

**EVALUATION REPORT FOR EVALUATION OF RESEARCH
ORGANIZATION IN THE SEGMENT OF HIGHER EDUCATION
INSTITUTIONS IN YEAR 2025**

HIGHER EDUCATION INSTITUTION NAME: Akademie múzických umění v Praze (AMU) - Academy of Performing Arts in Prague

COMPANY REGISTRATION NUMBER (CRN): 61384984

THE LIST OF EVALUATION UNITS IN MODULE 3: Divadelní fakulta (Faculty of Theatre – DAMU), Filmová a televizní fakulta (Film and Television Faculty – FAMU), Hudební a tanečná fakulta (Music and Dance Faculty – HAMU)

CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL

Name and surname: **Doc. Mgr. Katarína Mišíková, Ph.D.**

Phone number: [REDACTED]

E-mail: [REDACTED]

LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS

Name and surname	Position in IEP	Current position
Doc. Mgr. Katarína Mišíková, Ph.D.	Chair	VŠMU Bratislava, Slovakia
Prof. Jyoti Mistry, PhD.	Member	University of Gothenburg, Sweden
Emeritus Associate Professor Catherine Foley	Member	University of Limerick, Ireland
Prof. Véronique Perruchon	Member	Université de Lille, France
Prof. Bernd Redmann	Member	Musikhochschule Lübeck, Germany
Mgr. Petr Bilík, Ph.D.	Member	UPOL Olomouc, Czech Republic
Prof. Martin Prchal	Member	University of the Arts The Hague, Netherlands
MgA. Hana Strejčková, PhD.	Secretary member)	(non-voting Academy of Performing Arts, Czech Republic

PROVIDERS METHODOLOGIST

Name and surname: JUDr. Jan Buriánek

Phone number: [REDACTED]

E-mail: [REDACTED]

Date of on-site visit of higher education institution: 12.6.2025

In BRATISLAVA date 29.10.2025

Signature 
(IEP chairperson)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: HAMU Music and Dance Faculty of the Academy of Performing Arts

FORD: 6 - Humanities and the arts

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

The text provided a good introduction and overview on the status, including structures, ongoing processes and capacities. However, little information was provided about the mission and vision of R&D&I at HAMU. This might be read as a lack of strategic reflection about the general goals in the field of R&D&I for the entire faculty.

Most of the research activities at HAMU was centred around specific research centres. These were:

- the Institute for Choreology (ICH), conducting academic and artistic research on Czech dance culture from historical, theoretical, ethnological and cultural-anthropological perspectives. Of significance was the fact that the ICH is one of the few institutes in higher education in the Czech Republic dedicated specifically to dance research. The institute collaborated predominantly with domestic institutes and research organisations, and the Research Centre at the Music and Dance Faculty in Bratislava
- the Department of Composition, conducting artistic research closely related to the artistic activities of composers
- the Institute for Music Theory (IMT), conducting music-theoretical research on various individual and collective research topics
- the Music Acoustic Research Centre (MARC), conducting research on acoustics and sound perception, supported by research projects about low-latency online interactions between musicians, about the human voice, voice therapy and psychoacoustics, and about the preservation of artistic and acoustical richness of historical organs.

Most of the research activities attributed to the FORD 6.4 classification, but some were also relevant (as applied research) for classifications 1.2 (Computer and information sciences), 1.3 (Physical sciences), 2.2 (Electric Engineering), 3.1 (Basic Medicine), 3.2 (Clinical Medicine), 3.3 (Health Sciences), 5.1 (Psychology and cognitive sciences), 5.3 (Education), 6.2 (Languages and Literature) and 6.5 (Other Humanities and the Arts). Statistics showed a slight increase of research staff with a stable (although still low) number of female members of the research staff. HAMU offers a significant number of Master's and Doctoral programmes (including some in English), the number of which has increased over the years, but it seemed from the meeting with the vice-deans not all of these English speaking programmes were populated with students.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

There was clear evidence of research activities of a balanced (and in some cases high) quality across the research centres of HAMU:

- The cooperation of MARC and the CESNET, creating a low-latency online system for the interaction of musicians, was awarded the prestigious EUROPA NOSTRA prize. This system, called MVTP, holds great promise for the innovation of (higher) music education through new technologies. It has already been tested and used by higher music education institutions across Europe (including in the European Universities Alliance IN.TUNE), where it has supported virtual mobility of music students based on the high-quality sound and video (without any delay) that the system provided. This system could play a significant role in the further development of eLearning in higher music education, but also in other academic disciplines. The cooperation with CESNET has also led to various research projects funded by the Ministry of Culture, the CESNET Development Fund and the Ministry of Industry and Trade.
- The research done by MARC on the human voice, voice therapy and psychoacoustics, has seen peer reviewed publications and conference presentations, and was awarded Best Original Scientific Work by the Phoniatic Society.
- Various presentations at international conferences were held to present research outcomes of the MARC research on organs and of the research done by the IMT and Department of Composition.
- International scholars have given lectures about composition, music theory and music acoustics at various occasions.
- The ICH research centre is well recognised both nationally and internationally, particularly through presentations by its dance faculty at international symposia and conferences, invited lectures, workshops, and engagements in various dance research projects. For example, during the period under review, members of ICH participated in the International Council for Traditional Music's Symposia on Ethnochoreology (2021 and 2022) and the Dance Congresses in Bratislava (2022 and 2023). HAMU was represented at these events by women scholars including prof. Dorota Gremlicová, dr. Elvíra Němečková, doc. Lucie Hayashi, prof. Helena Kazárová, and Lucie Dercsényi. Also, members of the dance faculty, again all female, presented on "Dance as a Commodity, Dancer as Capital" at the ICTM's Symposium of the Study Group on Ethnochoreology in Lithuania (2021) and on "(In) visible dance research: From nationalism to ideology and liberalisation. The Czech case" at the following symposium in Slovenia (2022). Results were published in academic journals including živá hudba, (11/2020), and in popular science media.
- Guest lectures were also delivered internationally by faculty of ICH. For example, doc. Lucie Hayashi presented on "Dance Culture in the Czech Republic" at Ochanomizu University, Japan, in 2020
- ICH has hosted symposia and conferences at HAMU including, the national conference on "Dance Disciplines at the Elementary School of Arts" (2021); the international conference on "Dance Research and its Institutional Background in the Contemporary Cultural and Social

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

Context” (2022); and the “4th Symposium of the ICTM’s Study Group on Music and Dance of the Slavic World” (2023). The hosting of these events at AMU was indicative of the recognition of ICH as an important research centre for dance in the Czech Republic.

HAMU has multiple connections and joined projects with the national and international research community. HAMU’s frontrunner regarding the quality and quantity of research activities is MARC: The two awards reported emerged from MARC projects, Ing. Zdeněk Otčenášek from MARC was the only person present in a discussion group during the review visit. The dissemination into the research community of the work done by the department of music theory has been, even if of good quality, quite limited.

From a quantitative point of view, the contribution from the different institutes and departments of HAMU to the research community varied. MARC has a strong position within the national community and was in some projects also connected with European partners. MARC has realized research projects in very different topics and has also developed tools and devices. Some of these applications are also of interest for the industry. External collaboration activities of the other research centres or departments of HAMU were not on a structural level (e.g. structural joined research projects) but were more occasional and selective.

Recommendations:

From the evidence presented and known more broadly, the quality of the research activities at the main research centres at HAMU was of high (in some cases one could even say: world leading) quality. Nevertheless, the following recommendations could be made:

- The activities seemed to take place in some isolation with regards to the other departments of the faculty. Has there been a clear cooperation with the vocal department on the research done by MARC on the human voice and voice therapy? Have the performance departments of HAMU been involved in the testing of the highly advanced low latency online system MVTP? It would be imperative that internal connections within the faculty be sought in addition to collaborations outside of the faculty.
- The terms academic, scientific and artistic research seemed to be used throughout the faculty with different understandings. In particular, there seemed to be multiple interpretations of the term artistic research: even if it was difficult to come up with a precise definition of this type of research, a faculty-level (or even institution-level) discussion about what is meant with this type of research would be beneficial to exchange expertise and experiences while taking into account international literature, and, through this, build up a common understanding on the scope and methods of artistic research. This would also support the overall emancipation of this type of research within the faculty, the institution and the sector.
- It was not clear whether the international connections mentioned in the report were based on a clear internationalisation strategy or whether they took place based on mainly personal connections, or by chance. AMU strives for a stronger international profile: this would require a more strategic approach to international cooperation (e.g. through strategic partnerships with a limited number of like-minded institutions), also in the area of research.
- Provide support for the research results of ICH research projects which have been published in Czech in Czech-language journals and books to be translated into English or another international language, to allow for further dissemination of dance research results, and for collaborations with foreign/ international researchers for potential research projects on cross-cultural comparisons.
- Provide incentives and more support for involvement of dance faculty on editorial boards of international scientific journals

- Provide support for lectures at ICH by foreign/international researchers and guests relevant to R&D&I.
- Support an active search for international R&D&I partners
- Establish structural collaboration with other Czech institutions, e.g. musicological department of Charles University, and make this visible
- Foster participation in international Artistic Research platforms and activities
- Spread a variety of research topics and projects by involving more departments as a first step to develop more outreach as an important player in the Czech and international research community.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

In its self-evaluation report, HAMU listed seven research projects as the ones that were considered to be the most significant. Five out of seven of these projects were implemented by the research centre MARC. In brief, the most significant of these seven projects were:

- A project supported by the Czech Ministry of Culture on the preservation and restoration of the artistic and acoustic richness of historical organs. The project did not only address the restoration of the organs, but also set up a database on the instruments and their associated musical traditions. Organs are instruments that are uniquely important for the Czech and European cultural heritage. From this point of view, this research had a clear significance with regard to the preservation of musical and cultural traditions.
- The psycho acoustic / visual editor (PAVE) application was created through a project supported by the CESNET Development Fund. It is being used in speech therapy programmes, confirming its social application, and psycho acoustic listening tests of musical samples in the AMU faculties HAMU and DAMU.
- A project by MARC and CESNET leading to the revolutionary MVTP system, which will support online music teaching and music performance with high-quality sound and video with hardly any delay. This system is expected to have a strong impact on the further development of eLearning in education in music and possibly other disciplines.
- Projects supported by the Institutional Research Plan. These included various important projects in the field of dance, music theory, composition and nonverbal theatre. The following were examples from the faculty in ICH:
 - The two-year dance research project, “Dance in the Cultural Policy of the Czech Republic”, included the organisation of a conference - *Dance in Cultural Policy* (2019). This was an important research project on a national level, which investigated national policies regarding dance and dance artists in the Czech Republic; the recommendations made could potentially have national implications for dance and could potentially inform international discourses on dance in arts policies;

- Following the symposium on *Dance – Economy – Education* (2020), a two-year project “Economic Aspects and Commodification of Dance Art, Production and Education” was launched. This project aimed to summarise existing knowledge on the economic aspects of dance in the Czech Republic, including the position of dance in cultural politics, and contemporary discourse on the definition of the status of an artist. The research team delivered the research results at international symposia.
- The three-year joint ICH project with the DAMU Department of Authorial Creativity and Pedagogy on “Improvisation a Choreographic, Authorial and Creative Principle” (2021–2023); this project was indicative of the Interdisciplinarity and collaboration of ICH with other parts of the HEI, however, it was not clear from the SER what the research outcome of this project was, but it could have potential practical applications in the fields of dance and drama;
- The two-year dance project, “Dance Science: Basics, Approaches and Perspectives” (2023) was launched. The results of the latter project aimed to summarise the Czech dance-science discourse in a collective monograph with an anthology of translations of important formative texts in the field attached. This monograph formed an important reference text for dancers and others in the Czech Republic informing them of domestic and international discourses in the field. A later translation into English or another international language, might allow for further dissemination of the Czech dance-science discourse and allow for cross cultural comparisons.
- MARC is HAMU’s multidisciplinary base for its research infrastructure. This enabled the realisation of some structural research projects with significant results. The results of the project on methodology of preservation and restauration of historic organs are in practical use. It remains a bit unclear if the application in practice already reached the international level and what is done to spread the outcome in future. The results of the PAVE project can be described as research tool which currently is already in use in some universities. The MVTP project rewarded with the Europa Nostra prize was a cooperation of CESNET and MARC. It’s result gained additional relevance due to the pandemic. It has potential to gain more distribution. The MIT TRIO project addresses specific requirements of the private industry. The MARC project focused on voice and voice’s health is a good blueprint for an international collaboration project based on a program (RDE) that enabled a new research strand. The collaboration with medical research partners enfolds considerable potential. The project on “subjective and objective aspects of the quality of musical sounds” is more a basic research project but also connects to the voice’s health project. The results of this project seem to bear the potential for applied research in other fields. The projects realized within the Institutional Research Plan mostly remain within the classical framework of cultural studies organizing conferences and publishing the collected papers. Within these activities there are many notable contributions to specific research communities. The only significant contributions to artistic research merge from the composition department. The development of artistic research cultures in different departments and the activation of artistic or hybrid (artistic – scientific) research projects is starting but still on a basic level. MARC and (to a more limited extent) ICH have the capacities and knowledge to establish multidisciplinary projects that involve different faculties, departments or external partners. The IMT and the other departments mostly remain within their research communities.

The consistency with the vision and mission is unclear as there is little information on the strategy on research at faculty level. From documentation received after the visit, it seems that the research strategy is mainly focused on the distribution of funds to the research centres. Any reflection on how the work of these research centres may benefit the faculty more widely and what the strategic priorities on research for the faculty as a whole beyond the research centres was not to be found. This is unfortunate, as there is evidence of research work being done in the bachelor and master

programmes, e.g. in the requirement to write bachelor and master theses for all students. This may indicate the presence of an understanding of the importance of research/reflective skills for the future professional activities of the students, but no strategy or curricular vision was provided that underpins this. |

Recommendations:

- Develop a faculty-level research strategy that links the work in the research centres and the curricular activities in the study programmes at all levels. This strategy should also consider some ideas on research-based teaching, the importance of research/reflective skills for all students at all levels as tools for professional preparation, and information how certain choices are being made (e.g. on research topics and areas): are these choices coming from individuals or are they embedded into a more faculty-wide strategy?
- Create more incentives and foster Artistic Research
- Special support for multidisciplinary or hybrid research project
- Secure the financial and human resources for the three research institutes and especially for MARC
- Support the research teams to bring their research outcome into the economy and society
- Although there is some collaboration between, for example ICH and the theatre department, more collaborations and interdisciplinary research projects between the different faculty and departments could be further supported and developed.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

- The project of MARC and CESNET on the development of the MVTP system has already been mentioned above as being one that could have a significant impact on (higher) education in music and other disciplines. There is ongoing research regarding the methodology of application in different art forms and contexts. There is also significant impact on art practice and distribution as part of society, economic impact is still not to be seen. The impact will depend on a successful dissemination and use of the system. The project benefits considerably to sustainability of art practice.
- As mentioned above, the MARC project on the restorations of sounds of historical organs is one that closely connects to the preservation of Czech and European cultural heritage. It impacts on society by preserving cultural heritage and on sustainability by preserving long living music instruments from quality loss and destruction. The methodology developed in this project is apparently widely applied and used by organ building companies. Both MARC projects have no gender restrictions.
- The research project on “Dance in cultural policy of the Czech Republic” (2019–2020) focused on the then current preparation of a new cultural state policy and aimed to provide expert insight as a basis for political activities that significantly impacted dance art in the Czech Republic. Due to the symposia and conferences held, it was possible to articulate the needs of the field and the recommended changes for sustainability required in the state’s cultural policy. Researchers and stakeholders attended the debates, and in addition to academic studies

(published in živá hudba journal, 11/2020), journalistic articles on this topic were published in popular science media. This research project has therefore had application potential regarding changes in national policy regarding dance and lives of dance artists in the Czech Republic. These changes, however, may take time to be fully realised, but the project has drawn an awareness to dance and issues of policy at the national level.

- The research project “Dance in Economic Contexts” (2021–2022) was undertaken by an all-female group from the ICH and reflected on the pandemic period in which it was necessary to professionally support the field’s argument of economic sustainability of art, education and science; it had resonance within the international context and research results were presented at conferences and published in scholarly articles (živá hudba, 12/2021). The project had impact within the professional community; it was not stated in the SER what impact and research results had on the lay public.
- The research on the Czech composer and music theorist Karel Janeček was important from a national historical perspective (he led the department of music theory at HAMU for some time) and a compositional-theoretical one. Nevertheless, given the limited knowledge about Janeček and his work outside the HAMU and the Czech Republic, the impact of this research, even if important from a content point of view, could be limited geographically.
- The project “Sonic Immersion of Public and Private Listening Space” was important from a psycho acoustic (and therefore compositional) point of view, as it addressed the differences in listening to live performance and digital immersive listening formats (mainly through the use of headphones). The results bear potentials to improve the immersion experience of audiences listening to sound in different perception situations. The application of these results might impact the quality of listening experiences through improved technological settings. The project seems to still be in the experimentation phase but has potential to improve the dissemination of music experiences in society. The gender and sustainability dimensions are not actively involved here.

As can be seen, there were certainly efforts to bring research results emerging from HAMU into society. The process of disseminating the research results and to transfer it into practical applications of social relevance could be expanded in most of the project outcomes described.

Recommendations:

- It is recommended to see the need to reach an impact on society not just externally but also internally. Strategies should be sought that would support the impact of the research outcomes within HAMU itself. A good example is the use of the low-latency system development by MARC and CESNET, which could be an interesting tool for the innovation and internationalisation of performance studies at all levels at HAMU.
- Provide internal structures and support for research projects that have the potential to impact positively on society – social, cultural, and wellbeing. This could be guided by the idea of artistic citizenship.
- Offer more institutional support in the finding of partners in the private economy and in entrepreneurial contexts.
- Explore more systematically and consequently applications that benefit to sustainability. Take specifically into consideration the effects and potentials regarding sustainability in every research project.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

3 - Average

Qualitative assessment:

There is evidence that the results of the HAMU research projects were widely reported upon in monographs, articles (e.g. through its own institutional publishing house NAMU), and conference presentations. During the meeting with PhD students, observations were made about the lack of financial support towards open research sources that could be used by the students to publish their research outcomes. Furthermore, several of MARC's research outcomes led to applications in practice:

- In the realm of the research on human voice, voice therapy and psychoacoustics, a voice recording and analysis system was created that is being used by voice professionals in higher arts education institutions, universities and institutions for public health. A system for visually assisted audiometry was designed for young children; this is a good example of a socially relevant research application. Furthermore, a paid course was created in cooperation with an institute for the treatment and research of communication disorders.
- In the realm of the research of organ restoration, research products aimed at organ restoration to be used by musical instrument manufacturers and restorers of musical instruments. In table 3.5.1, there was evidence of some income from research products: this income was not at all substantial, but given that patents and commercially applicable research outcomes are unusual as an outcome of research activities in higher arts education institutions, it was relevant to note here.
- Within the ICH realm, research projects were generally within the academic realm, but transfer of results into practice were also within the area of practical workshops both within HAMU itself and within the public arena.

Most of the research results were disseminated within the sphere of academic research. Even though the SER stated that various centres and departments worked together with the sectors where the research outcomes could see their application, the examples for transfer into practice concentrated mainly on MARC projects. It seemed to be clear that research-based applications developed in MARC were quite widely spread, especially in the field of medicine or the manufacturing, restoring and surveillance of music instruments. MARC has developed software tools in the field of medical diagnostic that are used in clinical contexts and by therapists. The hardware and software tools in the field of music instruments are also used by the private industry. There were no start up or spin off activities mentioned. Effort and success in acquiring new users seemed to be limited.

Recommendations:

- Provide incentives and support across AMU for the further development of applications of research results. These applications could be developed within and outside of academic settings including educational and healthcare settings, non-governmental organisational settings, community dance settings, festivals, and more.

- Initialize, support and spread activities to acquire (more) users
- Bring more knowledge and incentives of entrepreneurship to the academic community including PhD – students
- Support MARC to spread the use and commercialisation of the developed tools internationally

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

3 - Average

Qualitative assessment:

There was evidence of various activities in HAMU which aimed at popularising the outcomes of research activities, but they mainly remained in the academic circle of the research topics themselves. These were mainly publications, workshops, conferences, symposia and webinars in and outside the Czech Republic. However, it is worth noting that as well as organising a number of workshops, conferences and symposia, the ICH conference on “Dance in Cultural Policy of the Czech Republic” was attended not only by dance researchers but also by the main figures in Czech dance art – heads of dance conservatories, festival organisers, critics, and performers. The conference provided a platform for discussion and communication with central stake holders in dance in the Czech Republic, thus supporting the popularisation of R&D&I.

Other platforms intended for R&D (the faculty website, social networks, the Živá Hudba journal and ArteActa) were being used also. An interactive website was published as a result of the research on the human voice, voice therapy and psychoacoustics. The Department of Composition has presented live performances of works and installations that have been created as part of its artistic research activities; there is great potential to spread outcomes of artistic research in public events. It was seen as a strong point of the research activities at AMU that the institution has its own publishing house NAMU, which is at the disposal of all its researcher centres and researchers. There was also evidence of the use of the Artistic Research Catalogue, an international repository in the area of artistic research.

Recommendations:

- While the evidence of efforts to popularise the research output is present, there could be scope for a more consistent approach towards international publication and dissemination. In particular, the Artistic Research Catalogue could be used for this purpose and not just for the more scholarly articles, but especially for the research outputs of the Departments of Theory and Composition. With its flexible setup for the use of various media (text, videos, sound clips, etc.), the Artistic Research Catalogue can support research products of both scientific and artistic research very efficiently. The Catalogue could even be used for the bachelor and master theses of students from all other departments; this way it could develop as a long-term repository for research output that could support student research activities in the future.
- Develop and support a series of public lectures, interviews, and / or dance workshops as a means of furthering the dissemination of research results and increasing the visibility of research activities.
- Develop formats and series to bring academic and artistic research results into the public (live events, media)
- Systematise the publishing strategy and collaborate with specialized and general media to spread information about research activities and outcomes

- Foster research topics in the field of educational, public and applied musicology, music theory or dance studies

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

3 - Average

Qualitative assessment:

There was some evidence in the self-evaluation report on how recommendations from the previous evaluation panel had been handled by HAMU or further developed. The most important step seemed to be the creation of a Centre for Doctoral Studies AMU. From conversations with PhD students, however, it seemed there could be more efforts made to bring doctoral students together from the different faculties (as well as with international peers) where there could be a sharing of research perspectives, approaches, methodologies, and more. Evidence of activities leading to the application of research results and the transfer of technology (even in commercial terms) was present, but there was little evidence if this had increased since the last evaluation. Considerable progress was also made in the outreach by implementing new digital publication tools. Less activity was observed in the fields of technology transfer, commercial activities and internationalisation. The use of the Artistic Research Catalogue was seen as a positive development; please see the recommendation in the previous section. Another positive step was the introduction in 2022 of the doctoral study programme in “Dance Art and Nonverbal Theatre” at HAMU with its four profiles. This doctoral programme” was offered in Czech and English, and should potentially attract both domestic and European dance scholars and dance artists, however, an institutional internationalisation strategy is required to make this a reality. Internationalisation (with regards to the dissemination of research results and student recruitment to the Master’s and PhD programmes) was indeed also mentioned as a recommendation: there was no evidence of a consistent internationalisation strategy at institutional or faculty level specifically addressing research.

Recommendations:

- Develop strategies and activities that will create interconnections between research centres, PhD students and alumni, both within the faculty and across the academy. The Centre for Doctoral Studies should play a leading role in this regard.
- A more strategic approach towards internationalisation will be needed to support the international dissemination of research results and the presence of more international students. This strategy might also address how AMU might support foreign guest lecturers, particularly in the ICH.
- Please note the recommendation towards the Artistic Research Catalogue in the previous section.
- Set up programs to intensify efforts regarding technology transfer, entrepreneurship and internationalisation of research activities
- Foster transdisciplinary scientific and artistic research to gain more visibility

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	3 - Average
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	3 - Average
3.7 Implementation of the recommendations in Module	3 - Average
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: The research executed in the research centres of HAMU show evidence of a balanced quality. The research in the research centres MARC and ICH are also of significance internationally and see applications in the music and dance sectors, as well as society more broadly. Artistic research is presented by the Department of Composition, but there is little evidence of Artistic Research activity in other departments, which has potential for further development (e.g. in the Bachelor and Master theses of students). Further areas of development are the dissemination of research results within the faculty, across AMU and with society, incentives for PhD students to cooperate with students in other faculties and internationally, and an internationalisation strategy that includes proposals for international cooperation in the area of research and the international dissemination of its results.	
Summary recommendations: - Develop a faculty-level research strategy that links the work in the research centres and the curricular activities in the study programmes at all levels addressing opportunities with regards to research-based teaching, consider the importance of research/reflective skills for all students as tools for professional preparation, and give guidance on how certain strategic choices (e.g. on research topics and areas) could be made. This strategy could make use of information coming out of the ongoing discourse on (artistic) research in higher music education at European and international level. - Strengthen the dissemination of research results within HAMU, across AMU and outside the institution through a closer cooperation with other departments within HAMU, other faculties within AMU and with societal partners, including the development and dissemination of commercial applications for the music industry. - Engage a discussion on the scope and relevance of artistic research so that a common understanding of artistic research is developed across the faculty at all levels of education (from Bachelor to Doctoral studies) and how it could be used in all departments (not just the Department of Composition). - Foster more cooperation with PhD students at other AMU faculties. - Include into the research strategies (at both faculty and institutional level) a reflection on how research skills can be strengthened within the regular curricula of all programmes (Bachelor and Master) with the aim to support the training of research and reflective skills in preparation of students to become future reflective practitioners and in preparation of students for PhD studies. - Develop a faculty-wide internationalisation strategy with strategic partners making use of international networks and alliances, which will include the international cooperation in	

research and the international dissemination of its results, e.g. through the Artistic Research Catalogue.

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: DAMU Theatre Faculty

FORD: 6 - Humanities and the arts

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Considered DAMU units with research potential are The Institute for Research into and Study of Authorial Acting (UVSAH), The Institute for Theory of Creation in Scenic Arts (UTST), The Research Institute of Alternative, Puppet and Special Theatre, and The Department of Theory and Criticism. Its research in performing arts but also in management (The Department of Arts Management, KP), and areas related to collective memory (museums, galleries, libraries, etc.). This diversity in the same of Theatre gives DAMU a rare extent.

DAMU is structured in Research units

- The Institute for Research into and Study of Authorial Acting (UVSAH)
- The institute for Theory of Creation in Scenic Arts (UTST),
- The Research Institute of Alternative, Puppet and Special Theatre,

and one department that collaborates in research:

- The Department of Theory and Criticism

The main area of research concerns the authorial notion in acting studied with psychosomatic disciplines and specific tendencies in acting in theatre culture. Applied research in this area carried out by UVSAH focuses on using the obtained data in artistic creation, social creation, and public activities.

The research is also based on the relation of staging in life and art (scenology). How they are connected, the innovation and tradition in the evolution of Czech theatre (from the historical perspective, in the context of the emergence and evolution of European theatre) and in the relation of stage expression and stage set (from the theoretical perspective). This research is supervised by the UTST which is directly connected to both artistic practice and the doctoral study program Scenic Art and Theory of Scenic Art.

The third pillar of research is based on the interaction of stage components in the puppet and alternative theatre which comes from a strong tradition of the Czech puppet theatre. Its principal aim is to support creative interaction between research and technological development with impact beyond theatre creation and practice.

DAMU participates in the AMU system of internal research support (R&D&I), namely the Project Competition and the Student Grant Competition which serve to select fundamental, applied, and recently also artistic research projects in an open competition.

DAMU also has a specific doctoral program among the three currently at the faculty, entitled "Scenic Creation and Theory of Scenic Creation".

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

4 - Very good

Commentary:

At DAMU some research is more naturally turned towards fundamental research because of its specific field, such as the research conducted by the Department of Theory and Criticism, KTK. Others can be identified as fundamental because they are producing conventional outputs as print books, or because the academic staff of DAMU participated in editorial boards of international scientific journals. Others can be considered partially linked to R&D, in the traditional sense of research. It's the research connected to teaching, artistic, and research activities. In AR, and precisely in theatre, the research-creation is also known and recognized by the performance and the public reception. Performance is the visible way of research on technique of an actor's play, or theory of acting. This type of research is conducted on stage and in seminars in collaboration with students. The research-creation reaches its audience both through representations and through the publication of the results or thanks to research processes on the acting and theories of the actor which is the core specialty of DAMU. The main point of this observation is less the output support than the recognition of DAMU research that it presents in the AR field specialized in the theater area. These considerations make it possible to identify the position of the evaluated unit in the R&D&I research community.

Among the significant R&D&I awards for DAMU during the evaluation period reference in Table 3.2.1, we notice different prestigious awards from institutions as Czech Academy of Sciences, Theatre Research Society and Czech Academy of Theatremakers which salutes both the entire prestigious career (prof. Jaroslav Vostrý) and the contribution of doctoral work enriching the knowledge of theatre and its dissemination (Dr. Lukáš Brychta and Alice Koubová).

As previously mentioned, the academic staff of DAMU participated in editorial boards of international scientific journals (especially, prof. Jan Vedral, prof. Jaroslav Provazník, doc. Daniela Jobertová, Dr. Radka Kunderová, Doc. Lukáš Jiříčka) for Slovenské divadlo, The Journal for Drama in Education, ArteActa, Theatralia, Divadelní revue, Didaskalia, Gazeta Teatralna.

Between 2020 and 2024, DAMU members have published nearly 400 texts (all genres combined: peer-reviewed articles, scholarly books, book chapters, conference papers, others) and also organized conferences. This adds up to an average of 100 texts per year, of which approximately 60 are published in English. DAMU is a very productive unit that is concerned with the transmission of the knowledge of research.

The position of the unit in the R&D&I research community is based on its capacity to be invited to foreign institutions and to invite foreign academics and other relevant guests. In this field, we notice, for example, that doc. Jitka Goriaux was invited to Aarhus University, Department of Dramaturgy: EASTAP Conference: Dimensions of Dramaturgy (2003), and also to Université de Montpellier (2019), doc. Martina Musilová to University of Warsaw, Centre for Research on Culture, Language and Mind (2020), Dr. Linda Dušková to University of Lisbon, Centre for Theatre Studies. DAMU also invited foreign scientists and other relevant guests such as prof. Lucy Tateo from University of Oslo,

prof. Pina Marsico from University of Salerno (2003), prof. Janinka Greenwood from University of Canterbury, School of Teacher Education (2020), prof. Stephen Parker from Cardiff University; Manchester University, prof. Jean-Louis Besson from Université Paris Nanterre and prof. David Barnett from University of York in 2019.

The staff of DAMU is involved in the evaluation of national and European research projects or programme calls relevant in the R&D&I area, which is a sign of their reputation and efficiency in the field: The Research, Development and Innovation Council (R&D&I Council) - Charles University, The Research, Development and Innovation Council (R&D&I Council), Arts Institute - Theatre Institute, Ministry of Education, Youth and Sport, Czech Science Foundation.

In view of these facts, DAMU appears to be a unit particularly well involved in the different strata of institutions in the R&D&I research community, local, national and international research.

Recommendations:

- Point of vigilance is the underrepresentation of women in research positions.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

Seven departments and three research units of DAMU cover different aspects of theatre in a special and singular way. It is an institution with a good structure built around the central pillar of cross performing arts and theoretical research.

In the field of research and innovation in theatre DAMU combines fundamental, artistic and applied research with an emphasis on innovation and challenging practices.

The institution's departments, such as the Department of Alternative and Puppet Theatre, the Department of Drama Theatre, the Department of Scenography and the Department of Authorial Creativity and Pedagogy are described as centers of academic and artistic excellence. They rely on contributions of key figures who have played a key role in the development of theatre research, pedagogy and practice (SER 41). Precisely, Professor Jaroslav Vostrý, who won an award from the Czech Academy of Theatremakers for his life-long contribution to theatre, has been a prominent figure associated with the faculty. He founded KTK, UTST, the academic journal DISK (ISSN 1213-8665), the academic series DISK and wrote many scholarly publications and articles. Idem for the Department of Drama and Education (KVD) which stands out on the national level: it is the center of excellence for the implementation and methodological support of the application of dramatic arts in teaching. It is also based on the major investment of Professor Mgr. Jaroslav Provazník who was involved in numerous responsibilities, such as the president of the Creative Dramatics Association, and editor-in-chief of Tvořivá dramatika, the only academic journal in Czechia focused on all areas of drama in education. The Department of Authoritarian Creativity and Pedagogy (KATaP) is also

distinguished by dialogical interpretation, a unique practice invented by the department's founder, Professor Ivan Vyskočil.

The institution is built on the strong tradition of the Czech theatre while seeking to innovate and explore new approaches, for example by the use of AI in writing to build and train a system for the automated generation of theatre scripts. The main output project is THEaiTRObot (SER. 46).

For the evaluated period, we notice the staff's capacity to participate in international research (see 3.2)

Among other contributions is involvement in the editorial boards of international academic journals and evaluation of R&D&I results. This information highlights the international and interdisciplinary commitment of researchers in the field of arts and culture (SER. 42). Specifically, researchers, such as Dr. Jitka Pavlišová participated in the international R&D groups Humboldt-Gesellschaft (Germany) and Werfel Gesellschaft (Austria), Dr. Jan Jiřík participated : in the "Reclaimed Avant-Garde" research group under the patronage of the Institut Teatralny in Poland, Prof. Jana Pilátová participated in the Institut im. Jerzego Grotowskiego in Poland, Prof. Jan Hančil is a member of the Advisory Board of the Stanislavski Centre, Dr. Jitka Goriaux participated in the international research project on acting "Être et jouer" led by La Manufacture, Haute École de Théâtre de la Suisse Romande. There is an increase in the international impact of research, as shown by the research on the audience segmentation system in European theatres in 2018-2021 and the Unlock the City project, which began in 2023. This international cooperation in research needs to be encouraged (SER 57).

There are numerous monographic publications into scene and drama II (2019–2022). We notice around ten (SER 47) whose themes (acting examined historically in the context of the emergence and evolution of European directorial theatre in the second half of the 20th century) seem to unite the members involved, notably because it opens a reflection on the relationship between stage expression and decor, particularly in the concepts of Stanislavski and Brecht (SER 47).

The Ministry of Culture's NAKI II project (2018-2020) led by Dr. Vladimír Novák, focused on inclusive artistic creation, particularly for people with disabilities. In four research phases the project identified current challenges, developed practical approaches and fostered public perceptions of disability through art. Key results included 29 workshops, three symposia, an exhibition, a critical catalog and a video documentary entitled "Nest for the Soul." This interdisciplinary initiative combining art, education and social integration offers innovative methods for inclusion and research on theatre practices for people with disabilities (SER 45).

The "Live Performing Arts and COVID-19" component of the "Business and Performing Arts" research area analyzed the economic models of the arts sector, merging economics and cultural studies (SER 48).

This is excellent evidence of the development of research focused on society. These interdisciplinary collaborations and approaches have strengthened the unit's capacity to address complex challenges, innovate theatre practices, and contribute to the wider cultural and academic community. They enrich knowledge about theatre, innovate artistic practices and provide practical tools for professionals, as the examples chosen show.

However, we do not notice any contractual research activities. The funding for research is not constant due to funding through calls for proposals.

Recommendations:

- It is advisable to downplay high dependence on institutional funding and seek foreign grants to support research activities.

- If academic and artistic excellence rely on key figures in the development of theatre research, pedagogy and practice, it is necessary to open up to new collaborations through recruitment, particularly by creating a space for women in the team. The underrepresentation of women in professorial positions (they are mostly in the positions of assistant professor, technical, and economic staff categories) is truly problematic. This is compounded by the aging of staff at the upper echelons of teaching (a shortage of people in the 30-39 and 40-49 age groups, SER 34).
- AMU is advised to take advantage of international opportunities that create momentum, as Dr. Jitka Goriaux did with her participation in the international research project on acting "Being and Playing" led by La Manufacture, Haute École de Théâtre de la Suisse Romande. This international momentum must be strengthened. SER 50-51

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

3 - Average

Qualitative assessment:

DAMU has a specific doctoral program among the three currently at the Faculty, entitled "Scenic Creation and Theory of Scenic Creation". DAMU stands out nationally and internationally for its conception of dramatic theatre, which is not limited to text theatre but is based on theatre where the actors decide on their actions. The research carried out in this doctoral school focuses on scenic creation and its theory, exploring the societal issues related to this approach. The scenic (scenology) studies, i.e. the scenic aspects of human activity, integrating new technologies and media. This interdisciplinary approach aims to understand how stage events are conceived, experienced and interpreted, questioning the boundaries between art and everyday life. Theatre thus becomes a means of exploring different forms of expression in various artistic, social and political contexts, by staging human behaviors. This program is an excellent example of research impact on society.

However, the existing or prospective research on society is not very readable in the SER. (SER 50-51). We find more results in Table 3.3.1 "Projects supported by public funds" (SER 49): MoC: NAKI, Research of Artistic Creation in Specific Integration Group (with People with Disabilities; Creative Europe, ASSET: Audience Segmentation System in European Theatres; TA CR, THEATRE: Artificial intelligence as the author of a theatre play? (co-researcher); TA CR, performing arts and COVID-19 current impact as an innovation challenge; Creative Europe, Unlock the city! The theatre is a tool to re-think the landscape of the post-pandemic city, because all of those are directly turned on by society effects. Those should be precise, in particular, how the results are used by various users, persons or institutions for which the result is relevant? Mainly, Plicková, K. Pozorovat prázdný prostor: Tři současné podoby autorského neinterpretáčního divadla. Prague: NAMU, 2022. The recommended gender and sustainability issues are not taken into account.

Recommendations:

- Globally, SER should report precisely about the social impact of results, especially since the objects of the research include the subject exactly.

- The faculty promotes its research through standard channels (social media profiles, websites, e-newsletters and press releases), they also use podcasts, Youtube... (SER 55). It should be valued as a research output.
- The dynamic examples like Scene and Drama II (SER 47) which opens a reflection on the relationship between stage expression and set designer should be the bearer of open and more current fields of research such as the place of ethics of AI in artistic field.
- The recommended gender and sustainability issues should be taken into account.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

4 - Very good

Qualitative assessment:

DAMU created the academic journal S-E-T (ISSN 3029-5084) in 2022 and presented it on the Research Catalogue platform of the Society for Artistic Research - AMU's academic journal, ArteActa. SER 35.

The faculty promotes its research through standard channels (social media profiles, websites, e-newsletters, and press releases) (SER 55). For example, the 2022 symposium featured an information campaign. The faculty issued a press release that was circulated in several media outlets and also leveraged the influential name of a keynote speaker: German stage director Thomas Ostermeier and Dr. Jitka Goriaux as she specializes in his work. (SER 55), but this is not valued as a research output. The international importance of the guest is already an extremely rewarding cultural issue for DAMU.

As it was said above, the research-creation goes through a process whose culmination is the theatrical performance submitted to a demanding audience. This result is in itself a way of making research in the field of cultural industries public. The number of these productions is very respectable. DAMU also publishes very large number of publications (cf. 3.2).

In another way, the relationship between AMU and other collaborating universities on the doctoral students' conference Territories of Art – AVU, UMPRUM and JAMU is a good way for sharing and deployment of knowledge. The conference of doctoral programmes the Territories of Art is designed to bring together PhD students from these universities and from Slovakia and also from Sweden and Germany. Students create their own panels and posters, which creates an international research community.

Researchers published works about important subjects that have an impact on international theatre culture, for example: "Mikhail Chekhov and Current Actor Training in the USA" by Lenka Burke Pichlíková which will be soon translated and published at Routledge Editions in London. A book that is a very representative product of research and creation in theatre. Its author is a practitioner, teacher and researcher who has conducted her research in the United States with DAMU. Such publications contribute greatly to the influence of the research carried out at DAMU.

Recommendations:

DAMU should consider answering the question how to find its place in the perspectives of the cultural industry.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

3 - Average

Qualitative assessment:

The research-creation goes through a process whose culmination is the theatrical performance submitted to a demanding audience. This result is in itself a way of making research in the field of cultural industries' public. Also, the number of productions is very respectable.

However, we need more details in that area.

(p.55) The symposium "Word: Bertolt Brecht: Contradictions as a Method" was held in 2019 and the other "Stanislavsky's Last Words" in 2022. The symposiums were framed by a campaign targeting both experts and the general public: the faculty issued a press release that appeared in several media.

All of this paragraph (p.56) needs factual precisions: "The research on special theatre holds an annual Symposium of Research on Artistic Creation in Specific Groups, open to the public and presenting or reflecting on research and art projects of theatre makers in specific groups (e.g. people with disabilities, elderly, deaf etc.). The research on contemporary puppet theatre was presented to the public at a field conference, Life of the Puppetry Tradition (2020 and 2021) and was also aimed at practitioners ». All of this paragraph (p.56) needs factual precisions because those actions are precisely in the field of popularization of research results.

Recommendations:

SER offers only limited information on popularization of research results. It is therefore advisable to be more precise in this domain.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The unit has endeavored to respond to the criticisms and remarks made during the last evaluation while maintaining the specificity of its identity in research-creation.

Regarding the separation (distribution) of research governance between what is the responsibility of an institute and a department, the things that have recently begun must be deepened and solidified. In this way, DAMU is an example. The situation now is quite flat at the Theatre Faculty, and the research is really determined and defined by individual researchers. They make it transparent from the inside & from the outside. That is the way which could be followed by the other units of AMU, choosing some strategy and themes that would connect people around some topics. This is what the new team (for 3 months at the time of the visit) is working on.

I.e. "As for the structure of research, yes, we have seven departments plus three institutes. It's important to say that the institutes have almost no employees, they have directors who are always subordinates of heads of departments. So this shows that we are now getting acquainted with the situation and starting to think about how to eventually restructure the research." Dean Daniela Jobertová during the on-site visit

SER states on page 57: "The increase in commercial aspects of applied research was found unrealistic in the reference period because it is not the primary focus of research at the faculty".

Apart from this point, which is not negligible, the unit has taken very good account of the remarks of the previous evaluation and has tried to correct them. Especially by restructuring research in the institute. Apart from that, this area would be excellent.

Recommendations:

- DAMU has developed its own highly efficient and high-level research while overhauling the governance of the institute through the doctoral program. For this reason, it can serve as a model to follow.
- There's actually no real communication about the topics across and among the units, DAMU should be an example in this domain.
- Highlight studies on gender issues that do not appear in the SER but were indicated during the exchanges, such as some projects like: "Female clown character, gender stereotypes, the generational perspective". (Sylva Stejskalova (HAMU), 10:30-12)
- About SER57: « 4. The increase in commercial aspects of applied research was found unrealistic in the reference period because it is not the primary focus of research at the faculty". It is not true. DAMU (and AMU) should reconsider this point in the industry's culture and their specialties. They contribute to the cultural enrichment of the country. They have to change their point of view on this question.

EVALUATED UNIT RATING

Evaluation of unit

Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	3 - Average

3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	3 - Average
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: DAMU in the evaluated period had a rich research activity as shown by the national and international involvement of the researchers, the quantity and quality of publications, and the commitment to the doctoral program that will serve as an operating model for the whole of AMU. DAMU is an unit that reflects on its activity, its deployment and the recognition of its productions as a team.	
Summary recommendations: DAMU is encouraged to better list and publicize the products of research in its various forms. Especially: - By promoting the processes and productions that bear witness to this. - By considering research activity in the arts as part of the cultural industry. - By ensuring the renewal of people, in particular by making more room for women.	

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: FAMU Film and TV Faculty of the Academy of Performing Arts in Prague

FORD: 6 - Humanities and the arts

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

The artistic education at FAMU is complemented by all three areas of research activities: scientific research, applied research and artistic research. The faculty strives for even distribution of research activities across departments by a well-conceived system of institutional support of R&D activities. The three-year institutional research plan provides a support framework for two research teams, the internal grant competition and student grant competition support projects on yearly basis, the Fellowship in Artistic Research allows for short-term support of artistic research projects by all members of the academic community.

Science, Research, and Development Department supports both internal and external grant applications with administrative and implementation assistance, researchers are further encouraged to apply for external grants also by financial rewards.

FAMU provides its researchers with a stable and predictable research environment which results in variety and quality of the conducted research.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

4 - Very good

Qualitative assessment:²

During the period under review, FAMU was present in national and international research community through the publication of research outputs, international research cooperation within existing FAMU-led teams, series of conferences organised around research projects, invited lectures and membership in peer-reviewed academic journals.

Among the most recognised activities is historiographical research on Czech cinema and cinema institutions (notable publications by Jan Bernard and Tereza Czesany Dvořáková) and international research project Operational Images led by the Department of Photography which not only fostered research cooperation but also resulted in several lectures of FAMU researchers Jaroslav Švelch and

² Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

Tomáš Dvořák abroad, as well as lectures of foreign experts at FAMU. Recognised scholars with international recognition were involved as part-time FAMU researchers, thus broadening the international recognition of research conducted at FAMU.

Student award Jacques Derrida Prize awarded by the French embassy in Prague to doctoral student Lea Petříková is a positive sign of international recognition of research conducted at FAMU. There is no evidence on prizes awarded to other researchers.

No FAMU researchers are members of national or European research project calls, and the faculty recognises this as a future challenge.

Recommendations:

It would be desirable to strengthen the position of FAMU in the international research community not only by involvement in R&D review processes, but also through involvement of more FAMU scholars in international research projects and connected invited lectures. A sustainable model of collaborations which would make the research environment more wholistic and not based on singular relationships should be also based on transuniversity and transnational research projects with FAMU's input.

The faculty could also benefit from a more geographically diversified choice of invited lectures held at the faculty, as during the period under review, most lecturers were from developed countries of Western and Northern Europe or the USA.

A closer link to the audiovisual industry and the academic fulfilment of its needs in the period of transition should be enhanced in order to further boost the recognition of FAMU's research activities.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

FAMU showcases a significant variety of quality scientific research in several areas. It must be acknowledged that the most significant research projects were supported by national grant programme schemes GA ČR, TA ČR, Ministry of Culture, and Czech Film Fund.

The project Operational Images led by the Photography Department and supported by GA ČR enabled for a creation of international and interdisciplinary research team with impressive international publication outputs.

The project Complex Care for Cultural Heritage in Field of Gaming Applications creates an innovative and pioneering framework for interdisciplinary cooperation on national level that develops tools for preserving digital games as cultural artefacts. A strategic step with good timing is tied to the establishment of new study programme Game Studies.

Department of Animation participated as a partner in the TA ČR funded project of applied research Increasing the Efficiency of Animation Production by combining stop-motion animation with 3D CGI technology. This project can be viewed as an example of good practice of academic fulfilment of the audiovisual industry's needs.

The project FAMU Films 1946-1070: A Catalogue of Films supported by the Czech Film Fund is an important research project concentrating on the role of FAMU as an active force in the Czech cultural

heritage of the socialism period and contributes to the historical study of the faculty as an institution.

These major collective research projects are complemented by internal grant competition projects and artistic research projects.

Recommendations:

FAMU has taken up the challenge of implementing artistic research strategy through the program of Artistic Research Fellowship and through the internal grant competition. However, it seems that the most important R&D outputs are produced in the field of scholarly basic and applied research tied to either historical or archival research or to theoretical concepts. A clearer focus on how to encourage more visible artistic research projects would be beneficial.

A more balanced involvement of FAMU departments in R&D activities would be advisable. The focus of the Department of Audiovisual Studies, which is defined as research-oriented, is unclear in this respect and the scope of its research outputs does not correspond to this in comparison with other units.

International funding of FAMU research projects is lacking and there is a heavy reliance on national and internal funding. A more rigorous approach to international fundraising and an increase in international competitiveness would be beneficial. Erasmus+ and EU application bids should consciously seek out more collaborations with films schools from abroad who also have research programmes.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The most significant impact of research conducted at FAMU on society lies in publication of its outputs both domestically and abroad. Several publications (e.g. Jussi Parrika's Operational Images, Lucie Králová's Book on Television, or Tereza Czesany Dvořáková's paper on the first 25 years of history of FAMU) have become key references in their respective fields, bringing interdisciplinary research insights, serving the academic community, and raising the public awareness of various issues connected to audiovisual media. Proportionally half of the most significant research outputs were produced by female researchers, however, there does not seem to be a notable interest in gender-focused research issues. The sustainability angle is tackled by several projects (e.g. Markéta Kitnerová's We Are Public Space and Lukáš Likavčan's Introduction to Comparative Planetology).

Recommendations:

While publication and research outputs are on par with contemporary research trends, there seems to be a lack of interest in contemporary Czech cinema and film industry, which can be seen as a downside with regards to the impact on society.

Given its professional focus, FAMU has not yet fulfilled its potential in this field and a closer attention to the needs of the audiovisual industry is needed. The situation is gradually improving (a notable example could be Tereza Dvořáková's work on analyses for APA), but we recommend closer and active cooperation with state and industry institutions.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

3 - Average

Qualitative assessment:

FAMU does not commercialize its R&D&I results at all. However, the transfer into practice goes beyond monetization mainly with regard to its project on animation technologies, that offers a significant contribution to animation production and filmmaking industry.

Given the current challenges in the transformation of the audiovisual sector, FAMU shows a low level of research collaboration with the applied sphere (e.g. contractual research), and limited cooperation with professional associations. However, evidence suggests that collaboration does occur at the individual level.

Recommendations:

While monetization of research outputs should not be the primary focus of a HEI institution, it would be beneficial to concentrate on other channels of transfer of research results into practice, e.g. through developing methodologies, technologies, or through a more strategic cooperation with cinema industry and professional associations.

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

3 - Average

Qualitative assessment:

The popularization of R&D&I outputs is being realised mainly through public events such as workshops related to internal grant research projects or through film festivals. Magazine reviews and interviews connected to major FAMU research projects help spread the awareness of the research conducted at the faculty.

NAMU, the AMU Press is a key factor in popularization of research results coming both within and outside FAMU, either in the form of original or translated works.

Recommendations:

A more systematic approach towards work with public seems to be lacking at FAMU. It should be recommended to combine public screenings, exhibitions and other events with a regular presentation of R&D&I results and consider the role of non-formal cinema education schemes in the overall institutional research strategy.

Further recommendations include to actively seek out opportunities to participate in artistic research film events organised through ELIA and CILECT/GEECT where film is an active member and more involvement of colleagues in international presentation networks to make visible the R&D&I at FAMU.

Commitment to regular biennale/triennale conference hosted at AMU/FAMU and hosting an Artist in residence or visitor program in artistic research to advance R&D&I can have similar impact as the publication collaborations.

The web presentation of research and individual projects should have the ambition of general clarity and visual and content attractiveness. It would also be useful to offer printed periodic summaries of research efforts.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

3 - Average

Qualitative assessment:

Implementation of recommendations from the previous evaluation is clearly visible mainly in the structure of institutional research framework. The present system offers a promising and stimulating research environment for scientific, applied, and artistic research. As a result, a more balanced involvement in R&D&I activities by several departments with high-quality research outputs on new topics focused on societal impact has been achieved. By the same token, the establishment of the Department of the Theory and History of Audiovision promises to become a platform for basic research and supporter of applied and artistic research in the future.

Recommendation of greater involvement of alumni was met by creation of junior researcher positions and transformation of doctoral studies on the AMU level, however, a more systematic strategy towards gaining social capital from the impressive alumni portfolio of FAMU as not yet been put into practice.

Presentation and popularisation of research outputs seems to remain on project-to-project basis, and a coherent presentation platform remains to be created. This is acknowledged and perceived as a challenge for the future by the faculty management.

Commercialisation aspects of R&D&I have not been used, however, FAMU received the status of expert institute which allows to monetise its expert activities. Also, FAMU has been actively involved in trans institutional cooperation with the National Film Archive and production companies and even though these activities have not produced financial revenues, their impact on archiving and production processes must be acknowledged. Still, cooperation with the film industry and professional associations seems to remain on individual level and networking opportunities are focused on national territory. No significant mechanisms for a qualitative shift in responding to the needs of the audiovisual industry were set up in the period under review.

International cooperation of FAMU was strengthen in the evaluated period by international research projects and involvement of foreign researchers into FAMU R&D&I activities. AMU's membership in SAR and other international networks allows for international cooperation, a livelier academic exchange, and international publications. However, these efforts have not been accompanied by a rise of international funding for research projects.

Recommendations:

Strengthening of international fundraising of FAMU R&D&I projects remains a key challenge for the future, as well as a rigorous effort to commercialise its research activities in the transforming field of audiovision.

A comprehensive and coherent presentation platform of research projects should be created, which would present FAMU as one of the leading research institutions with unified vision and results.

A greater cooperation with professional filmmaking community and alumni should be formalised. This could tie into the Artist in residence program or visiting guest as suggested above so that there is a way to reinforcing the strengths of the experiences from the alumni.

There is also the opportunity to bring in visiting professionals and researchers to run focused workshops/labs on given topics that can expand/strengthen the research methods and research topics.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	3 - Average
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	3 - Average
3.7 Implementation of the recommendations in Module	3 - Average
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: During the period under review, FAMU has implemented strategies for R&D&I development thought support of individual research projects, internal grant competition, and Fellowship in Artistic Research. This has resulted in numerous important and innovative research projects focusing on historiographical research, research into various forms of audiovisual images, archiving methods of digital games, and animation techniques methodologies. These projects have gained FAMU visibility and recognition on national and partly international level. A more rigorous approach to international R&D&I cooperation and funding and clear vision for artistic research program is still lacking and should be attained by a series of steps expanding present strategies and policies in harmony with international research trends and national research priorities. While significant advancements have been achieved on the level of research itself, societal impact of FAMU's R&D&I activities has not yet been put into its full potential and remains average. Transfer into practice still needs closer and more strategic cooperation with audiovisual industry, as this remains on individual basis. Visibility and presentation of the research going on at FAMU is not sufficient.	
Summary recommendations: Recommendations for research, its recognition by research community and impact on society: - More balanced research focus across the whole FAMU and its individual departments - A clearer vision for artistic research strategy for the next transitional period with regard to international trends and national standards - A greater emphasis on international cooperation through existing international funding schemes, resulting in creating a sustainable research environment rather than just individual cooperations with foreign scholars and experts - Responding to the needs of audiovisual industry through targeted research projects and activities Recommendations for transfer of R&D&I outputs into practice, and their popularisation: - Strategic cooperation with cinema industry and professional associations	

- Developing a plan to work with the alumni community to enhance the visibility of FAMU as a brand
- Greater emphasis on public events within and outside of FAMU targeting audiences from various social spheres
- Active approach to artistic research events in the international framework, visitor program in artistic research, etc.
- Attractive and comprehensive web presentation of R&D&I projects and printed period summaries

SUMMARY RATING IN MODULE 3

MODULE 3 – SUMMARY RATING

After evaluating the individual units, please provide a summary evaluation of social relevance in Module 3 for the HEI as a whole. Please assess the balance of the evaluated units, how they contribute to the mission and vision of the HEI and describe the strengths and weaknesses of the HEI assessed in Module 3.

The summary rating is determined in accordance with the rules of the Methodology HEI2025+ as the average of the grades of the individual units, weighted by their size in terms of FTE staff.

EVALUATED UNIT	Grade [A–D]
HAMU	B
DAMU	B
FAMU	B
	Choose an option
	Choose an option
Summary grade	B

Summary quality assessment:

During the evaluated period, the three faculties of AMU – HAMU, DAMU and FAMU – demonstrated solid research performance, each contributing to the institution's academic and artistic profile in distinctive ways.

HAMU shows balanced research quality, with internationally relevant outputs from the MARC and ICH centres whose activities extend into the music, dance, and wider cultural sectors. While artistic research is concentrated in the Department of Composition, its broader integration across departments and programmes remains an area for growth. Strengthening the dissemination of research results, interfaculty and international collaboration, and outreach to the public would enhance HAMU's societal impact.

DAMU displays rich and reflective research activity with strong national and international engagement. The faculty operates with a reflective and collaborative approach, fostering a cohesive research culture and institutional learning. Its research and creative outputs are well recognised and contribute meaningfully to the cultural and educational landscape, reinforcing the societal role of theatre and performance.

FAMU has achieved notable progress in R&D&I through innovative projects in film historiography, audiovisual research, and digital archiving, gaining national and partial international visibility. However, its cooperation with the audiovisual sector is largely individual.

Overall, HAMU contributes disciplinary excellence, DAMU demonstrates cohesive and socially engaged research culture, and FAMU drives innovation and experimentation. Together, they form a complementary foundation for AMU's continued development in artistic research and its contribution to society. A clearer international strategy, closer inter-faculty research cooperation, and stronger links between research and practice would enhance AMU's broader influence.

Summary recommendation:

AMU is encouraged to:

- Develop **coherent research strategies** linking research centres, study programmes, and artistic practice across all faculties.
- Embed **research and reflective skills** in all levels of education (Bachelor, Master, Doctoral) to prepare students as reflective practitioners.
- Clarify and communicate the **scope and vision of artistic research** across departments and disciplines.
- Strengthen **interfaculty and international cooperation**, including structured partnerships and use of international funding schemes.
- Increase **visibility and dissemination** of research outputs through public events, online presence, alumni engagement, and collaboration with professional networks.
- Promote **collaboration with cultural and creative industries** to enhance societal impact and transfer research into practice.
- Ensure **inclusivity and generational renewal** within research communities, including greater opportunities for women and early-career researchers.

EVALUATION REPORT FOR MODULES 4 & 5

HIGHER EDUCATION INSTITUTION NAME: Academy of Performing Arts in Prague

COMPANY REGISTRATION NUMBER (CRN): 61384984

MODULE 4 – VIABILITY

ORGANISATION AND MANAGEMENT OF R&D&I

4.1 Organisation and management of R&D&I

Evaluate the organizational structure and setup of the R&D&I management system in relation to the size and type of the university and its mission and vision. Also consider comparisons with foreign universities of similar size and focus.

Rating [1–5]:

3 - Average

Qualitative assessment:³

AMU is a public higher education institution and research organisation as defined by Act No. 130/2002 Coll. on the Support of Research, Experimental Development and Innovation (R&D&I) from Public Funds, with basic and applied research programmes. AMU consists of three faculties: HAMU, DAMU and FAMU. Central management of methodology and practical coordination within AMU is provided at the level of the Rector, and R&D&I support, and management is further provided at the levels of Vice Rector, the Grant Committee, the Editorial Board, the Library Board. On the faculty level, R&D&I management is conducted by the Vice-Deans, Faculty Grant Committees, Faculty Editorial Committees, with support from faculty coordinators and project managers. Each faculty has a library providing support for researchers. There is therefore a well-structured organisational structure and system of management in place at AMU.

Academic, applied, and artistic research is undertaken at AMU and following the Evaluation Report of the last IEP, the organisation and management of these research projects was reviewed and in 2024, the 3-year Institutional Research Plan was introduced, which allowed faculties to prioritise and focus on specific research areas. Since the last IEP report, there has been an increased emphasis on artistic research, but there needs to be further development in this field of research. The management system is primarily focused on the controlling of financial support for research projects. As the mission and vision of R&D&I is a bit unclear there is not much orientation for management decisions linked to an institutional wide development of research, e.g. specialized support of artistic research, support of interdisciplinary and faculty crossing projects, or incentives for new research initiatives in departments with little research activity up to now.

A comparative example could be the LMTA, Vilnius, Lithuania, where a structured Arts Practice Research PhD programme is successfully conducted.

Recommendations:

³ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

AMU is encouraged to:

- Stipulate clearly “the vision” and “the mission” of AMU. A vision is different to a mission, and this differentiation is not made in the SER. There is therefore a need to define “the vision” and “the mission” of AMU regarding R&D&I.
- There is a well-structured and clearly defined system at AMU for advising on, supporting and assessing research activities of faculty, early career researchers, and doctoral students. However, there could be further support made available to researchers to stimulate high-quality R&D&I research outputs. For example, a weekly research day or half day, could be allocated for full-time members of faculty to allow them time to focus on their research projects.
- The organizational structure and setup could set more incentives for projects of strategic interest, e.g. interdisciplinary research, artistic research, highly innovational projects.
- The organizational structure could be more focused to bridge the gap between artistic practice, development and research.
- Communication and networking between individual research interested teachers or students could be enhanced in a faculty crossing format to encourage the establishment of new research teams.

R&D&I QUALITY MANAGEMENT AND SUPPORT SYSTEM

4.2 System of support for a quality R&D&I environment and incentive measures for quality science

Evaluate the systems/measures/tools described to stimulate high-quality science at the HEI being evaluated. In your evaluation, consider the documented effectiveness of the measures described, their impact on achieving the mission and vision of the HEI being evaluated, the realization of excellent science and the possible absence of key systems/measures/tools.

Rating [1–5]:

4 - Very good

Qualitative assessment:

There is a well-structured and clearly defined system at AMU for advising on, supporting and assessing research activities of faculty, early career researchers, and doctoral students. A fine-tuned support system on project consultancy, data management, electronic information and research equipment was established in recent years. However, there could be further support made available to researchers in applying for international grants. Although there are „specialised grant coordinators and project managers „to support researchers in seeking out suitable calls, preparing applications and then implementing projects “, there is not much evidence of international funding during the period under review.

In addition, there could be further efforts made to attract international collaborators on research projects at AMU, and to provide incentives for researchers to invite international guest researchers. Indeed, faculty at AMU would likely benefit in collaborations and engagements with international researchers, not only in their research projects but also in experiencing different systems of support in other researchers’ respective institutional research environments.

Although there is an internal funding scheme at AMU, further assistance could be provided with international funding support for excellence in research.

Also, to stimulate high-quality R&D&I research outputs a weekly research day, or half day, for full-time members of faculty could be introduced to allow time for researchers to focus on their research projects.

Recommendations:

AMU is encouraged to:

- Further to attract international collaborators on research projects to AMU, and to provide incentives for inviting international guest researchers to AMU.
- Provide Incentives for research faculty at AMU to collaborate and engage in research at international researchers' universities and their respective research environments.
- Introduce a weekly research day, or half day, for full-time members of faculty to allow time for them to focus on their research projects.
- It would make sense to create more incentives for artistic research and interdisciplinary research as these areas still seem to be a bit underdeveloped and AMU has certainly more potential in these areas.
- Incentives for teachers in the artistic fields to start research activities should be increased in order to create new, more diversified research topics.
- By focussing on the support of artistic research, the area of scientific research should not be neglected. AMU's research institutes like MARC should be enhanced to collaborate with all faculties to build up an integrated research environment for the whole institution.

4.3 Quality control system for R&D&I environment

Evaluate the described internal and external evaluation system in terms of its quality, effectiveness and suitability for the HEI.

Rating [1–5]:

4 - Very good

Qualitative assessment:

There were both internal and external systems of evaluation in place at AMU for assessing quality and suitability of research. For example, the quality of research activities was supported by the Institutional subsidies for Long-Term Conceptual Development and the SAR - both research projects and Institutional Research Plans, which were evaluated during the application and the implementation process through reports from principal investigators at the intermediate and final phases; these reports were submitted on specific forms available on the AMU website.

Project Competition and SGC applications were evaluated by appropriate committees including the Faculty Grant Committees, and the AMU Grant Committee.

Creative activity evaluation was regulated by the Rules for the System of Quality Assurance for Educational, Creative and Related Activities. Examples of quality assurance were included in the Report on the Internal Evaluation of Educational, Creative and Related Activities of AMU for 2018–2022.

The system of institutional subsidies and R&D&I management and support at the university level was revised in 2022–23, allocating institutional subsidies based on a meritocratic and conceptual system, as opposed to the previous system, which was based on competition.

Written criteria for the evaluation of research projects – academic, practice-based, and applied research projects at AMU, would however make the system of evaluation more transparent and accountable.

Also, in relation to the quality, effectiveness and suitability of research at AMU, there was an institutional Code of Ethics in place which seemed to be in line with other HEAs. GDPR rules were applied for the protection of personal data and sanctions were in place for the violation of the Code of Ethics by both students and faculty. For example, there were sanctions in place for violating ethical rules including the exclusion for applying for further funding, while the system also had consequences in place for conflicts of interest and whistleblowers.

Recommendations:

AMU is encouraged to:

- Provide written criteria for the assessment of academic, practice-based, and applied research at AMU.
- A current topic to be addressed in AMU as in all other HEI is the ethical dimension of AI tools in research.
- For more transparency the Rector's Decree 16/2023, which defines procedures for complaints against unethical conduct, should be published on the website.

4.4 Sustainability and resilience of R&D&I

Evaluate the described system of measures for sustainability and resilience of R&D&I in terms of their quality, effectiveness or possible absence of key measures.

Rating [1–5]:

4 - Very good

Qualitative assessment:

AMU had a comprehensive sustainability strategy edited in 2024. It is based on the United Nations sustainable development goals and addresses all important topics. Although the first topic in the template is not specifically addressed in the SER there is no deficiency of strategy to be identified. The strategy plan includes 20 goals and more than 80 well-defined measures at AMU for the sustainability and resilience, also addressing R&D&I. The progress of implementation of the goals and measures remains a bit unclear. The measures included a social and environmental responsibility strategy which emphasised the responsibility of AMU as a cultural institution with regional, national and international ties. Strengthening these ties was seen as important for the sustainability and resilience of AMU into the future. AMU's stated strategies for strengthening these ties included collaborations at regional, national, and international levels, for example cooperating in the provision of education for different age groups: elementary schools of art, conservatories, and creative arts HEIs and faculties, lifelong learning), and offerings of courses in upskilling and reskilling courses for teachers.

A second stated strategy was in the area of a knowledge transfer system, which was predominantly done at faculty level. Faculties were responsible for seeking suitable partners, negotiating terms, and concluding, e.g. licensing agreements. Faculties also provided help with submitting patent applications. According to the SER, the Music Acoustic Research Center MARC at HAMU had significant transfer potential.

Another important role of AMU was the transfer of R&D&I results to society and interacting with local actors: this was mainly achieved through publishing. The AMU Press published primarily scholarly monographs and translations of academic literature; AMU also had one university-wide

international peer-reviewed academic journal, *ArteActa*, which focused on publishing artistic research projects since 2022. HAMU also issued the peer-reviewed journal *Živá hudba* (<https://ziva-hudba.info/>), which was in the process of being registered in the Scopus database. Both these journals were available through open access.

The AMU Press planned to publish ca. 50 % of its production since 2012 under open-access rules in the summer of 2025, as part of AMU's 80th anniversary celebrations under the title "Open AMU". It planned to keep publishing the same proportion of its production in this way. Judging from the SER, it is unclear if this has actually happened. Multimedia outputs were shared through the www.famufilms.cz platforms (FAMU) and in its presentations as part of the international Society for Artistic Research www.researchcatalogue.net.

As a creative arts HEI, AMU has also presented the results of its academic and artistic research through other platforms including exhibitions, festivals, and open days organised in collaboration with LRAs, schools, and business entities. Regional events where AMU presents its creative activities include the Prague Quadrennial, the Children-Education-Theatre Conference (DAMU), FAMUFEST (FAMU) or the New Generation festival (HAMU).

DAMU teachers, students and alumni were actively involved in applied activities. Many alumni and teachers worked as art directors or directors of public and independent theatres. DAMU teachers were also members of key national and international organisations, including the Association of Professional Theatres of the Czech Republic, the Czech Association of Independent Theatres, AICT, ITI, UNIMA, IDEA and others. They were also part of the MoC CR and Prague City Hall grant committees.

HAMU also organised concerts and other staged projects. Teachers and students at HAMU have taught and performed on a regional level (in regional conservatories, elementary art schools, and competitions) and during their studies, students have worked in professional institutions such as the Prague Spring International Music Festival, and the Dvořák Prague Festival. This outreach work and regional collaborations with diverse communities in the Czech Republic, contributed to the effectiveness of R&D&I. Expanding this kind of collaboration, however, on an international level – working at different international festivals and orchestras, and within different HEI systems, might potentially make R&D&I more effective.

AMU was working on the full digitisation of its processes – including workflow, communication, analytic uses, and research. An Open Science Strategy was to be drafted by 2025 to provide open access to research results as part of the OP JAC project Research Environment – this may be completed by the end of 2025. This digitization process is in line with other HEIs.

At the time of writing the SER, support for open science methodology was provided by the FAMU Library.

A satisfactory system was also in place at AMU regarding the storage of research data: CESNET, media.amu, Elements, from 2025 also DSpace for the *Živá Hudba* Journal, and Actavia and Research Catalogue for *ArteActa*.

AMU has a comprehensive and detailed training system for undergraduate and postgraduate students as well as staff in the field of intellectual property protection and technology transfer.

Recommendations:

- This outreach work and regional collaborations that were being undertaken at AMU with diverse communities could be expanded to include a wider European and international component. For example, faculty and students might consider working with different European and international festivals and orchestras, and within different HEI systems.

- The qualitative and quantitative dimension of the outreach work with local partners remains a bit unclear in the SER, especially with non-cultural, social institutions. The development of local projects should be focused on a strategic level, as it opens up spaces for all students to directly experience impact on society under the guiding idea of “artistic citizenship”.

PERSONNEL POLICY

4.5 Structure of human resources

Evaluate the described structure of human resources at the evaluated HEI in terms of age composition, degree of internationalization, distribution by job classification, and gender balance. For the assessment, use the data from the annexed tables 4.5.1 and 4.5.2; it is also possible to draw on the more detailed staffing data presented in indicator 3.1 of the self-evaluation reports for the evaluated units.

Rating [1–5]:

3 - Average

Qualitative assessment:

Across AMU there are differences in the three departmental approaches to staff development which impacts the representations of gender and career development and/or career trajectory in the institution.

In DAMU the underrepresentation of women in professorial positions (they are mostly in the assistant professor, technical, and economic staff categories) is significant. This is compounded by the aging of staff at the upper echelons of teaching and a visible absence of people in the 30-39 and 40-49 age groups (SER 34).

In FAMU’s self-evaluation an “under-representation of women in R&D activities in the reviewed period is with assistant professors (30-40% representation).” This is described as a reflection of the current state of the industry, with the “absence of persons aged 30-39 and 40-49 among higher academic ranks is another issue.”

The summative tables 4.5.1, 4.5.2 and 4.5.3 show a stable and balanced structure of academic staff whose age, gender and academic level reflects the traditional distribution in the university environment.

Professors are essential to the leadership of the academic vision, but this is not evenly distributed in terms of leadership, management, teaching and research activities. An important factor for AMU's reputation in national and international contexts is the visibility of research and the academic trajectory of those conducting the research which at this stage is not at senior research level.

In the category of Associate Professors, the largest category - women are most often assistant professors, which does not necessarily suggest “a career potential” because a number of these women with a career potential in research are “fast tracked” to management responsibilities. This has resulted in pressure on the distribution of labour in the institution with many mid-career women who have research potential careers being moved to high stress and intense institutional delivery positions at the cost of their own research potential and institutional mobility towards senior academic and research positions.

This was raised by several committees at the site visit as well and expressed by the colleagues interviewed who had studied at AMU and now hold positions there.

The problem is also one of academic staff and management having studied at AMU and then continuing as teaching or management staff and while this has been understandable because of

language it does not support the aspiration for international collaborations and building broader institutional research networks.

The key issue is one of succession planning in which the role of women in leadership positions has to be more clearly outlined. The strategic plan to have a number of women in not only academic positions but in leadership and senior management positions is important in shifting the institutional culture and will in effect also impact the research environment.

Nevertheless, a significant number of employees belong to the 60+ group, especially professors and associate professors. Their high percentage suggests the need for generational renewal.

Generational renewal is required that will enable and support mid-career academics to continue research intensive work and to shift the strategic vision to plan for incoming cohorts of staff who do not simply uphold the recruitment systems but find ways to revitalise the structures that makes it attractive for women to pursue academic teaching and research careers.

The percentage of women among techno-economic staff is higher than among university staff and has increased during the period under review.

The ERC's conclusion is debatable that it claims, "an improvement in equal opportunities for both sexes". In the university environment as well as in society, technical and economic personnel are generally occupied by women, unlike positions of responsibility and management held by men. The system of the university cannot use societal gender inequities as a justification for the gender imbalances within the university and instead should address the structural issues and the economic frameworks that have made it prohibitive if not challenging for women to pursue academic teaching, research and management positions.

Recommendations:

The issue of succession planning to identify graduates who may be mentored to teaching positions is important where it is cited "women are over-represented among the students" which begs the question of the pathways denied women who do not find it possible to pursue careers in the industry or in research and teaching or management positions in the university.

There is an opportunity to develop the gender pathways for academic and research staff because the current "bulk" of the positions of "early career researchers" are women and this would be an opportunity to strengthen the career opportunities in the next ten-year succession planning.

This also has to be addressed in relation to the challenge that a number of positions are already held by graduates of AMU and while the earlier recommendation is about succession planning, it is equally important to encourage graduates to leave the institution to broaden the international network which will foster a climate for longer term international collaborations.

Consider international recruitment for short term stays and fixed term contracts that can stimulate the research culture and enhance international visibility and bolster international collaborations.

The AMU Grant Committee consists of 9 members, and it would be strategic to appoint an equity officer/representative who can oversee and provide strategic oversight on the issues of grant disbursement that takes gender equity issues into account. This form of representation may also be assigned on the Deans and Professors committees which have decision making capabilities.

4.6 Academic and Research Careers

Evaluate the described system for the recruitment and career development of academic and research staff. Evaluate the system in terms of its quality and effectiveness, as well as the potential absence of key elements.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMU is taking specific steps to qualify for the HR Award in 2025.

AMU emphasises quality, international collaboration and development of its academic environment. The recruitment and career development systems support openness and personal and professional development for all employees - with description of research and creative opportunities which are informed by each field's specific needs.

Career management involves the development of research, in particular the quality of international collaborations. That does not answer the question asked in terms of the structural and institutional framework that allows for the successful implementation of these expressed ambitions that is a "checks and balances" of how the induction process, mentoring system and integration in the research environment" can be measured for its efficacy.

Examples:

„DAMU emphasizes equal access to project opportunities and research support. The faculty's grants department offers consultations and administrative support for the preparation and implementation of projects. This approach allows it to effectively share knowledge and allocate resources equitably “.

„FAMU supports career development through grant competitions such as the Project Competition, the Student Grant Competition, and the Art Research Fellowship“.

“HAMU ensures career development through institutional Research Plan which includes support for new research teams and stable funding for research units.”

The description of this section in broad terms is a generic map of induction for new staff into the institution to follow through on academic and research development that is continuous. The mentoring system is again described in broad terms without consideration for the sustainability of mentoring systems that will strengthen the research culture and environment to move from mentee to mentor roles towards producing a more robust environment that is not as hierarchically defined.

Recommendations:

AMU is encouraged to:

- Consider the peer-gender mentoring and/or support systems that can advance the academic and research projects of early career researchers.
- The single example of a female colleague in DAMU is useful and seems to be an exceptional case/circumstance - how might this be replicated in the broader institutional framework that is conducive for more than a single individual? The recommendation would be to create a more systemic way to support research and connect it directly to academic advancement.
- Create research support for mid-career academics who have been fast-tracked to management positions that secure research time even in the context of management responsibilities and tasks.

4.7 Gender equality measures

Evaluate the gender equality measures described in self-evaluation. Evaluate the measures in terms of their quality and effectiveness, as well as the potential absence of key measures.

Rating [1–5]:

3 - Average

Qualitative assessment:

Regarding gender equality in recruitment and career development (see AMU Code of Ethics Art. 1 al, 10 and its principle of non-discrimination), AMU focuses on preventing cultural stereotypes and unconscious indicators of preference for a certain gender.

A 2023 pay equity analysis showed that there is a gender pay gap at AMU and there are few options to mitigate this externally determined inequality.

Structures have been put in place for (1) training to eliminate negative behaviour in the workplace, (2) to address complaints through representation and mediation, (3) the significance of union representation in labour practices and wage disputes.

AMU states that in the case of governing bodies, AMU strives to achieve gender equality, but that it is limited by its size and the nature of artistic activity.

Again, the intentions are described in general terms without addressing how the regulatory tools are put in place. Are there equality referents? How would the size and nature of artistic activity prevent the achievement of gender equality?

Recommendations:

AMU is encouraged to:

- Find a systemic and structured way to address wage (pay) differences over the next three years that incentivises women to stay and have a sustained and sustainable research and academic positions in the institution.
- The culture of equitable research and academic opportunities has to be made visible and transparent in the professional pathways available for early and mid career professionals immediately so that their career advancement is part of the financial and professional planning in the institution. This has important budget and strategic planning implications.
- Advanced researchers should be encouraged to have at least one early career or mid-career researcher and/or academic attached to their projects to create a robust mentoring environment.
- The gender imbalance in management positions has to be addressed in formalistic ways where in some cases, the numbers have regressed for example: in the case of the vice-rector positions or remained unchanged as in the academic senate. It may be important to appoint special gender or equity representatives to these structures in order to ensure that the concerns are always presented around gender equity and to ensure wage equity in the representation of women's salaries and labour matters.

4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)

Evaluate the described mobility of academic and researcher staff. Pay attention to whether the evaluated HEI achieves the set objectives, whether the mobility objectives are appropriately set for the HEI and whether the strategies in place lead to their achievement or help remove existing barriers to mobility.

Rating [1–5]:

3 - Average

Qualitative assessment:

Internationalization is one of the key pillars of AMU's development, in particular for the attraction of international talent.

From 2020 to 2024, AMU significantly supported academic and doctoral mobility (internships and stays abroad; participation in international artistic research projects and conferences; innovative intersectoral mobility in research and teaching). 69 employee mobilities over the period under review.

Doctoral and research mobility that is described and outlined with numerous inter-European and some strategic USA partnerships. The mobility also describes longer term stays inbound and outbound research and academic opportunities.

A series of international affiliations through EUA; SAR; ENCATC; ELIA, AEC and CILECT provide opportunities for academic mobility and academic exchanges.

Recommendations:

AMU is encouraged to:

- Strengthen the research and academic environment through more collaborative research grants which will provide an opportunity to “house” the research within AMU as a research leader on large international projects.
- Secure grants writing/application “officer/counsellor” within the institution to support applications for international grants/bids - this may be tried as a limited period intervention for certain projects or time frame to measure its efficacy and sustainability.
- Consider coupling/grouping or partnering research interests across the institution (HAMU, DAMU, FAMU) which will enable larger scale interdisciplinary projects between institutional researchers and academics. Again, this could be developed with international partners and ensure AMU’s visibility especially with EU bids.
- Consider opportunities of developing research themes in the institution where research ideas may be explored before larger grants or bids are written collaboratively for interdisciplinary research projects across AMU and in turn will strengthen the research culture and research environment in the institution. This would be an opportunity to create a shared calendar for research days across the AMU to inform and stimulate a broader research culture.

RESEARCH INFRASTRUCTURE

4.9 Research infrastructure

Evaluate the system described for the acquisition/optimisation of core facilities and other equipment and their renewal. Evaluate the system in terms of its effectiveness and suitability for the HEI. Also consider the system for sharing instruments and equipment, including core facilities and equipment of evaluated units. Use the data in Annex Table 4.9.1 to support your evaluation.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMU's system for the acquisition, renewal, and sharing of research and teaching equipment is well aligned with the institution's character and disciplinary profile. Given the limited need for specialised research infrastructure across most faculties and research centres, acquisitions and refurbishments are centrally planned through the medium-term and annual implementation plans of the Strategic Plan, with oversight by the Academic Senate, Artistic Council, and Administrative Council. This ensures transparency, coordination, and proportionate investment.

During the period under review, The Music Acoustic Research Center (MARC) at HAMU represented the only unit requiring advanced, unique infrastructure, such as the nationally singular Dantec Dynamics pulse interferometer. MARC's facilities are shared with the Sound Studio and Sound Design Department, maximising utilisation and integrating research with teaching and artistic practice. Standard equipment (ICT, instruments) is refurbished centrally, financed from institutional funds and external programmes, ensuring it remains up to date without excess expenditure.

Equipment sharing is further supported across faculties and with external partners, notably via the PLATO platform, facilitating access to audiovisual technologies and promoting interdisciplinary collaboration. Table 4.9.1 confirms that AMU's relatively low R&D infrastructure investments are adequate for its scale and research intensity, with most acquisitions serving multiple purposes.

Since AMU straddles classical research and artistic research, shared equipment can also include media and artistic creation resources (such as FAMU Studio equipment), which are subject to specific rules and are used, among other things, for an inter-faculty grant program, where some of the student projects are partially research-oriented.

Overall, the system is effective and suitable for AMU, but the risks are tied to reliance on ad hoc external funding and potential future increases in research infrastructure demand.

Recommendations:

AMU is encouraged to:

- Encourage units demanding specialised research infrastructure to formalise multi-year equipment plans, ensuring renewal and optimal use of unique or high-cost instruments.
- Improve recording of equipment acquired specifically for research purposes to enable more precise monitoring of investment effectiveness and support future funding applications.
- Consider establishing a dedicated renewal fund or contingency resources for essential research infrastructure to mitigate risks associated with funding fluctuations.
- Improve communication about the possibilities of using technical and software equipment among both academic staff and students who have the potential to engage in research.

- Develop a plan for advanced equipment in connection with the advent of AI and offer cooperation to other universities and educational institutions that lack know-how and urgently need to incorporate new technologies into teaching.
- Secure the positions of researchers so that their capacities in relation to the equipment can continue after the projects have ended.

FINANCES

4.10 Budget and structure of financial resources

Evaluate the budget and financial resource structure of the evaluated HEI in terms of its suitability for the HEI, i.e. whether the financial resource structure is appropriate for the size and type of the evaluated HEI. You should also pay attention to the ability of the evaluated HEI to attract prestigious research projects. Use the data in the annexed tables 4.10.1 to 4.10.5 to support your evaluation.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMU's R&D&I budget in the evaluated period demonstrates a strong reliance on national public funding, primarily institutional allocations (LCDRO and SAR), supplemented by project co-financing and AMU's own resources, including the Fund for the Reproduction of Investment Assets and the Operating Resource Fund. School-wide units exhibit a higher share of funding from institutional resources due to operational infrastructure, library services, and other support activities. Overall, AMU's total R&D&I expenditure amounted to approximately CZK 192 million (EUR 7.58 million), with public sources covering 98% and non-public sources 1.6%, reflecting the university's reliance on stable public funding while maintaining limited internal supplementation.

The distribution of financial resources across individual faculties is fairly equal, while school-wide units cover cross-cutting services and infrastructure. This distribution aligns with AMU's strategic focus on creative arts, where R&D activities are integrated with teaching and artistic practice rather than standalone large-scale experimental research.

Analysis of funding by research type (Table 4.10.2) indicates that AMU's research is overwhelmingly basic research (93% of total costs), reflecting its focus on artistic exploration and scholarly reflection. Applied research represents a minor share (7%), while experimental development and innovation are effectively absent, consistent with the university's disciplinary profile. Public funding dominates across all types of research, with non-public contributions limited to specific equipment development or supplementary project support.

AMU demonstrates successful engagement in prestigious research projects, however, these are primarily funded by national schemes, even if they have an international research team. Notable examples include mobility projects under the MSCA-IF III programme, as well as grant projects funded by GA ČR, TA ČR, NAKI, and OP RDI calls, supporting international researcher mobility, methodological innovation, and interdisciplinary artistic research. The majority of projects supported by foreign providers are tied to MIDPOINT activities. While its training programmes no doubt make it an important asset of AMU that bridges the gap between film academy and film industry, it can hardly be regarded as a research unit.

Non-public funding is concentrated in targeted areas, such as the CESNET Development Fund for MARC HAMU, which supports sound design technology development. However, the commercial yield of the outputs was low.

Recommendations:

AMU is encouraged to:

- Target relevant international programmes (e.g., Creative Europe, MSCA, ERC, Horizon Europe - pillars II, III) aligned with AMU's research profile.
- Enhance international mobility and collaborations to strengthen networks and eligibility for grants.
- Promote interdisciplinary and cross-faculty projects to increase competitiveness for broader funding schemes.
- Raise AMU's visibility and credibility with non-public funders.
- Strengthen representation in new institutions and calls focused on creative industries.
- Actively offer research capacities and marketable expertise to the practical sphere, industry, and business.

4.11 Rules for the use of institutional support for the LCDRO

Evaluate the strategy described and the rules for the use of institutional support for the LCDRO. In your evaluation, consider the effectiveness of the implemented strategy and policies and whether they contribute to the mission and vision of the HEI.

Rating [1–5]:

3 - Average

Qualitative assessment:

During the period under review, AMU has transitioned from a purely bottom-up, competition-based system of institutional support toward a more strategically guided approach that balances individual research trajectories with institutional research plans. Until 2023, LCDRO funding focused primarily on individual and team projects evaluated solely for quality by the AMU Grant Committee, with minor allocations for administration and infrastructure. While this emphasized research excellence, it limited support for early-career researchers, emerging teams, and faculty-level strategic priorities.

The 2024 recast, implemented via Rector's Decree 15/2023, introduced Institutional Research Plans (IRPs) at all three faculties, establishing a stable, three-year funding framework for selected research units and teams. Faculty vice-deans for science, research, and innovation select teams based on publication and research history, in consultation with faculty management and deans' councils, ensuring alignment with each faculty's research priorities while maintaining competitive quality assessment at the university level.

The institutional research plans reflect faculty-specific research strategies and the broader mission of AMU:

- HAMU supported MARC (in the meantime considerably personally reduced), institutes of Choreology and Music Theory, and research in composition and nonverbal theatre, integrating artistic research with teaching and international collaboration.
- DAMU funds existing institutes and new teams, emphasizing scenography, alternative and puppet theatre, and cognitive-science-informed research in acting.
- FAMU supports academically oriented research projects and artistic research via fellowships, fostering publication in peer-reviewed journals and enhancing doctoral supervision capacity.

Recommendations:

AMU is encouraged to:

- Consider creating a Fellowship in Artistic Research across all three faculties according to the model adopted by FAMU to strengthen artistic research culture.
- Expand support and mentorship for early-career researchers and new teams.
- Promote international collaboration and mobility to strengthen global visibility.
- Increase funding for high-impact publications and dissemination of research results.
- Encourage interdisciplinary projects bridging artistic research with technology and media.

NATIONAL AND INTERNATIONAL COOPERATION

4.12 Significant collaborations in R&D

Evaluate listed examples of significant R&D&I collaborations with respect to the effectiveness of the collaborations established, their proportionality and appropriateness to the type of HEI and its mission and vision.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The information provided by AMU shows several large and important research projects that have been implemented with national and international partners. They all align with the operational goals regarding research as described by AMU in its 2021+ institutional strategy.

At national level, these include research projects with external partners (other higher education institutions, companies, societal partners), and it is encouraging to see that some of these address societal issues (e.g. TACR – Performing Arts and COVID-19 [DAMU], and a project on artistic creation with people with disabilities [DAMU]). Other projects are more focused on the development of the sector itself, such as a project in the field of gaming applications (FAMU), a project on dance in the cultural policy of the Czech Republic (HAMU), and a project in the area of animation production (FAMU). All these projects are relevant for the sector and lead to concrete outcomes, such as conferences organised by AMU, presentations at other conferences, manuals, newly developed software and other technology, and exhibitions. The Dance in the cultural policy of the Czech Republic undoubtedly led to substantial insights into the position of dance in cultural policy and society more widely.

At international level, each faculty shows activity with regards to research cooperation. The projects that stand out in scope are ASSET (DAMU) and the development of low-latency technologies by MARC (HAMU). ASSET addressed topics with regards to audience development with six European partners in the field of drama. MARC worked on the development of the low latency MVTP (Multi-View Transmission Protocol) system, which was developed with the company CESNET and tested internationally. As mentioned elsewhere in this report, the MVTP can be seen as a major innovation, which could have a significant impact on online connections for lessons, workshops and rehearsals, providing musicians with high level sound and video without delays. In the European Universities Alliance IN.TUNE, this system is being implemented as a tool for online instrumental and vocal teaching across eight different European institutions in higher music education. Other successful

projects included a project addressing contemporary forms of photography and visual culture (FAMU), conferences on theatre theory with a focus on Stanislavsky and Brecht (DAMU), and international mobility of researchers' activities (HAMU).

Whilst it is encouraging to see that there have been quite a few successful initiatives with national and international partners, the question arises how AMU and its faculties deal with following up with these activities (are there any spin-offs or long-term structural partnership as a result?) and how new plans are being developed. In particular with regards to international connections, it is unclear how these are being initiated and set up: is there an institutional policy (this can be at AMU or faculty level) to find partners, i.e. is there an interest to set up long-term structural strategic partnership, or are the initiatives mainly tied to personal (and therefore more incidental) connections? Internationalisation is mentioned in many AMU policy documents as a priority: in the 2021+ strategy several measures for both in person mobility and 'internationalisation at home' are mentioned, but there is less information on how AMU intends to find partners and set up strategic partnerships.

Recommendations:

AMU is encouraged to:

- Continue with initiating research projects with educational, governmental, private and social partners at national level to confirm its leading reputation in the country as an institution that offers opportunities for research cooperation with both a societal dimension and for the further development of the sector.
- Develop an internationalisation strategy for AMU and its faculties separately, which considers finding international strategic partners, so that national and European funding can be sought for long-term structural transnational cooperation that will include connections in the area of research.

STUDIES

4.13 Doctoral studies

Evaluate the described organisation of doctoral studies. Pay attention to the setup and quality of the processes, as well as their effectiveness through basic statistics, such as drop-out rate or data on the future career of graduates.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMU's doctoral studies are organised with well-defined structures, offering both full-time and part-time programmes across its three faculties. Individual study plans ensure personalised guidance, combining academic, artistic, and research activities. Supervisors play a key role in monitoring student progress, guiding research, and facilitating international exposure. A positive step was the establishing of the Centre for Doctoral Studies in 2016, which provides transversal support, including career development, teaching skills, and networking through events like the *Territories of Art* conference.

The programmes emphasise strong collaboration between PhD students and supervisors, fostering integration into the professional artistic environment. Individual study plans, annual self-evaluations, and public doctoral examinations underpin a transparent assessment framework. Doctoral students benefit from tailored mentorship, international collaboration, and access to advanced research infrastructure, particularly at HAMU. However, what seems to be missing, is a livelier collaboration of doctoral students across the three faculties.

Despite systematic efforts, however, much depends on specific departments and their conditions, study programs, and supervisors. Many students are not sufficiently familiar with the program's possibilities, and the quality of their studies, their utilization of AMU's potential, and their identification with the university vary significantly. The community of doctoral students in the real environment has only weak mutual ties, which can be further developed in the family environment of the school. AMU graduates a substantial number of doctoral students annually; however, drop-out rates in recent years are relatively high, peaking at ~37% in 2023 and ~45% in 2024. These figures suggest potential challenges in alignment between student expectations and programme demands.

Another structural concern is the unequal distribution of doctoral positions across faculties. HAMU consistently admits the largest cohorts, while FAMU admits as few as 1–6 students in some years. This disparity may limit research capacity and opportunities and may affect equity and competitiveness.

The rate of early school leaving as a risk factor is relatively standard.

Recommendations:

AMU is encouraged to:

- Introduce early-career support mechanisms, including structured mentoring, progress monitoring, and targeted workshops on research skills, project management, and time management.
- Consider adjusting the allocation of doctoral positions across faculties to better reflect research capacity, faculty size, and strategic priorities, ensuring more equitable access.
- Promote cross-faculty doctoral supervision, shared research infrastructure and cross-faculty doctoral activities to foster collaboration.

- Strengthen the community through formal and informal methods, meetings, and the exchange of experiences.

IMPLEMENTATION OF RECOMMENDATIONS

4.14 Implementation of recommendations in Module 4

Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

4 - Very good

Qualitative assessment:

During the last IEP, the panel made several recommendations for improvement that have been addressed by AMU in various ways.

Strategic Management and Planning – in the Institutional Strategy 2021+ (Strategický záměr na období od roku 2021), various goals have been formulated with regards to research. These can be found in chapter 2 dealing specifically with doctoral studies and in chapter 3 dealing with artistic education and research. These chapters contain informative introductions on current status and needs, clearly defined objectives and indicators how they can be reached. The objectives for the further development of doctoral studies include consideration regarding their structure, in which language they should be offered and financial support from students. The Institutional Strategy 2021+ also mentions clear objectives with regards to research activities in operational goal 3.2, where proposals are also made for a better support to projects and students, a stronger focus on artistic research, the creation of international partnerships and reaching a stronger (international) visibility of research results online. The Institutional Strategy 2021+ furthermore refers to the establishment of the Centre of Doctoral Studies, which provides specific support to doctoral students in non-discipline specific skills. The information in the SER also mentions that Institutional Research Plans are now required from the individual faculties.

In the meeting with guarantors, the high number of doctoral programmes in the various faculties was addressed, which may lead to high levels of specialised expertise, but also to fragmentation and a lack of cooperation in between programmes. The Institutional Research Plans are an important step in strategic planning, but these plans were not shared and only a summary of these plans was provided. This summary seemed to indicate that the main thrust of the faculty plans seems to revolve around the support of the research centres in the faculties and less so about strategic considerations on the role of research with regards to the curriculum and research-led teaching. Only FAMU seems to use the research support in a more flexible way for research projects for a fixed number of years and for internal Fellowships in Artistic Research.

Support to research and funding – AMU has developed an impressive support system to gain access to national and international grants. It contains a student grant competition, a project competition, a project consultancy system and support with regards to science management. In the meeting with guarantors and also in the meeting with doctoral students, the level of financial support to students was addressed, which was seen to be quite limited, rather competitive to access (in the meeting with guarantors it was mentioned that the doctoral students compete in grant applications for projects with senior academics) and in some cases leading to dropouts, apparently especially in the case of female students with families despite the gender equality measures set by the academy. The

number of dropouts fluctuates from year to year, ranging from just a few in 2021 to almost 50% in 2024. In the meeting with doctoral students, the issue of a lack of funds to make use of open access sources was also mentioned. Although the offer of the Centre of Doctoral Studies was welcomed by doctoral students, one of its opportunities (to provide a platform where doctoral students from different faculties can meet) still needs further attention.

Internationalisation – evidence exists that AMU and its faculties organised and participated in various international conferences to present the outcomes of its research activities. An international mobility project for researchers was also implemented with support from European research funds. Nevertheless, there is less evidence that AMU (or any of its faculties) is seeking more strategic and structural forms of international cooperation and that the international activities, even if of high quality, seem to take place more on an incidental basis instead of being part of long-term internationalisation strategy.

Sustainability (including gender policies) – AMU published an excellent and highly visionary sustainability strategy in 2024, which could serve as an example of good practice to many other art academies. It talks about values, makes a direct connection to the SDGs and addresses sustainability not just from an environmental perspective but much broader. Even if research is not addressed specifically in the strategy, it has formulated many goals that apply to research as well. In the separate Gender Equality Plan from 2025, gender issues are addressed from the perspective of work-life balance, recruitment and career progression and measures against violence.

Recommendations:

- Now that AMU has such a clearly formulated institutional strategy with a vision, goals and indicators that includes aspects on research, the institution should be encouraged to extend this strategic approach also to the faculties in the area of research.
- Even with tight resources, AMU is encouraged to explore how to support its Doctoral Students even better in both financial terms and through its Centre of Doctoral Studies with joint cross faculty activities and collaborations.
- AMU is encouraged to formulate an institutional strategy for internationalisation, in which a strategic approach to internationalisation is sought with focused activities (including in the area of research) with eminent and equally minded strategic partners abroad.
- AMU is commended for its sustainability and gender equality strategies and plans and encouraged to ensure that its goals and measures will be streamlined through all faculties.

MODULE 4 RATING

MODULE 4 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 4. Assess the overall state of the research and institutional environment and the quality of the internal processes of the HEI. Consider whether and how the set processes contribute to the fulfilment of the HEI's mission and vision.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
4.1 Organisation and management of R&D&I	3 - Average
4.2 System of support for a quality R&D&I environment and incentive measures for quality science	4 - Very good
4.3 Quality control system for R&D&I environment	4 - Very good
4.4 Sustainability and resilience of R&D&I	4 - Very good
4.5 Structure of human resources	3 - Average
4.6 Academic and Research Careers	3 - Average
4.7 Gender equality measures	3 - Average
4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)	3 - Average
4.9 Research infrastructure	3 - Average
4.10 Budget and structure of financial resources	3 - Average
4.11 Rules for the use of institutional support for the LCDRO	3 - Average
4.12 Important collaborations in R&D&I	4 - Very good
4.13 Doctoral studies	3 - Average
4.14 Implementation of recommendations in Module 4	4 - Very good
AVERAGE RATING	3 - Average
GRADE [A–D]	C

Summary assessment:

AMU's three faculties: HAMU, DAMU and FAMU have a well-structured organisational system of management in place but clear articulation of the "mission" and "vision" of R&D&I at AMU is not provided. Since the last IEP report, there has been an increased emphasis on artistic research which needs further development together with cross-disciplinary, cross institutional research projects at local, national and international levels.

There is a well-structured system of support at AMU for advising on, supporting and assessing research activities of faculty, early career researchers, and doctoral students, however there could be further support made available to researchers in applying for international grants and in seeking international collaborators on research projects. Also, additional supports could be made available to researchers to stimulate high-quality R&D&I research outputs by allocating a weekly

research day, or half-day, to full-time members of faculty to allow them time to focus on their research projects.

The issues of human resources and gender equity with regards to succession planning is one of the key areas of concern where women in leadership positions have to be given the necessary support to succeed in the management positions they have been assigned. The strategic plan to have a number of women in leadership and senior management positions is important in shifting the institutional culture and will in effect have impact on their academic and research career advancement. A 2023 pay equity analysis showed that there is a gender pay gap at AMU and there are few options to mitigate the externally determined inequality.

Recruitment and career development systems at AMU support personal and professional development for all employees, however more evidence would be required to develop a system that supports research which connects directly to academic advancement. Also, a peer-gender mentoring and/or support system could be put in place to advance the academic and research projects of early career researchers.

AMU's system for the acquisition, renewal, and sharing of research and teaching equipment is well aligned with the institution's character and disciplinary profile.

AMU's R&D&I budget in the evaluated period demonstrates a strong reliance on national public funding, primarily institutional allocations (LCDRO and SAR), supplemented by project co-financing and AMU's own resources. Non-public funding is concentrated in targeted areas, such as the CESNET Development Fund for MARC HAMU, which supports sound design technology development. The distribution of financial resources across individual faculties at AMU is fairly equal. The commercial yield of research outputs is low.

During the period under review, AMU has transitioned towards a more strategically guided approach that balances individual research trajectories with institutional research goals. The R&D&I research collaborations all align with the operational goals regarding research as described by AMU in its 2021+ institutional strategy. While there have been a number of successful initiatives with national and international partners, it would be necessary to outline the collaborations that have emerged from this.

A welcomed development at AMU in 2016 was the establishment of the Centre for Doctoral Studies, which provides transversal support, including career development, teaching skills, and networking through events like the *Territories of Art* conference. Doctoral studies at AMU are organised within well-defined structures across all three faculties, however, doctoral students would benefit from more holistic and structured engagements and collaborations across all three faculties to further develop and strengthen the research environment of the school. Although the offer of the Centre of Doctoral Studies was welcomed by doctoral students, one of its opportunities (to provide a platform where doctoral students from different faculties meet) has not generated an interdisciplinary research culture. From the on-site visit, it appears that many doctoral students are not sufficiently familiar with AMU's potential structural support and their identification with the university varies significantly. Further concerns include an increase in drop-out rates of doctoral students in recent years, and the unequal distribution of doctoral positions across faculties.

A comprehensive sustainability strategy is in place, but the progress of implementation of the goals and measures could be more clearly articulated. There is evidence however, of AMU strengthening its strategies on social and environmental responsibility, and on knowledge transfer including that of R&D&I results to society and interacting with local actors.

Summary recommendations:

AMU is encouraged to:

- Stipulate clearly “the vision” and “the mission” of AMU. It is necessary to differentiate the vision from the mission and this distinction needs to be clearly articulated regarding R&D&I.
- Provide incentives for projects of strategical interest, e.g. interdisciplinary research, artistic research, highly innovational projects that will bridge the gap between artistic practice, development and research.
- Provide written criteria for the assessment of academic, practice-based, and applied research at AMU.
- Attract international collaborators on research projects to AMU and provide incentives for inviting international guest researchers to AMU to enhance international mobility and collaborations that will strengthen networks and eligibility for grants.
- Develop an internationalisation strategy for AMU broadly and each faculty separately.
- Expand the outreach work and regional collaborations at AMU to include a wider European and international component.
- Consider international recruitment for short term stays and fixed term contracts that can stimulate the research culture and enhance international visibility and bolster international collaborations.
- Consider peer-gender mentoring and/or support systems that can advance the academic and research projects of early career researchers.
- Explore ways to better support doctoral students in both financial terms and joint cross faculty activities and collaborations - through AMU’s Centre of Doctoral Studies for example through cross-faculty doctoral supervision, shared research infrastructure and cross-faculty doctoral activities to foster collaboration.
- Develop sustainable gender pathways for academic and research staff in management positions that can be supportive in institutionally structured ways.
- Strengthen the research and academic environment through more collaborative research grants which will provide an opportunity to “house” the research within AMU as a research leader on large international projects for example by targeting relevant international programmes (e.g., Creative Europe, MSCA, ERC, Horizon Europe - pillars II, III) aligned with AMU’s research profile, and by creating a Fellowship in Artistic Research across all three faculties similar to the model developed by FAMU to strengthen the overall artistic research culture in AMU.
- Stimulate high-quality R&D&I research outputs by allocating a weekly research day, or half-day, to full-time members of faculty.
- Continue initiating research projects with educational, governmental, private and social partners.

MODULE 5 – STRATEGY AND POLICIES

5.1 Mission and vision of the evaluated institution in R&D&I

Evaluate the described vision and general mission of the university emphasizing R&D&I (in context of its educational function and the educational policy strategy of the state or the relevant ministry for higher education. Compare the defined mission with reality. The evaluation should consider how the mission and vision of the HEI has been fulfilled in the past five-year period and whether the vision for the next five-year period is adequately set and realistically achievable.

Rating [1–5]:

3 - Average

Qualitative assessment:

The Academy of Performing Arts in Prague is a key Czech HEI offering education in theatre, film, television, music and dance arts. Its three faculties connect teaching with artistic activity, research and innovation. In the SER, it states that “AMU strives to contribute to societal and cultural development through excellent teaching and artistic research. It is committed to being a leading artistic-research and teaching institution in the Czech Republic and Europe (SER, p.134). Although AMU may be a key HEI for the performing arts in the Czech Republic, it needs to develop increased collaborations with European and international HEI’s.

In the SER document, the mission and vision of AMU were dealt with together under predominantly the “vision” of AMU. These are, however, two separate areas, and should ideally have been addressed separately. This requires clarification.

The vision as outlined in the SER addressed the 2024–2029 period. In this period, AMU focused on enhancing internationalisation, equal opportunities and sustainable development including social responsibility. Key aspects included systematic sustenance of artistic-research projects and their publication venues. The further development of these areas at AMU are important, particularly enhancing internationalisation. Interdisciplinarity is not in the focus of the 2024-2029 period strategy. In view of the potential of strengthening the faculty crossing collaboration this should be a prioritized topic. Also, further discussion and engagement in discourses on artistic research and practices at AMU would assist in the systematic sustenance of this developing field at AMU. The institutional (self-)understanding of the differences and overlaps of scientific, hybrid and artistic research and development seem to be a bit unclear and should be clarified. Engagement with other HEIs in Europe and elsewhere that offer programmes of study and research on artistic research and practice would benefit the developing artistic research field at AMU.

It seems that there is no elaborated institutional wide mission and vision or strategy plan on R&D&I at AMU- both at institutional and faculty level, for the next number of years. This may be due to a phase of transition with changes in personnel in the faculties and departments at AMU. An intensive strategy development process during the next year would make a lot of sense.

Strategic goals and R&D&I developments for the 2019–2023 period were in line with national and European strategic documents, including the National Research, Development and Innovation Policy of the Czech Republic 2021+, Strategy on Gender Equality 2021–2030 and Horizon Europe. Key development areas were:

1. Synergy of creative arts education and R&D&I in the support of artistic research.
2. Research capacity development: AMU enhanced its research capacities for example, FAMU developed audiovisual media research, including projects on “comfort media” and audience emotional support. Might this be an area that could be developed across disciplines at AMU?

3. Interdisciplinarity: Although AMU supported projects connecting various areas of the performing arts with technologies and humanities, more interdisciplinarity could positively and fruitfully occur at AMU. 4. Internationalisation: Although AMU has worked on its internationalisation strategy, it can further develop this area. 5. Gender, Equality and Diversity: AMU introduced tools to support the inclusion of students and staff from diverse cultural and social backgrounds and established working groups for diversity and inclusion. Does AMU have Antidiscrimination Policies? 6. Digitisation and New Technologies: Most of the digitisation that occurred during this period – particularly teaching and research, was in response to the COVID-19 pandemic.
Recommendations: • The mission and vision of AMU were dealt with together in the SER document, but these are two separate areas, and should ideally have been addressed separately. We recommend that AMU address these separately to have a stronger notion of both AMU's mission and vision. • A well-defined strategy plan for R&D&I both on institutional and faculty level should be developed, discussed and published in order to outline a consistent mission and vision. • We recommend the further development of interdisciplinarity and internationalisation strategies at AMU. • We would suggest increased discussion and engagement in discourses on artistic research practices at AMU. This would assist with the systematic sustenance of this developing field at AMU. • Equally, engagement with other HEIs in Europe and elsewhere that offer programmes of study and research on artistic research practices would benefit this developing artistic research field at AMU.

5.2 Research and development objectives

Evaluate the set goals of the HEI in both the area of R&D&I and the development of the HEI as an institution. Consider whether the goals are adequately established in relation to the size and type of the HEI, as well as its mission and vision, and whether they are achievable within the proposed timeframe.

Rating [1–5]:

3 - Average

Qualitative assessment:

The objectives described are framed through five broad areas (1) Development of Research Activities, (2) Knowledge Transfer and Cooperation, (3) Human potential development, (4) Institutional resilience and ethics, (5) Cooperation with public administration and partners.

While each of these are important, the description of the activities are too broad and too general and do not address some of the key institutional challenges directly for example addressing the underrepresentation of women leading research projects, how women take on more managerial roles in leading institutional change, and developing larger grant bids that can be part of large EU funded projects.

The proposed activities do not have an expressed stated implementation plan, in other words how are some of these objectives going to be achieved and resources will be allocated to these objectives

both in terms of the budget and the human resources and expertise required to undertake these strategic objectives in fostering a research development, innovation and knowledge transfer.

Recommendations:

- AMU is encouraged to streamline some of the objectives to be more consistent with the strategic plan to address gender inequalities as part of (3) human potential development.
- As part of institutional resilience and ethics (4) described, more attention should be paid to an integrated approach to the research environment across the institution.
- In the section on cooperation and partners (5) it would be important to align with more research and academic partners in Europe to strengthen the research culture at AMU. The current description is heavily focused on public administration within the Czech context. This broadening of research partners would be important to strengthen the alignment with the overall Strategic Plan and bolster the research environment within the institution.

5.3 Institutional instruments and measures for the implementation of the research and development strategy

Evaluate the described institutional and strategic instruments for the fulfilment of the research and development objectives regarding how they will contribute to the fulfilment of these objectives. In your evaluation, also pay attention to the possible absence of key instruments or measures.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMU plans to equip itself with competitive and strategic tools to support the quality of research activities:

- Open Science AMU 2026+ as part of the OP JAC Research Environment
- For the development of the project plan for the new Strategic Management Support Program 2026+, AMU is waiting for instructions from MYES (scheduled for 6/2025)
- To support scientific excellence, AMU in particular takes action at the level of management of positions of responsibility to plan and implement conceptual changes in this field.
- AMU strives to be recognized as a leading institution in the field of creative arts, teaching and research, not only in the Czech Republic, but also internationally.
- In this way “AMU faculties plan to involve researchers more in international mobility programs”: This is contradictory to the information given (4.8) of a solid and important mobility (69 AMU researchers on mobility).
- DAMU and HAMU plan to actively participate in EU funding programmes such as Horizon Europe or Creative Europe.

Recommendations:

- Currently the breadth of tools for implementation is too sprawling to be undertaken in a systemic way that aligns with the Strategic Plan document. It is advisable to narrow the focus and offer more strategic foci that can have a follow through and where greater focus is put on harnessing and cultivating the scope of the research environment in ways that create pathways for the current early and mid-career researchers and academics.
- Opportunity to create more internationally visible research projects that are not singularly reliant for funds within the institution and Czech context. By nurturing and strengthening this aspect, it will in turn create an environment in which more European and international collaborations can be developed in sustainable ways.

--

5.4 Implementation of recommendations in Module 5

Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMU has addressed the recommendations made by the previous panel in various ways. Some of these are addressed ordered by recommendation (in some cases the recommendations are addressed together).

Definition and support of artistic research – AMU clearly expresses its ambition to engage with artistic research and develop it further across the entire institution in various policy documents. There is evidence of concrete actions in this area: AMU has joined the Research Catalogue and is supporting its own online journal on performing arts and artistic research entitled Arte Acta (<https://arteacta.cz/>). At FAMU “Fellowships in Artistic Research” has been set up, with the explicit objective to raise awareness about artistic research among students and researchers. As an effect, most of the expositions on the Research Catalogue are in fact from FAMU. At HAMU, artistic research seems to be concentrated mainly around the Composition Department, which is noteworthy given the fact that all bachelor and master students have to write theses to finish their studies; no evidence has been shared that these theses could also be written in the realm of artistic research. From the conversations with staff and students, it seemed that there are different approaches and understandings of what the term artistic research actually entails throughout the various faculties.

Research repository creation and use of digital platforms – it is to be commended that AMU joined the Research Catalogue (RC), which is currently the main international platform for research outcomes in the field of artistic research. AMU has built its own institutional portal there with a limited number of expositions by individual researchers (mainly from FAMU and DAMU) and some pages with helpful tutorials on how to use the RC. It is noteworthy that there seem to be no expositions there from the various faculty-level research centres that have been discussed in this review report. This may be an opportunity lost, as the RC is building up a large international audience of readers that are finding their way to the research outcomes presented there. The question could also be raised where the bachelor and master theses are being stored and if these could also not be published on the RC (similarly to other portal partners). Another commendable initiative is, as mentioned above, the Arte Acta online journal. Arte Acta is published in English but does seem to have a member on the editorial board from outside the Czech Republic.

Support of international cooperation – as already mentioned in other places in this report, AMU has shown evidence of international cooperation activities in the various faculties. It also mentions internationalisation as a clear priority in its strategy documents, which is to be commended. European programmes such as ERASMUS+ and Creative Europe are used on a regular basis. Nevertheless, it is not clear to the review panel how these international activities come about: are they initiatives of individuals or are they led by an institutional internationalisation strategy (at both AMU and faculty levels) based on a need for structural long-term strategies partners?

Research commercialisation and science communication – evidence exists of several research projects that have led to societal and commercial applications. The activities of the MARC research centre is a good example of this. AMU should be commended for its efforts in this regard, taking into consideration the reality that commercialisation of research output of art universities or academies is not always as straightforward as an outcome of research activities as is often the case with e.g. medical schools or technical universities.

Establishment of a PhD school – evidence shows the presence of the Centre of Doctoral Studies, which was established some years ago, and its activities. AMU is to be commended for setting up this Centre, which offers training and support from a non-disciplinary perspective. In the meeting with students, the wish to have more cross-faculty meetings of PhD students organised by the centre was mentioned.

Recommendations:

AMU is encouraged to:

- Initiate both institution and faculty level discussions about what is meant with artistic research so that a common understanding on the scope and methods of artistic research can emerge. This would also support the overall emancipation of this type of research within the faculty, the institution and the sector.
- Substantially expand its activity on the international Research Catalogue with the aim to gain greater visibility for its artistic research outcomes. This should also include research output from the various research centres in the faculties and possibly bachelor and master theses of students.
- Develop a more strategic approach to internationalisation (e.g. through strategic partnerships), also in the area of research.
- Continue with its efforts to engage with private and societal partners for a commercialisation of its research outcomes, while taking a realistic approach given that commercialisation in higher arts education may see limitations.

MODULE 5 RATING

MODULE 5 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 5. Evaluate the overall setting of the HEI's strategic objectives and development plan.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
5.1 Mission and vision of the evaluated institution in R&D&I	3 - Average
5.2 Research and development objectives	3 - Average
5.3 Institutional instruments and measures for the implementation of the research and development strategy	3 - Average
5.4 Implementation of recommendations in Module 5	3 - Average
AVERAGE RATING	3 - Average

GRADE [A–D]	C
Summary assessment: The Academy of Performing Arts in Prague is a key Czech HEI offering education in theatre, film, television, music and dance arts. Its three faculties connect teaching with artistic activity, research and Innovation. Strategic goals and R&D&I developments for the 2019–2023 period were in line with national and European strategic documents, with the following key development areas: a) synergy of creative arts education and R&D&I in the support of artistic research, b) research capacity development, c) interdisciplinarity, d) internationalisation, e) gender, equality and diversity, and f) digitisation and new technologies. With regards to the recommendations made by the previous panel, AMU has addressed these to a large extent. Areas such as the focus on artistic research, internationalisation, research repository creation and the Centre for Doctoral Studies will still need further attention. For the 2024–2029 period, AMU plans to focus on a) systematic sustenance of artistic-research projects and their publication venues, b) enhancing internationalisation, c) equal opportunities, and d) sustainable development including social responsibility. The panel agrees that all these areas are highly relevant for AMU but also notes that interdisciplinarity is not mentioned as a specific objective for the 2024-2029 period strategy, even if most of the mentioned priorities will probably be addressed through an interdisciplinary approach. Nevertheless, in view of the potential of strengthening the faculty crossing collaboration, this should be a prioritized topic. Overall, it seems that there is no elaborated institutional wide mission and vision or strategy plan on R&D&I at AMU (both at institutional and faculty level) for the next number of years as yet. Nevertheless, several broad objectives in R&D&I and knowledge transfer are described in the SER, as well as a substantial list of tools that will support research and development. These tools range from measures supporting quality and excellence, internationalisation and HR, to tools on institutional resilience and ethics and scientific integrity. Some of the key institutional challenges (e.g. the underrepresentation of women leading research projects) do not seem to be addressed directly. The panel supports these objectives and tools and commends the ambitious and forward-looking approach at AMU level, but also would like to suggest to the institution to narrow the focus of the long list of tools and create a clear implementation plan, which should include more detailed strategy plans at faculty level.	
Summary recommendations: AMU is encouraged to: • Develop, discuss and publish a well-defined strategy plan for R&D&I at both institutional and faculty levels in order to outline a consistent mission and vision, which also underlines the importance of interdisciplinary research cooperation in addition to the mentioned focus points. • Initiate discussions (at both institutional and faculty levels) about what is meant with artistic research so that an institution-wide understanding of the scope and methods of artistic research can emerge. • Engage with other HEIs in Europe and elsewhere that offer programmes of study and research on artistic research practices as part of a more strategic approach to internationalisation (e.g. through strategic partnerships).	

- Narrow the focus and streamline some of the objectives and tools to be more consistent with regards to gender issues as part of human potential development in ways that create pathways for the current early and mid-career researchers and academics.
- Substantially expand its activity on the international Research Catalogue with the aim to gain greater visibility for its artistic research outcomes.

OVERALL EVALUATION IN MODULES 1 TO 5

OVERALL EVALUATION

Provide a summary evaluation of the HEI as a whole across all five modules. Justify your evaluation and highlight the main strengths and/or weaknesses of the evaluated HEI. The overall grade is determined according to the rules of the "Methodology VŠ2025+".

MODULE	MODULE WEIGHT	GRADE [A–D]
MODULE 1 and 2	50 %	A
MODULE 3	30 %	B
MODULE 4	10 %	C
MODULE 5	10 %	C
OVERALL RATING		A – Excellent

MODULE	MODULE WEIGHT	GRADE [A–D]
MODULE 1 and 2	50 %	B
MODULE 3	30 %	B
MODULE 4	10 %	C
MODULE 5	10 %	C
OVERALL RATING		B – Very Good

Explanatory note: Evaluation of Module 1 (Quality of Selected Results) and Module 2 (Research Performance), not a subject to panel's assessment, has concluded with peculiar grade A/B. Therefore, final calculation has to be done twice, with two different formula inputs for the "Module 1 and 2" criterion, as captured in tables above.

If it were up to the panel to decide which of the resulted overall rating results, A or B, reflects more appropriately the state of the evaluated institution, the panel is inclined to prefer the grade A.

Qualitative assessment:

The Academy of Performing Arts in Prague (AMU) demonstrates solid and consistent research, artistic, and R&D&I performance across its three faculties. AMU achieves a majority of positive evaluations, with high-quality interdisciplinary outputs enhancing the institution's overall

performance. The faculties complement each other: HAMU provides disciplinary excellence in music and dance, DAMU demonstrates a cohesive and socially engaged research culture, and FAMU drives innovation and experimentation in audiovisual and film research.

The institutional support system is well structured, effectively managing research activities, doctoral studies, and resource allocation. Strategic goals for 2019–2023 were largely aligned with national and European priorities, and previous recommendations have been addressed, including the focus on artistic research, internationalisation, and the establishment of the Centre for Doctoral Studies. Funding is stable, though primarily public, while commercialisation of research outputs remains limited.

Key strengths include artistic excellence, interdisciplinary outputs, reflective and collaborative research culture, and growing societal impact, particularly in the cultural and creative sectors. Main weaknesses relate to the lack of a clearly articulated institutional R&D&I mission and long-term strategy, limited structured international collaboration, insufficient societal and industry engagement, and persistent gender equity challenges, especially in leadership and research positions. Doctoral students would benefit from more integrated and interdisciplinary support to strengthen engagement and completion rates.

During the evaluated period, AMU underwent major structural changes, introducing new research infrastructure and strengthening its focus on artistic research. These steps position the institution to become a leading player in artistic research nationally, demonstrating a willingness to evolve while preserving its identity. The IEP recognised high-quality research outputs across all faculties, recommending improvements primarily at the institutional level, particularly regarding internationalisation, interdisciplinarity, and commercialisation of R&D&I.

Based on the evaluations of Modules 1 and 2, which received grades A and B, the IEP calculated two overall versions and, following Methodology VŠ2025+, recommends leaning towards Grade A – Outstanding, reflecting strong academic and artistic performance with clearly identified areas for strategic enhancement.

Recommendations:

AMU is encouraged to:

- Develop a coherent R&D&I strategy: Formulate and publish a clear institutional and faculty-level mission and vision for research, artistic research, and innovation, integrating strategic priorities such as interdisciplinarity, societal engagement, and internationalisation.
- Clarify and embed artistic research: Establish a common understanding of the scope, methods, and significance of artistic research across all faculties and programmes, ensuring its integration into teaching and research activities at all levels (Bachelor, Master, Doctoral).
- Strengthen internationalisation and collaboration: Expand structured international partnerships, attract guest researchers, support mobility, and increase participation in relevant European and global research programmes, while enhancing AMU's presence in platforms such as the International Research Catalogue.
- Enhance societal impact and industry engagement: Promote collaboration with cultural and creative industries, regional and European partners, and other HEIs to translate research into practice and increase visibility and societal relevance of outputs.
- Support researchers and doctoral students: Provide incentives for strategic, interdisciplinary, and innovative projects; allocate dedicated research time; strengthen cross-faculty doctoral supervision and activities; and offer mentoring and support systems, including peer-gender mentoring, to support early- and mid-career researchers.

Promote inclusivity and gender equity: Develop sustainable pathways for women and underrepresented groups in leadership and research positions, addressing career development, succession planning, and human potential development.

Increase visibility and dissemination: Systematically communicate research outputs through public events, online platforms, alumni engagement, and professional networks to strengthen AMU's national and international profile.