

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

HIGHER EDUCATION INSTITUTION NAME: The Academy of Fine Arts in Prague

COMPANY REGISTRATION NUMBER (CRN): 60461446

THE LIST OF EVALUATION UNITS IN MODULE 3: 1

CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL

Name and surname: Maibritt Borgen

Phone number: [REDACTED]

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LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS

Name and surname	Position in IEP	Current position
Maibritt Borgen	Chairperson	Associate Professor, Royal Danish Academy of Fine Arts, Schools of Visual Art, Copenhagen, Denmark
Cătălin Gheorghe	Member	Professor, George Enescu National University of the Arts, Iași, Romania
Jan Klípa	Member	Vice director, Institute of Art History, Czech Academy of Sciences, Czech Republic
Paul Petritsch	Member	Professor, University of Applied Arts Vienna, Austria
Petra Vlachynská	Member	Assistant professor, Faculty of Arts and Architecture, Technical University, Liberec, Czech Republic
Beti Žerovc	Member	Associate Professor, University of Ljubljana, Slovenia
Jitka Hlaváčková	Member	Curator, Prague City Gallery, Czech Republic

PROVIDERS METHODOLOGIST

Name and surname: Šárka Brábníková

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Date of on-site visit of higher education institution: 23-24/06, 2025

In_Copenhagen _ date 21.10, 2025

Signature Maibritt Borgen
(IEP chairperson)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Academy of Fine Arts in Prague

FORD: Zvolte položku. **FORD 6**

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 Academy of Fine Arts in Prague (Akademie výtvarných umění v Praze, hereinafter AVU) is a small but well-grounded and ambitious academic institution with notable results and further potential. The rectorate of AVU demonstrates a clear vision for the future of the institution with goals that appear well-defined, achievable and backed up by a reorganisation of the institutional structure that has taken place over the past five years.

During the site-visit, primarily through its discussions with students and employees, the International evaluation panel (hereinafter IEP) gained the impression of AVU as a well-functioning institution on all levels with a high level of reflection over strengths and weaknesses and involvement of faculty on strategic decisions. To further support this, the seminal exhibition showed a very high niveau of professionalism also on the level of the undergraduate programmes. The IEP also gained understanding why and how those programmes will be changed or shortened to become comparable to the European Model.

In the last evaluation period, AVU established new research departments (such as Department of Doctoral Research, LARGE, Restoration Research Laboratory) and focused on evolving its Doctoral Studies, which is strongly supported also by the Department of Theory and History of Art and the Academic Research Centre AVU.

The mission of AVU is adequately defined from the perspective of the national R&D&I policy and is comparable to similar programmes and institutions abroad. AVU conducts, for its size and capacities, a notable basic, applied, contractual and artistic research and through its R&D&I activities contributes significantly to the various important issues and research fields, from the preservation and interpretation of cultural heritage to the critical reflection on the role of art in contemporary society.

AVU continued to refine and advance the mission and vision that were articulated in the 2015–2019 SER, whose suggestions and recommendations were largely implemented.

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]:

5 - Outstanding

Qualitative assessment:¹

Despite its size and limited resources, AVU has established a leading center for applied research in the restoration and conservation of artistic monuments, widely regarded as the most professional in the Czech Republic. Through the activities of the former ALMA laboratories, participation in international conferences, and cooperation with institutions such as the Czech Academy of Sciences, AVU has gained strong recognition nationally and internationally. Researchers in the restoration workshop collaborate abroad on the identification and classification of monuments, and their expertise is valued by art theorists.

AVU also occupies a unique position in Czech basic research. Its Scientific Research Center is the only institution dedicated to the study of contemporary experimental and conceptual art in Czechia. Projects are conducted in cooperation with the Czech Academy of Sciences and Charles University. Key outputs of the assessed period include the impact-rated Notebook for Theory, Research and publications such as Exhibition as a Medium. Czech Art 1957–1997, both recognized as contributions of major applied and disciplinary importance.

The Department of Art Theory and History contributes to research on postcolonial themes and Czech art history, despite limited capacity due to teaching obligations. AVU researchers participate in editorial boards, grant teams, and international conferences, further integrating into professional networks.

Artistic research in the Czech Republic is scarce and fragmented. Over the past five years, AVU has created an institutional framework through the LARGE Center for Artistic Research, the Center for Doctoral Research, methodological handbook, and international conferences. Through all this, AVU has contributed to consolidating and strengthening the position of artistic research in the Czech Republic. The relocation of the AVU Gallery, activities of the publishing house and TV Artyčok, and expanded public programs have strengthened dissemination, positioning AVU as a reference point for artistic research in the Czech Republic.

AVU is generally most visible through exhibitions and projects in public space. The research community acknowledges its pioneering role in addressing social, gender, and diversity issues. Participatory doctoral projects have focused on minorities (Tamara Moyzes - Artivist Lab, together with Charles University), homelessness (Smoke Mountain project by Štěpán Soukup), and prisons (Lenka Tyrpeková). The emphasis on research and experimentation is reflected in awards gained by AVU students and graduates, and in the growing number of international lecturers hosted by the school.

Recommendations:

- We recommend strengthening coordination among AVU departments so that their activities and public presentation are more closely aligned and mutually supportive. It could be useful to introduce an internal communication system on departmental

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.

projects and to motivate undergraduate students to become acquainted with and involved in these activities, possibly even introducing a post-master's student program also for this purpose. Greater engagement across departments could also help redistribute part of the workload currently concentrated in the theoretical department.

- Sustained attention should be paid to the development, evaluation, and standardization of artistic research, as its criteria remain insufficiently clear to both the artistic community and AVU students.
- AVU should consider presenting the results of artistic research in a more systematic and accessible way, comparable to dissemination practices already established in basic research —although using different means.
- It might be useful when AVU defines more precisely who it considers its “research community” and toward whom its research activities are primarily directed.

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 relation to the size and character of the institution, AVU reports an impressive selection of basic and applied research projects in which it has participated both as a grant recipient and as an additional project participant. The AVU has clearly confirmed its position among institutions conducting basic research at the national level with the successful and widely received results of the projects *The Exhibition as Medium. Czech Art 1957-1997* (GA16-15446S) and *In Search of the Meaning of Art. Jindřich Chalupecký (1910-1990)* (GA19-24996S). It is also necessary to highlight the breadth and extent of cooperation with other scientific research institutions on basic research projects (*Focal Images: Violence and Inhumanism in Contemporary Art and Media Culture*, GA22-17984S) as well as applied research, where AVU is able to collaborate on a wide range of issues from practical problems of heritage care (*The Impact of Disinfectants on Historic Surfaces in the Visiting Premises of Memory Institutions During Exceptional Epidemiological Measures*; TL04000476) to the highly topical issue of neural networks and AI (*Creative Software/Digital Neural Network Virtual Futurologist A°D°A*; TQ01000298).

A specific issue are the projects carried out by ALMA during the evaluated period. These show an impressive number of outputs, but they are overwhelmingly related to the field of inorganic chemistry and show a low degree of coherence with other research areas carried out within other departments of AVU.

Recommendations:

- Given the decreasing amount of funds allocated by the government to basic research, both the Research Support Department and the Grant Department must actively seek grant opportunities and provide researchers with the most comprehensive service possible in the preparation, resolution and invoicing of grant projects. In the area of basic research, the Academy of Fine Arts should cooperate more intensively with other scientific research institutions, such as Charles University or the Academy of Sciences, especially in the area of institutional history and research into the infrastructures of art history and art education, which the Academy has been focusing on recently.
- In the area of applied research, it is necessary to make maximum use of the networking of Restoration Studios at the national (National Gallery Prague, National Heritage Institute, etc.) and international (L'Opificio delle Pietre Dure, etc.) levels and to create broader research consortia in the future that will have the ambition to get projects funded not only by national providers, but also at the European level.

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:

Given the character of a research institution, the impact on society of AVU research results is difficult to measure exactly. It is highly appreciated that AVU presents the results of its basic and artistic research to the public not only in the form of scholarly texts, but also in the form of more widely accessible exhibitions, conferences or workshops. Through exhibitions, AVU has been able to enter urgent and socially important discussions around areas such as homelessness, public space, identity and art of national minorities or natural and social revitalization of areas with specific historical burdens. Discussion platforms dedicated to AI in art, postcolonialism or the creation of specific policies (the legislative position of professional artists or issues of intellectual property in art) also have a significant impact on society.

The potential for impact on society was highly fulfilled by the results of the project *The Impact of Disinfectants on Historic Surfaces in the Visiting Premises of Memory Institutions During Exceptional Epidemiological Measures*, which define specific procedures for the care of the historical objects and collections in connection with the need for surface disinfection during the covid-19 pandemic and beyond. The application potential of the results of the projects solved by the ALMA laboratory remained only limited, because the scientific public does not have free access to them.

Recommendations:

- In order to transfer the results into practice, it is necessary to maintain, support and develop a broad network of individual AVU departments with institutions that can use the results of research conducted at AVU.
- These include independent exhibition spaces, which naturally become a platform for presenting the results of artistic research. On the other hand, these are public museums of art, heritage authorities and institutions or the church on all its levels, which can become both partners in research and users of scientific results in the area of applied research.
- AVU has traditionally had a strong position in this field, but it can still be recommended that this agenda be more prominently reflected in the competencies and responsibilities of the Vice-Rector for Internationalization and Research.
- To enhance the public visibility of the outcomes of basic, applied, and artistic research conducted at AVU at both the master's and doctoral levels, it would be highly beneficial to connect the repository of final theses with the national repository thesis.cz. A first step in this direction could be to make the AVU repository if possible easier accessible on the Academy's website, where it is currently very difficult to locate.

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:

As AVU in SER aptly points out, in the case of such an institution primarily focused on arts education, the commercialization of research results is a somewhat problematic field, where the integrity and independence of artistic practice risks being undesirably undermined. The application potential must therefore be assessed through a fundamentally different lens than in the case of the technical or natural sciences. The users of the results of research carried out at AVU naturally include institutions specialising in contemporary art. Cooperation in this area is at a very good level.

The only area where research can easily be transferred into practice and commercialised is the restoration and technological research (including authentication) of works of art, carried out by the Restoration Studios. In this area, Restoration Studios of AVU - the leading institute of its kind at the national level - provides services to an impressive wide range of state (National Gallery in Prague, National Heritage Institute, Prague City Museum, etc.), non-state (especially religious institutions and legal entities) and private users of its research results. This research is then a source of distinctive financial resources. For sure, there is potential for growth in this area, however commercialisation must not override the primarily scientific, conservation or educational objectives of the research.

Recommendations:

- AVU should systematically address commercialisation of applied research results.

- Of course, commercialisation may not be the primary purpose of research conducted at a public artistic university, but in the case of some specific users of the results of research (Roman Catholic Church, private collectors), the commercial nature of the cooperation could be a standard.

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]:

5 - Outstanding

Qualitative assessment:

As was already stated by the previous IEP, we also congratulate AVU on its excellent activities in this field. AVU provides a great number and variety of activities related to the popularisation of R&D&I and communication with the public, such as excellent publishing activities, all kinds of activities connected to the exhibition medium (Excellent curatorial work of academic staff at the Department of Theory and History of Art and at the Academic Research Centre AVU!), lectures and programmes addressed to both, the academic and general audience.

We support AVU in being highly active in organising courses for the public (annual Summer Academies for both children and adults, semester-long courses in Printmaking Techniques and Evening Class in Drawing ...), while at the same time organising expert activities, for example retraining courses in restoration, specifically designed for experts in the field.

AVU should be applauded for its ability to keep a good balance between simultaneously reaching out to specialized academic and expert communities and to the wider public, on creating a successful strategy of popularisation of AVU's research and educational outputs and also on creating a milieu where it's stuff obviously feels welcome and encouraged to contribute extensively in such activities. AVU kept great practices from the previous evaluation period, like supporting The Artyčok collective and platform Artyčok TV, which bridges artistic and interdisciplinary research.

During the last evaluation period AVU successfully completed the digitisation of three significant graphic collections that it holds, making them newly accessible for scholarly research purposes. AVU also developed projects that lead to the exchange of knowledge across institutions, like publicly accessible lecture series Fundamental Issues of Contemporary Postcolonialism organised by AVU in collaboration with the Faculty of Arts at Charles University and the Náprstek Museum of Asian, African and American Cultures.

Recommendations:

- Platforms like Artyčok TV and various publishing and exhibiting activities make AVU a very active player in promoting art, artistic practice in its various outputs and curating. These should be continuously supported and promoted.
- SER brings a broad range of activities and outputs that doesn't seem to have a common, centralised strategy but seem to be isolated activities of various departments. We suggest rethinking: how less effort could bring more effect, quantity versus quality of the activities and events and what could bring more cooperation between different AVU departments

(for example LARGE, Department of Theory and History of Art and the Academic Research Centre AVU).

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]:

5 - Outstanding

Qualitative assessment:

The ER 2020 recommended to introduce contract research in the field of restoration, especially where AVU has already established partnerships with research institutions (e.g., the National Gallery in Prague, the National Heritage Institute, and others). Despite undeniable successes and results in the field of science and research, the SER 2025 assessed a lack of conceptual integration, collaboration and cohesion of the ALMA laboratory within the research and educational structure of the AVU. For these reasons, ALMA was terminated and its research program and equipment transferred to the Department of Restoration. The evaluation committee understands and welcomes this step, perceives it positively, and expects it to bring greater clarity to the AVU's activities in the field of applied research, and therefore believes that the recommendation has largely been followed. In the coming period, the task of the Department of Restoration will be to build on ALMA's successes in acquiring and implementing research projects and grants and building institutional connections at national and international level.

The ER 2020 also recommended supporting cooperation between the ALMA laboratory and the AVU restoration studios. Apparently, the low level of cooperation was one of the reasons why the structure of the restoration centre was changed by closing ALMA, with students being involved in applied research. Therefore, this recommendation can be considered fully implemented.

The ER 2020 also suggested that AVU should focus its efforts on grant applications rather than on the development of technology/knowledge transfer in the field of applied research. The IEP assesses that AVU has been successful in obtaining grants for both basic and applied research in the evaluation period. AVU also aims to participate in grant projects as a participant (currently in at least two cases) in order to save its limited administrative capacity and, at the same time, develop inter-institutional and international cooperation. In the field of artistic research, there is not yet a wider range of grants available in the Czech Republic, but the school is in the process of seeking opportunities and preparing projects for the near future. Therefore, this recommendation can also be regarded as fully implemented. The IEP assesses that the recommendations from the 2020 ER have been implemented very successfully.

Recommendations:

Solidify standards for the internal evaluation of artistic research.

- Provide capacity support for the grant administration department also with sort of know-how of EU grant opportunities.
- In ER 2020 is mentioned the lack of collaboration within the school. In 2025 we have to admit this state did not change significantly. Therefore we propose to identify the conditions that might cause difficulty in such collaboration.
- Given the current situation regarding changes to the rules for doctoral scholarships (increase in scholarships without compensation from the state), it would be advisable to return, for example, to the idea of contractual applied research, which is included in the recommendations (ER 2020).

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	5 - Outstanding
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	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	5 - Outstanding
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	5 - Outstanding
Grade [A–D]:	A
Summary assessment: During the evaluated period, the Academy of Fine Arts (AVU) streamlined and reinforced the structure of its research departments by dissolving the independent ALMA laboratory, transferring its research agenda to the Restoration Studio, and establishing the LARGE department. Furthermore, the creation of the position of Vice-Rector for Internationalization and Research has effectively integrated the research agenda with its natural international dimension. AVU demonstrates a distinctive and respected position both within the national system of research institutions and in the international sphere, as evidenced particularly by staff mobility. The institution has proven capable of leading and implementing grant projects across different levels and actively engages in collaborations with a range of prominent research organizations. Despite the specificity of its research field and tools (artistic research), AVU succeeds in disseminating and communicating its outcomes to wider audiences, most notably through publications, exhibitions, and workshops.	
Summary recommendations: - strengthen collaboration among the individual research departments	

- develop a strategy for the public presentation and dissemination of research outcomes.
- Encourage departments to participate in larger consortia that will aspire not only to national but above all to European funding schemes.
- Involve doctoral students more systematically in research and grant projects, including, in the near future, the possibility of providing internal doctoral candidates with a stipend at the statutory level.
- Ensure permanent and visible institutional support for the above-mentioned activities on the part of the Vice-Rector for Internationalization and Research (Research Support Department).

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]
Academy of Fine Arts in Prague	A
	Choose an option
	Choose an option
	Choose an option
	Choose an option
Summary grade	A

Summary quality assessment:

The Academy of Fine Arts in Prague (Akademie výtvarných umění v Praze, hereinafter AVU) is a small but well-grounded and ambitious academic institution with notable results and further potential. The rectorate of AVU demonstrates a clear vision for the future of the institution with goals that appear well-defined, achievable and backed up by a reorganisation of the institutional structure that has taken place over the past five years.

During the site-visit, primarily through its discussions with students and employees, the International Evaluation Panel (hereinafter IEP) gained the impression of AVU as a well-functioning institution on all levels with a high level of reflection over strengths and weaknesses and involvement of faculty on strategic decisions.

The mission of AVU is adequately defined from the perspective of the national R&D&I policy and is comparable to similar programmes and institutions abroad. AVU conducts, for its size and capacities, a notable basic, applied, contractual and artistic research and through its R&D&I activities contributes significantly to the various important issues and research fields, from the preservation and interpretation of cultural heritage to the critical reflection on the role of art in contemporary society.

During the evaluated period, the Academy of Fine Arts (AVU) streamlined and reinforced the structure of its research departments by dissolving the independent ALMA laboratory, transferring its research agenda to the Restoration Studio, and establishing the LARGE department. Furthermore, the creation of the position of Vice-Rector for Internationalization and Research has effectively integrated the research agenda with its natural international dimension. AVU demonstrates a distinctive and respected position both within the national system of research institutions and in the international sphere, as evidenced particularly by staff mobility. The institution has proven capable of leading and implementing grant projects across different levels and actively engages in collaborations with a range of prominent research organizations. Despite the specificity of its research field and tools (artistic research), AVU succeeds in disseminating and

communicating its outcomes to wider audiences, most notably through publications, exhibitions, and workshops.

Summary recommendation:

- strengthen collaboration among the individual research departments
- develop a strategy for the public presentation and dissemination of research outcomes.
- Encourage departments to participate in larger consortia that will aspire not only to national but above all to European funding schemes.
- Involve doctoral students more systematically in research and grant projects, including, in the near future, the possibility of providing internal doctoral candidates with a stipend at the statutory level.
- Ensure permanent and visible institutional support for the above-mentioned activities on the part of the Vice-Rector for Internationalization and Research (Research Support Department).

EVALUATION REPORT FOR MODULES 4 & 5

HIGHER EDUCATION INSTITUTION NAME: Academy of Fine Arts in Prague

COMPANY REGISTRATION NUMBER (CRN): 60461446

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]:

4 - Very good

Qualitative assessment:¹

In the SER and during the site-visit, the IEP gained the impression of a well-structured organisation with an operational and supportive management structure to support R&D&I. AVU's mission and vision for how to develop its R&D&I objectives is put into action by specific practices and the establishment of concrete initiatives such as Laboratory for Art, Research and Graduate Education. New initiatives and their integration and collaboration are productively coordinated by the Vice-Rectorate for Art and Research, the Department of Doctoral Research, and LARGE – Laboratory for Art, Research and Graduate Education at AVU and supported by the Research Support Department. LARGE and the Department for Doctoral Research has further anchored research into education.

The institution maintains a well-functioning research infrastructure through the AVU Library and Archive, the AVU Gallery (GAVU) and Artyčok.tv.

The official head of the Academy of Fine Arts in Prague is the Rector, with responsibility delegated to four Vice-Rectors. The rectorate has made great efforts in international collaboration. With AVU's new organizational structure, the Vice-Rector for Art and Research will now become The Vice-Rector for Art Research and Internationalization, which will further the institution's strategic objectives with, for example, the membership of SAR (since 2022).

AVU has demonstrated itself to the IEP as a dynamic institution, interested in accrediting new programmes focused on research and internationalization, in developing new research methodologies, in assuring the necessary integrated infrastructure for publishing the research outcomes (AVU Publishing House, GAVU, Artycok.tv platform), and in facilitating research collaborations by participating in activities carried out relevant networks such as ELIA and SAR. AVU commendably succeeds in engaging faculty in developing research across the institution and supports faculty initiatives.

Recommendations:

- The organizational structure has been significantly transformed compared to the previous evaluation period. Additional units and advisory bodies have also been introduced. We

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.

recommend maintaining the current structure, monitoring its effectiveness, carefully considering any further changes, and taking the institution's staffing capacity into account.

- The institution should focus its strategy to maintain its focus on recent developments in the research field, keep a high interest in updating its programmes, research methodologies, research infrastructure, and expand its collaborative and societal mission.
- AVU should continue the robust support of the grants department, which was mentioned throughout as a prime support for research.

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:

AVU fosters a series of incentive mechanisms to support and motivate the R&D&I system, such as implementing internal grant schemes or assuring conditions for international mobility and collaborations. Different administrative structures ensure the framework for developing advanced research projects in Theory and Art History, Restoration, and Fine Arts.

The Strategic plan and yearly Implementation plans are used as tools to verify the application of the best practices to synchronize research activities, to produce research outputs, and to communicate research in relation with current international developments in R&D&I field.

AVU is assuring fair access to its infrastructure (from library to studios) and resources (from databases to materials and technologies).

The last years has provided a very positive development for the system of support offered to research staff and students. At this moment AVU proves a consistent financial support for funding the research activity of its staff members and students: providing 1200000 CZK for publications (including translations, proof reading tasks), 800000-1000000 CZK for research grants covering all the fields in the academy, and 700000 CZK for MA students grants, a total equivalent of approx. 120000 EUR.

Recommendations:

- AVU should continue its series of incentive mechanisms to support and foster the R&D&I system, such as implementing internal grant schemes or assuring conditions for international mobility and collaborations.
- AVU should test its new advisory bodies in this capacity.
- AVU should focus more clearly on defining the specific borders between different types of research (basic/applied research, scientific/artistic research) in the communication of research outputs. This would ensure a better reporting of its research activities.

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]:

3 - Average

Qualitative assessment:

AVU has established an internal evaluation process that is effective on several levels. In response to the previous IEP evaluation, AVU has established an Internal Evaluation Reporting process, which serves as a regulatory instrument to assess progress in implementing quality policy in research activity. This includes the five-yearly Internal Evaluation Reports on the Quality of Educational, Creative, and Related Activities along with annual Annexes to the Report.

The institution intends to assure an external evaluation system by establishing an International Artistic and Research Board.

One of the key aspects of quality assurance is the institution's interest to develop a comprehensive system for addressing research ethics with the support of the Doctoral Research Department. This is not yet established and should be followed through on all levels.

AVU's specialist GRID—Gender Equality, Inclusion, and Diversity Department who simultaneously fulfils the role of institutional ombudsperson addresses cases of workplace violations and appears to be an effective and dedicated administrative support in this crucial field.

Recommendations:

- AVU should develop a series of regularly updated questionnaires to monitor the perception and needs of students and staff to permanently improve quality of education and research.
- AVU should implement training in and quality control of research ethics on all levels, using the recently established doctoral training in research ethics as a testing ground.
- AVU should continue to involve faculty in the development of quality assurance to ensure that procedures adequately support excellent research.
- The GRID—Gender Equality, Inclusion, and Diversity Department should be continuously supported and strengthened.

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:

AVU's initiatives to support the sustainability and resilience of R&D&I are naturally shaped by the institution's size and the specificity of its research and therefore cannot compare to a large research university. It is the overall assessment of the IEP that taking these factors into concern, AVU has implemented sufficient and relevant procedures in strategic areas. It is further important to highlight that faculty members are aware of their own roles and responsibilities within these procedures and the administrative support available to them.

AVU shows clear alignment with the European (Green Deal, EU Open Science policy, GDPR) and national policy framework (NPO).

AVU systematically shows awareness and willingness to develop as a sustainable and resilient institution. In the Third Mission of the University there is a matching combination of long-term strategy and tools with capacity to be proactive during contemporary challenges such as COVID-19 or the war in Ukraine.

The digitalisation and use of smart technologies on the management level is in progress as well as an institutional strategy for Open Science, both through publishing initiatives and participation in working groups led by Charles University. AVU has developed a comprehensive sustainability strategy in order to assure its institutional and professional resilience. This strategy also enforces AVU's social responsibility, both at a local and national level, its ability to manage research data for a wider use, through the development of its research infrastructure and its archival/collection practices, to implement a code of ethics and regulations for personal data protection and intellectual property protection, to enhance operational efficiency in digitalisation practices and the use of smart technologies, and to develop publication practices through the use of Open Access internal and external platforms.

All in all, the IEP supports AVU's own statement to remain open and responsive to developments in Open Science despite that work on a comprehensive institutional strategy is still ongoing.

Recommendations:

- We recommend enhancing digitalization and using smart technologies as well as the institutional strategy for Open Science. The deployment of the knowledge transfer system to the management could be reconsidered afterwards.
- Although strategic intentions for sustainable development are strong, there is no mention of performance indicators, targets, or practical outputs. This limits the ability to measure and adjust interventions and should/could be improved.

PERSONEL 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]:

4 - Very good

Qualitative assessment:

The percentage-wise distribution among age groups has remained fairly constant from 2020 to 2024 where there has been a growth in the number of employees from 148 (2020) to 182 (2024). The number of assistant professors aged 30-49 and the number of technical and economic staff have grown remarkably. The age distribution suggests long-term sustainability through renewal of staff.

The capacity for staff internationalisation presents a challenge because of the structure of the institution. AVU has only one programme in English and the research centre VVP is focused mainly on the history of Czech art. Therefore, there is great potential especially in LARGE, in the field of Artistic Research Department and the Restoration department where AVU has demonstrated

already-established important international connections with both outputs and formalized research exchanges.

In gender balance AVU made progress compared with the previous period, although there have remained strong inequalities. The most positive development is evident in the management and the research areas. In contrast, the representation of women in studio leading positions remains very low – 7 women lead or form part of the lead team, and only two studios out of twenty are led solely by women. This inequality in representation contrasts the predominance of female students. There are also almost no females in the positions of Professors and Associated Professors.

Recommendations:

- AVU should continue ways in which it can internationalize.
- AVU should develop robust strategies for academic employment to support gender equality, especially further support for early-career re-entry after parental leave.
- We recommend supporting the application for EU-grants administratively especially together with national partners (e.g. Czech Academy of Science and others) and if successful, use the project for knowledge dissemination.
- Seek further possibilities for collaboration. Possibly, VVP AVU and LARGE could collaborate and develop. Even if VVP AVU's focus is on Czech art, there is much international interest in former East art history and non-aligned art history. The Restoration department, where international collaboration is already established, has also the potential.

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]:

4 - Very good

Qualitative assessment:

AVU has a strategic priority to support faculty who want to become docents as part of long-term development of faculty research competence. Equally, the new structure of AVU has the potential to support academic progress. AVU has a large degree of faculty on fixed-term contracts and contracts tied to research funding, which may work counter to faculty competence development, however, AVU has relevant procedures and policies to support careers through sabbaticals, support in obtaining foreign research grants, and distributing time for institutional development.

At the site-visit, the IEP got the strong impression that faculty feels empowered and involved in the development of their research careers and the institution.

However, the IEP has to state that for female artist it is still much more difficult to enter the academic world and have the opportunity to pass on the professional experience in the long term, and this is a specific challenge when the very majority of the studios are lead by men. The gender balance topic is the content of 4.7.

Recommendations:

- Clearly describe and outline steps in future strategy to support faculty on career paths including transition from doctoral study.

- Ensure and maintain support for research staff who are dependent on continuous grants, especially if funding is not ensured for a period. - Maintain international recruitment procedures.	
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: From the SER and the site visit, the IEP got a firm understanding of the systematic ways in which AVU has created and deployed the institutional strategic documents and tools with the objective of gender equality, Inclusion and Diversity, especially the GRID specialist. However, it is not clear how AVU is monitoring the activity of the Anti-Discrimination Platform. There are missing data of overall reporting and effectiveness. Although good practices (childcare, flexible work) are set, it's not clear whether institutional climate is supportive and inclusive and there is still work to be done in tracking progress. As previously mentioned, GRID appears to be a dedicated, professional and competent department that should be given continuous institutional support (especially from management) to assess sensitive issues from preventive measures to work-life balance. It is commendable that the institution supports work-life balance and parental leave for both male and female faculty members. Following the recommendations from the previous panel, AVU now has a formalised, comprehensive, and multi-level approach, integrating policy, organisational culture, and practical support. The Gender Equality Plan (GEP) is a strong and complex document working with recruitment, leading and management positions and workplace culture. In gender balance AVU made progress compared to the previous period, although there have remained strong inequalities. The most positive development is evident in the management and the research areas. In contrast, the representation of women in studio leading positions remains very low – 7 women lead or form part of the lead team, and only two studios out of twenty are led solely by women. This inequality in representation contrasts the predominance of female students. There are also almost no females in the positions of Professors and Associated Professors. The gap in the representation of women in higher academic positions has the potential to improve if women are consistently supported despite temporary parental or caregiving responsibilities.	
Recommendations: - Support and develop the role of GRID - AVU should assess gender balance, diversity, and inclusion and the effectiveness of its policies by conducting an internal evaluation among students and employees. - Maintain initiative in placing women in leadership and research positions. - We recommend taking direct action to improve the representation of women in studio management. AVU has adopted the necessary strategies and declared its intentions to improve the situation. If the situation does not improve, the IEP recommends the temporary introduction of quotas.	

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]:

4 - Very good

Qualitative assessment:

AVU supports international mobility of its academic and researcher staff in international conferences, exchanges, and institutional collaborations. Its objectives are appropriately set and adjusted to also accommodate staff ambitions. AVU's participation in international grant applications indicates even larger ambitions in this respect, and could bring AVU further up in level as an international research institution. The Grant Office and other administrative organs support faculty ambitions. AVU's new organizational structure has the potential to further support mobility.

Recommendations:

- Continue to support faculty mobility and international collaborations
- Maintain a well-functioning grant office to support the process.

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]:

5 - Outstanding

Qualitative assessment:

AVU has developed and maintained a solid research infrastructure for art historical scholarship around the AVU library, the AVU Archive and VVP AVU, the Academic Research Centre of the Academy of Fine Arts. At the site visit, the IEP assessed that both the library and archives are vital parts of the research infrastructure with dedicated staff and that there is a long-term plan for their viability in place that also takes changing environmental conditions and questions of physical vs online sources into consideration. The IEP finds that the publication and research activities of VVP AVU are especially impressive given the number of associated staff and its persistent need to acquire continuous funding.

The exhibition platform GAVU/ AVU Gallery makes up a final element of the research infrastructure. GAVU primarily showcases the current work of AVU students, alumni, and teaching staff, making it a useful tool for the dissemination of research and the undertaking of curatorial basic research.

Overall, it is the IEP's assessment that AVU's research infrastructure in terms of restoration practice and materials standard is on high international standard when considering the size of the institution.

Recommendations:

- Develop and support existing research infrastructures.

- Integrate collaboration between archives, teaching and research as much as possible.

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]:

4 - Very good

Qualitative assessment:

The budget and financial resource structure of AVU is suitable for an arts education institution of AVUs size. AVU attracts a reasonable number in outside funding from public and non-public sources through partnerships in conservation and institutional collaborations in research. These show high ambition when considering AVU's size. AVU has seen several financial changes since the last IEP, most notably the move of the ALMA lab and the beginning of targeted fundraising through participation in EU grants.

Recommendations:

- Maintain strong and transparent funding policies regarding conservation research.
- Maintain administrative support to help staff apply for and administer large grants.

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]:

4 - Very good

Qualitative assessment:

AVU has developed a strategy for the distribution of institutional support for the LCDRO based on strategic priority areas as well as principles of self-sufficiency and sustainability, where new initiatives receive larger funding in the beginning and are then supported to become self-reliant. The IEP believes that this strategy allows research interests to grow and remain relevant and is appropriate given the nature of the institution and the need to stay connected to the art world as well as relevant research environments. The funding model ensures a balanced and equitable distribution across research units. However, the IEP also proposes caution and a model in place for unforeseen developments with new initiatives and considering and supporting the specific nature of artistic research. The IEP also acknowledges AVUs policy to carefully monitor achieved results and maintain strategic priorities set by previous leadership. It was clear during the site-visit that faculty felt supported and involved in their strategic development efforts, supporting the sense of a productive and integrated support for the LCDRO.

Recommendations:

- Maintain current strategy, cautiously monitoring and evaluating its effects and with continued emphasis on the active involvement of faculty.

- Secure a smooth integration of the new advisory bodies to determine target areas and determine need for institutional support.

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:

AVU excels in the field of research, development and innovation (R&D&I) through its close collaboration with cultural heritage institutions under the auspices of the Ministry of Culture of the Czech Republic. These include the National Heritage Institute, National Gallery Prague, the National Museum, and the National Film Archive. AVU's collaborators are very prestigious institutions (points I. - V.): The Czech Academy of Sciences is a leading scientific institution also in an international context, University of Chemistry and Technology is among 400 top universities according to QS World University Ranking.

The long-standing partnership with the National Gallery Prague provides researchers and students with research options in material and conservation research, comprehensive photographic documentation, and the preparation of formal restoration reports. Through this process, students gain valuable hands-on experience working within one of the country's leading museum institutions and the IEP evaluates this partnership as valuable for AVU.

The partnership with the Czech Academy of Sciences by VVP AVU also secures valuable collaboration and development across institutions.

The Academy of Fine Arts in Prague (AVU), in collaboration with the Faculty of Chemical Technology at the University of Chemistry and Technology, Prague (UCT), delivers a professionally oriented Master's programme entitled Restoration of Modern Works of Art from Non-Traditional Materials. This program has much to offer in terms of future conservation issues.

The project V. (2024-) is ambitious, interdisciplinary and conducted in collaboration with very good universities.

AVU staff also participates in professional cooperation through its membership in various editorial and publishing boards of major magazines and publishing houses (Architektúra & Urbanizmus, Zprávy památkové péče / Czech Journal of Historical Heritage Preservation, FLASH ART Czech & Slovak Edition, Filosofia Publishing House).

AVU has a good international reputation in publishing the peer-reviewed scholarly journal 'Notebook for Art, Theory and Related Zones'.

AVU has future ambitions to establish research teams and develop collaboration in R&D&I in European grant projects with partner HEIs.

Recommendations:

- Maintain current partnerships and develop international partnerships.

- Establish research teams and develop collaboration in R&D&I on European grant projects with partner HEIs, ensuring administrative support for increased research ambitions.

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]:

4 - Very good

Qualitative assessment:

AVU provides complex infrastructure for doctoral studies in four study programmes. Strategically it is the agenda of the Vice-Rector for Art and Research. The doctoral programme is coordinated by the recently established Doctoral Research Department that provides organisational support for the accredited study programmes and institutional research policies. AVU developed a new institutional structure, LARGE - Laboratory for Art, Research, and Graduate Education, which provides a professional framework for the communication of research outputs, and a platform for connecting students from undergraduate to doctoral levels with academic researchers.

AVU has introduced preventive measures to help reduce dropout rates in doctoral programmes. PhD students and supervisors have good working relationships, supported by clear standards, codes of practice, access to grants, and opportunities to work on joint projects. Students also report much stronger institutional support and recognition for their research, which helps them pursue their personal goals. At the site-visit, the IEP visited the newly established PhD-lab, which is promising in terms of increased collaboration and social bonds between doctoral students.

AVU participated, along with leading European institutions and organisations, in the development of the international project "Advancing Supervision for Artistic Research Doctorates". So there is clear interest to provide support for supervisors as well. On the other hand there is scarce collaboration between the doctoral students and studios.

In the last years, AVU has organised an annual international conference on artistic research ("What If We All Knew" (2024), "Half live - Half alive" (2023), "When, What and How?" (2022)), which has become an exchange platform both for AVU doctoral students and academic staff, and internationally renowned experts and researchers.

Recommendations:

- We recommend AVU to continue the integration of PhD students in processes of research elaborated in its Research Centers, to motivate the involvement of students in interdisciplinary projects, and to continue encouragement of cooperation through its model of 'working in pairs' in studio research.
- AVU should develop a postdoctoral program and establish a regulation for monitoring the future career of doctoral graduates.
- The institution should provide, regularly and with consistency, support for doctoral students and academic staff to benefit from international mobility and inter-institutional collaborations.

- AVU should focus on maintaining a critical attention to update and monitor the application of research methodology, including the respect for following ethical and academic integrity standards.

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:

AVU has incorporated most of the recommendations from the previous IEP into its organizational work. AVU has:

- expanded and strengthened its support scheme and established an up-to-date strategy. AVU has also improved efforts to disseminate research results on the international scene. The management's involvement in the interests of various research groups appears purposeful and supportive.
- AVU is in the process of establishing an international scientific council.
- AVU now invests in open access publications including JAR.
- AVU has increased its support for doctoral students and improved their working environment.
- AVU has formulated and incorporated a recruitment strategy that is formal and transparent, with an increased focus on gender balance and internationalization.
- AVU is in the process of establishing a career progression plan where sabbaticals are used more methodically.
- AVU now makes use of international funding schemes for artistic research, including larger EU-grants.

Recommendations:

- AVU still lacks a transparent system for evaluating research units. (Quality Assurance unit)
- AVU is still in the process of establishing an international external advisory board.

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	4 - Very good
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	3 - Average
4.4 Sustainability and resilience of R&D&I	4 - Very good
4.5 Structure of human resources	4 - Very good
4.6 Academic and Research Careers	4 - Very good
4.7 Gender equality measures	3 - Average
4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)	4 - Very good
4.9 Research infrastructure	5 - Outstanding
4.10 Budget and structure of financial resources	4 - Very good
4.11 Rules for the use of institutional support for the LCDRO	4 - Very good
4.12 Important collaborations in R&D&I	4 - Very good
4.13 Doctoral studies	4 - Very good
4.14 Implementation of recommendations in Module 4	4 - Very good
AVERAGE RATING	4 - Very good
GRADE [A–D]	B

Summary assessment:

AVU's organizational structure has been significantly and effectively transformed compared to the previous period to better support research. In the eyes of the IEP, AVU demonstrates itself as an operational and supportive management structure for R&D&I, implementing specific practices and concrete initiatives, and supplying a well-functioning research infrastructure. AVU has improved its system of support offered to research staff and students and should continue its series of incentive mechanisms to support and foster the R&D&I system.

In terms of gender balance among research staff, AVU made progress compared with the previous period, yet strong inequalities remain, particularly in the representation of women in studio leadership positions, which the IEP addresses consistently in the report as a matter to handle with urgency. AVU supports the international mobility of staff and AVU's participation in international grant applications could bring AVU further up in level as an international research institution. It is

the IEP's assessment that AVU's research infrastructure in terms of restoration practice and materials standard is on high international standard when considering the size of the institution.

AVU distributes institutional support for the LCDRO based on strategic priority areas as well as principles of self-sufficiency and sustainability. The IEP assesses that faculty feels supported and involved in strategic development efforts, supporting the sense of a productive and integrated support for the LCDRO. AVU excels in the field of R&D&I through its close collaboration with cultural heritage institutions under the auspices of the Ministry of Culture of the Czech Republic and has future ambitions to establish collaboration in European grant projects with partner HEIs. AVU also provides complex infrastructure for doctoral studies in four study programmes under the Vice-Rector for Art and Research.

AVU has introduced preventive measures to help reduce dropout rates in doctoral programmes. PhD students and supervisors have good working relationships, supported by clear standards, codes of practice, access to grants, and opportunities to work on joint projects, but work remains in improving collaboration between studios and doctoral students.

Summary recommendations:

- Maintain a new organizational structure, monitor its effectiveness and carefully balance any further changes with the institution's staffing capacity.
- Continue the robust support of the grants department and the series of incentive mechanisms to support and foster the R&D&I system.
- Involve faculty in the development of quality assurance to ensure procedures that support excellent research.
- Maintain initiative in placing women in leadership and research positions and take direct action to improve the representation of women in studio management. Continue support for international mobility.

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]:

5 - Outstanding

Qualitative assessment:

The AVU's mission is adequately defined both from the perspective of the national R&D&I policy, and in accordance with the international vision about the specificity of artistic research and the integration and development of other forms of research (from historical & theoretical research to applied research) that need to be taken into consideration for facilitating the production of knowledge, the institutional recognition by opening up relevant collaborations, and the societal impact of research communication.

The Self-Evaluation Report (SER) for the period 2019–2024 continues to refine and advance the mission and vision that were clearly articulated in the 2015–2019 SER. The vision is structured around eight thematic areas. For most of these areas, concrete goals, strategies, and measurable

outcomes have already been defined and implemented. However, the area of interdisciplinarity remains insufficiently specified.

The area of gender equality is well addressed, with clearly defined objectives, supportive institutional structures (such as GRID), and relevant documentation in place. Nonetheless, as in the previous evaluation period, implementation and measurable progress remain limited. While the proportion of women in administrative and research positions has improved, advancement at the level of studio teaching remains minimal.

In the last 5 years, AVU proved that it has an interest in institutional development, establishing new research departments (such as Department of Doctoral Research, LARGE, Restoration Research Laboratory). Doctoral Studies programmes became a foundation of research excellence contributing to the internationalisation of AVU.

Recommendations:

- AVU should assure the conditions to strengthen its active role in defining the specificity of artistic research and research through art both at a national and international level.
- AVU has expressed general support for interdisciplinarity; however, concrete actions or measurable objectives have not been defined. On the other hand, the IEP considers it important to maintain a balance between specific research areas and interdisciplinary projects.

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]:

4 - Very good

Qualitative assessment:

Both long-term strategic goals in R&D&I (2025–2030), and medium-term R&D&I goals (2025 - 2028) are adequately established and meet the conditions to be achievable. The HEI identified the right quantitative and qualitative indicators to fulfil its strategic objectives.

However, there is a potential vulnerability in terms of adapting to national policy changes regarding the future funding of doctoral positions. Nevertheless, the management staff is capable to find solutions to sustain the doctoral studies programme that is seen as being the foundation of the HEI's research activity.

Recommendations:

- Maintain and follow up on goals that are well set and in accordance with the field of research requirements in Arts at European level.

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]:

4 - Very good

Qualitative assessment:

AVU identified a series of organisational, financial, and staff instruments to uphold ethical standards, research integrity, and good practices. AVU also defined the set of measures in correlation with those instruments which are rather general. AVU is aware of the necessity for a continuous improvement of its System for internal evaluation of research quality. The work on such a system is to be declared in progress.

Recommendations:

- AVU struggles (as other art schools) to involve the leads of the studios into the research activities. This gap could be overpassed by the closer collaboration between the theoreticians and artists on the research activities grounded in artistic research.
- We recommend the part of VGS allocated for the funding of the artistic research activities or implement the similar scheme specifically for artists.
- PhD researchers as a part of the studio lead team may be involved in preparation of courses and workshops for the students. Such a change can overcome the separation between the graduate studies and research environment.

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]:

5 - Outstanding

Qualitative assessment:

There is clear reflection and strategic action based on recommendations from the IEP for the period 2015 - 2019.

AVU is running an internal evaluation system to assess the outcomes of research activities.

AVU adopted a series of measures to support interdisciplinary research, to develop new courses on methods of artistic research and ethics of research, and to disseminate its research outcomes through different public events and publications issued by LARGE, NAVU, GAVU and Artycok.tv platform.

AVU developed its collaborative projects in accordance with its commitment to develop good practices reflected at the level of cooperation with other art higher education institutions in the Czech Republic and abroad.

Recommendations:

- We appreciate that AVU implemented the recommendation from the previous period. AVU made important changes in organisational structure and deployed new departments (LARGE, Department for doctoral studies). We recommend for the next five years to strengthen the new structure and explore the potential of all new organisational parts like LARGE, department for doctoral studies and others.

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	5 - Outstanding
5.2 Research and development objectives	4 - Very good
5.3 Institutional instruments and measures for the implementation of the research and development strategy	4 - Very good
5.4 Implementation of recommendations in Module 5	5 - Outstanding
AVERAGE RATING	5 - Outstanding
GRADE [A–D]	A

Summary assessment:

AVU is rather small but well-grounded institution with great results and further potential. There is also self-reflecting power navigating all management team.

The Evaluation Panel appreciates the ambition of AVU to be a strong formative and visionary national and international force in the field of artistic research.

For that, the rectorate of AVU has reorganised its institutional structure over the past five years, to realise the outlined vision. Goals are formulated in long-term and medium-term strategic goals that are adequately established and meet the conditions to be achievable.

The area of Gender Equality Measures is well acknowledged, with defined goals, supportive institutional structures, and relevant documentation in place. Nonetheless, as in the previous evaluation period, implementation and measurable progress remain limited. We propose here a clear and visible sign for the national and international perception.

Overall, the evaluation team gained the impression that AVU is a well-functioning institution, reflected in the output of the final exhibition of PhD and master-students 2025 and the strong sense of identification among staff, teachers, researchers, and students. We see this as a fertile ground for independent and socially relevant art-education and art-related research.

Summary recommendations:

- Continue the good, well-founded work with keeping the focus on the core competencies of an art university.
- GEM needs action, if the action fails the quotas should be implemented.
- Continuous improvement of its system for internal evaluation of research quality.
- Proactively develop strategies for the financing of doctoral positions in the future.

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 %	B
MODULE 3	30 %	A
MODULE 4	10 %	B
MODULE 5	10 %	A
OVERALL RATING		A – Excellent

Qualitative assessment:

AVU is rather small but well-grounded institution with great results and further potential. There is also self-reflecting power navigating all management teams.

The mission of AVU is adequately defined from the perspective of the national R&D&I policy and is comparable to similar programmes and institutions abroad. AVU conducts, for its size and capacities, a notable basic, applied, contractual and artistic research and through its R&D&I activities contributes significantly to the various important issues and research fields, from the preservation and interpretation of cultural heritage to the critical reflection on the role of art in contemporary society.

The Evaluation Panel appreciates the ambition of AVU to be a strong formative and visionary national and international force in the field of artistic research. For that, the rectorate of AVU has reorganised its institutional structure over the past five years, to realise the outlined vision. Goals are formulated in long-term and in medium-term strategic goals that are adequately established and meet the conditions to be achievable.

During the evaluated period, the Academy of Fine Arts (AVU) streamlined and reinforced the structure of its research departments by dissolving the independent ALMA laboratory, transferring its research agenda to the Restoration Studio, and establishing the LARGE department. Furthermore, the creation of the position of Vice-Rector for Internationalization and Research has effectively integrated the research agenda with its natural international dimension. AVU demonstrates a distinctive and respected position both within the national system of research institutions and in the international sphere, as evidenced particularly by staff mobility. The institution has proven capable of leading and implementing grant projects across different levels and actively engages in collaborations with a range of prominent research organizations. Despite the specificity of some of its research fields and tools (artistic research), AVU succeeds in disseminating and communicating its outcomes to wider audiences, most notably through publications, exhibitions, and workshops.

The area of Gender Equality Measures is well acknowledged, with defined goals, supportive institutional structures, and relevant documentation in place. Nonetheless, as in the previous

evaluation period, implementation and measurable progress remain limited. We propose here a clear and visible sign for the national and international perception.

Overall, the evaluation team gained the impression that AVU is a well-functioning institution, reflected in the output of the final exhibition of PhD and master-students 2025 and the strong sense of identification among staff, teachers, researchers, and students. We see this as a fertile ground for independent and socially relevant art-education and art-related research.

Recommendations:

- AVU should continue the good, well-founded work with keeping the focus on the core competencies of an art university.
- AVU's organizational structure has been significantly and effectively transformed compared to the previous period to better support research. In the eyes of the IEP, AVU demonstrates itself as an operational and supportive management structure for R&D&I, implementing specific practices and concrete initiatives, and supplying a well-functioning research infrastructure. AVU should maintain the new organizational structure, monitor its effectiveness, carefully balance any further changes with the institution's staffing capacity and continue its series of incentive mechanisms to support and foster the R&D&I system.
- AVU should ensure permanent and visible institutional support for the activities on the part of the Vice-Rector for Internationalization and Research (Research Support Department).
- AVU should involve faculty in the development of quality assurance to ensure procedures that support excellent research.
- AVU should maintain initiative in placing women in leadership and research positions and take direct action to improve the representation of women in studio management. If the action fails temporary quotas should be implemented.
- AVU should continue support for international mobility.
- AVU should proactively develop strategies for the financing of doctoral positions in the future.

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 %	C
MODULE 3	30 %	A
MODULE 4	10 %	B
MODULE 5	10 %	A

OVERALL RATING

B – Very good

Qualitative assessment:

AVU is rather small but well-grounded institution with great results and further potential. There is also self-reflecting power navigating all management teams.

The mission of AVU is adequately defined from the perspective of the national R&D&I policy and is comparable to similar programmes and institutions abroad. AVU conducts, for its size and capacities, a notable basic, applied, contractual and artistic research and through its R&D&I activities contributes significantly to the various important issues and research fields, from the preservation and interpretation of cultural heritage to the critical reflection on the role of art in contemporary society.

The Evaluation Panel appreciates the ambition of AVU to be a strong formative and visionary national and international force in the field of artistic research. For that, the rectorate of AVU has reorganised its institutional structure over the past five years, to realise the outlined vision. Goals are formulated in long-term and in medium-term strategic goals that are adequately established and meet the conditions to be achievable.

During the evaluated period, the Academy of Fine Arts (AVU) streamlined and reinforced the structure of its research departments by dissolving the independent ALMA laboratory, transferring its research agenda to the Restoration Studio, and establishing the LARGE department. Furthermore, the creation of the position of Vice-Rector for Internationalization and Research has effectively integrated the research agenda with its natural international dimension. AVU demonstrates a distinctive and respected position both within the national system of research institutions and in the international sphere, as evidenced particularly by staff mobility. The institution has proven capable of leading and implementing grant projects across different levels and actively engages in collaborations with a range of prominent research organizations. Despite the specificity of some of its research fields and tools (artistic research), AVU succeeds in disseminating and communicating its outcomes to wider audiences, most notably through publications, exhibitions, and workshops.

The area of Gender Equality Measures is well acknowledged, with defined goals, supportive institutional structures, and relevant documentation in place. Nonetheless, as in the previous

evaluation period, implementation and measurable progress remain limited. We propose here a clear and visible sign for the national and international perception.

Overall, the evaluation team gained the impression that AVU is a well-functioning institution, reflected in the output of the final exhibition of PhD and master-students 2025 and the strong sense of identification among staff, teachers, researchers, and students. We see this as a fertile ground for independent and socially relevant art-education and art-related research.

Recommendations:

- AVU should continue the good, well-founded work with keeping the focus on the core competencies of an art university.
- AVU's organizational structure has been significantly and effectively transformed compared to the previous period to better support research. In the eyes of the IEP, AVU demonstrates itself as an operational and supportive management structure for R&D&I, implementing specific practices and concrete initiatives, and supplying a well-functioning research infrastructure. AVU should maintain the new organizational structure, monitor its effectiveness, carefully balance any further changes with the institution's staffing capacity and continue its series of incentive mechanisms to support and foster the R&D&I system.
- AVU should ensure permanent and visible institutional support for the activities on the part of the Vice-Rector for Internationalization and Research (Research Support Department).
- AVU should involve faculty in the development of quality assurance to ensure procedures that support excellent research.
- AVU should maintain initiative in placing women in leadership and research positions and take direct action to improve the representation of women in studio management. If the action fails temporary quotas should be implemented.
- AVU should continue support for international mobility.
- AVU should proactively develop strategies for the financing of doctoral positions in the future.