

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

HIGHER EDUCATION INSTITUTION NAME: Janáček Academy of Performing Arts

COMPANY REGISTRATION NUMBER (CRN): 62156462

THE LIST OF EVALUATION UNITS IN MODULE 3: two

CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL

Name and surname: Univ. Prof. Mag. Johannes Ebenbauer

Phone number: [REDACTED]

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LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS		
Name and surname	Position in IEP	Current position
Jonathan Pitches	Member	Head of School of Performance and Cultural Industries, University of Leeds, GB
Anna Nowak	Member	Professor in the Feliks Nowowiejski Academy of Music in Bydgoszcz, Poland
Leena Rouhiainen	Member	Head of University of the Arts Research Institute, Theatre Academy, UniARTS Helsinki, Finland
Ivana Perković	Member	Head of the Musicology Department, Faculty of Music, University of Arts in Belgrade, Serbia
Ramunė Balevičiūtė	Member	Vice Rector for Art and Science, Lithuanian Academy of Performing Arts, Lithuania
Falk Hübner	Member	Professor (lector) of Artistic Connective Practices, Fontys Academy of the Arts, Tilburg, Netherlands
Daniela Peclová	Secretary	Janáček Academy of Performing Arts

PROVIDERS METHODOLOGIST

Name and surname: Mgr. Ing. Tomáš Barták

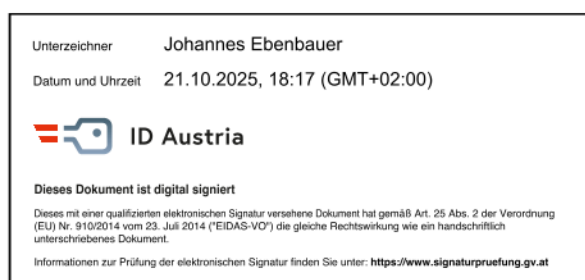
Phone number: [REDACTED]

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Date of on-site visit of higher education institution:

In Brno date 27th of June 2025

Signature _____
(IEP chairperson)



EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: 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.

Commentary:

The Theatre Faculty (TF) develops students' artistic talents by integrating education, artistic creation, and research, with a vision of collaboration and benchmarking against leading European institutions. It offers four BA/MA specialisms — Drama and Education; Dramaturgy and Directing; Scenography, Theatre Management and Stage Technology; and Media and the Dramatic Arts — as well as a doctoral programme in Dramatic Arts.

In 2023, TF had 151 undergraduate, 166 master's, and 25 doctoral students, supported by 37 staff members (unchanged since 2019). Staff numbers are appropriate but reveal a gender imbalance, with only one-third of professors and associate professors being female.

Doctoral studies, recently granted a ten-year accreditation, face challenges such as long completion times, low graduation rates, and a small annual intake of 2–3 students. A doctoral study department now serves to bridge the BA–PhD gap. Collaboration with the Faculty of Music is encouraged, but not through a merged doctoral school. Supervisors receive informal training, and doctoral candidates teach as part of accreditation, though unpaid.

Research priorities include artistic research, cultural policy, and special educational needs, with an emphasis on European collaboration. Outputs are presented at the biennial International Theatre Conference and via memberships in ELIA, ENACT, OISTAT, and SAR, although activities beyond Europe are limited. Publications of artistic research outcomes appear in the Research Catalogue and via SAR, with no formal peer review process. TF values the social impact of artistic work, such as contributing to debates on migration.

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

During the evaluation period, the Theatre Faculty (TF) demonstrated a clear strategic commitment to high-quality, socially relevant, and interdisciplinarily integrated research. Its projects, primarily supported through competitive schemes of the Technology Agency of the Czech Republic, showcase

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.

a strong synergy between artistic practice and applied sciences. These efforts align with the faculty's mission to foster innovation, social impact, and interdisciplinary collaboration with both academic institutions and external stakeholders.

TF is an active member of several established international networks relevant to its fields, including ELIA (European League of Institutes of the Arts), ENCATC (European Network on Cultural Management and Policy), OISTAT (International Organisation of Scenographers, Theatre Architects and Technicians), and SAR (Society for Artistic Research). Faculty representatives hold trusted positions within these organizations - including SAR board memberships, ELIA working group participation, and involvement in international accreditation and research funding evaluation panels. They also guest lecture at universities such as the University of Hull and ENSATT Lyon and contribute to conferences organized by ELIA, EFTA, ENCATC, and EACWP.

Nationally, TF's recognition includes faculty serving as evaluators for the Ministry of Culture Czech Republic, The Technology Agency of the Czech Republic, and the Minister of Culture's Research Council, as well as leadership roles in professional associations such as the Society of Family Therapy. Notable research achievements include two doctoral graduates receiving best dissertation awards, and the faculty's role in the GIS project (coordinated by Masaryk University), which won the TARC Award for Outstanding Project with High Societal Impact and Economic Value.

TF organises the International Theatre Conference JAMU annually, a well-established European meeting point for researchers and practitioners in theatre arts. Several faculty members serve on editorial boards of international but primarily Czech-based journals. The faculty has also founded the T.A.H. – Centre for Innovations in Technology, Art and Humanities, fostering interdisciplinary collaboration across the Czech Republic.

While TF has demonstrated strong national and European-level engagement, it could further enhance its impact by increasing dissemination of results through high-impact international publications and expanding its collaboration beyond Europe.

Recommendations:

The panel recommends that a larger number of faculty members present their work at international conferences and publish their research in international peer-reviewed journals to help create new opportunities for international collaboration and wider recognition.

Additionally, we recommend taking a lead role in international research projects funded through global research funding instruments to significantly enhance the recognition of the 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:

Throughout the evaluation period, the Theatre Faculty (TF) showed a strong strategic dedication to conducting high-quality, socially impactful, and interdisciplinary research. This approach aligns closely with its mission to integrate artistic practice with scholarly inquiry and to produce results with societal relevance.

TF's most significant work has been funded primarily through competitive schemes of the Technology Agency of the Czech Republic, where the faculty has served as both lead and partner in ambitious projects. These include initiatives such as JAMUNI, focused on theatre methods for developing communication skills and social competencies; artistic research on productions involving actors with Down Syndrome as a means of social inclusion; the development of communication skills through biosignal assessment in collaboration with biomedical and humanities research teams; the award-winning GIS project for comprehensive screening diagnostics; and the ongoing Mapping and Categorisation of Theatre and Performance Venues in partnership with the City of Ostrava. These projects have brought together academic partners from various fields, industry stakeholders, and artistic practitioners, resulting in open-access outputs of recognized quality—many of which have received national research awards.

In addition to large-scale projects, TF engaged in contract research, such as Mapping the Cultural and Social Infrastructure of Ostrava and a study for Nová síť examining co-production practices in the performing arts. The faculty's research capacity is further supported by the Ministry of Education's Student Grant Competition, primarily funding doctoral candidates, and the JAMU Research Activity Development Fund, which enabled 19 smaller-scale projects during the period. Strategically, TF is moving toward undertaking fewer but more academically intensive projects, with an ambition to develop a "radical" form of artistic research in which creative practice is fully integrated into the research process, and the thesis becomes the text-based component of the overall artistic research output. Although this approach is not yet fully implemented, it represents a promising direction. Clearer communication of this ambition to applicants and doctoral students is recommended to ensure aligned expectations.

To further enhance its impact, TF should focus on disseminating results through high-impact international publications and expanding collaborations beyond the Czech Republic and Europe.

Recommendations:

TF is encouraged to diversify its funding base by exploring additional national grant schemes as well as suitable international research funding opportunities. This includes seeking participation in international research projects to expand networks, resources, and impact.

TF should further strengthen the area of contractual research by clearly communicating its research capabilities to potential partners in the cultural sector and business. This would involve showcasing the specific expertise of faculty members, as well as presenting the tangible outcomes and benefits of past projects, thereby making the value proposition of collaboration more visible and compelling.

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 Theatre Faculty (TF) has undertaken a range of research projects that deliver tangible societal, educational, and cultural benefits, aligning with its mission to foster social inclusion, enhance artistic practice, and support cultural development. These initiatives have generated results with immediate and prospective societal impact, demonstrating the faculty's dedication to addressing real-world needs through interdisciplinary collaboration and external partnerships.

A key example is the integration of art into education, through open-access methodological materials, workshops, and partnerships with secondary school teachers. This work has resulted in over 60 course completions and more than 50 active users of theatrum.online's pedagogical

resources, promoting arts-based learning across educational levels. Another significant project interprets songs and theatre productions into Czech Sign Language, with outcomes presented in an electronic multimedia publication available in English, Czech, and Czech Sign Language. This methodology is actively applied by Hands On, a Brno-based dance group of hearing and deaf interpreters, fostering inclusion and accessibility in performing arts.

TF's efforts to promote social inclusion are also exemplified by the formation of an ensemble at Aldente Theatre, featuring actors with Down Syndrome. Supported by a bilingual electronic publication, this initiative is now used internationally by theatre creators working with DS actors, advancing diversity and representation in the arts.

Furthermore, the faculty's research has produced a publicly accessible database of cultural and performance venues in Ostrava, supporting stakeholders in making informed decisions about event spaces and fostering local cultural activities. A mapping study of relationships among cultural actors in the performing arts sector has informed the Ministry of Culture's development of innovative live art grant programmes, benefiting the broader cultural community. Additionally, two free 3D models of the Mahen and Reduta Theatre spaces are utilized in scenography education and professional stage design, contributing to workforce development and skills enhancement.

TF has also developed a lifelong learning programme, Standing on One's Own Feet, designed to support graduates and practitioners within the cultural and creative industries, strengthening the community's capacity and resilience.

The faculty's commitment to social impact extends into extra-artistic and technological domains, such as producing materials for children's workshops and conducting research on real-time online collaboration involving international partners. Collaborations with organizations like the Okay theatre company for deaf performers and Theatre Al Dente for artists with disabilities exemplify TF's dedication to empowering marginalized groups and promoting social equity through the arts.

Recommendations:

TF should enhance its profile by systematically promoting the faculty's research outcomes to the public, expanding international dissemination, and increasing publication in high-impact journals. Relatedly, it should also facilitate better tracking and evaluation of its long-term societal influence.

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:

The Theatre Faculty (TF) characterizes its research outputs as socially and culturally innovative, rooted in artistic practice and marked by strong collaboration with the non-academic sector. Its primary users include cultural institutions, public administration bodies, educational organizations, public service media, and other entities in the public and non-profit sectors. These users groups closely align with those involved in TF's major research projects during the evaluation period.

While commercialization of R&D&I results remains uncommon in TF's fields, and non-public or non-grant funding is infrequent, the faculty has begun building its capacity for contract research. However, no such funding was reported during the period. Similarly, although the transfer of results into practice has demonstrated tangible impacts—particularly in arts education, social inclusion, and cultural infrastructure—the faculty does not describe a systematic mechanism for this transfer.

TF's broad and well-aligned user engagement and dissemination strategies support its research outputs. To enhance its long-term societal impact and sustainability, TF could expand its network of users, explore new operational and commercialization avenues, and increase the visibility of its results beyond grant-based dissemination. These steps would better realize TF's potential as an institution that combines artistic innovation with societal needs.

Recommendations:

In considering the transfer of results into practice, the panel recommends viewing impact from a tripartite perspective: scientific, educational, and societal, given that it is likely there will be ongoing transfer of research results into practice within these domains, both within and beyond TF's activities.

The panel also recommends the strategic development of further activities that foster contract research.

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]:

4 - Very good

Qualitative assessment:

TF reports scientific journal entries and monographs as important to the popularisation of their research. Typically, these are considered part of scientific impact and to influence the academic development of the respective fields.

Other means of popularisation reported include information shared on the social media and website of TF and JAMU, events where research outputs are disseminated such as further education programmes (University of the First Age focusing on lectures and seminars for secondary school students, University of the Third Age focusing on lectures about how theatre is made for the senior population), open lectures and discussion and participation in Week of the Czech Academy of Sciences. Popularisation efforts also include academic book launches, presentations at various theatre showcases, educational festivals, industry programmes at film festivals, symposia, and similar events outside JAMU. Additionally, media outlets such as Czech Television and Radio present reports and interviews concerning the research conducted by TF.

When artistic research is concerned, outcomes are also presented in the form of staged and site-specific performances aimed at the general public. Five such examples are introduced.

TF has also developed and utilizes already established multimedia and electronic open access publishing platforms to reach wider audiences. This includes the use of the Research Catalogue, the international Internet-based open access publication upheld by the Society for Artistic Research.

Recommendations:

Consider the strategic value of artistic research outcomes as key agents of popularisation, and resource the project teams accordingly.

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:

TF has taken active and concrete steps to enhance the recognition and understanding of artistic research both within its faculty and externally. These include the development of the faculty's position paper on artistic research, the publication of a monograph on practice as research, and the open-access electronic publication Paths of Artistic Research. Additionally, TF has exhibited artistic research through the Research Catalogue platform and organized the colloquium Paths of Artistic Research. The faculty has also hosted lectures by international experts on artistic research and participated in conferences organized by the Society for Artistic Research. TF was among the initiators of the national event Symposium of Artistic Higher Education Institutions and Faculties on Artistic Research. Moreover, TF contributed to establishing the TAH – Centre for Innovations in Technology, Art, and Humanities, representing the artistic research field. The faculty also played a role in shaping the national evaluation methodology for research organizations through its representative on the Scientific Committee of the Council of Higher Education Institutions. These initiatives demonstrate TF's strong commitment to promoting and developing the understanding and practice of artistic research.

To support the internationalization of artistic research and doctoral training, TF has expanded its network of international collaborations, which are well-chosen and recognized. The faculty has developed closer ties with the Society for Artistic Research and its Research Catalogue platform, a leading international platform for artistic research dissemination. TF has also collaborated with the Norwegian Artistic Research Programme to exchange knowledge about publication processes and artistic research practices. Support for the international mobility of faculty members has increased, with opportunities to participate in global conferences. The doctoral program now includes a foreign internship component and offers masterclasses delivered by international experts. TF has also begun preparations for a doctoral programme in English.

Concerning doctoral education development, TF received full accreditation for its new doctoral programme in Dramatic Arts. The establishment of the Doctoral Studies Department has further clarified and strengthened the organizational structure overseeing doctoral education, emphasizing its importance within TF.

To bolster research dissemination as recommended by the IEP, TF actively enhanced its use of the Research Catalogue platform, including the establishment of an RC portal administrator to support the entire academic community. Furthermore, development of a digital archive for the artistic output of JAMU has been advanced.

In terms of increasing external research funding, TF has successfully prepared several grant applications, established a Research and Development Support Department staffed with two project managers dedicated to supporting research activities. Additionally, the faculty has introduced a structured system for contract research and formed several new research partnerships.

These measures demonstrate that TF has effectively responded to previous IEP feedback and continues to actively promote the development of artistic research and its dissemination.

Recommendations:

TF should ensure that the measures developed based on feedback from the previous IEP are preserved and continue to be enhanced (e.g encouraging junior staff members to actively participate in the mentioned national and international networks and to advocate for them to assume responsible positions within these organizations).

Additionally, the panel recommends that TF's understanding of artistic research evolves further to foster a deeper integration of artistic practice and theoretical reflection, leading to greater impact and convergence.

TF should set more ambitious goals, such as launching an internationally funded research project dedicated to further exploring the unique aspects of artistic or practice-based research in performing arts.

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	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B

Summary assessment:

The Theatre Faculty (TF) has taken active and concrete steps to enhance the recognition and understanding of artistic research both within its community and externally. During the evaluation period, TF demonstrated a clear strategic commitment to high-quality, socially relevant, and interdisciplinarily integrated research. Its projects showcase a strong synergy between artistic practice and applied sciences. These efforts align with the Faculty's mission to foster innovation, social impact, and interdisciplinary collaboration with both academic institutions and external stakeholders. These measures indicate that TF has effectively addressed previous IEP feedback and continues to actively promote the development and dissemination of artistic research. However, dissemination of research outcomes in international peer-reviewed journals remains limited, and participation in international research projects should be further encouraged.

Summary recommendations:

TF should ensure that the measures developed in response to previous IEP feedback are maintained and further enhanced. Additionally, TF's understanding of artistic research should continue to evolve, fostering a deeper integration of artistic practice and theoretical reflection, which could lead to greater impact and greater convergence. Increased participation in international research projects, along with more active dissemination of research outcomes in international peer-reviewed journals, should also be encouraged.

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Music

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 Faculty of Music (FOM) at JAMU defines its mission as preparing highly qualified professionals in the field of musical arts. This mission is carried out through a wide range of artistic, educational and scholarly activities, which are presented as closely connected. In the self-evaluation report, research is described as “organically embedded” in teaching, reflecting the Faculty’s view of education and inquiry as interdependent.

The Faculty currently counts around 570 students and approximately 200 teachers and collaborators, many of them active performers. This strong link to professional practice enriches the student experience and contributes to the Faculty’s distinctive character. The organisational structure includes twelve departments, supported by central bodies such as the Arts Council and the Disciplinary Committee.

During the visit, the panel observed that staff often combine the roles of performer, teacher and researcher. This variety of profiles broadens the Faculty’s activities, but it also means that the notion of artistic research is interpreted differently across departments. One doctoral student expressed it in simple terms: “There is no clear line between artistic work and artistic research - and we are not sure what counts as research and what as artistic work.”

Teaching commitments were also mentioned as a factor that can sometimes reduce the time available for research. While this does not diminish the Faculty’s achievements, it offers helpful context for understanding how the close link between teaching and research, described in the SER, is experienced in practice.

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

According to the self-evaluation report, the Faculty of Music (FOM) is recognised in the Czech research community through its contributions to national cultural heritage and the broader artistic environment. Members of staff contribute as editors of journals, reviewers in national grant schemes, and jurors in artistic competitions. Awards for staff and students are mentioned, though these are mainly connected to artistic performance rather than research.

Research dissemination takes place through JAMU Publishing and national journals such as *Opus musicum* and *Hudební věda*. The Faculty also organises the biennial *JAMUsica* conference and journal, which serve as institutional platforms for presenting and discussing research. A co-authored publication in digital orchestration, published by a leading international press and including one faculty member among its authors, illustrates how collaboration can achieve international reach.

The panel found that the Faculty is firmly positioned in the national research community, with staff widely engaged in roles that extend beyond their home institution. Editorial work, reviewing activities and contributions to cultural heritage projects all confirm that the Faculty is recognised nationally for its expertise.

The Faculty also benefits from its own dissemination platforms, most notably *JAMUsica*, which provide visibility for staff and students and situate their work within academic and professional debate. The example of the digital orchestration publication shows that international impact is possible when faculty expertise is channelled into collaborative projects. At the same time, such cases remain relatively isolated. The panel considers that a more systematic approach to presenting research internationally would help the Faculty gain greater visibility in the wider R&D&I community.

Recommendations:

The panel recommends:

- Development of a clearer plan for international dissemination of research outputs, so that recognition abroad becomes a consistent institutional objective rather than a result of individual efforts.
- Strengthening the role of *JAMUsica* as a bridge between the national and international research communities, for instance by expanding its outreach and increasing publication in widely accessible languages.
- Encouraging staff and students to present their research in ways that highlight its relevance to the wider academic and professional community as well as to societal aspects, complementing artistic outcomes with explicit research framing.

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

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.

Qualitative assessment:

During the evaluation period, the Faculty of Music (FOM) realised a set of research projects that mirror its dual focus on Czech musical heritage and contemporary innovation. The self-evaluation report highlights, among others, *The Organ Reform Movement and Its Impact on Organs and Organ Building in Czechoslovakia*; *Bohuslav Martinů and Brno: On the World and Czechoslovak Premieres of the Composer's Stage Works*; *Personalities of the Faculty of Music, JAMU II*, and *Mapping the Managerial and Production Environment and Behaviour of Musical Ensembles in the Czech Republic*. Alongside these heritage-oriented initiatives, projects such as *Digital Technologies in Classical Music Production* and *Low-Latency Artistic and Educational Collaboration between JAMU and AMU* (CESNET Development Fund) demonstrate the Faculty's growing interest in technology-driven innovation. Contract research has been limited, with a single collaboration recorded with DISK Systems.

The panel observed that the results of these projects are broadly consistent with the Faculty's declared mission to integrate artistic practice with scholarly inquiry. The heritage-oriented projects have generated valuable scholarly outputs, strengthened the Faculty's cultural role in Brno and the Czech Republic, and provided resources that are usable by students, researchers, and practitioners. The technology-focused projects, though more recent and modest in scale, show clear potential for application in education and remote collaboration, and point to rich opportunities for interdisciplinary work with other parts of JAMU. However, as noted during the Meeting with Research academic staff, while many initiatives emerge from rich artistic practice, "projects often start from practice and reflect afterward – but that reflection is not always systematized." This limits the clarity of the outcomes and their recognition beyond the immediate artistic community.

Overall, the scale and number of projects appear proportionate to the Faculty's R&D&I capacities. The portfolio demonstrates coherence: projects safeguard cultural heritage while at the same time opening pathways towards innovation. What is still missing is a stronger strategic orientation towards international dissemination, more systematic articulation of research dimensions, and mechanisms that would allow promising projects to evolve into follow-up activities with external partners and funding.

Recommendations:

The panel recommends:

- taking a more strategic approach to international recognition by planning from the beginning how projects will be shared abroad: through publications, presentations, and cooperation with international partners;
- putting stronger emphasis on making project outcomes visible and relevant to different groups (academic peers, cultural institutions, students, ensembles, and the wider public);
- creating institutional support that helps promising projects continue into follow-up activities with external partners and funding, so that successful initiatives do not remain isolated examples;
- encouraging more consistent reflection and documentation of research results so that artistic practice is clearly framed as research (it is indisputable that JAMU defines Artistic Research), strengthening both sustainability and academic standing.

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 Faculty of Music has produced research results that extend beyond academic circles, contributing to Czech cultural heritage, professional practice, societal impact and emerging technologies in music. These results are proportionate to the FoM size and capacity, and they resonate with its mission to connect artistic practice, research, and education.

Heritage-oriented projects, mentioned in section 3.3, preserve and reinterpret key aspects of Czech musical culture. They provide annotated resources, archival insights, and collective biographies that are already used in teaching and research. The collaboration with Masaryk University is a good example of how historical research translates into practice: annotated scores produced within this partnership can be compared with what is done Czech and Slovak institutions, showing the potential of clear transfer into pedagogical and professional domains.

Technology-focused projects demonstrate another dimension of societal impact. The MVTP project on low-latency streaming stands out for its application potential in the digital transmission of artistic performances. As emphasised during the Meeting with External Representatives, this initiative combines artistic and technological innovation with implications for remote collaboration, online education, and performance accessibility — applications that are highly relevant to contemporary needs in both professional, educational, societal and ecological contexts.

The Faculty actively popularises artistic and research results through public events, festivals, and conferences. However, as noted during several meetings, these outputs are not always explicitly framed as research, which reduces their visibility as scholarly contributions. The existing or prospective societal impact is not sufficiently highlighted in the SER, despite clear evidence that it exists. This represents a weakness of the self-evaluation rather than of the activities themselves: the panel encountered multiple convincing examples of applied results and transfer to professional and educational users.

Recommendations:

The panel recommends:

- embedding the societal dimension of research results as a systematic element in project planning, monitoring, and communication;
- documenting users and beneficiaries more consistently (for example: cultural institutions, schools, students, general public) and establishing simple mechanisms to capture evidence of uptake and relevance;
- developing institutional support to help promising applied results, such as the MVTP low-latency streaming project, grow into follow-up activities with external partners and funding;
- integrating gender and sustainability considerations more explicitly into the presentation of results, building on the equal opportunities audit already carried out;
- framing artistic outputs presented in public events more explicitly as research, and documenting their impact systematically, to enhance both external visibility and internal understanding of research's societal role.

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:

The Faculty of Music (FOM) presents a range of activities that link research results to practical use, though the overall picture remains uneven. According to the SER and Table 3.5.1, the Faculty reported 23 results applied in practice between 2019 and 2023. These include annotated scores, collective monographs, scholarly studies with direct pedagogical use, and outputs in sound design and digital music production. Users are identified as cultural institutions, ensembles, schools, and students — groups consistent with the Faculty's mission to connect artistic practice, research, and education.

The panel noted that several results clearly demonstrate effective transfer. The collaboration with Masaryk University has produced annotated scores now in use across Czech and Slovak institutions, providing concrete tools for both pedagogy and performance. The MVTP project on low-latency streaming was repeatedly highlighted during meetings, as it offers practical solutions for remote collaboration, online teaching, and performance accessibility — applications of high relevance to current societal needs. These cases show that when projects are well designed and connected to external partners, they can deliver tangible and innovative outcomes.

At the same time, the Faculty does not yet approach transfer in a systematic way. While Table 3.5.1 lists a respectable number of applied results, it is not always clear how users are engaged, how results are promoted to new audiences, or how impact is monitored. Contract research is minimal, with only one recorded collaboration (DISK Systems), and income from non-public, non-grant sources remains very limited. This does not undermine the cultural and educational value of the outputs, but it suggests untapped potential: many of the Faculty's results could reach a broader audience if better documented, framed, and strategically disseminated.

Much of the transfer currently occurs through public events, performances, and publications. These are valuable dissemination routes, but they are not consistently presented as forms of research transfer. As a result, the Faculty's contribution to practice and society is sometimes more significant than what the SER conveys. A more deliberate articulation of transfer, supported by modest institutional mechanisms, would both highlight existing achievements and create pathways for future funding and collaboration.

Recommendations:

The panel recommends:

- developing a clearer framework for identifying, documenting, and engaging users of research results, so that transfer into practice becomes visible and traceable;
- strengthening collaborations with external partners, for instance cultural institutions, ensembles, schools and technology providers, to broaden the user base and attract new audiences for results;
- framing performances, public events, and publications more explicitly as channels of research transfer, supported by systematic documentation of their reach and impact;

- exploring opportunities for contract research, consultancy, or other non-public funding, in order to diversify income streams while remaining aligned with the Faculty's mission and vision.

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]:

4 - Very good

Qualitative assessment:

The Faculty of Music (FOM) is visibly active in sharing its work with wider society. As the SER notes, popularisation is not treated as something separate from research, but rather as part of how projects unfold – through concerts, conferences, publications, and public lectures.

Several institutional platforms give this work shape and continuity. The JAMUsica journal and its biennial international conference bring together academic, artistic, and wider audiences. The International Doctoral Conference offers young researchers a stage on which to test their ideas, while the Symposium “Art | Music | Management” opens discussions with professionals in the cultural sector.

Beyond academic forums, staff contribute to the University of the Third Age, the Week of the Czech Academy of Sciences, and media such as Czech Radio 3 – Vltava or the cultural portal *KlasikaPlus.cz*. These are not isolated events but recurring forms of engagement, and they show a steady commitment to opening research to the public. What is particularly commendable is that doctoral students are part of this ecosystem: they help organise conferences and take part in public events.

During the visit, several doctoral students remarked that it is not always clear to the public where artistic work ends and artistic research begins. This points to an important opportunity: public presentations could make the research dimension more visible, framing performances and outputs not just as art, but as research-based communication. Staff also spoke of valuing popularisation highly, but acknowledged that the Faculty does not yet have a shared understanding of how to measure its impact. As a result, many activities are less visible as evidence of societal engagement than they could be.

Recommendations:

The panel recommends:

- developing a JAMU-wide approach to popularisation of R&D&I and communication with the public, linked to doctoral training and staff development, to build a shared understanding of goals and impact;
- continuing to involve doctoral and early-career researchers in outreach, and supporting them with training in how to communicate research to wider publics;
- mapping audiences more systematically and collecting basic evidence of impact (attendance figures, feedback, media coverage) so that recurring activities such as the University of the Third Age can be positioned as long-term contributions to society.

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:

Since the last IEP evaluation, the Faculty of Music has actively worked to respond to the panel's earlier recommendations. At that time, the panel encouraged the Faculty to strengthen the balance between research and applied outputs, to explore economic and societal relevance where appropriate, to expand its international presence, and to increase opportunities for doctoral students to publish.

A significant development has been the adoption of the Strategic Plan for the Development of Research Activities, with annual Implementation Plans. This provides a framework that was previously lacking and has already begun to guide how research is planned, supported, and evaluated. The plan has given the Faculty a clearer structure for pursuing both heritage-focused scholarship and newer applied initiatives.

In line with earlier advice to seek applied opportunities, FOM has introduced projects such as Digital Technologies in Classical Music Production and the CESNET-funded Low-Latency Artistic and Educational Collaboration between JAMU and AMU. Its first contract research project with DISK Systems marks an important milestone in opening a pathway towards diversified funding. While still limited in scale, these activities signal a willingness to build bridges between artistic research and external partners.

The Faculty has also sought to broaden its international visibility, with staff delivering invited lectures, presenting at conferences, and maintaining collaborations with Masaryk University and others. Yet, as was visible in the SER tables and confirmed during discussions with IEP, international research engagement remains modest. Here, the potential is clear, but a stronger and strategic institutional push will be needed to turn individual activities into a consistent international profile. Doctoral students and early-career researchers have become more involved in conferences, publications, and public-facing events, reflecting the panel's earlier call for greater visibility of their work.

Taken together, these measures show that the Faculty has made real progress in responding to the previous evaluation. The establishment of a strategic plan, the emergence of applied and contract projects, and the engagement of doctoral students in dissemination are particularly noteworthy. At the same time, the panel notes that some earlier recommendations remain only partially addressed, especially in relation to systematic international engagement and the development of sustainable, non-public funding streams.

Recommendations:

The panel recommends:

- maintaining and further developing the Strategic Plan for the Development of Research Activities as a living framework that guides progress across artistic, traditional and applied research, and that ensures continuity in addressing international engagement and doctoral publishing.
- Consolidating progress in applied and contract research by embedding these initiatives into the Faculty's long-term strategic framework, so they become sustained activities rather than isolated examples.

- Encouraging staff to take on more active roles in international professional networks, including editorial boards and research associations, with institutional support and monitoring of progress.
- Continuing to support doctoral students in publishing and dissemination, for instance through mentoring, co-authorship opportunities, and training in research communication.
- Diversifying sources of external funding by building on first examples of contract research and applied collaborations, in ways consistent with the Faculty's mission.
- Offering structured training and staff development opportunities to enable teachers and researchers to strengthen their capacity in artistic research, international dissemination, and research communication, thereby building a more sustainable institutional culture.

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	4 - Very good
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: The Faculty of Music (FOM) at JAMU defines its mission as preparing highly qualified professionals in the field of musical arts. This mission is carried out through a wide range of artistic, educational and scholarly activities, which are presented as closely connected. In the Self-evaluation report (SER), research is described as “organically embedded” in teaching, reflecting the Faculty's view of education and inquiry as interdependent. From this follows that staff often combine the roles of performer, teacher and researcher. Teaching commitments are mentioned as a factor that may reduce time available for research. FOM is firmly positioned within the national research community, it benefits from its own dissemination platforms. A few projects exempted FOM lacks of integration to the international research community although there is strong potential not only in Traditional Research but also in the fast developing field of Artistic Research. Additionally: The IEP cannot see a clear definition respective understanding of Artistic Research by FOM staff as well as students although it exists. FOM has produced research results that extend beyond academic circles, contributing to Czech cultural heritage, professional practice, societal impact and emerging technologies in music. These results are proportionate to the FOM size and capacity, they resonate with its mission to connect artistic practice, research, and education. FOM actively popularises artistic and research results using different formats. The existing or prospective societal impact is not sufficiently highlighted in the SER, despite clear evidence that it	

exists. The Faculty presents a range of activities that link research results to practical use, though the overall picture remains uneven. At the same time IEP found that the Faculty does not yet approach transfer of research results in a systematic way. Popularisation of R&D&I is not treated as something separate from research, but rather as part of how projects unfold – through concerts, conferences, publications, and public lectures. Following many activities unfortunately are less visible as evidence of societal engagement than they could be.

FOM has intensive worked to respond to the recommendations of the previous IEP. At that time IEP encouraged the Faculty to strengthen the balance between research and applied outputs, to explore economic and societal relevance where appropriate, to expand its international presence, and to increase opportunities for doctoral students to publish.

A significant development has been the adoption of the Strategic Plan for the Development of Research Activities, with annual Implementation Plans.

FOM has also sought to broaden its international visibility, yet as was visible in the SER tables and confirmed during interviews with IEP, international research engagement remains modest. Here, the potential is clear, but a stronger and strategic institutional push will be needed to turn individual activities into a consistent international profile. At the same time measures show that the Faculty has made real progress in responding to the previous evaluation: Establishing a Strategic Plan, the emergence of applied and contract research projects, and the engagement of doctoral students in dissemination are particularly noteworthy. Yet IEP has to note that some earlier recommendations remain only partially addressed, especially in relation to systematic international engagement and the development of sustainable, non-public funding streams.

Summary recommendations:

The IEP recommends:

Providing a clear definition of Artistic Research committed to international standards – in delineation to Traditional Research and Applied Research.

Further developing the Strategic Plan for the Development of Research Activities as a living framework that guides progress across Artistic, Traditional and Applied Research; therein a strategy for international dissemination of research outputs, effectively a strategic approach to international recognition.

Developing a subservient framework for:

- identifying, documenting, and engaging users of research results
- strengthening collaborations with external partners, framing performances, public events, and publications more explicitly as channels of research transfer,
- exploring opportunities for contract research, consultancy, or other non-public funding.

Creating institutional support for promising research projects to continue into follow-up activities with external partners and funding.

Developing a JAMU-wide approach to popularisation of R&D&I and communication with the public, linked to doctoral training and staff development.

Offering structured training and staff development opportunities to enable teachers and researchers to strengthen their capacity in Artistic Research, international dissemination, and research communication, thereby building a more sustainable institutional culture.

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]
Theatre Faculty	B
Faculty of Music	B
	Choose an option
	Choose an option
	Choose an option
Summary grade	B

Summary quality assessment:

The Theatre Faculty (TF) has taken active and concrete steps to enhance the recognition and understanding of artistic research both within its community and externally. During the evaluation period, TF demonstrated a clear strategic commitment to high-quality, socially relevant, and interdisciplinarily integrated research. Its projects showcase a strong synergy between artistic practice and applied sciences. These efforts align with the Faculty's mission to foster innovation, social impact, and interdisciplinary collaboration with both academic institutions and external stakeholders. These measures indicate that TF has effectively addressed previous IEP feedback and continues to actively promote the development and dissemination of artistic research. However, dissemination of research outcomes in international peer-reviewed journals remains limited, and participation in international research projects should be further encouraged.

The Faculty of Music (FOM) at JAMU defines its mission as preparing highly qualified professionals in the field of musical arts. This mission is carried out through a wide range of artistic, educational and scholarly activities, which are presented as closely connected. In the Self-evaluation report (SER), research is described as “organically embedded” in teaching, reflecting the Faculty's view of education and inquiry as interdependent.

From this follows that staff often combine the roles of performer, teacher and researcher. Teaching commitments are mentioned as a factor that may reduce time available for research.

FOM is firmly positioned within the national research community, it benefits from its own dissemination platforms.

A few projects exempted FOM lacks of integration to the international research community although there is strong potential not only in Traditional Research but also in the fast developing field of Artistic Research. Additionally: The IEP cannot see a clear definition respective understanding of Artistic Research by FOM staff as well as students although it exists.

FOM has produced research results that extend beyond academic circles, contributing to Czech cultural heritage, professional practice, societal impact and emerging technologies in music. These results are proportionate to the FOM size and capacity, they resonate with its mission to connect artistic practice, research, and education.

FOM actively popularises artistic and research results using different formats. The existing or prospective societal impact is not sufficiently highlighted in the SER, despite clear evidence that it exists. The Faculty presents a range of activities that link research results to practical use, though the overall picture remains uneven. At the same time IEP found that the Faculty does not yet approach transfer of research results in a systematic way. Popularisation of R&D&I is not treated as something separate from research, but rather as part of how projects unfold – through concerts, conferences, publications, and public lectures. Following many activities unfortunately are less visible as evidence of societal engagement than they could be.

FOM has intensive worked to respond to the recommendations of the previous IEP. At that time IEP encouraged the Faculty to strengthen the balance between research and applied outputs, to explore economic and societal relevance where appropriate, to expand its international presence, and to increase opportunities for doctoral students to publish.

A significant development has been the adoption of the Strategic Plan for the Development of Research Activities, with annual Implementation Plans.

FOM has also sought to broaden its international visibility, yet as was visible in the SER tables and confirmed during interviews with IEP, international research engagement remains modest. Here, the potential is clear, but a stronger and strategic institutional push will be needed to turn individual activities into a consistent international profile. At the same time measures show that the Faculty has made real progress in responding to the previous evaluation: Establishing a Strategic Plan, the emergence of applied and contract research projects, and the engagement of doctoral students in dissemination are particularly noteworthy. Yet IEP has to note that some earlier recommendations remain only partially addressed, especially in relation to systematic international engagement and the development of sustainable, non-public funding streams.

Summary recommendation:

TF should ensure that the measures developed in response to previous IEP feedback are maintained and further enhanced. Additionally, TF's understanding of artistic research should continue to evolve, fostering a deeper integration of artistic practice and theoretical reflection, which could lead to greater impact and greater convergence. Increased participation in international research projects, along with more active dissemination of research outcomes in international peer-reviewed journals, should also be encouraged.

IEP recommends to FoM to provide a clear definition of Artistic Research committed to international standards – in delineation to Traditional Research and Applied Research.

Further developing the Strategic Plan for the Development of Research Activities as a living framework that guides progress across Artistic, Traditional and Applied Research; therein a strategy for international dissemination of research outputs, effectively a strategic approach to international recognition.

Developing a subservient framework for:

- identifying, documenting, and engaging users of research results

- strengthening collaborations with external partners, framing performances, public events, and publications more explicitly as channels of research transfer,
- exploring opportunities for contract research, consultancy, or other non-public funding.

Creating institutional support for promising research projects to continue into follow-up activities with external partners and funding.

Developing a JAMU-wide approach to popularisation of R&D&I and communication with the public, linked to doctoral training and staff development.

Offering structured training and staff development opportunities to enable teachers and researchers to strengthen their capacity in Artistic Research, international dissemination, and research communication, thereby building a more sustainable institutional culture.

EVALUATION REPORT FOR MODULES 4 & 5

HIGHER EDUCATION INSTITUTION NAME: Janáček Academy of Performing Arts

COMPANY REGISTRATION NUMBER (CRN): 62156462

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

The organisation and management of R&D&I at JAMU are reasonably functional and appropriate to the institution's profile and size, even though only a minimal number of organisational units are dedicated exclusively to research, and a very few staff positions are solely research-based. Research activities are carried out as part of standard academic contracts, with each faculty member expected to engage in creative or research work for up to 20% of their workload annually. An estimated 20–30 faculty members are engaged in long-term research.

The Rector's Office coordinates and provides methodological and strategic leadership for research activities, sets rules for allocating research funding, and evaluates research outcomes. This central office oversees the Research Development Fund (RDF) and the Student Grant Competition (SGC) and is led by the Vice-Rector for Creative Activities, who has comprehensive oversight of research at JAMU. The Arts Council and the JAMU Management Board function as the institution's scientific council.

At the faculty level, research is coordinated by a Vice-Dean for Research, who is part of the Dean's Collegium. Responsibilities include overseeing publishing activities, implementing RDF and SGC, collecting research output data for national registers, and organising conferences. At the Faculty of Music (FOM), the Vice-Dean also coordinates three subject area boards for doctoral studies. At the Theatre Faculty (TF), the Vice-Dean is responsible for strategic development and coordinates R&D&I activities with other units, including the Research and Development Support Department. This results in differences in service support and organisation between the faculties, which can challenge the equal development of research. Increasing administrative demands have led JAMU to identify the need for a dedicated administrative department to support research.

Authorities view JAMU primarily as a conservatoire-style institution where research complements and supports artistic activities. During the site visit, leadership expressed the view that research is "part of every creative process," which reflects the institution's chosen direction. However, the mission statement does not strongly emphasise research, and JAMU does not aim to establish a unified research strategy beyond the Comprehensive Research Activity Development Strategy. Instead, lecturers, students, and researchers are encouraged to pursue their research interests independently. Given JAMU's potential, priority research areas could still be identified in line with societal needs and expectations. The Strategic Plan for the Development of Research Activities (approved in 2021) recognises the need to strengthen strategic management, complete the

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.

restructuring of research management processes, refine staffing policies, and enhance research infrastructure, particularly in response to new national regulations for research evaluation and funding. Currently, most management efforts are concentrated in the Rector's Office, with limited faculty-level structures dedicated exclusively to research.

Differences between the two faculties are evident in how strategic research goals are implemented. The Faculty of Music, while producing strong artistic outputs and engaging in performance-related inquiry, is still developing a clear articulation of how artistic research differs from and complements traditional scholarly approaches, particularly at the doctoral level. This is seen as a valuable stage of development rather than a shortcoming. Across the institution, there is an intention to build a coherent research culture, foster stronger interfaculty dialogue, and establish shared methodological understanding. The proposal to create a joint research board is a promising step toward developing institutionally relevant yet discipline-sensitive criteria for artistic research.

In relation to its size and type, JAMU fulfils its mission and vision well, with objectives comparable to those of other international arts universities. With sustained capacity building—especially in supervision, methodological training, and cross-faculty coordination—JAMU has the potential to become a recognised reference point for artistic research in the Central European region.

Recommendations:

JAMU would benefit from establishing a unified and more streamlined organisational structure for research. This would support the operationalisation of JAMU's research strategy goals at faculty, department and individual level and how progress in research is monitored. A key challenge will be to identify a structural model that balances the institution's current situation with its long-term visionary goals.

To achieve a unified organisational structure we recommend that JAMU identifies priority research areas in line with societal needs and expectations and establishes a university-wide research centre to promote them and host related research-focused positions. We likewise recommend that the institution establishes similar organisational structures and leadership responsibilities across the two faculties and support them with a shared research and development support department to make coordinating and developing the overall research environment more efficient. JAMU should also forward stronger interfaculty collaboration in doctoral education and research, by reconsidering the opportunity of a joint doctoral school with one doctoral program operating in each faculty. Additionally we encourage JAMU to involve doctoral students and early-stage researchers in shaping the research environment to enhance relevance and ownership of 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:

JAMU has established a system that supports high-quality scientific activity encompassing several key elements. There is a system for supporting project acquisition as well as project consultancy, management, and administrative support, where methodological assistance is provided by relevant Vice-Deans or Vice-Rectors, while specific administrative and managerial help is offered by dedicated project offices. The capacity to transfer R&D&I results to society primarily occurs through the publication of scientific and professional monographs and other types of research outputs. Internal grant schemes include two main competitions dedicated to research: the JAMU Research Activity Development Fund and the Student Grant Competition, which support projects submitted

by JAMU employees, doctoral candidates, and master's students. Excellence in research is further supported through the Research Activity Development Fund, established in 2018, which rewards outstanding research achievements recognized by the academic community, and through JAMU's Career Rules, which link career advancement to research excellence. Interdisciplinary research and collaboration are encouraged, although there are no formal regulations governing these interactions. The institution also provides a concept for ensuring conditions for the development of new high-quality research directions, particularly during admissions to doctoral programmes.

While these systems have significant impact on fulfilling JAMU's mission and vision, some require further development and clarification. JAMU emphasizes that its primary goal is to educate artists across all three cycles of higher education, and that research evaluation should be aligned with this objective. The current evaluation methodology does not fully accommodate this, as it tends to prioritize traditional research outputs over artistic production. JAMU argues that given the limited scope of its research activities, specialized units for project acquisition support are not necessary, as existing project offices and research support departments within faculties provide adequate assistance. However, this position appears somewhat contradictory, as these offices do in practice function as specialized support units.

Research results are mainly transferred to society via research publications, which typically contribute to scientific rather than direct societal impact, though some publications also attract wider public interest. Full-time doctoral students receive stipends and may apply for internal grants, while early-career researchers with doctoral degrees have salary supplements and access to institutional research support through project offices and research and development departments. The internal grants and research development funds represent transparent and positive initiatives aimed at fostering research excellence, even if they do not offer large scale research funding.

Collaboration among researchers occurs both internally and externally, usually through informal personal contacts. To encourage cross-disciplinary work, JAMU established the Centre for Technology, Art and Humanities in 2024. While academic freedom and individual initiative are fundamental, there is also space for strategically led research activities.

Overall, JAMU's system of research support shows a clear commitment to promoting research within its artistic education mission. With further development in structure, transparency, coordination, and capacity building, it has the potential to strengthen its research environment and attract both internal and external partnerships.

Recommendations:

JAMU should establish strategic partnerships with local and international institutions sharing similar research interests. Such partnerships will allow JAMU to develop strategically steered research and development projects, thereby ensuring constructive institutional development and enhanced societal impact.

The support system for attracting international research projects should be strengthened. Researchers require support to establish research collaborations and more robust assistance throughout the process of preparing applications for larger funding opportunities at the international level. JAMU should explore ways to find synergies and streamline support for both development and research projects, for example by combining the activities of the Project Office and the Development and Research Support Departments.

To better support early-career researchers, doctoral candidates should be offered courses in work-life skills that include training on research funding instruments and guidance on how to prepare competitive project applications.

JAMU should create systematic human support processes for research mentoring and supervision as well as research time allocation, and administrative assistance implemented across the faculties. Transparency of internal grant decision-making and evaluation processes should be improved to enhance strategic impact.

JAMU should clarify its understanding of the scientific, educational, and societal impact of research and specify which types of research outputs are considered to have genuine societal impact. Having a more in-depth understanding about societal impact would help in both highlighting the successful research JAMU is conducting in this area and in planning future impactful research projects and collaborations.

JAMU's strategic documents would benefit from detailing the perceived significance and relevant scope of its R&D&I 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:

The internal evaluation of research quality at JAMU falls primarily under the responsibility of the Vice-Deans for Research and the Vice-Rector for Research (sometimes referred to as Vice-Rector for Creative Activities). They oversee the annual assessment of research quality and quantity, which influences the allocation of research funding and the evaluation of the implementation of the Strategic Plan for Research Development. Research activities are also included in the regular self-evaluation reports compiled by all study programmes across bachelor's, master's, and doctoral levels. The Subject-Area Boards serve as the main bodies evaluating doctoral studies annually, including the performance of individual doctoral students and their supervisors. Additionally, the evaluation of individual researchers is conducted by their direct supervisors as part of career plan assessments. JAMU has an internal regulation titled "Rules for the System of Ensuring the Quality of Educational, Creative, and Related Activities, and Internal Evaluation of the Quality of Educational, Creative, and Related Activities," which marginally covers R&D&I activities. The internal quality assurance system appears sufficient to maintain quality; however, it remains unclear how the institution addresses and implements solutions for development issues identified through evaluations beyond rewarding good performance with funding.

External evaluation of research at JAMU follows the national evaluation methodology, including Modules 1 and 2 of the national Evaluation Methodology, with comprehensive international evaluations conducted every five years by panels such as MusiQuE and EQ-Arts, the most recent being in 2020.

Research ethics at JAMU are governed by a code of ethics (though this document was not found in available materials). The institution argues that special regulations for research ethics are unnecessary given the nature of its research; however, this stance is problematic. JAMU's research involves special categories of personal data and vulnerable populations, which require strict ethical oversight. Comparable Czech academic institutions follow the European Federation of Academies of Sciences and Humanities (ALLEA) guidelines and the European Code of Conduct for Research Integrity, emphasizing informed consent, risk minimization, and the protection of participants in research.

Doctoral students receive training in basic research ethics, with the Faculty of Music hosting a Counselling Centre and the Theatre Faculty maintaining a counselling group to address safety, ethical concerns, and related issues. Staff and students also have access to legal expertise regarding intellectual property law, and internal regulations concerning the use of artificial intelligence have been developed.

From an independent perspective, JAMU is clearly striving to build a reliable environment for research quality. The presence of internal grants, legal and ethical procedures, and support for publishing demonstrates a solid foundation. Staff and faculty show commitment to maintaining high standards. However, the overall quality assurance system for research appears somewhat fragmented. Each faculty seems to have its own interpretation of what "quality" means in artistic

research, which could be healthy if accompanied by structured dialogue, but currently, there is no joint platform or shared framework to define research excellence institution-wide or support it consistently.

The institution depends heavily on national evaluation methodologies such as the new Methodology 2025, which do not fully accommodate the specific nature of artistic research. It could be beneficial for JAMU to develop its own quality indicators that arise from its unique practice and values, while also aligning with international standards.

Furthermore, the evaluation process for internal grants lacks transparency regarding criteria, feedback to applicants, and follow-up. Increasing transparency here could make the grants more strategic and impactful, beyond simply serving as helpful financial support.

Another gap lies in the absence of structured support for supervisors. Given the demanding nature of supervising artistic research, especially at the doctoral level, supervisors would benefit from peer support, training, or at least a forum to reflect on their mentoring practices.

Finally, JAMU undertakes research with significant social value—such as inclusion, education, and local impact—but this dimension is not explicitly recognized within the internal quality assurance framework. Including social and societal impact as a criterion for research quality could highlight the broader importance of JAMU's work.

In summary, JAMU has established a strong base for research quality assurance but now has the opportunity to further develop a more integrated, future-oriented system that reflects its unique artistic identity as well as external standards.

Recommendations:

JAMU should establish a shared conception of research, of artistic research especially. On this basis it should build an institution-wide framework defining research excellency and a quality assurance process supporting it. The framework should include performance targets for the different faculties and programmes as well as academic faculty members. It likewise should include a definition of social and societal impact of research and how this is qualitatively and/or quantitative evidenced and documented. If JAMU intends to increase its participation in international grant competitions, the clear documentation of how it evaluates and reflects on research quality is important as international calls often require evidence of institutional learning and quality assurance processes.

JAMU should reconsider its understanding about research integrity and ethics, take note of ALLEA's and national recommendations and establish an ethical review process of research by a Research Ethics Committee. It should likewise take care that doctoral students, academic faculty members as well as doctoral supervisors are knowledgeable about research integrity and ethical review processes.

JAMU should develop the evaluation process for internal grants to increase transparency regarding criteria, as well as secure the processes of feedback to applicants and follow-up. Developing the internal grant processes could make the grants more strategic and impactful and help applicants in developing their research and project proposals.

Supervision of artistic doctorates differs in many respects from supervision in other academic fields. Many universities offer specific training of the supervisors of doctoral candidates in artistic research and there are several international projects and events that have forwarded this area (e.g. <https://advancingsupervision.eu/about/>, <https://artisticdoctorateresources.com/strategies-for-artistic-research-phd-supervision/>, https://d20l276f4e8gmb.cloudfront.net/wp-content/uploads/2019/04/01162830/ADiE-Research-and-Supervision_Lo-Res.pdf). We encourage

JAMU to take heed of these examples and develop its own supervisor training and support system that acknowledge the particularities of research in the arts in the fields it represents.

To develop its internal quality assurance further, JAMU should clarify how it addresses and implements solutions for development identified through evaluations beyond rewarding good performance with funding. This could include evidencing changes made etc.

Together with other art universities in the Czech Republic, JAMU should lobby the national evaluation methodology to also recognize the artistic output by higher education institutions in the arts.

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]:

3 - Average

Qualitative assessment:

The sustainable development of JAMU's R&D&I activities depends heavily on sufficient institutional support for research from the state. Increased financial support is crucial for their continued growth. During interviews, it was noted that national funding instruments for research in the arts and related interdisciplinary initiatives appear to be limited, making JAMU's situation particularly challenging. In 2025, the institution approved its Sustainability Development Strategy, which underlines the significance of research for the quality of its educational and artistic activities.

JAMU does not have a separate social responsibility strategy but refers to the Preamble of its Statutes, which emphasises ethical, aesthetic, and social responsibilities. While JAMU has a code of ethics, there appears to be no strategic measures directly addressing the minimisation of negative environmental impacts.

The institution does not operate a centralised knowledge transfer system; instead, dissemination occurs primarily through publications, expert lectures, and the presentation of artistic work. The main beneficiaries of applied research are in the public and non-profit sectors, including cultural institutions, governmental bodies, educational institutions, and public service media. However, the self-evaluation does not address how research-based knowledge is systematically transferred into JAMU's own educational activities.

Compliance with GDPR is ensured through the oversight of an external data protection officer. Ethics in academic work and intellectual property issues are taught at all levels of study. Academic staff may further their expertise in intellectual property through courses offered by the Association of University Administrative Staff (APUA). JAMU has participated in national development programmes resulting in recommendations on ethical and methodological issues, academic integrity, risks and opportunities in distance learning, and social safety. Intellectual property matters are addressed in cooperation with a legal department that has in-depth expertise in the area, and legal consultation is available to both students and faculty concerning creative work and copyright. This area is thus well addressed and developed.

JAMU does not consider special regulations necessary to ensure resilience against foreign influence, seeing this more as a matter of securing its overall digital infrastructure rather than specifically its research environment. The academy is working to maximise digitalisation in academic processes, with student administration and document management already fully digitalised. In 2025, JAMU is publishing its Open Access Strategy, developing a system for assigning Digital Object Identifiers, launching a Digital Archive for non-text-based creative work, and introducing the Research Catalogue Platform for presenting dissertations. The two online academic journals hosted by JAMU follow an Open Access approach, and all qualification theses are publicly available online.

While these measures are important, the sustainability of R&D&I still relies heavily on personal initiative and informal collaboration. This bottom-up energy is valuable but may limit JAMU's ability to ensure long-term continuity, as progress depends largely on individuals rather than resilient institutional systems. Without clearer mechanisms for project succession, mentorship, and capacity building, knowledge transfer risks remaining fragmented.

Further development of support for early-stage researchers, including postdoctoral pathways, would strengthen sustainability and reinforce JAMU's research identity. More structured support for research careers—such as regular review and adjustment of research strategies—would help ensure that artistic outputs are complemented by explicit, evaluated, and institutionally embedded research components. This is also essential for successful internationalisation, as partners and funders increasingly expect clear evidence of institutional capacity, strategic planning, and quality assurance in research.

JAMU has made significant progress in cultivating an active research culture. To ensure its sustainability, the institution would benefit from strengthening its structures, formalising support for researchers, and developing processes that secure continuity, adaptability, and long-term strategic growth.

Recommendations:

To be able to forward and develop research in a sustainable manner, it is necessary that JAMU aims to allocate further resources for research and receive more national and international competitive research funding. Streamlining and centralizing the organisational structure of doctoral education and research can release resources for research services and actual research positions. JAMU should actively strive to become partners in larger national and international research projects and in the future with increased experience attempt to lead collaborative consortia projects itself.

JAMU should also create a clearer understanding of knowledge transfer and what role it plays in the education and research conducted at Jamu. On its basis, it should establish a system that ensures that research-based knowledge is also transferred into the curriculums of the educational programs and that research knowledge is transferred from project to next. The latter would entail project succession support and mentorship to strengthen capacity building.

Like noted before, JAMU should establish a Research Ethics Committee to establish an ethical review process for research following the European Code of Conduct for Research Integrity that other academic institutions in the Czech Republic also follow.

JAMU is encouraged to establish strategic measures or an environment program to ensure the minimizing of negative environmental effects (compensations for air flights, land travel recommendations, etc.)

JAMU is encouraged to create support processes for early-stage researchers, including postdoctoral pathways, to strengthen continuity and sustainability and reinforce JAMU's research identity. Such processes could function as the first step of future research focused career track system.

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]:

3 - Average

Qualitative assessment:

JAMU aims to maintain a well-balanced human resources structure in terms of age distribution and gender representation. Data indicates an overall balance across age groups and near-equal gender representation (167 FTE women, 162 men), supporting generational continuity. However, distribution by job classification reveals that active research engagement is concentrated among associate and assistant professors, while assistants participate very little in research.

The proportion of international staff is low, and there is no described recruitment strategy to address this. Language or legal barriers are not actively tackled, limiting JAMU's potential for international visibility and collaboration. Increasing the number of women in some academic categories and raising international representation are identified improvement areas.

The balance between artistic, teaching, and research roles is not fully transparent. At the Faculty of Music in particular, research is often pursued informally, without integration into institutional development pathways. There is limited structured support for early-career researchers, including postdoctoral opportunities, mentoring, and protected research time. While the presence of practicing artists enriches the faculties, it may also reduce availability for long-term supervision and institutional engagement.

JAMU benefits from a solid and diverse staff base, but strengthening support structures for junior researchers, introducing clearer career development models, and implementing a proactive internationalisation strategy would improve transparency, sustainability, and long-term institutional resilience.

Recommendations:

To become a recognised reference point for artistic research and research in the arts in the Central European region, JAMU should establish long term personnel plans with the goal of increasing the number of its international academic staff and related steps that assure this goal is reached.

JAMU should develop performance targets and incentives that encourage academic staff, especially assistants, to become more involved in research. In this way it could support their career development. Additionally, JAMU should support early-career researchers with postdoctoral opportunities, mentoring and protected research time, and, in the long run, create a research focused career track system.

JAMU should clarify what it considers to be the difference between artistic, pedagogical and research activity. On its basis we recommend that JAMU creates a workplan system, in which working hours in research can be reported separately from working hours in creative activity. In this way the institution would both have a more accurate understanding of how working time is spent and could more clearly assign working hours for research.

We encourage JAMU to appreciate diversity in gender representation beyond the dual categories of male and female.

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:

Recruitment and career progression at JAMU are regulated by the Career Rules and the Selection Procedure Rules, which set principles for personnel planning and outline conditions for awarding artistic-pedagogical titles. Career plans are structured over a five-year period and regularly evaluated. At the Faculty of Music, candidates for research-related positions must present their research outputs and outline a vision for developing research activities. This process supports high-quality recruitment and aligns new staff with institutional goals. A support system for junior Lecturers at the Faculty of Music helps department Heads in the onboarding of new staff.

Onboarding is supported by HR representatives as well as supervisors; there is a continuously updated handbook for new lecturers, and some pedagogical training courses on offer. These professional development activities (workshops, conference support, library services, and publishing assistance) are largely on demand, and the institution lacks an overarching strategy for building research capacity - particularly in artistic research, which requires specific methodologies and supervisory skills. Mentoring training is absent, and supervision relies on personal experience rather than systematic preparation. There is, in addition, no dedicated onboarding specialist – although it is noted that the Theatre Faculty is establishing a competence centre for further training of academic, research, and technical-administrative staff.

Due to Czech language requirements international recruitment has not been a priority for many Theatre Faculty programmes, though guest lecturer opportunities are offered to international experts. Differences between faculties suggest uneven access to development opportunities. JAMU offers work–life balance measures including parental leave guarantees under the Czech Labour Code, part-time contracts, remote work options, and adjusted teaching schedules for staff with small children. Creative leave of up to six months is available every seven years. Short- and long-term external or international placements are common in teaching and artistic activities, though less frequent in research.

Strengthening mentoring, creating a faculty-sensitive framework for professional development, and integrating research capacity building into career planning would improve quality, sustainability, and alignment across the institution.

Recommendations:

Onboarding opportunities and continuing training and development need to be aligned across both faculties in a singular strategic policy for staff development. This needs to include systematic research mentoring, mandatory supervisory training and bidding support for research projects.

JAMU should appoint a dedicated onboarding specialist.

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]:

4 - Very good

Qualitative assessment:

Equal access at JAMU is monitored in recruitment, career progression, nominations to expert bodies, financial evaluations, and other institutional processes. This commitment extends beyond gender balance to include equal treatment regardless of religious beliefs, sexual orientation, race, nationality, or other personal characteristics. Issues such as sexual harassment or workplace bullying are addressed through the JAMU Code of Ethics, which outlines procedures for submitting and resolving complaints. Cases are handled by the Ethics Committee, faculty committees, and counselling centres, with preventive measures supported by faculty training.

Since the last assessment, clear efforts have been made to address gender imbalances in leadership, with a growing representation of women in the rector's office. An Equal Opportunities Audit conducted in 2023 led to the adoption of the Gender Equality Plan 2024–2027, whose actions and initiatives align with JAMU's philosophy and affirm the institution's commitment to equity. This plan now needs to address the work which remains to be done: in relation to Senate representation (3-1 – M/F), the Board of Directors (7-1 – M/F) and more generally in senior positions (Professor 26% women; Associate Professor 33% women).

While JAMU maintains an overall gender balance, its approach is largely formal and compliance-based. Developing a more proactive strategy could help move beyond numerical parity to address deeper structural and cultural dimensions of inclusion, ensuring equity in opportunities, experiences, and institutional culture.

Recommendations:

Ensure the Gender Equality Plan delivers on gender equality in key areas of influence and seniority (the Professoriate, the Rector's Office and the Senate), not just in overall numerical equity.

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:

International mobility at JAMU, for both academic staff and students, primarily focuses on artistic and creative activities, with a smaller but important segment dedicated to research. Research-related mobility typically involves conference presentations, participation in panel discussions, delivering expert lectures, conducting specialised workshops, and pursuing research linked to ongoing projects. These activities align with JAMU's mission and vision and contribute meaningfully to the development of subject areas in both faculties.

Mobility is supported through the Student Grant Competition, the Research Development Fund, and external grant programmes, with funding decisions made on a case-by-case basis by the Dean's Collegium, Subject Area Boards, and similar bodies.

However, several persistent obstacles limit research-focused mobility: limited financial resources, a stronger interest in artistic and teaching-related mobility over research mobility, the predominantly Czech context of many research topics, lower language proficiency among some researchers, and practical constraints such as heavy workloads and lack of time. Gender-related barriers are considered rare.

The absence of a unified institutional strategy for research mobility limits JAMU's ability to address these challenges systematically. There is also no formal mechanism to follow up on mobility experiences or ensure that the knowledge and skills gained are shared with the wider academic community. As a result, mobility is often viewed as a personal rather than institutional development tool. Additionally, the uneven level of international activity between the two faculties remains an issue that could be addressed through targeted support and more balanced strategic planning.

Recommendations:

JAMU should establish a unified, cross-faculty research mobility strategy for academic and research staff. This would include the mandating of follow-up reports from individuals and cascade activities to allow the benefits of mobility to be more evenly spread.

JAMU may consider offering (online) language courses for doctoral candidates and faculty members such as those offered on the LinkedIn Learning platform.

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]:

4 - Very good

Qualitative assessment:

Members of the international evaluation panel visited both Faculty's buildings and saw the key educational facilities of several departments - Acting, Theatre Production, Stage Technology, the vaulted hall of the Department of Percussion Instruments, the organ hall, and the main concert hall. The visits highlighted not only the strengths of the current infrastructure but also existing limitations, particularly regarding the adequacy of facilities and the growing demands on space and equipment.

It is clear that JAMU is well equipped for both artistic creation and research, with higher-cost instruments for fields such as composition and multimedia composition, top-tier master instruments at the Faculty of Music, and state-of-the-art stage technologies in its two theatres and recording studio. These resources are primarily intended for educational and artistic purposes but are also used in research projects. Significant upgrades to instruments and technologies, funded through European operational programmes, mean that few major investments are expected in the near future.

For projects requiring specialised or high-cost equipment beyond current capabilities, JAMU either rents the necessary tools through standard leasing arrangements or collaborates with partner universities and external institutions. This approach has proven effective and ensures that access to core facilities remains smooth and responsive, with no reported barriers from staff or students.

While this flexible, case-by-case system works well at present, JAMU does not operate any large-scale research infrastructure plan and lacks a clearly articulated long-term strategy for the renewal, optimisation, and potential sharing of equipment. Introducing a more structured plan could increase transparency and ensure the system remains sustainable, particularly as digital tools and experimental research methods evolve. This is all the more important given some of the space concerns raised over artistic research resources, for instance the loss of buildings through changes to contract fees. Space capacity for the conduct of artistic research is therefore difficult to measure.

Recommendations:

JAMU must establish a long-term infrastructure plan to include upgrade costs of existing technologies, assessments of the contractual risks associated with current space hire and potential increase in teaching-research clashes in relation to infrastructure.

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:

Research at JAMU is primarily financed through public funding, notably the Institutional Support for the Long-Term Conceptual Development of a Research Organisation (LCDRO), with a smaller share coming from contract research and internal grants such as the Student Grant Competition. An important additional source during the evaluation period was support from the Technology Agency of the Czech Republic for projects led by academic staff. While these funds have been managed transparently and effectively, they are insufficient to significantly intensify research activities.

JAMU states that it does not actively pursue international competitive research funding and lacks a dedicated strategy for this purpose. The current approach focuses on participating as a partner in international projects coordinated by other institutions, rather than initiating and leading such projects. Although this collaboration is valuable, relying solely on partner roles limits the institution's potential to expand its research profile and funding base.

Strengthening the capacity to secure external - and particularly international - research funding would enhance resilience and long-term development. This could include building a structured internal support system for international project applications to bodies such as the European Research Council, offering dedicated administrative or mentoring assistance to reduce the burden on individual applicants, and creating pathways for small internal projects to evolve into competitive large-scale proposals. Diversifying income sources through grants, partnerships, commissioned projects, and international collaborations would further increase flexibility and sustainability and connecting the internal Grant scheme with next step opportunities could help turn small scale initiatives into more visible and competitive projects over time.

Recommendations:

JAMU should actively pursue international research funding, including competitive grants such as those offered by the European Research Council. Developing a clear strategy for identifying funding opportunities and building strong international collaborative networks is important to enable the university to apply successfully for competitive projects and strengthen its research profile.

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:

JAMU annually allocates its institutional support funds for research according to rules approved by the Rector's Collegium, with a total of 200.000€. A fifth of the funds is used for overheads, covering operational expenses such as energy, equipment, consumables, library resources, and institutional memberships in international professional organisations. Other parts are dedicated to editorial staff

support for the Publishing House, and the Research Development Fund, supporting concrete research activities. The remaining funds are distributed directly to faculties to support their research, based on an evaluation of research outputs over the previous five years. The distribution follows unified criteria introduced in 2019, ensuring transparency and fairness.

Considering the items to be covered, the amount of 200.000€ is a small and limited budget. Despite this limit, we see that the system in place effectively supports both concrete research activities and broader institutional research capacity, contributing to JAMU's mission and vision.

Recommendations:

In the light of the relatively small institutional support, and considering the relatively small number of doctoral students, JAMU should reconsider its complex organisational structure of doctoral education. An obvious possibility is to reduce the numbers of committees steering doctoral education, and to streamline related processes. We also recommend the creation of one Doctoral School with different thematic orientations or programs, which will free further human and economic resources for research.

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:

Examples of significant R&D&I collaborations undertaken by the Theatre Faculty and Faculty of Music at JAMU demonstrate high effectiveness and alignment with the university's mission and vision, producing tangible regional, national and international impacts. Key national collaborations include projects such as "Mapping the Cultural and Social Infrastructure of the City of Ostrava", "Theatre Arts, Practices, and Techniques as a Training Tool for Communication Skills and Civic, Social, and Personal Competencies" (JAMUNI), "Artistic Research on Theatre Productions Featuring Actors with Down Syndrome as an Effective Means of Social Inclusion", and "Low-Latency Artistic and Educational Collaboration Between JAMU and AMU." International collaborations involve engagement with the Society for Artistic Research, the annual Theatre Conference Brno, the International Conference "JAMUsica," the International Symposium Art/Music/Management, and publications such as The Art of Digital Orchestration by Matějů and McGuire.

These collaborations are genuine and appropriate for JAMU's research activities, though there is potential to amplify international research project involvement. During the evaluation visit, several impressive projects were noted that extend beyond individual research or performance, including initiatives involving schools, inclusive theatre, and partnerships with other institutions, reflecting JAMU's values and social mission. Support for such large-scale projects exists but is mostly informal and handled on a case-by-case basis. A light institutional structure—such as simple criteria or shared guidelines—could clarify what constitutes a strategic project and how best to support and monitor it. This approach would enhance visibility, foster long-term continuity, and open additional opportunities for international collaboration.

Recommendations:

JAMU should more actively engage in concrete research with international collaborators, for example through research projects funded by international competitive research funding.

Concerning its methodological approaches we suggest to reconsider, and ultimately let go of, the relatively old-fashioned and strict boundary between so-called "classical" and "artistic" research, both in design and in communication of research. This distinction provokes both students, doctoral candidates and staff to think in categories, while most artistic research methodologies already

incorporate and combine a variety of “classical” and “artistic” methods in order to meaningfully inquire (multi- or interdisciplinary) research questions.

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:

Doctoral studies at JAMU are governed by the Higher Education Institutions Act and JAMU's Study and Examination Regulations. The university does not have a central doctoral school, and responsibility for doctoral programmes lies with the two faculties. The programmes are organized according to the specific requirements of each field of study and are overseen by subject-area boards—three at the Faculty of Music and one at the Theatre Faculty. Individual study plans, a standard duration of four years, and defined dissertation parameters structure the programmes. Formal competencies and responsibilities for key stakeholders, including students, supervisors, and boards, are clearly defined.

During the evaluation period, the number of doctoral students at JAMU was around 30, which makes the existing structure of four subject-area boards relatively heavy and complex. Funding changes for doctoral candidates have recently led to a reduction in intake. Average completion times ranged from approximately 63 to 78 months, exceeding the standard 48 months, and completion rates were between roughly 43% and 77%, reflecting the candidates' emphasis on artistic creation over research activity.

Doctoral programmes at JAMU recognize both scientific and artistic research paths, although in practice many dissertations, particularly in music, follow traditional scholarly approaches rather than explicitly articulated artistic research methodologies. In music, abstracts rarely reference methodology, suggesting that practice-based or artistic research components are not consistently visible. Theatre students generally articulate clearer connections between practice and research, integrating archival and practical approaches. Across both faculties, doctoral students place greater emphasis on practical work than the abstracts indicate. There is potential to strengthen understanding of artistic research as a discipline, particularly in framing methodologies and situating projects within the international discourse.

Currently, doctoral education has limited international integration. Opportunities exist for increased mobility, structured involvement of international experts, and partnerships with foreign institutions. Interdisciplinary dialogue between the two faculties could be enhanced through shared seminars, methodological training, or peer feedback forums. No systematic tracking of graduate career outcomes is in place, limiting long-term programme evaluation.

Both faculties prefer to maintain separate doctoral programmes rather than creating a single central school. Theatre faculty emphasises the social impact of artistic research, while both faculties acknowledge the potential benefit of closer collaboration, particularly around a shared understanding of artistic research methodology. Using existing networks such as the Society for Artistic Research and institutional portals could support development of a more unified approach and strengthen the national and international profile of JAMU's doctoral programmes.

Recommendations:

JAMU should establish a university-wide doctoral school encompassing different thematic orientations or programmes and reforming the study structure to improve completion rates. Mechanisms such as the suspension of studies should be implemented to accommodate students temporarily engaged in professional work before completing their theses. Additionally, we recommend introducing a structured supervisor training scheme across both faculties to ensure consistent guidance and support for doctoral candidates. Incentives or measures to encourage timely completion, including clear scope definition for dissertations, should be implemented to increase the proportion of students who successfully complete their studies.

JAMU should ensure that it provides doctoral students with a clear understanding of the differences in methodologies and outcomes between traditional scholarly research and artistic research. Finally, tracking of the graduates and maintaining contact and exchange with them after their doctoral studies is recommended, to benefit the long-term programme evaluation, and develop possibilities for creating a larger research network (e.g. to find suitable supervisors, or partners for larger research projects).

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:

Implemented IEP recommendations at JAMU include several significant developments. Funding for equipment supporting artistic research has increased, particularly through European grants, leading to substantial modernization of theatres, classrooms, music facilities, instruments, and technical equipment. JAMU has also actively addressed the application of its Ethical Code.

To strengthen international experience, the Faculty of Music has introduced a mandatory one-month international internship for all three doctoral programmes, while the Theatre Faculty incorporated a similar internship into its newly accredited programme. The Student Grant Competition and revised financial support for doctoral participation in international conferences further promote research mobility. Progress on gender equality includes completion of a gender audit and the creation of an Equal Opportunities Plan.

Some recommendations have not yet been fully implemented due to factors such as the COVID-19 pandemic, delays in national doctoral study reforms, and limited support for artistic research projects within the Research Development Fund. Overall, implemented recommendations have contributed to improved effectiveness in JAMU's R&D&I and artistic research activities. At the same time, the international dimension of research and doctoral studies remains limited, and no formal mechanism exists to monitor or reflect on external evaluation recommendations. Introducing a system for tracking responses to recommendations could strengthen strategic continuity and enhance transparency in institutional improvement.

Recommendations:

JAMU needs to implement other recommendations from previous evaluation, including:

1. Improving the international dimension of research and doctoral studies
2. Bringing in place a formal structure for reflecting and following up on external evaluations
3. Making the organisational structure of doctoral research more compact and streamlined.

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	3 - Average
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	4 - Very good
4.10 Budget and structure of financial resources	3 - Average
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	3 - Average
4.14 Implementation of recommendations in Module 4	4 - Very good
AVERAGE RATING	3 - Average
GRADE [A–D]	C

Summary assessment:

JAMU has a clear interest in developing research in the fields that it represents for the benefit of higher education in the arts, research in the arts and the wider society. The organisation and management of R&D&I at JAMU are reasonably functional and appropriate to the institution's profile and size, even though only a minimal number of organisational units are dedicated exclusively to research, and a very few staff positions are solely research-based.

JAMU has established a system that supports high-quality scientific activity encompassing several key elements. There is a system for supporting project acquisition as well as project consultancy, management, and administrative support, where methodological assistance is provided by relevant Vice-Deans or Vice-Rectors, while specific administrative and managerial help is offered by dedicated project offices. The capacity to transfer R&D&I results to society primarily occurs through the publication of scientific and professional monographs and other types of research outputs. Internal grant schemes include two main competitions dedicated to research: the JAMU Research Activity Development Fund and the Student Grant Competition, which support projects submitted by JAMU employees, doctoral candidates, and master's students. Excellence in research is further supported through the Research Activity Development Fund, established in 2018, which rewards outstanding research achievements recognized by the academic community, and through JAMU's Career Rules, which link career advancement to research excellence. Interdisciplinary research and

collaboration are encouraged, although there are no formal regulations governing these interactions. The institution also provides a concept for ensuring conditions for the development of new high-quality research directions, particularly during admissions to doctoral programmes. While these systems have significant impact on fulfilling JAMU's mission and vision, some require further development and clarification. These are further addressed in the Summary Recommendations. It should also be noted that JAMU emphasizes that its primary goal is to educate artists across all three cycles of higher education and reasonably argues that research evaluation should be aligned with this objective. The current evaluation methodology does not fully accommodate this, as it tends to prioritize traditional research outputs over artistic production.

Summary recommendations:

JAMU would benefit from establishing a unified and more streamlined organisational structure for research. It would be helpful for JAMU to further clarify how the goals of its research strategy are operationalised at different levels (faculty, department, individual), and to consider developing mechanisms for monitoring its implementation and impact. For this end JAMU should establish a shared conception of research, of artistic research especially. On this basis it should build an institution-wide framework defining research excellence as well as the quality assurance processes to support it.

JAMU is encouraged to focus on international research funding opportunities and establish sound international collaborative groups on the basis of which JAMU can apply for international competitive research funding.

Additionally, the institution should establish a system that ensures that research-based knowledge is transferred into the curriculums of the educational programs in BA and MA-levels. JAMU should also establish a unified research strategy of mobility of academic and research staff. Introducing even a basic mechanism for tracking and reflecting on external recommendations could help reinforce JAMU's strategic continuity and support a more transparent and proactive improvement process. JAMU should streamline the organisational structure of its doctoral education.

JAMU should clarify its understanding of the scientific, educational, and societal impact of research and specify which types of research outputs are considered to have genuine societal impact.

JAMU should reconsider its understanding about research integrity and ethics, take note of ALLEA's and national recommendations and establish an ethical review process of research by a Research Ethics Committee

Together with other arts universities in the Czech Republic JAMU should continue to lobby for the recognition of acknowledging artistic outputs from higher education institutions in the arts on equal terms with traditional research outputs.

JAMU should reconsider its complex organisational structure of doctoral education towards simplification. We also recommend creating one doctoral school with different thematic orientations or programs, which will free further human and economic resources for research.

JAMU should more actively engage in concrete research with international collaborators, for example through research projects funded by international competitive research funding.

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]:

4 - Very good

Qualitative assessment:

The institutional mission and vision clearly position artistic creation and education at the heart of JAMU's identity, while also acknowledging the growing importance of research and development. The Strategic Plan for the Development of Research Activities (2022+) articulates this shift with clarity and purpose. It frames research, particularly artistic research, not as an auxiliary function, but as a core institutional value, with six strategic goals that are relevant, realistic, and aligned with national and European higher education policy.

Of particular note is the strategic articulation of artistic research as a field in its own right. This is a significant and timely move, both conceptually and institutionally, and aligns JAMU with broader European frameworks such as the Frascati Manual and the activities of SAR.

While progress has been made in the past five years, through internal funding schemes, development of doctoral studies, and increased engagement with international networks, implementation remains uneven across faculties. The Theatre Faculty demonstrates stronger interdisciplinarity and international exposure, while the Faculty of Music is still in the early stages of developing shared methodologies and a research culture beyond individual efforts.

The strategic direction is well formulated and appropriately ambitious. With sustained investment in infrastructure, international partnerships, and internal capacity-building, the vision for the next five years appears achievable.

Recommendations:

Introducing periodic review mechanisms could support institutional learning and better align implementation with the long-term vision.

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:

The strategic goals of JAMU in the area of R&D&I are well formulated and adequately established in relation to the size and type of the HEI, as well as its mission and vision. They focus not on rapid expansion, but on strengthening artistic research, doctoral education, social relevance, and international collaboration. This direction feels appropriate for an institution of JAMU's size and identity, and the five-year timeframe (2022–2027) seems realistic for most of the ambitions.

The six strategic goals provide a clear and coherent vision of institutional development. Particularly commendable is the framing of artistic research as a central pillar of the university's identity, which brings JAMU into dialogue with broader European discussions around artistic knowledge production.

There is research cooperation with outside partners, including business, NGOs and public sector, but social relevance is not being captured in the National assessment. There is also a concern over artistic research resources, for instance the loss of buildings through changes to contract fees. Space capacity for the conduct of artistic research is therefore difficult to measure.

However, while the goals themselves are clear, they are not supported by an operational framework. The strategy does not indicate who is responsible for implementation, how progress will be tracked, or how the institution will adapt if some goals prove more difficult to achieve. In this

sense, the risk is not in the content of the goals, but in the absence of tools that would ensure their internal coordination and sustainability.

It might be useful to consider how these goals are communicated within the university. At the moment, there is no evidence that the strategy is regularly revisited or reflected upon by the wider academic community.

Recommendations:

Establishing simple monitoring mechanisms, linked to budget planning, faculty-level targets, or internal reporting, could help maintain momentum and support shared ownership across both faculties.

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:

JAMU has taken important steps to support its research and development goals. The strategic management tools for enhancing the research and development objectives of the JAMU encompass all relevant bodies, activities, and strategic documents related to this area. All these bodies have clearly defined powers and responsibilities and hold a well-defined position within the system of quality assurance and improvement. The introduction of internal grant schemes, the integration of digital tools like the Research Catalogue, and the articulation of strategic priorities through the Research Development Plan all point to a thoughtful and evolving institutional approach. These instruments reflect genuine commitment and are particularly valuable in encouraging individual and group initiatives across both faculties.

At the same time, there may be space to further connect these instruments with broader institutional goals. The need to maximise the effectiveness of the existing bodies or regulations, refining them as necessary based on an evaluation of their performance should be significant subject of the Strategic Plan for the Development of Research Activities at JAMU.

The key goal is to embed within the entire university and among all its staff a strong commitment to quality enhancement and a sense of personal responsibility for it.

One area that might deserve more attention is the support for international research activities.

Finally, while several development-oriented activities are mentioned, such as training and mentoring, they currently appear to be offered on an occasional basis.

The current tools provide a valuable starting point. This would help ensure that individual projects also contribute to JAMU's shared direction.

Recommendations:

Recommendations include the following: promotion in all its staff a strong commitment to quality enhancement and a sense of personal responsibility for it; dedicated assistance for grant applications, budget planning, and international collaboration; a more regular and tailored approach, sensitive to the differences between the two faculties and to the specific needs of emerging researchers.

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]:

4 - Very good

Qualitative assessment:

Since the previous IEP evaluation in 2019, JAMU has shown ongoing commitment to strengthening its research and development activities. Several recommendations from that evaluation—such as developing an institutional research strategy, improving doctoral education, and fostering a more integrated research culture—have been taken seriously and addressed in tangible ways.

The creation of the Research Development Plan (2022+) marks a significant milestone in this process. It signals a clear institutional intention to approach research more strategically, with artistic research explicitly recognised as a central component of the university's identity.

Some areas, however, are still in development. For example, the need for stronger international research engagement and more systematic support for doctoral supervisors were both noted in the IEP report, and while progress is visible, further steps will likely be needed to fully realise those ambitions.

It is also worth noting that no formal mechanism appears to exist for tracking the follow-up to external recommendations. Establishing such a mechanism—even a simple internal review process—could help ensure that reflections from past evaluations continue to inform future planning in a structured way.

Overall, there is a clear sense of direction and gradual improvement.

Recommendations:

It is worth noting the need for stronger international research engagement and more systematic support for doctoral supervisors and introducing a formal mechanism for tracking the follow-up to external recommendations.

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	4 - Very good
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	4 - Very good
AVERAGE RATING	4 - Very good
GRADE [A–D]	B

Summary assessment:

The Strategic Plan for the Development of Research Activities (2022+) of JAMU articulates the institutional mission and vision with clarity and purpose. Of particular note is the strategic articulation of artistic research as a field in its own right. Six strategic goals in the area of R&D&I are relevant, realistic, and aligned with national and European higher education policy. They are well formulated and adequately established in relation to the size and type of the HEI, as well as its mission and vision.

The strategic management tools for enhancing the research and development objectives of the JAMU encompass all relevant bodies, activities, and strategic documents related to this area. There is research cooperation with outside partners, including business, NGOs and public sector, but social relevance is not being captured in the National assessment. There is also a concern over artistic research resources.

The creation of the Research Development Plan (2022+) signals a clear institutional intention to approach research more strategically, with artistic research explicitly recognised as a central component of the university's identity.

Summary recommendations:

Establishing simple monitoring mechanisms, linked to budget planning, faculty-level targets, or internal reporting, could help maintain momentum and support shared ownership across both faculties. Periodic review mechanisms could support institutional learning and better align implementation with the long-term vision.

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 %	B
MODULE 4	10 %	C
MODULE 5	10 %	B
OVERALL RATING		C – Average

Qualitative assessment:

JAMU has a clear interest in developing research in the fields that it represents for the benefit of higher education in the arts, research in the arts and the wider society. The organisation and management of R&D&I at JAMU are reasonably functional and appropriate to the institution's profile and size, even though only a minimal number of organisational units are dedicated exclusively to research, and a very few staff positions are solely research-based.

JAMU has established a system that supports high-quality scientific activity encompassing several key elements. There is a system for supporting project acquisition as well as project consultancy, management, and administrative support, where methodological assistance is provided by relevant Vice-Deans or Vice-Rectors, while specific administrative and managerial help is offered by dedicated project offices. The capacity to transfer R&D&I results to society primarily occurs through the publication of scientific and professional monographs and other types of research outputs. Internal grant schemes include two main competitions dedicated to research: the JAMU Research Activity Development Fund and the Student Grant Competition, which support projects submitted by JAMU employees, doctoral candidates, and master's students. Excellence in research is further supported through the Research Activity Development Fund, established in 2018, which rewards outstanding research achievements recognized by the academic community, and through JAMU's Career Rules, which link career advancement to research excellence. Interdisciplinary research and collaboration are encouraged, although there are no formal regulations governing these interactions. The institution also provides a concept for ensuring conditions for the development of new high-quality research directions, particularly during admissions to doctoral programmes. While these systems have significant impact on fulfilling JAMU's mission and vision, some require further development and clarification. These are further addressed in the Summary Recommendations.

It should also be noted that JAMU emphasizes that its primary goal is to educate artists across all three cycles of higher education and reasonably argues that research evaluation should be aligned with this objective. The current evaluation methodology does not fully accommodate this, as it tends to prioritize traditional research outputs over artistic production.

The Strategic Plan for the Development of Research Activities (2022+) of JAMU articulates the institutional mission and vision with clarity and purpose. Of particular note is the strategic

articulation of artistic research as a field in its own right. Six strategic goals in the area of R&D&I are relevant, realistic, and aligned with national and European higher education policy. They are well formulated and adequately established in relation to the size and type of the HEI, as well as its mission and vision.

The strategic management tools for enhancing the research and development objectives of the JAMU encompass all relevant bodies, activities, and strategic documents related to this area. There is research cooperation with outside partners, including business, NGOs and public sector, but social relevance is not being captured in the National assessment. There is also a concern over artistic research resources.

The creation of the Research Development Plan (2022+) signals a clear institutional intention to approach research more strategically, with artistic research explicitly recognised as a central component of the university's identity.

Recommendations:

JAMU would benefit from establishing a unified and more streamlined organisational structure for research. It would be helpful for JAMU to further clarify how the goals of its research strategy are operationalised at different levels (faculty, department, individual), and to consider developing mechanisms for monitoring its implementation and impact. For this end JAMU should establish a shared conception of research, of artistic research especially. On this basis it should build an institution-wide framework defining research excellence as well as the quality assurance processes to support it.

JAMU is encouraged to focus on international research funding opportunities and establish sound international collaborative groups on the basis of which JAMU can apply for international competitive research funding.

Additionally, the institution should establish a system that ensures that research-based knowledge is transferred into the curriculums of the educational programs in BA and MA-levels. JAMU should also establish a unified research strategy of mobility of academic and research staff. Introducing even a basic mechanism for tracking and reflecting on external recommendations could help reinforce JAMU's strategic continuity and support a more transparent and proactive improvement process. JAMU should streamline the organisational structure of its doctoral education.

JAMU should clarify its understanding of the scientific, educational, and societal impact of research and specify which types of research outputs are considered to have genuine societal impact.

JAMU should reconsider its understanding about research integrity and ethics, take note of ALLEA's and national recommendations and establish an ethical review process of research by a Research Ethics Committee

Together with other arts universities in the Czech Republic JAMU should continue to lobby for the recognition of acknowledging artistic outputs from higher education institutions in the arts on equal terms with traditional research outputs.

JAMU should reconsider its complex organisational structure of doctoral education towards simplification. We also recommend creating one doctoral school with different thematic orientations or programs, which will free further human and economic resources for research.

JAMU should more actively engage in concrete research with international collaborators, for example through research projects funded by international competitive research funding.

Establishing simple monitoring mechanisms, linked to budget planning, faculty-level targets, or internal reporting, could help maintain momentum and support shared ownership across both faculties. Periodic review mechanisms could support institutional learning and better align implementation with the long-term vision.