

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

**HIGHER EDUCATION INSTITUTION NAME: Academy of Arts, Architecture and Design in Prague**

**COMPANY REGISTRATION NUMBER (CRN): 60461071**

**THE LIST OF EVALUATION UNITS IN MODULE 3:**

**Academy of Arts, Architecture and Design in Prague**

### **CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL**

Name and surname:

Susan Ewing



| <b>LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS</b> |                        |                                                                                          |
|-------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------|
| <b>Name and surname</b>                               | <b>Position in IEP</b> | <b>Current position</b>                                                                  |
| <b>Susan Ewing</b>                                    | <b>Chair</b>           | Owner, Managing Member InterAlia Design Studio LLC and Studio SEVN LLC, Oxford, Ohio USA |
| <b>Klara Kemp-Welch</b>                               | <b>Member</b>          | Reader in 20th Century Modernism                                                         |
| <b>Ole Fischer</b>                                    | <b>Member</b>          | Professor for History and Theory of Architecture and Design                              |
| <b>Gerry Leonidas</b>                                 | <b>Member</b>          | Professor of Typography                                                                  |
| <b>Michael Vasku</b>                                  | <b>Member</b>          | Design Director                                                                          |
| <b>Clemens von Wedemeyer</b>                          | <b>Member</b>          | Professor for expanded cinema                                                            |
| <b>Monika Mitášová</b>                                | <b>Member</b>          | Professor, vice-rector VŠVU                                                              |

### **PROVIDERS METHODOLOGIST**

Name and surname:

Tomáš Kůst



**Date of on-site visit of higher education institution: 19/6/2025**

In Oxford, Ohio, date 1/10/2025

Signature



*(IEP chairperson)*

## EVALUATION REPORT IN MODULE 3

**NAME OF EVALUATED UNIT: Vysoká škola uměleckoprůmyslová v Praze (UMPRUM) / Academy of Arts, Architecture and Design in Prague**

**FORD: 6 - Humanities and the arts**

### SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

#### 3.1 Introductory information about the unit under evaluation

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

#### Commentary:

Founded in 1885, the Academy of Arts, Architecture and Design in Prague (UMPRUM) is an internationally recognized arts institution dedicated to the education of future artists, architects, designers, makers, art historians and theorists, preparing them to respond, succeed, innovate, and sustainably contribute to the evolving global society of the 21st century. The institution's educational legacy continues to support the applied arts, through contemporary experimental craft, critical creative research, and current digital technology. UMPRUM contributes visibly to the creative economy of the Czech Republic, the European Union, and beyond.

UMPRUM holds two prominent primary physical locations in the very heart of the historic center of Prague, including its historic origins in the main building at Jan Palach Square in 'Old Town' (Náměstí Jana Palacha), and within walking distance, its recently developed technology center (Technologické centrum) at the reconstructed Mikulandská 134/5 in 'New Town'. The Mikulandská site houses 22 new discipline-specific studio workshops which are divided into three forms of access: school-wide, field-specific, and specialized workshops. The Academy holds the architecture and design studios and a dedicated art research library in its original building and maintains a close connection with the nearby Museum of Decorative Arts, further emphasizing its continuing value as a living Czech cultural and educational institution within the city center. Additionally, fine art studios are also housed in the Kafkárna-building located in Prague's Ořechovka district, outside of the city center.

The Academy actively engages the public through exhibitions, lectures, and open courses, supporting knowledge dissemination and encouraging broader appreciation for the arts. The Academy manages two gallery spaces, each distinct in character but complementary. These venues serve both large-scale exhibitions of artworks and provide opportunities for short-term presentations of student projects, enriching the cultural life of the Academy and the broader public community. UMPRUM also operates a publishing house and a small store located within the Gallery UM exhibition hall.

UMPRUM as an Academy of arts is a single unit institution structured into six departments, without internal separation into schools and colleges (faculties). Departments in the fields of architecture, design, fine arts, applied arts (fashion and materials), and graphic design constitute 23 permanent studios with a studio head and two studios for visiting faculty, while a seventh department includes

art history and theory. In addition, there are 28 artisanal workshops, each with at least one technical instructor/specialist.

The Academy currently enrolls approximately 500 students and has ranged between 92 and 137 academic and research personnel during the evaluation period (from a total staff of ca. 200). Research, development and innovation (RD&I) is carried out within three major fields: research in art history and theory (including a doctoral program), artistic research (including a doctoral study program in fine arts practice), and applied research in cooperation with partners from industry, public administration, municipalities, and the non-profit sector with the support of the UMLab facility.

The administrative structure includes a Rector with three Vice-Rectors and a Bursar, 7 departments with department heads and 23 workshops with heads. The flow of information within the Academy is facilitated by the Extended Rector's Collegium. This body includes the rector, vice rectors, the bursar, department heads, workshop heads, and the head of the doctoral center. The Academic Senate plays a vital role in the self-governance of the Academy. Through its participation, the Senate contributes to the academic and administrative direction of the institution, fostering a collaborative governance environment. Regularly scheduled meetings ensure effective coordination and decision-making among these key stakeholders.

The establishment of the technology center, TC Mikulandská, not only enhances the physical infrastructure of UMPRUM but also signifies a forward-looking approach to integrating cutting-edge technology with traditional craftsmanship. With these thoughtfully designed spaces, students and faculty are empowered to undertake ambitious projects that blend hands-on experimentation with advanced digital processes, encouraging both collaboration and individual mastery across various disciplines.

The forthcoming extensive renovation of its historic building and the substantial investment in the technology center's facilities reflects a strong commitment to fostering innovation and adaptability. The workshops, labs, and collaborative studios serve as incubators for new ideas and interdisciplinary approaches, supporting the Academy's mission to shape graduates who are not just technically proficient but also critically minded and socially engaged.

UMPRUM's evolving organizational structure further supports this mission. As conversations continue around the optimal balance of administrative leadership—particularly the potential for rotating department headships among studio leaders and the ongoing dialogue about fair incentives for these roles—the institution demonstrates a willingness to adapt for the well-being of its academic community. Moreover, the involvement of the Academic Senate and advisory boards ensures that governance remains participatory and responsive, even as specific roles are redefined to meet contemporary challenges.

Through these advancements, UMPRUM maintains its pivotal role in shaping the artistic and cultural landscape of Prague and beyond, providing an environment where the next generation of artists, designers, and creative thinkers can thrive and make meaningful contributions to the creative economy and society.

## RECOGNITION BY THE RESEARCH COMMUNITY

### 3.2 Recognition by the research community

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

Rating [1–5]:

**5 - Outstanding**

#### Qualitative assessment:<sup>1</sup>

UMPRUM's art and design faculty are prominent both nationally and internationally, with many artists having won major awards and exhibited globally, notable examples include prof. MgA. Rony Plesl, head of the Glass Studio, who has been recognized with multiple international awards for industrial design, including the most prestigious *Red Dot Award* and the *German Design Award* and prof. M.A. Ivan Dlabač, head of Industrial Design, who was the recipient of two Good Design Awards presented by The Chicago Athenaeum: Museum of Architecture and Design.

The Academy's researchers in art history and theory actively lecture, participate in conferences, host renowned colleagues, and serve on national and international editorial boards. History and theory experts are often consulted for national research evaluations, though it appears that artistic researchers appear to have fewer such opportunities.

Invited lectures were delivered by UMPRUM faculty at important international conferences, such as the AIGA, Seattle, Washington; TypeCon, Minneapolis, Minnesota; and the USITT, St. Louis, Missouri, USA, as well as at highly respected institutions across Europe such as Philipps-Universität, Marburg, Germany; Universität Wien, and the Institut für Kunstgeschichte, Vienna, Austria; the Uniwersytet Warszawski Warsaw, Poland; and Kunsthistorisches Institut in Florenz – Max-Planck-Institute, Florence, Italy. Invited international lecturers were brought to the Academy from University of Texas, Austin, Texas; Columbia University and New York University, New York, New York, USA; Yale University, New Haven, Connecticut; University of Michigan; Royal Academy of Art, The Hague, Netherlands; Strasbourg School of Architecture, Strasbourg, France; the Triennale Milano, Milan, Italy, among others.

Conversely, the strong international ties maintained by UMPRUM's faculty contribute significantly to the Academy's prestige, attracting guest lecturers and presentations by distinguished foreign scholars and artists, with approximately 20 such events held annually by the Academy.

UMPRUM's global engagement is also recognized by its inclusion in the QS World University Rankings, the sole institution from Central and Eastern Europe to be listed among the top 100 art schools worldwide. A key factor in this recognition is the academic renown of both the institution and its faculty. These elements play a significant role in the evaluation process, highlighting UMPRUM's commitment to excellence and its reputation within the international academic community.

#### Recommendations:

- Researchers with expertise in history and theory are widely recognized and maintain strong national networks. To further advance the Academy's profile, it is important to facilitate the development of international connections and to identify opportunities that elevate the visibility of artistic research on a global scale.
- Private studio practice should be acknowledged as a significant source of staff expertise. Although its influence on research outputs may be indirect, it contributes to the Academy's international standing. The value of external professional experience can be highlighted through internal seminars, where staff reflect on their practices and explicitly connect these experiences to their pedagogical approach.
- Continual review and adaptation of recruitment, hiring, and retention strategies are essential for attracting and retaining talented faculty and staff. Such efforts should prioritize candidates who

<sup>1</sup> 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.

bring international relationships and recognition, thereby furthering the Academy's global reach and reputation.

## 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]:**

**5 - Outstanding**

#### Qualitative assessment:

During the evaluation period, UMPRUM generated funds from contract research with both public institutions and the private sector. While projects for the private sector were generally smaller and more episodic—often resulting in prototypes or design studies—publicly funded projects were made accessible through exhibitions, symposia, and scholarly publications, including doctoral dissertations.

Despite ongoing changes in public research funding in the Czech Republic, UMPRUM has demonstrated strong continuity in launching large-scale, long-term projects. For example, "Creative Spaces: Art and Design Education as a Construction of Identity, Preservation of the Past, and Design for the Future" brought together 20 interdisciplinary researchers from art history, typography, the library, and other departments, ranging from senior academics to PhD students. Another notable initiative was the "UMPRUM Centre for Art and Ecology," which operated from 2022 to 2024. This project received strong recognition as a fine arts initiative that was both non-commercial and sustainable. Other important art theory-based research projects included "The History of Czech Art History in the Second Half of the 20th Century, Part 2 (1970–1990)."

Much of the data and specific examples provided for these projects reflect a more extensive and commercially oriented activity, particularly within the design studios. This might contribute to the perception of higher activity in these areas. The report and on-site interviews emphasized the interdisciplinary nature of many projects, highlighting the blurred lines between traditional fine art and design disciplines.

A more detailed analysis of project descriptions and output metrics would help clarify differences between studio departments. Based on the information provided, design studios appear to have a more visible and commercially engaged output.

It is important to recognize the Academy's most significant achievements during the reporting period and to provide an outlook for future success with current projects. An impressive example is the research project and exhibition at the UM Gallery, "Individual, Collective: The Topography of the Textile Arts Studio", which is a collaboration between two PhD candidates and various other parts of the school, as well as external partners. The project focuses on the history of the school and its impact on society around EXPO 58 and state commissions in Czechoslovakia. The project examines the intersection between artistic materials and political contexts, adopting a feminist lens to address its research questions.

There is considerable variety in design, artistic, and theoretical outputs, which are often closely associated with individual studios or researchers. This creates the impression that outputs are "lent" to the Academy, rather than forming a unified body of work.

To foster a stronger institutional identity, UMPRUM could consider developing unified themes or cross-studio initiatives that showcase collective achievements. Establishing regular forums, perhaps, group critiques, and sharing outcomes would help reinforce a cohesive direction for future projects. By doing so, the Academy can better present itself as an integrated community, amplifying the impact and visibility of its research and creative activities.

#### Recommendations:

- It is critical to expand international exchange, fostering collaboration both at the level of individual researchers and across institutions. Building networks that facilitate access to international grants, including European funding opportunities, will strengthen the global competitiveness and reach of research activities.
- Finding an appropriate balance between different funding sources is essential. Publicly funded research, commercially oriented projects (such as contract research activities), and non-commercial initiatives each play a distinct role in shaping the diversity and impact of research endeavors. While non-commercial activities may lead to significant discoveries, they can be bolstered by financial resources generated through commercially oriented projects. A thoughtful approach that recognizes and supports the unique contributions of each funding stream will maximize the overall impact on research.

### 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:

UMPRUM's workshops and studios foster a dynamic environment where prototypes and samples, 'ready for use', are frequently developed and find real-world applications in industry and public institutions. The Academy actively encourages artistic research through regular internal competitions, such as NERD, and through grants at the post-graduate and post-doctoral levels. This focus to produce results with immediate applicability is rooted in the longstanding tradition of applied arts academies like UMPRUM, dating to the 19th century. For instance, the postdoctoral project "Environmental Impact Analysis of Tableware Production" in collaboration with Thun 1794 a.s. exemplifies UMPRUM's commitment to addressing environmental issues within the applied arts sector. However, it is important to recognize that the "application" and "impact" on society reflected in such research are not easily quantified or compared with the measurable outputs—such as licenses and patents—commonly produced by technical universities.

Assessing impact beyond a prototype entering mass production or a design solution being implemented for a particular situation is notably challenging. Moreover, the Self Evaluation Report does not address the societal impact achieved through traditional artistic means, such as artworks, exhibitions, and publications, nor does it consider UMPRUM's primary "product": educated, creative individuals whose influence continues to shape society.

A further point of consideration is the disparity between design-oriented and fine art studios, as highlighted in previous sections. Evaluation in the context of artistic activities presents unique challenges; within the visual arts, direct evidence of 'impact on society' is neither possible nor measurable by numerical standards, and arguably, such measurement should not be sought.

#### Research Results with the Most Societal Impact:

1. Phototherapeutic Lamp Integrated into a Nightstand (2023, Utility Model)  
Awarded the Czech Grand Design Prize "Discovery of the Year 2022," this innovative medical device is designed to aid in the treatment of Seasonal Affective Disorder (SAD), depression, and sleep disorders. The lamp addresses critical and previously unresolved challenges impacting a large segment of post-COVID society. By providing effective support, it holds the potential to significantly benefit both individual patients and entire communities.
2. Ergonomic Aid for the Design and Development of Seating Furniture (2022, Utility Model)  
Introduced at the Student Scientific Conference "Ergonomics and Modern Lifestyle," organized by the Czech Ergonomics Conference in collaboration with the Czech Technical University, this project earned special recognition. The physical ergonomic tool is especially useful for students, enabling users to physically shape and test their seating furniture designs, adjust as needed, and transfer the finalized setup into a digital environment. This tool empowers anyone working with computers, tablets, or smartphones to create personalized ergonomic furniture tailored to their individual needs.
3. The TypoFix typographic proofreader (<https://www.typofix.org/>) is a funded research project in process that offers a systematic approach to documenting the current typographic rules and practices across all 24 official languages of the European Union with the intent to also broaden its scope to include minority languages. This comprehensive effort relies on collaboration with local professionals who possess deep knowledge of their respective linguistic traditions, thereby ensuring the preservation of European cultural diversity for future generations. This project has important Europe-wide impact potential.

#### Recommendations:

- Strengthen ties between applied research and industry and consider extending these efforts to include policy and public service.
- Introduce targeted study programs that engage directly and critically with society, such as those related to social design and related practices.

## 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]:**

**5 - Outstanding**

#### Qualitative assessment:

Since the last IEP evaluation, UMPRUM launched the creative laboratory UMLab in 2023, establishing a central hub dedicated to the application sector. UMLab serves as a platform for collaboration with industry, private and non-profit organizations, government institutions, and other partners. In addition to these developments, UMPRUM introduced the TACR Proof of Concept (PoC) project, designed to identify, assess, and support initiatives with commercial potential. As both UMLab and the PoC project were established recently, their results have not yet been reflected in this reporting period (up to 2023). The IEP further notes that modules in *Softskills* and *Businessskills* are offered to help equip students with professional competencies for art practice and to address the commercial dimensions of their creative research.

These efforts highlight UMPRUM's ongoing commitment to professionalize and evaluate collaborations with the commercial sector, while also safeguarding the interests of students and researchers (refer to: Guidebook on Law and the Artistic World). This emphasis is particularly relevant at the Academy, where most industry partnerships take place within educational settings such as studios and workshops. It is important to note that non-public revenues remain volatile and represent a minor portion of the institution's overall budget.

Reviewing Table 4.10.5, suggests that payment for creative work in some commercial partnerships may presently be too low. It remains unclear how theoretical and historical disciplines can be effectively commercialized, aside from seeking project funding—though it is debatable whether such funding should be classified as revenue.

The process of transferring results within fine arts presents unique challenges, particularly in the context of artistic research. Establishing an entirely new field of artistic research often takes years and may remain outside the realm of commercial activity. To address this, it is possible to develop recognition tools designed to measure the value and impact of the most delicate and precarious research in theory and fine arts. Such tools, if desired, could provide meaningful evaluation and support for research that is innovative yet non-commercial.

An assessment should be made regarding the influence of Art & Design outputs on perceptions of Czech culture. This evaluation would address how these activities support a resilient national discourse, contribute to sustainable cultural identity, provide positive identification points for emerging generations, and safeguard historical identity elements within a global context.

In terms of long-term research cooperations, two significant four-year research partnerships have played an essential role in transferring research into application sectors: one with Škoda Group and another with Preciosa Group. Each collaboration has contributed to practical and innovative advancements within their respective industries.

The Myslitelé (Thinkers) project stands out as an illustration of effective academic-industry cooperation. Developed jointly by Vitra, the Photography Studio II, and the Product Design Studio

of UMPRUM, this initiative showcases the successful integration of academic artistic and design work with the expertise of a renowned international furniture company.

#### Recommendations:

- A commercialization strategy could be developed beyond practical applications to include domains such as fine arts and theoretical disciplines. However, it is important to maintain the independence and integrity of theoretical work, even as efforts are made to integrate it into broader commercial frameworks. Consider investigating tools that could evaluate and support research that is innovative yet non-commercial.
- The commercialization approach may also encompass models such as 'creative entrepreneurship' or 'social entrepreneurship', chosen in alignment with the enterprise's mission. These approaches are particularly well suited to environments like fine and applied art studios.
- To better prepare students for the commercial aspects of creative work, the IEP suggests that a course be developed to cover foundational business skills, including, business law, contracts, copyright, trademarks, licensing, accounting, marketing, social media, ethics (this is different from the Softskills and Businessskills modules)

## 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:

UMPRUM has a longstanding tradition of engaging with regional, national, and international audiences through various channels, including exhibitions, artworks, publications, and public lectures. These activities take place both within the Academy itself, such as through Artsemester, Galerie UM, and Galerie Nika, and at external events like international exhibitions—Milano Design Week, Brussels Design September, and Dutch Design Week.

In 2022, during the Czech Presidency of the Council of the European Union, UMPRUM collaborated on the exhibition “Design and Transformation: Stories of Czech Design 1990-2020,” which was presented at the Design Museum and Prague House in Brussels. The Academy also communicates effectively through its award-winning in-house press, UMPRUM Publishing House, utilizing both traditional and digital formats.

Distinguishing between artistic education and artistic research in these achievements is challenging, as the primary outcome and impact of UMPRUM is the education of future art theoreticians, art historians, artists, and designers.

Currently, the Academy's outreach and communication are largely limited to Czech-speaking audiences due to language barriers. While there has been progress in offering publications and lectures in English and expanding its online presence, UMPRUM has yet to fully realize its potential in reaching international audiences and attracting international (tuition-paying) students. The IEP strongly encourages increased use of English as a vital step for the internationalization of research, development, and innovation, as well as global recognition of UMPRUM's achievements.

#### Recommendations:

- The IEP strongly recommends providing incentives for teaching faculty and studio assistants to strengthen their English language skills. This initiative would help attract more international students across various studios and allow faculty greater opportunities for individual international engagement, such as participating in foreign residencies, delivering public presentations, networking, and utilizing social media platforms.
- Focus recruitment efforts on international students, especially for Masters and Doctoral programs where English is the common language. For applicants from non-English-speaking countries, require English competence testing as part of the admission process.
- Arrange for all international students to have the opportunity to learn basic Czech in the summer prior to starting their studies at UMPRUM. For instance, this could be facilitated in collaboration with Charles University.
- Revisit the idea of offering PhD programs in English, potentially in partnership with other institutions. This approach would help train the next generation of researchers in international academic standards and practices.

## 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:

Building on a foundation informed by internationally recognized frameworks such as the Frascati Manual (OECD, 2015), the Dublin Descriptors, the Florence Principles, and the Vienna Declaration in Artistic Research (2020), UMPRUM has undertaken a series of strategic initiatives to enhance its research culture and institutional practices since the 2020 IEP evaluation report. The adoption of best practices from the European League of Art Institutions (ELIA) and other strategic position papers further underscores the institution's commitment to aligning with global standards in artistic research.

To effectively navigate the complexities inherent to research in a range of disciplines—spanning art history, applied arts, and fine arts—UMPRUM established the Centre for Doctoral Studies in 2021 under the Vice-Rector for Creative Activities, whose responsibilities encompass both science and research. The Centre plays a central role in coordinating doctoral programs, advancing internationalization and artistic research, and fostering conditions for interdisciplinary collaboration, thereby enhancing the organizational and conceptual foundations of doctoral studies. In addition to these structural initiatives, UMPRUM has introduced a dual-mentoring model that pairs each doctoral candidate with both an artistic advisor and a methodological consultant from the Department of Art History. This model, informed by international best practices, provides comprehensive support and ensures doctoral candidates acquire the critical skills needed for practice-based research. Collectively, these efforts have created a more robust and interdisciplinary doctoral environment.

Leveraging these developments in artistic research, UMPRUM also prioritized internationalization efforts. The institution expanded opportunities for both outgoing and incoming researchers, developed bi-lingual and English-speaking platforms including the official homepage, and deepened its engagement with Open Access publishing.

In addition to strengthening research and international networks, UMPRUM turned its attention to issues of equity and inclusion. Recognizing the gender imbalance within its senior research staff, as well as the absence of a formal gender policy, the institution initiated a comprehensive review in 2022. This process led to the formulation of a Gender Equality Plan (2022-2026), featuring tangible goals such as the provision of childcare facilities and targeted recruitment of women and underrepresented minorities. Since implementing this plan, the proportion of women in junior positions increased from 32% to 34%, while in senior faculty positions it decreased from 18% to 17%. In parallel, the Academy has sought to clarify its commitment to diversity by engaging in ongoing discussion about what diversity means in the context of Prague and the Czech Republic—considering aspects such as gender, orientation, class, educational background, and nationality—within the broader framework set by its Strategic Plan. Despite various efforts to improve gender balance, the overall proportion of women engaged in research in the Czech Republic has remained steady at approximately 25%.<sup>1</sup> Attempts to raise this figure have been unsuccessful, indicating that the challenge is rooted in larger structural issues. These persistent barriers are connected to broader social and economic factors, which continue to limit progress in increasing women's participation in research.

To reinforce these commitments, the IEP identified the need for a more robust policy framework concerning gender and race equality. The Academy responded by developing and issuing a Code of Ethics in 2021 and formalizing the Gender Equality Plan (GEP) in 2022. Importantly, an ombudsperson was appointed in 2023 as an accessible, independent resource—distinct from the administrative and supervisory hierarchy—for supporting an open, inclusive, and equitable environment and promoting mutual respect. No data was provided on the number of issues reviewed or resolved by the ombudsperson.

While the Academy has taken important steps to enhance inclusion, internationalization, and research excellence, it is important to acknowledge that the timeframe for these recent initiatives has been relatively short, limiting visible impact in some areas. The institution has faced several pressing priorities in recent years, including the planning and construction of a new facility, managing the repercussions of the Covid pandemic, and providing support for Ukrainian refugees. These circumstances have necessarily influenced the pace and focus of institutional efforts. Despite these challenges, the Academy continues its commitment to fostering an inclusive, dynamic, and globally engaged academic environment. However, it remains essential to accelerate progress in the advancement of gender equality. The IEP notes that the European Commission has reiterated its dedication to making gender equality a cross-cutting priority through the introduction of more

robust GEP requirements for all public bodies, including higher education institutions, as part of the eligibility criteria for research and innovation funding. These measures are designed to promote a more equitable and inclusive landscape for research and innovation throughout Europe.<sup>2</sup>

<sup>1</sup><https://www.avcr.cz/cs/o-nas/aktuality/Postaveni-zen-v-ceske-vede-je-nejhorsi-ze-vsech-zemi-EU/>

<sup>2</sup>[https://research-and-innovation.ec.europa.eu/strategy/strategy-research-and-innovation/democracy-and-rights/gender-equality-research-and-innovation\\_en](https://research-and-innovation.ec.europa.eu/strategy/strategy-research-and-innovation/democracy-and-rights/gender-equality-research-and-innovation_en)

#### Recommendations:

- UMPRUM is encouraged to set defined goals for hiring based on gender and diversity, as well as establishing a system to monitor diversity throughout academic career progression. Consider introducing a voluntary commitment to define and achieve gender balance, for example, by aiming for 50% female representation in committees, boards, selection panels, and other decision-making bodies until genuine gender parity is realized.
- Develop a mentorship program specifically for junior women faculty to support their advancement through academic ranks and prepare them for leadership roles in administration and in the initiation and management of research, development, and innovation activities.
- The IEP urges UMPRUM to expand the existing Code of Ethics to specifically address issues related to sexual relationships between faculty and students, as well as between administrators and staff. The policy should further clarify definitions of sexual misconduct, including sexual harassment, sexual assault, sexual exploitation, stalking, and domestic violence. Inclusion of a confidentiality clause, clear reporting procedures, a distinct review process, and publication of possible sanctions for violations within the Code of Ethics are advised. Additionally, faculty, staff, and students should receive education on these policies to ensure broad awareness and understanding.

### 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                                                                                                                                              | <b>NOT RATED</b>       |
| 3.2 Recognition by the research community                                                                                                                                                                 | <b>5 - Outstanding</b> |
| 3.3 Research projects                                                                                                                                                                                     | <b>5 - Outstanding</b> |
| 3.4 Research results with existing or prospective impact on society                                                                                                                                       | <b>4 - Very good</b>   |
| 3.5 Transfer of results into practice                                                                                                                                                                     | <b>5 - Outstanding</b> |
| 3.6 The most important activities in the field of popularization of R&D&I and communication with the public                                                                                               | <b>4 - Very good</b>   |

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| 3.7 Implementation of the recommendations in Module                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>4 - Very good</b>   |
| <b>Average rating [1–5]:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>5 - Outstanding</b> |
| <b>Grade [A–D]:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>A</b>               |
| <p><b>Summary assessment:</b></p> <p>UMPRUM's art and design faculty are highly recognized nationally and internationally, earning major awards such as the Red Dot Award, German Design Award, and Good Design Awards. The institution's researchers actively lecture, participate in conferences, serve on editorial boards and contribute to national research. The Academy's faculty maintain strong global ties, hosting guest lectures from leading universities and presenting at prestigious events. The Academy's standing is further underscored by its inclusion in the QS World University Rankings as the only Central and Eastern European art school among the top 100, largely due to its academic reputation.</p> <p>UMPRUM secured funding through both public and private contract research, with public projects made accessible via exhibitions and publications. Despite changes in national funding, the Academy consistently launches major interdisciplinary projects, like "Creative Spaces" and the "UMPRUM Centre for Art and Ecology." Data suggests design studios achieve higher commercial visibility. A collaborative exhibition explored the history and societal influence of UMPRUM's textile arts studio. Outputs vary by studio and often reflect individual contributions. To strengthen identity, the Academy could adopt unified themes and regular forums to showcase collective work. Workshops encourage practical innovation, supported by internal competitions and grants. Measuring societal impact in fine arts remains challenging, as contributions extend beyond quantifiable outputs to include education and creative influence. Notable research outcomes include a phototherapeutic lamp for treating SAD and an ergonomic tool for furniture design, both recognized for their societal benefits.</p> <p>To promote industry collaboration and commercial viability, UMPRUM established UMLab and launched the TACR Proof of Concept project, UMPRUM launched UMLab and the TACR Proof of Concept project. These initiatives aim to support innovation and the commercial potential of academic work. Additionally, students are offered modules in business skills to help them engage professionally in the marketplace. However, the institution faces challenges with unstable and limited non-public revenue streams, and commercializing theoretical disciplines remains problematic. Assessing the cultural impact of art and design outputs is also essential for supporting national identity. Long-term research partnerships with companies such as Škoda Group and Preciosa Group exemplify the effective application of research in practice, while the Myslitelé (Thinkers) project highlights successful academic-industry cooperation.</p> <p>UMPRUM actively promotes its work through exhibitions, publications, and lectures, engaging diverse audiences locally and internationally. Efforts to expand English-language offerings and online presence are ongoing, however, outreach remains primarily for the Czech-speaking audience. Increasing internationalization is a key priority to increase global recognition and attract international faculty and students.</p> <p>Since 2020, UMPRUM has taken steps to strengthen its research culture by aligning with international frameworks and introducing strategic initiatives, including the development of the Strategic Plan 2021+, and the establishment of the Centre for Doctoral Studies with a dual-mentoring model for PhD candidates. The institution places a strong emphasis on internationalization, open access publishing, and equity. A Gender Equality Plan was created, though progress in increasing women in research has been slow due to broader systemic issues. An ombudsperson was appointed to support inclusivity and resolve concerns. Recent progress is limited due to short implementation timeframes and external pressures, including facility construction, the</p> |                        |

pandemic, and the needs of Ukrainian refugees. Despite these challenges, UMPRUM shows commitment to pursuing an inclusive, dynamic, and internationally engaged academic environment.

**Summary recommendations:**

Advancing the Academy's global profile involves strengthening international collaborations, enhancing recruitment strategies, and fostering diverse funding sources. Emphasizing both commercial and non-commercial research activities while maintaining academic integrity is key. Additionally, promoting diversity, ethics, and language skills supports a robust academic environment.

- Enhance international research collaboration: Expand global networks for researchers, facilitate access to international grants, and foster institutional and individual exchanges to increase competitiveness.
- Balance funding and commercialization: Develop strategies that support a mix of publicly funded, commercial, and non-commercial research, including innovative commercialization models like creative and social entrepreneurship, while preserving theoretical work's independence.
- Promote diversity and ethical standards: Set clear goals for gender and diversity in hiring and governance, implement mentorship for junior women faculty, and expand the Code of Ethics to address sexual misconduct between faculty, students, administrators and staff, clarify reporting procedure and sanctions.
- Support language skills and student engagement: Encourage English proficiency among faculty to attract international students, offer Czech language preparation for incoming international students and faculty, and introduce courses on professional business skills relevant to creative work.

## SUMMARY RATING IN MODULE 3

### MODULE 3 – SUMMARY RATING

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

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

| EVALUATED UNIT                                                                                                       | Grade [A–D]      |
|----------------------------------------------------------------------------------------------------------------------|------------------|
| Academy of Arts, Architecture and Design in Prague                                                                   | A                |
|                                                                                                                      | Choose an option |
|                                                                                                                      | Choose an option |
|                                                                                                                      | Choose an option |
|                                                                                                                      | Choose an option |
| Summary grade                                                                                                        | A                |
| <b>Summary quality assessment:</b><br>UMPRUM has only one unit. Please refer to the summary quality assesment in M3. |                  |
| <b>Summary recommendation:</b><br>UMPRUM has only one unit. Please refer to the summary recommendation in M3.        |                  |

## EVALUATION REPORT FOR MODULES 4 & 5

**HIGHER EDUCATION INSTITUTION NAME:** Academy of Arts, Architecture and Design in Prague

**COMPANY REGISTRATION NUMBER (CRN):** 60461071

### 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:<sup>1</sup>

UMPRUM, operating as a single academic institution, has established a unified governance model that encompasses both the Academy and its research, development, and innovation (R&D&I) activities. The Rector's Collegium is responsible for setting the research strategy and allocating resources, with input from department heads. The Bursar oversees the management of research infrastructure, ensuring strategic coherence and effective resource use. This streamlined and transparent structure is particularly well-suited to UMPRUM's small institutional size, allowing for agile decision-making and clear communication.

R&D&I functions as an integrated, cross-cutting agenda throughout the Academy. The Department of Science and Research manages grant administration, cooperation agreements, and contracts. Research is conducted directly within departments and studios, frequently merging with teaching activities. Students at all levels—including PhD candidates and postdoctoral researchers—play an active role in both teaching and research teams.

Studio-based projects provide students with practical, hands-on experience and foster collaborative work. The Academy places a strong emphasis on interdisciplinary collaboration within its studios and across the university, which stands out as a notable strength. Research outputs are tailored to the needs of artistic disciplines, appearing as exhibitions and scholarly publications. UMPRUM maintains its own Publishing House and Exhibitions Department, which serve to enhance the visibility and impact of research and creative achievements.

Effective utilization of grants and the leadership of senior staff contribute significantly to research quality. Notably, UMPRUM has seen a substantial increase in its research staff during the reporting period, underpinning its ongoing growth and success in research endeavors. However, it appears overall to have a substantial proportion of its faculty who earned their degrees at the Academy itself. The IEP recognizes that institutional bias for one's own alumni is a unique staffing challenge for higher education institutions, especially for smaller, culturally centralized countries. In contrast, certain universities in the United States, United Kingdom, and other large academic eco-systems have established policies discouraging or restricting the hiring of their own alumni for faculty

<sup>1</sup> 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.

positions, aiming to foster diversity of experience and perspective. The IEP urges UMPRUM to make a concerted effort to recruit staff with academic backgrounds from a broader range of institutions, thereby strengthening the Academy's scholarly and creative research community, thereby enhancing its international standing.

The IEP noted that some studio heads struggle to balance early careers with teaching, while others shift focus from their established art practice to education, sometimes at a financial cost. While some studio heads are at the beginning of their careers and must balance their own professional development with teaching responsibilities, others, after decades of success, reduce their artistic pursuits to dedicate themselves to education—often accepting financial setbacks as a result. The lack of a Work Allocation Model appears to create uncertainty about the extent to which creative practice is included in studio head roles, as well as the proportion of time designated for research, practice, teaching and administration. This can lead to confusion about expectations, uneven workloads, and potentially decreased job satisfaction. Although pedagogical, research, and practice-based elements are naturally interwoven in the art school context, the IEP suggests that employment contracts could benefit from specifying approximate percentages for each core activity. For example, contracts could specify that studio heads spend 40% of their time on teaching, 30% on research and practice, and 30% on administrative duties, with flexibility to adjust based on individual circumstances or departmental needs. Such clarity would reinforce the multifaceted nature of the studio head role and facilitate more equitable workload distribution.

During on-site interviews, many BA and MA students expressed confusion regarding the institution's organizational structure and communication pathways. To address this, the Academy should develop practical orientation materials and offer regular information sessions that clearly outline departmental responsibilities, communication channels, and avenues for student involvement. These resources will help clarify institutional processes and help students engage more effectively with the Academy.

#### **Recommendations:**

- Professional development opportunities for staff—such as targeted training sessions programs—should be more systematically addressed by the institution.
- Permanent staff should receive clear, detailed guidelines clarifying whether their main responsibilities are teaching-focused, research-focused, or a combination of both. For instance, employment contracts could explicitly specify the percentage of time allotted to teaching, research activities, and administrative duties. This approach would help staff understand how to balance their artistic-research practice with other obligations, promoting a more transparent and equitable workload
- UMPRUM could enhance its academic environment by introducing new ranks or statuses—such as visiting lecturers or visiting scholars (for fixed terms, potentially attracting international scholars), distinguished professorships, or teaching fellowships. Such positions can recognize excellence, increase diversity, create broader knowledge exchange, mentorship, and foster innovation and collaboration within the faculty, ultimately strengthening their academic communities.

- The IEP recommends that the Academy seek or enhance partnerships with other art schools and universities, especially international, including targeted outreach programs, to recruit staff with academic backgrounds from a broader range of institutions, thereby strengthening the Academy's scholarly and artist community as well as enhancing its international standing.
- Continue to evolve efforts to communicate effectively with the UMPRUM student body.

## 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:

UMPRUM supports research through a comprehensive system of internal grant competitions, catering to students, doctoral and post-doctoral researchers, as well as academic seed grants for the establishment of research groups. Externally, most of the research funding is provided by national research organizations, including NAKI II, TA CR, and GA CR. The institution's consistently high success rate in securing these national grants reflects the high quality of its research proposals and teams. This success is further bolstered by the effective support mechanisms in place, such as the grants office. According to the institution's SWOT analysis, the next strategic goal is to extend this success to the international stage.

Since the 2020 international evaluation, UMPRUM has established a new Doctoral Studies Center (DSC). This center is dedicated to fostering high-quality doctoral research and enhancing international engagement among doctoral candidates.

The Institutional Evaluation Panel (IEP) observed inconsistent perceptions regarding training opportunities and support mechanisms available to PhD students. There appears to be variability in supervisory practices, highlighting the absence of a unified institutional understanding of effective supervision. To address this, both students and supervisors require clear, published guidelines that embody current best practices in postgraduate research (PGR) supervision and support.

#### Recommendations:

- Expand efforts to foster international or interdisciplinary research partnerships and projects with universities and institutions beyond the current network. Developing these collaborations will strengthen the research environment and provide broader opportunities for knowledge exchange.
- To enhance the effectiveness and preparedness of staff involved in postgraduate research (PGR) responsibilities, it is essential to introduce targeted training opportunities. These professional development sessions should focus specifically on the skills and knowledge required for PGR duties.

- More effectively communicate the societal and industry relevance of research activities. Articulating the broader impact will not only raise the profile of research but also demonstrate its value outside academic circles.
- Establish dedicated support structures to facilitate interdisciplinary and inter-studio research collaboration. Such support will encourage innovation and the integration of diverse perspectives across academic fields.

#### 4.3 Quality control system for R&D&I environment

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

**Rating [1–5]:**

**4 - Very good**

##### Qualitative assessment:

Following up on the last IEP review, the HEI established an International Board in 2023 to serve as an advisory body to the rector and vice-rector, focusing on general institutional questions and the exchange of international best practices in research and teaching. This honorary International Board operates primarily as a high-level quality control mechanism.

Internally, UMPRUM has introduced UMLab to support applied research and created the Commercialization Board to oversee contractual projects. Both entities contribute to maintaining and enhancing the quality of research activities within the institution.

UMPRUM aligns its quality assurance processes with standards set by higher education authorities and funding agencies, including the Register of Information on Results (RIV) and the Register of Artistic Outputs (RUV). The institution has demonstrated significant growth across design, architecture, and fine arts in its reported activities over the past five years, as evidenced by these registers.

Substantial progress has also been made around research ethics. Since the last evaluation in 2020, UMPRUM has implemented a Code of Ethics, established in 2021 and monitored by a Disciplinary Committee. Additionally, an Ombudsperson position was introduced in 2023 to further support ethical research practices.

##### Recommendations:

- The IEP finds a need to clarify the formal evaluation process for research teams and individual researchers, as current practices appear limited to specific groups. The criteria used for internal evaluation, as well as the composition of peer review bodies, should be made explicit to ensure transparency and consistency.
- It is recommended that UMPRUM establish formal procedures for external research evaluation or peer review. Introducing these mechanisms will enhance the objectivity and rigor of research assessments across the institution.

#### 4.4 Sustainability and resilience of R&D&I

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

**Rating [1–5]:**

**4 - Very good**

##### **Qualitative assessment:**

UMPRUM's research operations are characterized by a well-integrated structure that draws from international, institutional, and national evaluation methods. Oversight of both scientific and artistic achievements is handled effectively through specialized systems such as RIV, RUV, and the Commercialization Board. Robust mechanisms support academic ethics, research quality assurance, and project management for applied research.

The long-term sustainability of UMPRUM's research endeavors largely relies on significant national research initiatives like NAKI I and II. This reliance exposes the institution to risks resulting from possible shifts in national funding policies. While UMPRUM is commended for its ongoing success in these competitive grants, the institution would benefit from developing a broader and more diversified approach to securing research funding at local, national, and international levels.

It is important to clarify that this section responds to the sustainability and resilience of UMPRUM's R&D&I operations and its researchers, rather than focusing primarily on projects dedicated to sustainability. Those projects should be addressed under "Social Impact" in section 3.4. Nevertheless, UMPRUM's "Green Transformation", participation in UNILEADII, and the UMPRUM Centre for Art and Ecology can contribute to the institution's long-term sustainability.

UMPRUM's administration is committed to maintaining the institution's long-term financial health and organizational robustness through various strategies, including:

- Diversifying funding streams including public subsidies, grants, private donations and industry collaborations
- Establishing budgetary priorities
- Consolidating teaching and research infrastructure

The following examples illustrate these strategic efforts:

- **Material & Technology Research:** Ongoing basic research supported by long-term funding from the Ministry.
- **Proof of Concept Grant:** Internal grant program provided in lump sums twice annually since 2024, supporting final-stage research by students and junior faculty.
- **Historiographical Research:** With the discontinuation of the NAKI national research grant, UMPRUM is shifting its focus toward other national grants—favoring practical research—and seeking EU funding such as Horizon Europe. Efforts also include adapting art education for broader audiences, including elementary school children, to secure national and regional support.
- **Artistic Research:** Close cooperation with ELIA on new initiatives, such as the Sinotypes teaching project (Creative Week in Prague, September 2025), which aims to enhance teacher skills in artistic research.
- **New Study Programs:** Launching two new programs—conservation and restoration (requiring substantial investment in staff and laboratories, funded by the Czech National Renewal Plan post-COVID) and management of art and design—starting in September 2025.

- Measures for Institutional Viability: The administration has decided not to establish new studios. Efforts are focused on consolidating existing studios, workshops, and research teams.

#### Recommendations:

- The IEP recommends that the institution introduce robust systems for tracking progress and assessing risks to ensure the sustainability and adaptability of its efforts. The current absence of effective monitoring tools, clearly defined and measurable goals, as well as a formal risk management framework, may undermine the long-term effectiveness of strategic initiatives.
- A more thorough integration of sustainability indicators into research, development, and innovation (R&D&I) outputs would reinforce the alignment between environmental objectives and the institution's broader innovation agenda. This approach would help ensure that both environmental and innovation goals mutually reinforce one another, supporting the institution's commitment to long-term viability.

## 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:

The institution benefits from a solid foundation of experienced faculty members, providing stability and depth of knowledge. However, to ensure long-term sustainability and effective knowledge transfer, there is a clear need to focus on renewing its academic staff and attracting young talent to ensure sustainability and knowledge transfer.

Although UMPRUM holds global respect in its field, the current composition of human resources does not yet demonstrate significant internationalization. Enhanced strategic recruitment efforts, along with improved employment conditions, are essential. In particular, UMPRUM must offer competitive compensation to young and mid-career researchers that aligns with standards in other Central European countries.

The structure of human resources reflects the typical characteristics of an art-focused institution, with a strong emphasis on hands-on teaching and studio-based research. Nevertheless, there is a notable lack of dedicated R&D&I support staff, which poses a risk to the scalability of research and could impede the institution's efficiency in securing funding.

Gender distribution among mid-level academic positions is promising, indicating progress toward equality. However, top-level academic leadership continues to lack gender parity. The institution would benefit from the implementation of career development policies specifically aimed at promoting women to senior roles and ensuring career advancement opportunities.

There is an observable upward trend in both research activities and the number of research personnel, signaling positive momentum in the institution's research capacity and engagement.

**Recommendations:**

- Expand the number of visiting lecturers and scholars to enhance academic diversity and bring fresh perspectives to the institution.
- Introduce visiting research positions paired with a robust mentoring structure to attract international candidates and cultivate a more globally oriented workforce.
- Focus on active recruitment efforts specifically targeting international young talent to diversify human resources and increase the institution's visibility abroad.

#### 4.6 Academic and Research Careers

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

**Rating [1–5]:**

**4 - Very good**

**Qualitative assessment:**

The recruitment system at UMPRUM upholds fundamental standards of fairness and legality. However, the IEP did not see evidence of competitive hiring packages or specific initiatives aimed at attracting international candidates. While the process appears to rely largely on word-of-mouth and established personal networks, we understand that in practice, positions are also advertised through standard online and print platforms, including specialized forums relevant to specific fields, and that UMPRUM utilizes its social media channels, which are widely recognized for their reach and influence within the academic and professional communities concerned. However, there is room to enhance the openness and transparency of recruitment practices, particularly in relation to the scope and depth of international outreach.

Career development at UMPRUM is supportive in principle but currently lacks structured mentoring, skills development programs, or strategic approaches to talent management. Internationalization is not embedded in career support, e.g., through language training (quality criticized during interviews), integration services (regardless of Ukrainian Diaspora), or mobility incentives. Furthermore, there was no mention of using performance appraisal or personal development plans to guide staff growth. At present, personal development and career goals are discussed informally in one-on-one meetings with department heads. There is anticipation for positive change through the introduction of a new system.

The hiring, evaluation, and promotion of academic staff at UMPRUM are governed by internal documents: the Rules for Selection Procedures for the Recruitment of Academic Staff and the Career Code. During the site visit, researchers and faculty expressed some dissatisfaction with excessive paperwork and forms, preferring a system that prioritizes direct discussion and feedback to academic staff, structured in a way that benefits both practical studios and theoretical departments.

The researchers identified department heads as crucial connectors between administrative leaders (rectors) and the studios or researchers.

Contracts for studio heads and assistants are generally renewed every three years, primarily based on their continued artistic activity and engagement within their discipline. This system results in a certain indifference toward an "academic career" as defined by professor titles and degrees. The current approach does not sufficiently emphasize teaching, research, or administrative responsibilities, which has led to concerns regarding the "middle management" roles of studio and department heads.

Discussions with research staff revealed a shift from conceptual (theoretical) work to interdisciplinary research that emphasizes realization, practice, and information derived from practical work. Recognizing the differences between art history research and practice-based artistic research, UMPRUM introduced an innovative cooperative model of "methodologists." Typically doctoral students, these individuals work with studios to support conceptualization and advise on projects for each subject, department, or studio. The methodologists operate cross-disciplinarily, bridging departments and administration under the supervision of a head of methodology, and hold regular meetings to address common themes and challenges. The group reported opportunities for promotion from methodologist (PhD student) to studio head (e.g., animation).

Researchers shared positive experiences in which studio-based challenges inspired research projects that received competitive UMPRUM starting grants and subsequently external funding. Some history/theory research projects evolved into teaching formats. There is a strong bottom-up approach to research at UMPRUM, with graduate students and researchers developing topics and applying for grants independently or collaboratively. Researchers noted significant improvements in the Grant Department, making internal grants more competitive than before.

Although specific departments traditionally maintained established research connections, UMPRUM has become increasingly diverse in its research projects, encouraging new themes and agendas, such as ethical and ecological questions in the arts and outreach to non-artistic audiences.

#### **Recommendations:**

UMPRUM's current systems for recruitment and career development are compliant with legal standards and maintain a degree of transparency; however, they remain traditional and lack a strategic approach. Presently, these systems do not fully align with the institution's goals for internationalization, research excellence, strengthening mid-level management or generational renewal. To strengthen quality and effectiveness, it is recommended that UMPRUM introduce:

- A comprehensive human resources development strategy,
- Structured mentoring and appraisal processes,
- Proactive, clear mechanisms for international recruitment, and
- Clearer pathways for advancement for junior researchers and staff.

#### 4.7 Gender equality measures

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

**Rating [1–5]:**

**3 - Average**

##### Qualitative assessment:

The self-evaluation and on-site interviews reveal that the institution continues to face significant challenges in achieving gender balance. Gender equality strategies lack specificity, as no clear numbers or deadlines are presented. Previous external evaluations have already highlighted that the current ratio of women in senior academic and research positions—about one in four or five—is insufficient, despite the introduction of measures such as the Gender Equality Plan (2022) and the appointment of an Ombudsperson (2023).

Certainly, there have been positive developments, such as increased representation of women in academic management roles—including two vice-rector positions—and encouraging signs of gender parity among junior researchers. However, ongoing effort and enhanced support structures specifically targeted at women, along with broader diversity initiatives, are necessary to foster substantial improvement and effect lasting cultural change within the institution.

To better accommodate a more diverse new generation of academics and researchers, the institution has introduced more flexible working and meeting hours and increased support for childcare. Preventive measures against gender-based violence and harassment have also been implemented, which include anonymous surveys, reporting mechanisms, regular training sessions, and information campaigns for staff and students in 2023 and 2024, as well as introducing the role of the Ombudsperson. Nevertheless, further steps are required to ensure these measures are fully effective.

Gender and diversity themes are also reflected in the artistic and research output of both students and faculty. This is evident in projects such as the NAKI III program, “Sites of Creativity. Art and Design Education: Constructing Identities, Preserving the Past, and Designing the Future,” and in the revision of mandatory art history courses to broaden the ‘canon’ of modern artists.

##### Recommendations:

- The incorporation of gender equality into the institution’s Strategic Plan is a positive step. While progress has been gradual, it is recognized that meaningful change requires time and sustained commitment. The institution is encouraged to continue pursuing its diversity and equality objectives throughout all stages of the hiring process.
- To achieve more balanced representation, it is essential to address diversity and equality at every level of recruitment. Specific attention should be paid to the composition of search committees, the development of fair and inclusive evaluation criteria, targeted advertising efforts—especially those aimed at reaching women—and the overall conduct of the search and selection processes, including negotiation stages.
- The recruitment of women is influenced not only by institutional practices but also by the criteria employed for selection. At UMPRUM, artistic achievement forms a core component of the hiring process. However, it is important to recognize that factors such as reputation, exhibitions (in the case of art theoreticians also publications), and sales can be subject to gender bias and are not always independent indicators.

- The implementation of a comprehensive Code of Conduct represents significant progress for the institution. To ensure ongoing relevance and effectiveness, it is recommended that the Code be regularly discussed, reviewed, and updated in accordance with evolving best practices and the needs of the community.

#### 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]:**

**2 - Below average**

##### Qualitative assessment:

The objectives for staff mobility are suitably aligned with the institution's overall aims of increasing internationalization. These objectives are well-matched to the profile of a specialized art and design institution. However, while they are realistic, their ambition is somewhat limited, as they do not specify quantitative targets or thematic priorities such as research collaboration or joint supervision.

There is an observable imbalance between outbound and inbound mobility: outbound mobility appears modest, and inbound mobility is even lower. Additionally, there are relatively few long-term teaching or research stays abroad, indicating opportunities for further development in both directions.

Introducing research leave opportunities beyond sabbaticals for staff on research contracts would enable individuals to plan and engage in international work more effectively. Such a system would provide adequate time for independent research arrangements abroad, supporting the broader goal of enhancing mobility.

A significant barrier is limited English proficiency among some administrative and academic staff, which restricts international engagement and integration. Addressing this language gap would help facilitate better participation in international activities.

At present, the institution maintains few strategic partnerships designed for sustained exchange beyond existing programs such as Erasmus. Expanding such partnerships could provide more robust opportunities for long-term collaboration and staff mobility.

##### Recommendations:

- Establishing robust collaborations with peer institutions abroad is essential for enriching staff exchange opportunities. In addition, building connections with domestic inter-sectoral organizations in international contexts can further diversify and strengthen the mobility framework.
- Providing high-quality language training and integration support for both incoming and outgoing staff is vital. Strengthening English proficiency will help facilitate broader participation in international activities and foster a more inclusive environment for visiting staff.

- Integrating international exchange activities into faculty and researcher retention and promotion criteria will serve as a meaningful incentive. This approach encourages active participation in global initiatives and recognizes the value of international experiences in professional development.

## RESEARCH INFRASTRUCTURE

### 4.9 Research infrastructure

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

**Rating [1–5]:**

**5 - Outstanding**

#### Qualitative assessment:

The establishment of the new technology center, TC Mikulandská, has led to the centralization of 22 new discipline-specific studio workshops. These facilities, designed for interdisciplinary use, are highly valuable for supporting research, interdisciplinary collaboration, and fostering innovation, enhancing the Academy's competitiveness among European art schools. Notably, employees contributed to the design process, and the panel recognizes how this ideal infrastructure can significantly enhance research activities.

The IEP observed that the new workshop building impressively integrates traditional craft with advanced digital technologies, including 3D printing, laser-cutting, and robotics. Despite these strengths, it is important to note that none of the equipment at UMPRUM qualifies as high-cost instrumentation units or core facilities according to current Ministry definitions. This raises important questions regarding the definition and scope of research infrastructure for an art Academy, and whether more specific criteria and targeted financial support should be considered.

The overall infrastructural system demonstrates effectiveness and responsiveness to the needs of academic departments. Responsibility for determining whether the university's infrastructure is made available to the commercial market, in addition to academic use, lies within each studio or department. Presently, there is no clear indication of commercialization or any strategic decision to capitalize on the institution's technical equipment.

#### Recommendations:

- Consider developing an institutional plan across departments to prevent inconsistent or redundant modernization efforts among academic units.
- It is advisable to implement official guidelines to ensure that commercialization of institutional infrastructure does not undermine the priorities of creative research and teaching.

## FINANCES

### 4.10 Budget and structure of financial resources

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

**Rating [1–5]:**

**4 - Very good**

#### Qualitative assessment:

The financial resource structure of the evaluated higher education institution (HEI), UMPRUM, corresponds well to its specialization in art and design. Its strong dependence on public funds is typical and expected within the Czech Republic and the larger EU higher education environment. In recent years, UMPRUM has consistently increased its expenditure on research, development, and innovation (R&D&I).

Overall, the allocation of expenditures fits the institutional needs. However, only a modest share is directed towards structured R&D support, internationalization, or interdisciplinary innovation. This allocation could limit the institution's competitiveness in the future.

While external, non-public funding sources make up a comparatively small portion of the total budget, the institution demonstrates notably high activity in securing these funds, which can be considered above standard for the sector.

Certain studios are inherently better positioned for external commercial collaborations than others, as some outputs are less marketable but are nonetheless essential for the academic, cultural, and critical missions of the Academy. Interviews conducted on-site confirmed that studios with higher commercial contributions are perceived to be more highly valued within the institution, which can lead to discouragement and resignation among those whose work is less financially lucrative.

UMPRUM strategically focuses its funding on applied research, international partnerships, and sustainability initiatives to enhance its R&D&I. The following projects demonstrate this approach:

- FashionTEX (Creative Europe) brought together 13 institutions, including the Vilnius Academy of Arts and the University of Zagreb. The project focused on enhancing digital fashion education by developing collaborative modules and promoting knowledge exchange. As a result, joint curricula and student exchange programs across Europe were developed.
- The CRAFT: Activating Pedagogy for Ceramic Education Futures (Erasmus+) initiative involved collaboration with universities in Lisbon, Berlin, Oslo, and London to address the decline in ceramic craft skills. Through the development of innovative teaching methods, participants created a shared database and introduced new pedagogical models for ceramic education.
- In partnership with the Akademie der bildenden Künste in Vienna, Ignored Technology (Aktion Czech-Austrian Cooperation Programme) addressed neglected technologies within the realms of art, architecture, and technology, resulting in workshops and exhibitions.

Studios with greater commercial success tend to provide their students with either financial rewards or additional support for educational activities. While this approach aligns with common practices in a capitalistic environment, it should not be the sole model for a comprehensive educational institution.

The SER does not provide information regarding how studio budgets are managed, so it is unclear whether any redistribution mechanism exists or if profits generated by each studio remain solely under the studio's control. Establishing a clear and fair policy would not only promote equity but also provide clarity and reassurance for all members of the university community.

One option would be to allocate a portion of each studio's earnings, a fixed percentage, to support broader UMPRUM activities or to redistribute funds among studios that lack commercial opportunities. While some may worry that redistributing income could reduce incentives for high-performing studios, safeguards could be implemented to ensure continued motivation and recognition for their achievements.

#### Recommendations:

- The IEP recommends that the institution articulate and promote a holistic value framework that encompasses not only commercial success, but also the broader artistic, cultural, and academic contributions central to its mission. This framework should highlight the following pillars:
  - Artistic and cultural impact
  - Pedagogical excellence
  - Research and critical theory contributions
  - Social engagement
- By actively encouraging Cross-Studio collaboration, particularly on commercial projects, the institution can enhance the educational experience for students while cultivating more innovative and unconventional outcomes. Such an approach not only supports greater creativity, but ensures that all studios—regardless of their commercial viability—can contribute meaningfully to the Academy's diverse objectives.
- The IEP recommends considering a fixed percentage of each studio's income be allocated to support university-wide initiatives as well as studios that are less commercially successful. This approach would foster greater equity across the institution and ensure that all students benefit from shared resources, regardless of their studio's commercial potential.

#### 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:

At UMPRUM, this strategic approach for utilizing DKRVO funding is well-aligned with both the institution's mission and its unique creative environment. This framework provides necessary support for a category of research that, while often undervalued by conventional R&D metrics, remains fundamental to the Academy's purpose. The Grant Office's activities enhance the Academy's capacity for preparing major external grant applications.

The existing structure is instrumental in advancing cross-disciplinary research initiatives, effectively bridging diverse fields such as art and technology, as well as design and ecology. This support not only encourages collaborative ventures across disciplines but also broadens the scope and impact of research activities and initiatives, including the annual Academic Grant Competition that funds short-term, one-year projects to establish a foundation for larger research initiatives, focusing on experimental-artistic, material-technological, and theoretical research, public presentation of outputs, interdisciplinary collaboration, and teaching enhancement; Postmag/Postdoc Grants fund one-year employment contracts to master's and doctoral graduates to continue their research and creative activities; NERD (Network of Excellence in Research for Doctoral Degree Students) support is used to underwrite exceptional doctoral research projects, fostering skills like communication, project management, and international experience; editorial grants in support of the publication of scholarly works through UMPRUM's publishing house; and library support for acquiring new books, digitizing collections, and subscribing to electronic resources.

#### Recommendations:

- The mechanisms currently in place for monitoring the long-term impact of funded projects are limited. By enhancing follow-up and evaluation processes, the Academy could improve accountability and provide a clearer demonstration of project outcomes.
- LCDRO resources have the potential to be used more strategically, particularly by positioning these resources as initial investments, applicants can demonstrate institutional support, which is often viewed favorably by external funders and can improve the competitiveness of grant proposals.
- At present, there is a notable absence of capacity-building workshops, mentoring initiatives, and structured development programs for researchers in connection with LCDRO funding. Establishing these forms of support could strengthen research skills, foster growth, and contribute to greater overall success for the Academy's research community.

## 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:

UMPRUM's collaborations demonstrate a range and scale that is well-matched to UMPRUM's size and institutional profile. The mix of public and private partners aligns with the university's applied and cultural orientation in research, development, and innovation activities.

While the share of external, non-public funding remains relatively modest compared to governmental support, the level of activity in securing and utilizing such resources is noteworthy and can be considered above standard for similar institutions. These engagements emphasize interdisciplinary research, sustainability, and integration with the application sector, enhancing its role as a leading institution in art, design, and innovation and as an important resource for clients at the local, regional, national, and international levels.

Applied research projects encompass a wide range of local, regional, and national public initiatives, ranging from the poster campaign for the City of Prague and a partnership with the Prague Public Transit Company, to preparatory work conducted with various cities, such as Hradec Králové and Mariánské Lázně. Industry partnerships have been established with several notable companies, including Vitra, Nachtmann (a renowned German glassworks), SanSwiss, Škoda Group, and Preciosa Ornela.

#### **Recommendations:**

- The IEP encourages UMPRUM to advocate for fair compensation for its artists, designers, and other researchers. [The Self Evaluation Report overview suggests that, from certain commercial companies, the compensation provided for creative work may be too low. This issue appears to be a result of the prevailing context within the Czech Republic, where such professional creative contributions are sometimes undervalued. While the details of individual projects are limited, it remains important to highlight this concern regarding the valuation of creative labor in the region.]

## STUDIES

### 4.13 Doctoral studies

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

**Rating [1–5]:**

**4 - Very good**

#### Qualitative assessment:

The recent creation of the Doctoral Studies Centre (DSC) represents a significant step forward for the institution since its last international evaluation. The DSC's primary mission is to enhance the quality of doctoral research and boost international collaboration. Doctoral students now benefit from a comprehensive induction process and structured assessment framework. They participate in cohort-building activities and receive mentorship from "methodologists," whose responsibilities include facilitating collaboration across studios and fostering interdisciplinary dialogue. Information for doctoral students is available online, and the DSC also offers half-day courses three times per year for both PhD and artistic practice doctoral candidates. Students and lecturers meet at the beginning of each semester to share relevant information for the coming term.

A robust schedule of colloquia has been implemented, requiring students to present their research in a colloquium at the end of the academic year and receive valuable feedback from faculty members. The International Evaluation Panel (IEP) noted the positive impact of retreats for doctoral students and strongly recommends maintaining these annual events, as they encourage a collaborative and dynamic research environment.

The studio remains the central base for practice doctoral students, although some also take advantage of the opportunity to present their research to an advisor from the History and Theory Department. Students have strong opportunities to participate in, and sometimes initiate, R&D&I projects within their studios, occasionally enlisting faculty support for their initiatives.

The IEP suggests that expectations for the type and volume of outputs from full-time doctoral students should be more clearly defined at each milestone of the program. Detailed mapping of required outputs, alongside guidelines on weekly time commitments for their thesis work, would set clearer standards. Additionally, the current baseline word counts for written theses are considered low by international standards. A comparative survey of European institutions could help establish more appropriate and standardized expectations.

Attempts to establish an English-language doctoral program have so far failed to attract qualified international students, leading to its discontinuation after two years. However, continued efforts in this area are strongly recommended, as greater diversity and international engagement would benefit the entire institution. Building partnerships with international organizations, promoting exchange programs, and seeking additional funding sources could provide new opportunities.

Extending the Visiting Lecture position for longer engagements could further advance the doctoral school's international profile. A successful example of this can be found at EKA in Tallinn, where external faculty conduct weeklong methodology workshops and lead international discussions with PhD students.

PhD candidates at UMPRUM are expected to serve as evaluating members on thesis and diploma panels within their departments and/or in their area of expertise (topic of their dissertation), as well as for bachelor theses, participate in colloquia, and attend specialized seminars offered each semester. (The number and topics vary by semester based on visiting guests.) However, many students do not perceive themselves as full-time researchers, as no designated research hours are allocated. Many must balance research with paid teaching positions, or as curators, designers, and

so forth, which can also restrict their ability to participate in international exchanges such as ERASMUS+, due to the risk of losing their funding. Typically, each student creates an individualized study plan with their primary supervisor, resulting in diverse experiences and activities across the doctoral cohort.

Students receive a scholarship from the Ministry via UMPRUM, which currently amounts to around €400—an insufficient sum for living in Prague. This stipend is set to double in 2025, though this may result in stricter limits on the number of students admitted to the program. Additional employment opportunities are available, such as teaching or working as a “methodologist,” typically at 50% of a full-time position.

#### Recommendations:

- The International Evaluation Panel (IEP) recognizes the provision of scholarships to doctoral students by the Czech Republic, acknowledging this as an important form of support. However, the current stipend is insufficient to meet the cost of living in Prague. The forthcoming increase in funding is a positive step, but ongoing evaluation of financial support remains essential to ensure doctoral students can fully engage in their research activities.
- To align with international standards, the Higher Education Institution (HEI) recommends an increase in the word count requirement for the written component of both PhD and PhD in Practice programs. This adjustment would help ensure the doctoral outputs are comparable with leading global institutions.
- Establishing a dedicated working group to research and implement best practices in the field of practice-based doctorates is advised. This initiative would support the continual improvement of program structure and foster innovation in doctoral research methodologies.
- Introducing a long-term Visiting Lecturers plan is proposed to strengthen the international profile of the doctoral school. By inviting external faculty to lead workshops and engage with doctoral students, the institution can further enhance its methodologies and interdisciplinary dialogue.
- Efforts to establish an English-language doctoral program are ongoing. While initial attempts have not attracted a significant number of international students, continued commitment to this initiative remains important for promoting institutional diversity and global engagement.

## 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:

The IEP recognizes the considerable efforts made by UMPRUM to address the diverse recommendations outlined in the last evaluation. These recommendations vary in scope and complexity, yet significant developments have been achieved. Notably, the creation of the Doctoral Studies Center represents a major stride in advancing doctoral education. UMPRUM has also taken important steps to improve gender balance and the overall working environment, as demonstrated through initiatives such as the Gender Equality Plan, the Code of Ethics, and the appointment of an Ombudsperson. Additionally, a third area of focus has been the expansion of soft skills and business courses for students, faculty, and researchers, directly responding to recommendations from the prior report. Following another key recommendation, the rector has established an international advisory board.

The IEP would like to highlight that some structural reforms—including those related to internationalization and gender equality—require extended periods to take full effect and may not be fully realized within five years. Nevertheless, the IEP encourages both the Rectorate and the academic Senate to persist in implementing administrative reforms. These reforms will not only reinforce research, development, and innovation (R&D&I), but also contribute to making UMPRUM a more international, diverse, supportive, and safe institution.

Additionally, certain recommendations from the previous report are beyond UMPRUM's direct authority and instead fall under the jurisdiction of the Czech Ministry and legislative statutes. These include issues such as sabbatical regulations, stipends for accepted doctoral students, administrative titles, compensation for administrative responsibilities in contracts, and changes to national research funding policies.

### Recommendations:

- UMPRUM should establish a dedicated unit to centrally support research activities across the institution. This unit would serve as a resource hub for faculty and students, offering guidance on grant writing, project management, and compliance with research ethics. To ensure effective rollout, set clear milestones.
- UMPRUM is strongly encouraged to continue its work toward gender equity and highest ethical practices. To monitor progress, consider publishing an annual internal diversity and ethics report to track improvements and identify gaps.
- Introduce formal evaluation and monitoring tools for research performance to help drive continuous improvement and accountability, such as annual research output review for departments and individuals and regular feedback surveys from researchers regarding institutional support.
- To ensure international competitiveness for researchers and students, infrastructure should be expanded with particular focus on language capabilities and mobility.
- UMPRUM is encouraged to formalize clear policies regarding knowledge transfer, open science practices, and the cultivation of strategic partnerships – The Academy should outline procedures for knowledge transfer and open science by establishing guidelines for sharing data and intellectual property with external partners

## 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                                                 | 4 - Very good        |
| 4.4 Sustainability and resilience of R&D&I                                                       | 4 - Very good        |
| 4.5 Structure of human resources                                                                 | 3 - Average          |
| 4.6 Academic and Research Careers                                                                | 4 - Very good        |
| 4.7 Gender equality measures                                                                     | 3 - Average          |
| 4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)     | 2 - Below average    |
| 4.9 Research infrastructure                                                                      | 5 - Outstanding      |
| 4.10 Budget and structure of financial resources                                                 | 4 - Very good        |
| 4.11 Rules for the use of institutional support for the LCDRO                                    | 4 - Very good        |
| 4.12 Important collaborations in R&D&I                                                           | 4 - Very good        |
| 4.13 Doctoral studies                                                                            | 4 - Very good        |
| 4.14 Implementation of recommendations in Module 4                                               | 4 - Very good        |
| <b>AVERAGE RATING</b>                                                                            | <b>4 - Very good</b> |
| <b>GRADE [A–D]</b>                                                                               | <b>B</b>             |

#### Summary assessment:

UMPRUM follows a unified governance model, with the Rector's Collegium setting research strategy and allocating resources with input from department heads, while the Bursar manages research infrastructure, enabling agile decision-making suited to UMPRUM's small size. R&D&I is integrated across the Academy, overseen by the Department of Science and Research, with active student participation, including PhD and postdoctoral researchers.

R&D&I activities are integrated throughout the Academy. The Department of Science and Research manages grant administration and contract oversight, while students, including PhD candidates, actively engage in both teaching and research, fostering collaborative learning. Studio-based projects offer hands-on experience and encourage interdisciplinary teamwork, a distinctive strength

of UMPRUM. Research outputs include exhibitions and publications tailored to artistic disciplines, are supported by UMPRUM's Publishing House and Exhibitions Department.

UMPRUM's internal grant system supports researchers at all stages, and the institution maintains a high success rate in securing national grants from bodies like NAKI II, TA CR, and GA CR, reflecting strong proposal quality. The newly established Doctoral Studies Centre (DSC) aims to enhance doctoral research standards and expand international engagement. However, perceptions of training and support for PhD students vary, highlighting a need for clearer guidelines on supervision and support.

The International Board, introduced in 2023, provides advisory support and promotes the exchange of best practices in research and teaching and also introduced the UMLab and a Commercialization Board to support applied research quality. UMPRUM aligns its quality assurance with national registers (RIV, RUV) and has made progress in research ethics by adopting a Code of Ethics and appointing an Ombudsperson. Despite these strengths, UMPRUM's reliance on national funding poses sustainability risks, underscoring the need to diversify funding sources internationally. While UMPRUM benefits from experienced faculty, attracting younger talent is essential for sustainability and knowledge transfer. Faculty internationalization is limited, underscoring the need for strategic recruitment and improved working conditions.

Mid-level positions show promising gender distribution, but senior leadership lacks parity. Career development policies should encourage women's advancement to senior roles. Recruitment practices are fair but lack transparency and competitive compensation, relying heavily on informal networks. Career development is informal, with insufficient mentoring and internationalization support such as language training or mobility incentives.

The TC Mikulandská technology center has centralized 22 interdisciplinary studio workshops integrating traditional crafts with advanced digital technologies such as 3D printing, laser-cutting, and robotics. This infrastructure enhances UMPRUM's competitiveness among European art schools. However, none of the equipment qualifies as high-cost instrumentation under Ministry definitions, raising questions about research infrastructure criteria for art academies. Infrastructure use decisions, including commercial availability, are decentralized by studio or department, with no current commercialization strategy.

UMPRUM's financial structure aligns with its art and design specialization, heavily reliant on public funds typical in the Czech and EU context. Research expenditures have increased steadily, but only a modest portion targets structured R&D support, internationalization, or interdisciplinary innovation, which may limit future competitiveness. External non-public funding is a small but active part of the budget, exceeding sector norms. Commercial collaborations vary by studio, with some studios more valued for their market contributions, potentially discouraging others focused on less commercial but academically vital work. Strategic funding focuses on applied research, international partnerships, and sustainability, supported by DKRVO funding, and an active Grant Office facilitating external grant applications. Cross-disciplinary initiatives bridging art, technology, design, and ecology are encouraged. Nonetheless, staff and student mobility remains limited, indicating further growth potential in international activities.

The Doctoral Studies Centre supports doctoral education through structured assessment, mentorship, and cohort-building events. Colloquia and retreats foster a collaborative environment, but expectations for doctoral outputs and time commitments should be clarified. Efforts to launch an English-language doctoral program have not attracted qualified international students, signaling a need to strengthen global partnerships and funding. Current doctoral stipends are inadequate, though plans to double them in 2025 may result in stricter admissions.

UMPRUM has made substantial progress addressing previous recommendations, notably by establishing the Doctoral Studies Centre, advancing gender balance via a Gender Equality Plan and Ombudsperson, and expanded soft skills and business courses and improved working conditions. Reforms in internationalization and gender equality are ongoing, and continued efforts are needed to enhance diversity and support.

Some structural reforms, especially in internationalization and gender equality, require longer timeframes for full effect. Certain recommendations depend on Czech Ministry policies, such as sabbaticals, stipends, administrative titles, and funding regulations.

#### **Summary recommendations:**

UMPRUM is advised to enhance its institutional framework through targeted professional development, internationalization, and clearer organizational structures to strengthen its academic and research environment.

- Enhance professional development: The institution should systematically address professional development for staff through targeted training and research leave programs, mobility.
- Expand international partnerships: Efforts should be increased to foster international and interdisciplinary research collaborations beyond the current network to broaden knowledge exchange.
- Diversify academic staff recruitment: UMPRUM is encouraged to strengthen partnerships with other art schools internationally and recruit staff from a broader range of academic institutions to enhance scholarly and artistic communities.
- Introduce new academic positions: Establish visiting lecturers, scholars, distinguished professorships, and teaching fellowships to recognize excellence, increase diversity, and foster innovation and mentorship.
- Clarify staff roles and evaluation: Employment contracts should specify teaching, research, and administrative duties clearly, and formal evaluation processes for research teams and individuals need transparency and consistency.
- Support interdisciplinary collaboration: Dedicated structures should be created to facilitate interdisciplinary and inter-studio research, encouraging innovation and diverse perspectives.
- Improve communication and impact: The societal and industry relevance of research should be more effectively communicated, and sustainability indicators should be integrated into research and innovation outputs.

- Develop human resources and diversity: Implement a comprehensive HR strategy including international recruitment, mentoring, clear advancement pathways, and continued commitment to gender equality and diversity at all hiring stages.
- Strengthen research infrastructure: Establish a central support unit for research activities, enhance language training, and formalize policies on knowledge transfer, open science, and strategic partnerships.
- Improve doctoral programs and evaluation: Continue developing English-language doctoral programs, formalize best practices in practice-based doctorates, consider increasing written component requirements, and implement robust research performance monitoring

## MODULE 5 – STRATEGY AND POLICIES

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

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

**Rating [1–5]:**

**5 - Outstanding**

#### Qualitative assessment:

UMPRUM has set out a clear and precise mission statement, one that is oriented toward the future. While the claim to be among the leading academic institutions is ambitious, it is understandable, given UMPRUM's longstanding reputation nationally and internationally. The institution emphasizes the importance of interdisciplinary work as a driver of societal and technological change, with plans to integrate R&D&I more thoroughly into its undergraduate B.A. and graduate M.A. programs. The Academy's vision aligns with national and international initiatives such as the New European Bauhaus, striving for 'sustainability, aesthetics, and inclusion'. Although this alignment is evident, it would be valuable to identify features that make the Academy uniquely distinct from its peers.

The recent construction of a modern workshop building has established a high technical benchmark for the Academy, bringing together facilities while supporting both traditional methods and the adoption of new technologies. UMPRUM's emphasis on workshop traditions and the study of 19th- and 20th-century art theory continues to be a defining strength, even as the institution responds to the evolving demands of contemporary society and technological advancement. The quality and originality reflected in the Academy's activities and achievements stand out as particularly noteworthy.

The concept of artistic freedom is widely cited by staff as a core value, but questions remain as to whether this principle provides sufficient direction for research and artistic activity. Some undergraduate and graduate students have remarked that there may in fact be too much artistic freedom. Clarifying what artistic freedom means in the context of contemporary art practice, theory, and criticism would benefit the Academy.

Given that the Academy's mission and vision statements highlight the history of art education in Bohemia in the modern era (NAKI III project), the Academy is encouraged to expand this perspective. The art history and theory department should pursue comparative studies with other Central

European countries, and potentially beyond, in partnership with other art academies and history departments. This would foster an international, comparative perspective on art education.

If UMPRUM aspires to lead at the intersection of art, design, science, and technology, it would be beneficial to identify comparable peer institutions of similar size and organizational structure. Comparisons to larger technical universities or elite private art schools with substantial resources may not yield useful insights. By focusing on state-funded institutions on the European continent, the Academy can benchmark best practices and define its own brand and strengths. From this, the Academy may be able to focus more clearly on its unique specializations in order to further define its identity and distinguishing characteristics.

#### Recommendations:

- To further strengthen the Academy's identity, it is important to highlight and clarify the features that set it apart from peer institutions. Presently, the notion of societal benefit may function more as rhetoric than as a concrete guiding value. Effective communication within the school, especially about its mission, should be leveraged as a catalyst for strengthening institutional identity and fostering meaningful change.
- UMPRUM presents itself as valuing all departments equally, as seen in the "5 x 20%" brand—allocating 20% each to architecture, design, art, graphics, and theory. It would be worthwhile to investigate whether this value is genuinely realized within individual departments and whether students' educational experiences are as interdisciplinary as intended.

### 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]:**

**5 - Outstanding**

#### Qualitative assessment:

The strategy is ambitious but grounded in prior accomplishments and aligned with national and European policy priorities.

The Self Study Evaluation Report, p.71, bullet points correspond to Priority Area 2 of the UMPRUM strategic plan 2021+, titled "RESEARCH ACTIVITY IN THE CONTEXT OF AN ART ACADEMY." This section outlines the main research and development goals, which are both feasible and demanding. Key initiatives include restructuring the internal grant system and launching postdoctoral programs. Notably, the establishment of a PhD program and a dedicated Doctoral Studies Center represent significant progress.

The Doctoral Studies Center is central to these strategic objectives. However, integrating research activities with degree programs—by involving master's and doctoral students—may present challenges. Specifically, doctoral researchers risk having their progress slowed or diverted, as increased teaching responsibilities and broader program participation could reduce their focus on research.

Apart from doctorate studies, the IEP notes that there is an uneven research intensity across studios and departments.

#### Recommendations:

- The IEP advises the institution to establish a clear definition of artistic research. Strengthening the role and perception of fine arts and theory within UMPRUM will be vital in this process. In the context of applied arts, both fine arts and theory can contribute significantly to the understanding and recognition of artistic and free experimentation as core artistic research strategies.
- UMPRUM could improve PhD students' conditions in terms of freedom of science and arts, balancing their involvement in degree programs with their own research and time investments.
- UMPRUM should consider developing strategic foresight tools, such as dashboards and performance indicators, to systematically evaluate and monitor the progress of institutional research and development activities.

### 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:

Over recent years, UMPRUM has introduced numerous instruments, including measures related to its 2021+ Strategic Plan, the Centre for Doctoral Studies, and a range of grants such as NERD, academic, student, and postdoc/magisterial funding. These initiatives are highly commendable. However, within this framework, some elements remain vague. For example, while the strategy calls for “clearly profiled research teams,” the specifics of these teams—how they are assembled, evaluated, and internally assessed—are not detailed. Much of the structure and support for these efforts is delegated to various competitions, which leaves aspects of the implementation somewhat vague. Greater clarity regarding these tools and processes would be beneficial, in particular how the teams are put together, how they are evaluated and what an internal evaluation of research might look like.

While it is true that UMPRUM is successful in acquiring third-party funding, the greater the reliance on this funding, the less clear it is whether the budget will be sufficient to ensure financial resilience in the future. For this reason, it is essential that UMPRUM continues to receive

#### Recommendations:

- Describe the processes for forming research teams and establishing mentorship structures, with particular attention to ensuring the highest standards of scientific quality.

Considerations should also include advancing internationalization and promoting gender equality within these teams.

- A systematic approach to feedback and internal evaluation should be implemented to monitor progress and effectiveness within research activities.
- Grant amounts may need to be increased to provide researchers with sufficient resources, thereby ensuring they have the necessary freedom to achieve the required quality standards in their work.

#### 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:**

UMPRUM has made notable strides under its 2021+ Strategic Plan; however, the development of robust gender and anti-discrimination policies remains insufficiently defined. The institution still lacks a clear and specific approach in this area, highlighting a significant opportunity for future enhancement.

Efforts to broaden the international scope of doctoral programs are in their initial phases. UMPRUM has yet to establish comprehensive pathways or targeted initiatives that promote international opportunities for doctoral candidates. This ongoing gap continues to present a challenge within the institution's overall strategic plan.

The full extent and potential of artistic research at UMPRUM remain underexplored. There is a pressing need for a more detailed discussion concerning the roles and contributions of various stakeholders in this field. Addressing this will enable UMPRUM to better capitalize on its strengths and realize future opportunities.

While securing international and EU grant funding is acknowledged as a strategic priority, UMPRUM currently does not possess a detailed strategy for achieving this objective. Critical elements, such as identifying suitable international partner organizations and formulating alternative strategies to counteract the relatively low success rates of these projects (10–20%), have not yet been comprehensively addressed.

##### **Recommendations:**

- Looking ahead, it is essential for UMPRUM to further cultivate a culture of ongoing evaluation and responsiveness, particularly as emerging trends in higher education and research funding demand greater adaptability and foresight. Placing emphasis on collaborative networks and knowledge sharing—with both domestic and international partners—could enhance institutional resilience and expand opportunities for innovation.
- Transparent internal communication and regular consultation with faculty, students, and external stakeholders would help ensure that strategic goals remain relevant and actionable. As UMPRUM navigates the evolving landscape of artistic and academic practice,

the ability to proactively identify challenges and harness new possibilities will be critical to advancing the institution's mission and sustaining its reputation for excellence.

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

#### Summary assessment:

UMPRUM's mission is clear and future-focused, aspiring to lead at the intersection of art, design, science, and technology. The Academy emphasizes the importance of interdisciplinary work as a driver of societal and technological change, with plans to integrate R&D&I more thoroughly into its undergraduate B.A. and graduate M.A. programs. Its vision aligns with initiatives like the New European Bauhaus, focusing on sustainability, aesthetics, and inclusion. While UMPRUM's claim of being among the leading academic institutions is ambitious and supported by its longstanding national and international reputation, clearly articulating the Academy's unique strengths will be essential for future differentiation. The IEP urges the academy to formally identify and document peer institutions of similar size and structure within Europe—especially those that are state-funded. Benchmarking against these peers, rather than larger technical universities or elite private art schools, would provide actionable insights and enhance UMPRUM's brand identity.

The recent construction of a modern workshop building has established a high technical benchmark for the Academy, uniting studio facilities to support both traditional hand methods and new technologies. UMPRUM's focus on workshop traditions and historical study continues to be a defining strength, even as the institution responds to the evolving demands remains a defining strength, even as the institution adapts to contemporary demands. As UMPRUM continues to emphasize artistic freedom as a core value, it would be beneficial to formally explore what this principle means in today's context of art practice, theory, and criticism, ensuring shared understanding among faculty, students, and external partners.

Given the Academy's commitment to advancing art education in Czechia and its ongoing NAKI III project, the art history and theory department should pursue structured comparative studies with similar academies in Central Europe and beyond. Establishing formal partnerships, exchange

programs, or joint research projects with these institutions would enhance UMPRUM's international perspective and provide tangible opportunities for students and faculty alike.

Progress is evident in the implementation of UMPRUM's 2021+ Strategic Plan, the introduction of specific funding instruments, and the establishment of the Centre for Doctoral Studies. However, further development is needed in defining gender and anti-discrimination policies. With respect to the formation and evaluation of research teams, greater clarity is required. Instead of a general call for improvement, UMPRUM should develop formal guidelines or a process document that outlines how research teams are assembled, including criteria for membership and leadership roles, metrics for evaluating team performance, and an internal review process for assessment and improvement.

The Self Study Evaluation Report details significant progress in establishing the International Board and SHIFT Laboratories, restructuring grant pathways and launching postdoctoral and PhD programs, including the creation of the Doctoral Studies Center. Efforts to internationalize doctoral programs are in their early stages, and more targeted actions—such as establishing partnerships with foreign institutions or increasing support for research mobility—would accelerate progress. Integrating research activities with degree programs presents workload challenges for doctoral researchers; addressing these through clear workload guidelines and support structures would be a practical next step.

The full potential of artistic research at UMPRUM remains underexplored. To move forward, the Academy could work with stakeholders to define the roles and contributions of faculty, students, and external partners in artistic research and then clarify expectations and identify opportunities for expanding this area. The IEP also notes uneven research intensity across studios and departments. Initiating a cross-departmental dialogue would help UMPRUM balance research activities and share best practices.

UMPRUM's introduction of new funding instruments and focus on international and EU grant funding are highly commendable. To strengthen these achievements, a more explicit strategic plan is needed. This could include developing a targeted list of potential international partner organizations, setting clear goals for grant application success rates, and creating alternative funding strategies to mitigate low project success rates (currently 10–20%). Maintaining stable state funding remains crucial for the Academy's financial health and continued excellence. Regularly reviewing the balance of grant and state funding, along with scenario planning for future resource needs, will ensure UMPRUM's resilience.

#### Summary recommendations:

UMPRUM aims to strengthen its institutional identity by clarifying its unique features and ensuring that societal benefit is a tangible guiding value. Enhancing communication about its mission and fostering interdisciplinary collaboration across departments are key to this effort.

- **Clarify artistic research definition:** Establishing a clear understanding of artistic research is essential, with a focus on elevating fine arts and theory to support artistic experimentation and research strategies.
- **Benchmark with comparable peer institutions:** Identify HEI's of similar size and organizational structure to highlight and clarify the features that set it apart from peer institutions and further strengthen the Academy's identity.
- **Enhance research team formation:** Processes for creating research teams and mentorship should prioritize scientific quality, internationalization, and gender equality to improve research outcomes.

- **Implement evaluation and communication strategies:** Developing strategic foresight tools, increasing grant funding, and ensuring transparent communication with stakeholders will support ongoing evaluation, adaptability, and institutional resilience

## OVERALL EVALUATION IN MODULES 1 TO 5

### OVERALL EVALUATION

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

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

#### Qualitative assessment:

After several months of formal and informal meetings, as well as collaborative work on written assessments and recommendations, the 2025 International Evaluation Panel (IEP) for the Academy of Arts, Architecture, and Design in Prague (UMPRUM) evaluation reached its final consensus through a vote held on September 15, 2025. The evaluation process was thorough, reflecting the collective expertise and input of all panel members.

As a result of this comprehensive evaluation, the Ministry of Education, Youth and Sports (MEYS) awarded UMPRUM an Excellent (A) rating for Modules 1 and 2. In addition, the IEP assessed UMPRUM as Excellent (A) in Modules 3 and 5, and Very Good (B) for Module 4. These ratings culminated in an overall grade of Excellent (A) for the Academy, recognizing its achievements and ongoing commitment to excellence.

UMPRUM, a distinguished Czech academy specializing in art and design, is acknowledged by the IEP for its strong international connections and meaningful contributions to national research. The Academy remains committed to expanding its global presence while enhancing inclusivity and cultivating a robust research culture. The governance structure at UMPRUM is unified, with strategic oversight provided by the Rector's Collegium. Infrastructure and operational management are overseen by the Bursar. This model supports the Academy's efforts to address institutional priorities and implement reforms.

The Academy's funding is primarily sourced from public support. However, only a modest portion is allocated to research and development, internationalization, or innovation, which could present challenges to the Academy's future competitiveness.

Since 2020, UMPRUM has made significant advances, such as establishing the Doctoral Studies Centre, the International Board, and initiating gender balance programs. While notable progress has been achieved, some structural reforms—especially those related to internationalization and gender equality—will require extended time and continued effort to realize their full impact.

The Academy emphasizes interdisciplinary work at the intersection of art, design, science, and technology to promote societal change. Research, development, and innovation are integrated into academic programs, supporting important initiatives, such as the New European Bauhaus. The Academy fosters collaborative learning through studio-based projects and values interdisciplinary

teamwork. Efforts to launch an English-language doctoral program have not been successful in attracting qualified international students, indicating a need to strengthen global partnerships, language competencies, and funding.

UMPRUM continues to uphold artistic freedom as a fundamental principle, guiding its educational and research endeavors.

The International Evaluation Panel (IEP) commends UMPRUM for its notable achievements and commitment to excellence, as evidenced by its strong performance across multiple evaluated modules and the resulting Excellent (A) overall rating.

While acknowledging these successes, the IEP also encourages UMPRUM to sustain its momentum by continuing to pursue further improvements in all areas as noted by the panel. Ongoing efforts to enhance international partnerships, strengthen the research culture, and support inclusivity are particularly important. The panel urges the Academy to build on its solid foundation and remain proactive in addressing emerging challenges, ensuring its continued advancement and global prominence in the fields of art and design.

### **Recommendations:**

The IEP has created a strategic framework for improving institutional performance, fostering innovation, and enhancing global competitiveness. The panel's recommendations address critical areas such as diversity, ethical standards, international collaboration, partnerships, funding and commercialization, professional development, interdisciplinary research, and doctoral programs, all of which are essential for creating a dynamic, inclusive, and forward-thinking academic environment.

By implementing these strategies, UMPRUM can attract top talent, strengthen research outputs, and ensure its relevance in both societal and industry contexts. Additionally, the focus on clear communication, sustainability, and benchmarking helps the institution align with global standards and maintain resilience in a rapidly evolving academic landscape.

- Enhance international research collaboration
- Expand international partnerships
- Diversify academic staff recruitment
- Balance funding and commercialization
- Promote diversity and ethical standards
- Develop human resources and diversity
- Support language skills and student engagement
- Enhance professional development
- Clarify staff roles and evaluation
- Introduce new academic positions
- Support interdisciplinary collaboration
- Improve communication and impact
- Strengthen research infrastructure
- Improve doctoral programs and evaluation
- Clarify artistic research definition
- Benchmark with comparable peer institutions
- Enhance research team formation
- Implement evaluation and communication strategies