czech Republic and abroad.
- We will revise, develop, and standardize motivational schemes to ensure students meet academic obligations and complete their studies on time, particularly through increased doctoral scholarships.
- We will define and regularly evaluate standards for supervisors to ensure adequate support for doctoral students.
- We will update systems for recognizing supervisory contributions in the workload of academic staff based on established standards.
- We will support short- and long-term international mobilities (both outbound and inbound) through motivational schemes and encourage their use.
- We will increase the involvement of international experts in doctoral programs through teaching, mentoring, and evaluation of learning outcomes.
- We will broaden doctoral students' participation in research activities, including project work and involvement in international research activities.
- We will develop a system for doctoral internships in companies and other relevant institutions.
- We will provide relevant infrastructure and support for doctoral students' creative activities while enhancing their social and academic integration.
- We will conduct regular evaluations of doctoral program quality.
- We will provide comprehensive training for new doctoral students, especially in areas, such as research ethics, publishing, career development, and teaching skills.
- We will implement measures to help doctoral students balance personal and professional life.

### **Indicators**

- Number of accredited doctoral programs.
- Attractiveness of doctoral studies (numbers of applicants, admissions, and enrollments).
- Proportion of international doctoral students.
- Doctoral program completion rate.
- Average doctoral scholarship in relation to the average salary.
- Average annual adjusted income of doctoral students.
- Supervisor standards and their compliance.
- Number of doctoral students involved in research grants.
- Ratio of doctoral student positions to total full-time doctoral students.
- Number of short-term international mobilities for doctoral students.
- Number of long-term international mobilities for doctoral students.
- Number of dissertations defended in a foreign language.
- Number of doctoral students completing internships in companies and other institutions.
- Number of international experts involved in evaluating doctoral study outcomes.
- 



## Priority III: FIM UHK international

Internationalization significantly influences most activities, processes, and initiatives run by the faculty, substantially contributing to their quality. A key aspect of internationalization is "internationalization at home," which involves developing the international and intercultural skills of students and staff, commonly referred to as global competencies. Another critical priority is curriculum internationalization, which greatly enhances the quality of study programs and fosters the development of students' global competencies.

### Goal 1: Internationalization of the environment

A fundamental prerequisite for the development of internationalization is its strategic management and optimized processes. Equally important is building an international-friendly environment at the faculty. International students and staff are an integral part of the academic community, and the faculty must ensure that its environment is appropriately prepared to support their active roles. Developing an international environment involves multilingual adjustments to infrastructure and establishing processes in foreign languages. Additionally, systematic education and skill development for staff in language and intercultural competencies, as well as other soft skills, are essential to facilitate effective communication.

Current state: The faculty runs an international office staffed with highly competent professionals and ensures sufficient coverage. Students view the faculty's international office positively, citing its accessibility and prompt assistance. The faculty's premises are equipped with a multilingual information system. Digitalized processes should be further exploited.

#### What do we aim to achieve?

- Establish optimized internal processes related to internationalization and formalize them within governance documents.
- Implement national, European, and other initiatives relevant to internationalization.
- Achieve effective digitalization of processes related to international affairs.
- Create multilingual infrastructure and processes to ensure maximum accessibility of information, systems, and activities for international staff and students.
- Enhance the language proficiency of staff to enable effective communication with international students and colleagues.
- Foster an open and interculturally welcoming environment at the faculty.
- Collaborate closely with students to support internationalization, fully exploit their potential, and actively involve them in its development.

#### How will we achieve our goals?

- We will review internal documents related to internationalization and implement necessary processes through additional internal governance acts.
- We will ensure effective management of internationalization agendas through the digitalization of processes.
- We will innovate infrastructure to make it linguistically accessible and understandable for international staff and students.
- We will offer language courses and opportunities to develop language competencies for all staff members.



- We will promote courses on developing intercultural competencies for staff.
- We will regularly collect feedback from international staff and students about their perception of UHK's intercultural environment and recommended improvements.
- We will support collaboration with students, student organizations, and associations in the field of internationalization.
- We will encourage the activities of student organizations and associations that assist international students, including financial support and free access to spaces.
- We will foster greater engagement of domestic and international students in internationalization activities of student organizations.

### **Indicators**

- Digitalized systems for internationalization.
- Faculty spaces equipped with multilingual information.
- Number of participants in language courses for staff.
- Number of participants in courses (seminars, workshops) on intercultural competency development for staff.
- Regular evaluations by international staff and students.
- Events organized with students and student organizations on internationalization topics.
- Level of student engagement in internationalization activities.

## **Goal 2: Attractive offers and conditions for international students and staff**

Study programs offered to international applicants must be both high-quality and attractive. These offers must continually adapt to the demands and interests of international applicants. Current trends emphasize flexible forms of education, such as virtual or blended mobility, summer schools, internships, and other educational activities for diverse groups, which need to be further developed in the coming period. Opportunities for studying or working at UHK must also be supported by comprehensive and quality care provided by the faculty.

Current state: The faculty currently offers a total of 16 study programs in foreign languages. It has long run a scholarship program for students from at-risk countries and organizes an annual summer school for international students.

### **What do we aim to achieve?**

- Expand the availability of job positions for international staff and increase their share at the faculty, especially top-tier academics and researchers.
- Ensure effective integration of international staff into activities and teams to enable knowledge transfer and ensure long-term collaboration.
- Provide an attractive portfolio of high-quality study programs in foreign languages across all levels of study.
- Offer flexible mobility options, internships, summer schools, online courses, and other programs for international students, including virtual and blended mobility opportunities.
- Deliver quality care and support for international staff and students, both prior to their arrival in the Czech Republic and throughout their stay.

- Ensure high-quality and accessible services for international students and staff.

### **How will we achieve our goals?**

- We will support the creation of new, attractive job positions for international staff, particularly in science and research, and systematically seek external funding to support these positions.
- We will evaluate the effectiveness of existing study programs in foreign languages by analyzing applicant interest, student enrollment, graduate numbers, and resource utilization.
- We will conduct an analysis of the interests of international applicants regarding study programs and mobility opportunities.
- We will support the development of virtual and blended mobility options, the creation of virtual courses, summer schools, and other study opportunities.
- We will regularly monitor tuition fees in relation to applicant capabilities and the scholarship scheme.
- We will conduct regular evaluations of study programs by international students and other stakeholders, using the results to improve the quality and content of offers.
- We will ensure swift and clear access to pre-arrival information for living in the Czech Republic and at UHK by maintaining and updating relevant information on the website and providing practical support with required documentation through designated university staff.
- We will support the organization of pre-arrival online courses and on-site orientation courses for international students.
- We will provide financial support for organizing and offering university leisure and extracurricular activities for international students and facilitate access to opportunities provided by other organizations in the city and region.
- We will facilitate the active involvement of international staff and their families in faculty life.
- We will involve international staff and students in improving services by engaging them in monitoring opportunities, collecting ideas, and proposing enhancements for better care.

### **Indicators**

- Share of international staff.
- Number of visiting academic and research staff.
- Number of incoming staff mobilities by type (physical, virtual, blended, etc.).
- Number of study programs offered in foreign languages.
- Number of courses taught in foreign languages.
- Number of summer (or other) schools or courses for international students at UHK.
- Number of participants in summer (or other) schools or courses for international students at UHK.
- Number of incoming students mobilities by type (physical, virtual, blended, etc.).
- Number of international students supported by the scholarship fund.
- Evaluations of study programs by international students.
- Number of pre-arrival and orientation courses offered for international students.
- Availability of leisure and extracurricular activities for international students.

- Monitoring of proposals from international staff and students for improving the quality of life.

### Goal 3: Development of students' global competencies

Internationalization within university education includes the development of students' global competencies, enabling them to understand diverse cultural specifics and appreciate the variability of the modern world. International experience plays a crucial role in fostering these competencies. Consequently, the faculty aims to offer students a broad and diverse range of mobility opportunities, including virtual or hybrid mobility programs, short-term exchanges, internships, summer schools, and other means of engaging with the international community. This comprehensive offer will facilitate the participation of the widest possible group of students in mobility programs. To provide foreign experience to as many students as possible, it is essential to accompany mobility opportunities with targeted and effective support, covering pre-departure preparation, assistance during the mobility itself, and follow-up upon return to the home institution. Students must have access to clear and accessible information, support in selecting mobility programs and destinations, and transparent recognition of their achievements abroad. Addressing barriers to participation in mobility can be further enhanced by offering language and conversational courses, intercultural communication training, and pre-departure preparation programs. Moreover, the acquisition of international experience and the development of global competencies can also be promoted through "internationalization at home." Students can gain international exposure within their daily academic life and community engagement.

Current state: The current mobility offers for students primarily include physical exchanges abroad, internships, and participation in summer schools, with about 8% of FIMUHK students participating. The supply of mobility opportunities exceeds student demand, with some students refraining from applying for available programs. Common challenges include language barriers, concerns about living abroad, academic obligations, and family circumstances.

#### **What do we aim to achieve?**

- Equip students and graduates with international and intercultural competencies through mobility experience.
- Expand the variety of mobility types available during studies.
- Encourage active participation in mobility programs and ensure effective funding for mobility initiatives.
- Enhance the attractiveness and prestige of foreign mobility programs.
- Provide accessible information and systematic support for students throughout the mobility process.
- Prepare students for participation in mobility programs.
- Develop the practice of "internationalization at home."
- Foster global competencies across all study programs.

#### **How will we achieve our goals?**

- We will support the development of various types of mobility opportunities for students.
- We will strive to integrate participation in international mobility programs as an integral part of the curricula across different levels of study (bachelor's, master's, and doctoral),

ensuring that students at all levels and across study programs have access to international experiences through various forms of mobility.

- We will encourage the sharing of experience gained during mobility and the application of acquired knowledge in students' further studies and within the academic community.
- We will actively seek opportunities for participation in mobility programs and securing additional financial resources to support student mobility. (Linked to SI 2021+ Ministry of Education: Priority Goal I, Operational Goal 1.B, support from PPSŘ funds).
- We will support, enhance, and explore new methods of outreach to increase students' awareness of international mobility opportunities.
- We will prepare students for participation in mobility programs by developing a system of language and conversational courses, intercultural communication training, and pre-departure preparation programs for students planning international mobility.
- We will regularly monitor students' experience with different types of mobility and their needs in this area, reflecting these in the support services and work provided to students.
- We will promote inclusion within mobility programs, ensuring access to various types of mobility for students with specific needs, those from socio-economically disadvantaged backgrounds, and international students.
- We will support the internationalization of curricula across study programs.
- In teaching, we will encourage students to participate in diverse international activities and collaborate in international groups through online education.
- We will promote education in foreign languages and in international study groups.
- We will create a supportive environment for the development of formal and informal activities that foster interaction and collaboration between domestic and international students. This includes encouraging international students and staff to participate in and organize both formal and informal events.
- We will establish an administrative framework to facilitate participation in selected MOOCs offered by prestigious global institutions.

### Indicators

- Expansion of mobility offers with new types of programs.
- Increased student participation in various mobility types (physical, virtual, hybrid).
- Higher funding levels for mobility programs.
- Growth in preparatory courses for mobility (e.g., language, intercultural communication).
- Increased applications for mobility programs.
- Greater student participation in international mobility.
- Number of promotional activities supporting mobility.
- Analysis of study program internationalization.
- Growth in mixed groups of domestic and international students.
- Increased involvement of international students in organizing faculty events.

### Goal 4: Intensive development of international cooperation

Creative activities are a critical component of successful faculty internationalization. Outstanding creative results are closely tied to the functioning of international research teams and the involvement of foreign experts. The faculty aims to support the establishment and

development of international teams, acquisition of international projects, and financial resources from international grant agencies. Functioning and effective international partnerships are also fundamental for successful collaboration in both education and creative activities.

**Current state:** The faculty has consistently improved in the quantity and quality of its publications, including indicators of the international dimension of publications, which reflect existing or potential collaborations in joint articles, international projects, or participation in national calls with international teams. Targeted support and focus on the quality of international cooperation and the development of international teams are necessary. The quantitative expansion of partnerships with foreign institutions should be complemented by a qualitative focus, especially in the area of strategic partnerships.

### **What do we aim to achieve?**

- Greater involvement in international research teams.
- Inclusion of high-quality foreign experts in research teams to facilitate knowledge transfer and expand collaboration opportunities with their home institutions.
- Acquisition of financial resources for scientific, research, and development projects from international grant agencies.
- Acquisition of funds to host foreign experts at the faculty for research, teaching, and knowledge transfer to UHK staff.
- A functioning and extensive network of international contacts and partnerships, utilized for joint activities in education, research, and the university's third mission.
- Increased participation in international networks and professional associations.
- A wide and diverse range of opportunities for staff to gain international experience (short-term and long-term stays, virtual, physical, and hybrid mobility, internships, language courses, etc.).
- An increased proportion of staff participating in international mobility, with targeted application of their acquired experience in practice at UHK.

### **How will we achieve our goals?**

- We will motivate and support the development of high-quality and purposeful international teams with the potential to obtain international projects and facilitate knowledge transfer.
- We will motivate and support joint publications and other creative outcomes developed in collaboration with foreign experts.
- We will encourage and support the preparation and submission of international projects.
- We will implement the internal university methodology for evaluating the fulfillment of signed partnership agreements in practice.
- We will carefully select strategic partners, develop relationships with them, and prepare a development plan for these partnerships to be implemented in practice.
- We will support involvement in additional international networks, consortia, and professional associations.
- We will provide financial and personnel support for sharing information, initiate joint new activities, and exchange best practices with foreign partners across all areas of university activities.

- We will support the creation and development of joint programs with foreign partners, such as double degree, joint degree, or multiple degree programs.
- We will enhance the awareness of academic community members about participation in international networks and the activities of these associations.
- We will actively participate in nationwide activities led by the Ministry of Education, HIC, or other institutions in the field of international cooperation development.
- We will support the establishment of individual international contacts and collaborations across various activity levels by expanding the range of mobility opportunities for staff (e.g., short-term, virtual, hybrid, internships, etc.).
- We will focus on developing support for staff participating in international exchanges.
- We will regularly evaluate the outcomes of international collaborations.

### Indicators

- Availability of mobility options for students, including new types of mobility.
- Motivational and support schemes for international research teams.
- Number of foreign experts involved in teams.
- Number of international projects submitted and awarded.
- Volume of external financial resources obtained from international grant schemes.
- Share of publications and other creative outputs produced in international collaboration.
- Number of partnership agreements.
- Number of strategic partners.
- Membership in international networks, consortia, and professional associations.
- Number of joint projects, conferences, mobility programs, and other activities with foreign partners.
- Number of joint study programs (e.g., double degree) with foreign partners.
- Mobility opportunities available for staff.
- Number of outgoing staff mobility programs by type (physical, virtual, hybrid, etc.).

### Goal 5: Promotion abroad

Building and promoting a good reputation is an integral part of an internationalization strategy. Spreading a positive image will increase the interest of international students. Recruiting candidates from abroad for study programs is one of the key goals, as is attracting international experts to academic and research positions. Graduates and students represent significant potential not only in the fields of education and creative activities but can also substantially contribute to promotion abroad. Developing collaboration with graduates and international students for promotional purposes represents another dimension of potential cooperation.

Current state: Promotion is partially carried out at the faculty level and partially at the rectorate level, utilizing various communication channels (e.g., university websites, specialized microsites, social networks, printed materials, participation in specialized fairs and conferences, etc.). It is necessary to efficiently exploit available resources and identify target groups/regions for sustained and focused engagement.

### What do we aim to achieve?

- Attractive representation abroad in both educational and scientific-research domains.
- Effective promotion of diverse ongoing activities and offers abroad.
- Targeted and flexible methods of promoting study programs and job opportunities, especially in academic and research roles.
- Increasing the number of international applicants in admissions for study programs and job openings.
- Active involvement of students and graduates in promotion abroad.

### **How will we achieve our goals?**

- We will evaluate the impact of promotional activities and regular participation in international conferences and fairs related to higher education.
- We will focus on promoting study programs in foreign languages using diverse and flexible tools.
- We will continually assess interest in study programs offered in foreign languages and adjust promotional efforts based on this analysis.
- We will include Czech study programs in offers for international applicants and introduce these programs in selected destinations, particularly Slovakia, Poland, Ukraine, and Belarus.
- We will actively take advantage of international partnerships and UHK networks to promote job opportunities.
- We will maintain contact with graduates who return abroad.
- We will promote opportunities for students to become ambassadors, even in short-term programs, such as exchange studies, virtual mobility, summer schools, short-term courses, etc., and appoint the first international ambassadors based on a structured program.
- We will actively support ambassadors and other international graduates in promoting UHK by providing them with promotional materials and information support from UHK's international offices.
- We will collaborate with other institutions promoting Czech universities and the Czech Republic abroad and actively participate in their activities.

### **Indicators**

- Budget allocated for international promotion.
- Participation in international conferences.
- Number of applications for study programs in foreign languages.
- Number of applications from international applicants for Czech study programs.
- Number of self-funded students.
- Number of international applications for job vacancies.
- Participation in international student fairs.
- Engagement of international graduates in cooperation.

## Priority IV: FIM UHK open and responsible

The priority of FIM UHK is to enhance the level of responsibility through its activities and by supporting students and staff. The faculty fully acknowledges its commitment to creating a safe environment that fosters a completely tolerant and non-prejudiced atmosphere, enabling the free development of individuals.

### Goal 1: Socially responsible, open, and tolerant institution

Social responsibility is already one of the key activities within the faculty's third role. As an educational center, FIM UHK aims to develop socially responsible educational activities that benefit not only students and employees but also the general public. The faculty is an institution that rejects prejudice, is open, tolerant, and non-discriminatory. The goal of these measures is to ensure the principle of equal access for all individuals without distinction and to create a safe environment where everyone can act freely.

Current state: UHK has defined the basic parameters of institutional non-discrimination, tolerance, freedom, and openness in its internal documents.

#### What do we aim to achieve?

- Increased awareness of socially responsible topics among students, staff, and the general public.
- Reflection of environmental and climate impacts as an integral part of activities.
- A holistic approach to the use and renewal of natural resources.
- The creation of an environment ensuring safety, equal access, and openness.
- Strengthening diversity and inclusion within the faculty.
- Ensuring that gender, identity, or physical disabilities are not limiting factors.

#### How will we achieve our goals?

- We will encourage socially responsible activities.
- We will expand the range of events focused on social responsibility.
- We will develop optional courses for students focusing on social responsibility.
- We will participate in national and international initiatives related to social and environmental responsibility.
- We will review the consumption and use of natural resources, explore ways to minimize waste, and reduce the use of disposable products.
- We will promote understanding among students and staff and support the integration of individuals with specific needs.

#### Indicators

- Number of socially responsible activities and educational programs in the field of social responsibility.
- Evaluation and reduction of potential gender pay gaps.

### Goal 2: Building a community



Academic and non-academic staff are essential for fulfilling the faculty's mission and vision. Therefore, ensuring their development and creating a suitable working environment must be a fundamental priority for FIM UHK. A key component of the strategy is the continuous support of employees' career and personal development. The faculty must also consistently strengthen the sense of belonging among its students and staff while building strong ties with its alumni.

Current state: A detailed analysis of the current state was conducted by UHK as part of the feasibility study for the project *Development of Capacities for Research and Development at the University of Hradec Kralove*, aiming to obtain and maintain the *HR Excellence in Research Award*.

### **What do we aim to achieve?**

- Enhancing the faculty's appeal as a highly sought-after and responsible employer.
- Facilitating the career and personal development of staff through ongoing training in their areas of expertise as well as in language skills, digital competencies, intercultural skills, and other areas, supported by an effective and motivating career growth system.
- Achieving the highest possible level of a bilingual environment, relevant support for international staff, and the internationalization of services provided.
- Offering extensive options for work-life balance for both academic and non-academic staff, along with a diverse range of employee benefits.
- Developing institutional care for the health and well-being of UHK staff.
- Strengthening the sense of community and shared identity.
- Establishing a progressively communicating faculty based on a modern communication strategy.

### **How will we achieve our goals?**

- We will support horizontal mobility among staff to allow them to gain experience from different institutions.
- We will evaluate the current performance assessment system for both academic and non-academic staff and implement necessary changes, including linking assessments to employee remuneration.
- We will offer a diverse range of training and further education opportunities to enable continuous development of professional and general competencies.
- We will implement measures to support employees returning from parental leave and adopt further measures to promote work-life balance, particularly based on principles of flexibility and a personalized approach.
- We will provide targeted support for activities that help maintain or improve employees' physical and mental health.
- We will develop supportive infrastructure for the international mobility of both academic and non-academic staff, especially by removing barriers to participation.
- We will systematically innovate communication methods and organize joint activities to foster a strong identity and sense of belonging within the faculty community.

### **Indicators**

- Regular updates to the employee performance assessment system.
- Implementation of measures to support work-life balance.
- Activities supporting international staff.

- Growth in measurable social media metrics (reach, impressions, engagement, CTR).
- Regular internal monitoring of attendance at organized events.
- Social, cultural, and sports activities that promote community building and foster a sense of belonging.

## Priority V: FIM UHK modern and efficient

The faculty's priority is to enhance the system and process of strategic management. This development must include effective management and high-quality infrastructure that meets the faculty's needs. In line with UHK's efforts, the faculty aims to reduce the administrative burden on academic staff and other employees involved in creative activities.

### Goal 1: Strategic and effective management

The goal of the faculty is to be a strategically run institution where employees and students identify themselves with established priorities and objectives, working together to achieve them. Management includes fostering the faculty's openness and striving to create and exploit as many platforms as possible for exchanging experience, open discussion, and sharing best practices. Processes and management must not only follow modern trends but also reflect the needs and specifics of the institution. In line with UHK's priorities, FIM UHK aims to minimize administrative burdens on academic and research staff, allowing them to focus fully on their mission.

Current state: FIM UHK is an organization that is strategically and conceptually run. The faculty seeks to further develop its strategic mechanisms.

#### What do we aim to achieve?

- Strong identification with the strategic priorities, objectives, and measures outlined in the strategic plan.
- Regular evaluation and preparation of key strategic documents.
- Increased attractiveness of participating in independent and self-governing bodies of UHK for academic staff and students.
- High-quality management at all levels, well-prepared to perform their functions.
- Efficient document circulation within UHK to reduce unnecessary bureaucracy for employees.

#### How will we achieve our goals?

- We will develop and support the involvement of relevant stakeholders (senates, student organizations, etc.) in evaluating the strategic plan, including participation in the creation and revision of other strategic documents.
- We will systematically support the presentation of the priorities and objectives of the strategic plan.
- We will systematically strengthen the managerial competencies of faculty leadership and other managers to improve and professionalize the management of individual departments.
- We will actively seize the opportunities for experience exchange and sharing best practices within and beyond the university as part of educational, creative, and related activities.
- We will exploit high-quality management tools, data models, data warehouses, and controlled planning of achievable, objectively measurable goals.

#### Indicators

- Regular evaluation of individual objectives and indicators of the FIM UHK Strategic Plan 21+.
- Proportion of managers who have completed training in managerial competencies.
- Implementation of new tools/software for digitalization and electronization, including integration of agendas and processes.

## Goal 2: High-quality and modern infrastructure

The goal of FIM UHK is to maintain and offer a well-developed and high-quality infrastructure to support its primary and supplementary activities. The faculty is aware of the fact that high-quality education, excellent research, and other activities cannot be developed without adequate spatial and functional facilities. Therefore, FIM UHK aims to develop relevant infrastructure not only for academic and research staff but also for students and technical-administrative personnel. The faculty prioritizes equipping its spaces for educational, creative, and other activities to meet the needs of modern and flexible teaching methods, top-tier research requirements, and the demands of employees and students. Furthermore, the faculty building should foster social integration among students and provide a pleasant environment for leisure.

Current state: FIM UHK currently has sufficient spatial capacity to support its educational and creative activities within its own premises. The faculty provides students with above-standard teaching facilities, which are continuously renovated. Additionally, a comprehensive modernization of communication infrastructure is underway. However, this area is naturally subject to both moral and technical obsolescence. Thus, the faculty must invest significant resources to raise the standards of technology and infrastructure used in all activities.

### What do we aim to achieve?

- Maintain faculty spaces in a modern state while reducing building operating costs.
- Ensure continuously modernized faculty spaces, particularly with regard to information infrastructure, equipment, and opportunities for students' leisure activities.
- Provide high-quality teaching facilities that enable the use of modern, flexible, and distance teaching methods.
- Offer a comprehensive range of high-quality modern services in the field of information and communication technologies.
- Equip spaces with top-tier facilities for scientific, research, and educational purposes.
- Design offices and work/study spaces in line with current knowledge and trends, ensuring a focus on the health of staff and students.

### How will we achieve our goals?

- We will continue the gradual renovation of faculty spaces.
- We will seek sufficient financial resources for infrastructure development.
- We will modernize and expand the equipment of teaching spaces, including necessary material, information, and technological support for online education.
- We will modernize and expand specialized classrooms and laboratory equipment for research and educational activities at UHK.
- We will maximize attention to supporting and developing information and communication infrastructure.

- We will expand the number of electronically accessible resources.
- We will develop educational environments and facilities that correspond to modern and healthy lifestyle trends.

### Indicators

- Number of renovated spaces (classrooms, specialized laboratories, study zones) as part of modernization efforts.
- Financial resources allocated to infrastructure renewal and development.
- Amount of funds invested in modernizing teaching facilities and amenities for students and staff.
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## List of annually monitored quantitative indicators

I.1	Numbers of accredited programs by type and profile
	Numbers of study programs conducted in cooperation with foreign universities
	Attractiveness of study programs (number of applicants, admitted, and enrolled students)
	Rate of successful study completion
	Number of courses taught in a foreign language
	Number of final theses defended in a foreign language
	Number of courses taught by foreign experts through academic mobility
	Scholarships awarded to support exceptionally gifted students
I.2	Number of activities for developing pedagogical competencies of academic staff
	Number of participants in activities for developing pedagogical competencies of academic staff
I.3	Unemployment rate of graduates
	Proportion of graduates who completed an internship or traineeship
	Experts from the application sphere involved in teaching and practice in accredited study programs
	Number of students involved in courses/competitions supporting entrepreneurial activities
I.4	Number of lifelong learning programs offered, categorized by the mode of teaching (in-person/online)
	Number of internationally offered programs within lifelong learning (LL)
	Number of retraining and qualification enhancement courses offered
	Number of participants in LL programs
	Certificates issued for achieved learning outcomes
	Number of accredited courses
II.1	Volume of contractual research
	Total volume of research funding
	Proportion of publications in Open Access from the total number of Jimp/Jsc-type publications
II.2	Number of articles in the first and second quartiles of JCR Web of Science
	Number of research outputs involving collaboration with institutions from at least three countries
	Number of impactful articles in the first and second quartiles of JCR Web of Science under UHK's university-wide research directions
	Number of obtained excellent international projects (e.g., EU Horizon Europe, MSCA, bilateral GA CR, CoFund TA CR, etc.)
II.3	Numbers of accredited doctoral study programs
	Attractiveness of doctoral studies (number of applicants, admitted, and enrolled PhD candidates)
	Proportion of international PhD candidates
	Success rate of doctoral studies
	Average doctoral scholarship as a proportion of the average salary
	Average annual adjusted income of PhD candidates
	Number of PhD candidates participating in scientific and research grants
	Ratio of doctoral workloads to the total number of full-time PhD candidates

	Number of short-term international mobilities of PhD candidates
	Number of long-term international mobilities of PhD candidates
	Number of dissertations defended in a foreign language
	Number of PhD candidates completing internships in companies and other institutions
	Number of external foreign experts involved in verifying doctoral learning outcomes
III.1	Number of participants in foreign language courses for employees
	Number of participants in courses (seminars, workshops) on developing intercultural competencies for employees
III.2	Proportion of international employees
	Number of visiting academic and research staff
	Number of incoming staff mobilities by type (physical, virtual, blended, etc.)
	Number of study programs offered in a foreign language
	Number of courses taught in a foreign language
	Number of summer (or other) schools or courses for international students at UHK
	Number of participants in summer (or other) schools or courses for international students at UHK
	Number of incoming student mobilities by type (physical, virtual, blended, etc.)
	Number of international students supported through the scholarship fund
	Number of pre-departure and adaptation courses offered for international students
III.3	Number of outgoing student mobilities by type (physical, virtual, blended, etc.)
	Financial resources allocated for mobility support
	Number of preparatory courses for student mobilities by type (language courses, intercultural communication courses, etc.)
	Number of applications for selection procedures for student mobility
	Number of teaching groups involving both domestic and international students
	Number of international students involved in organizing faculty events
III.4	Number of international experts in teams
	Number of submitted and obtained international projects
	Volume of external financial resources obtained from international grant schemes
	Proportion of publication and other creative outputs in international collaboration
	Number of partnership agreements
	Number of strategic partners
	Numbers of joint projects, conferences, mobilities, and other activities with international partners
	Number of joint study programs (e.g., double degree or other types) with international partners
	Number of outgoing staff mobilities by type (physical, virtual, blended, etc.)
III.5	Financial resources allocated for international promotion
	Number of applications for study programs in foreign languages
	Number of applications from international candidates for Czech study programs
	Number of self-funded students
	Number of applications from international candidates for job selection procedures
V.1	Proportion of managerial staff who completed managerial competency training
V.2	Number of renovated spaces (classrooms, specialized laboratories, study zones) as part of modernization

	Financial resources allocated for infrastructure renewal and development
	Volume of funds invested in the modernization of teaching spaces and facilities for students and staff

## List of abbreviations

CR	Czech Republic
CTR	click through rate
DD	double degree
ECTS	European Credit Transfer and Accumulation System
EU	European Union
FAIR	Findable, Accessible, Interoperable and Re-usable
GA CR	Grant Agency of the Czech Republic
HIC	House of International Cooperation
IAB	International Advisory Board
IEP	International Evaluation Panel
JD	joint degree
JDJCR	Journal Citation Reports
LL	lifelong learning
MD	multiple degree
MEYS	Ministry of Education, Youth, and Sports
MICHE	Monitoring the Internationalization of Czech Higher Education Institutions
NAB	National Accreditation Bureau for Higher Education
SI UHK 21+	Internationalization Strategy of the University of Hradec Kralove since 2021
SI 2021+MŠMT	Internationalization Strategy of the Ministry of Education, Youth, and Sports since 2021
SW	software
SWOT	Strengths, Weaknesses, Opportunities and Threats
SZ UHK 21+	Strategic plan of the University of Hradec Kralove since 2021
SZ2021+	Strategic Plan of the Ministry for Higher Education for the period starting since 2021
TA CR	Technology Agency of the Czech Republic
UHK	University of Hradec Kralove
WoS	Web of Science

