

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

HIGHER EDUCATION INSTITUTION NAME: UNIVERSITY OF WEST BOHEMIA IN PILSEN

COMPANY REGISTRATION NUMBER (CRN): CZ49777513

THE LIST OF EVALUATION UNITS IN MODULE 3:

FACULTY OF APPLIED SCIENCES (FAS)

FACULTY OF ARTS (FOA)

FACULTY OF ECONOMICS (FEC)

FACULTY OF EDUCATION (FOE)

FACULTY OF ELECTRICAL ENGINEERING (FEE)

FACULTY OF HEALTH CARE STUDIES (FHC)

FACULTY OF LAW (FOL)

FACULTY OF MECHANICAL ENGINEERING (FME)

LADISLAV SUTNAR FACULTY OF DESIGN AND ART (FDA)

NEW TECHNOLOGIES - RESEARCH CENTRE (NTC)

CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL

Name and surname: Pavol Bauer

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LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS

Name and surname	Position in IEP	Current position
João Cascalheira, Ph.D.	member	University of Algarve, Portugal
Prof. Ugo Galvanetto	member	University of Padova, Italy
Prof. Carlo Ghezzi	member	Emeritus Professor of Politecnico di Milano, Italy
Assoc. prof. János Girán, Ph.D.	member	University of Pecs, Hungary
Prof. Ivan Halász, DSc.	member	Ludovika University of Public Administration, Hungary
Assoc. prof. Christine Linehan	member	University College Dublin, Ireland
Prof. Dr. Christa Sommerer	member	University of Art and Design Linz, Austria
Prof. Dimitrios P. Tsomocos	member	University of Oxford, United Kingdom
Prof. Dr. habil Ing. Nicolae Stelian Ungureanu, Dr.H.C.	member	Technical University Cluj Napoca, Romania

PROVIDERS METHODOLOGIST

Name and surname: Mgr. Jiří Kučera

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Date of on-site visit of higher education institution:

In Pilsen ___ date 26. 6. 2025 _____

Signature _____



(IEP chairperson)

THE LIST OF EVALUATION UNITS IN MODULE 3:

FACULTY OF APPLIED SCIENCES (FAS)

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FACULTY OF MECHANICAL ENGINEERING (FME)

LADISLAV SUTNAR FACULTY OF DESIGN AND ART (FDA)

NEW TECHNOLOGIES - RESEARCH CENTRE (NTC)

MODULE 3:
FACULTY OF APPLIED SCIENCES (FAS)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Applied Sciences

FORD: 2 - Engineering and technology

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

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

Commentary:

The Faculty of Applied Sciences (FAS) is structured in six departments and one research centre. Departments cover a broad range of diverse fields: mathematics, cybernetics, physics, informatics, geomatics, applied mechanics. The topics covered by cybernetics range from control theory to aspects of theoretical computer science and artificial intelligence. "Cybernetics" is a now disused term in most international countries. Moreover, the department overlaps with informatics. Departments are defined in the self-assessment report as "educational". The research centre NTIS (New Technologies for Information Society) has been launched with support by the EU as a European Centre of Excellence from 2010-2014. The center has been further supported by MEYS in 2019 and 2020 (Table 3.3.1).

The distinction between departments and center can be highly beneficial but also brings some threats. NTIS has the potential of becoming a fertile ground on which the diverse cultures, knowledge fields, and competences available in the departments can be engaged in developing innovative interdisciplinary research. However, the distinction of their roles is not so clear, and their potential conflicts need to be analyzed further, especially with respect to allocation researchers' efforts. The main open question is where the research strategy is actually defined and implemented. By "strategy" we mean:

1. Understanding where the main strengths are and where they are at the international level or at the regional level;
2. Defining where FAS aims at excellence at the international level and where instead excellence is sought for its regional mission;
3. Identifying the areas that need to be developed or strengthened (or even dismissed);
4. Steering personnel policies accordingly, including hiring and promoting researchers along the academic career rankings;
5. Recruiting and managing PhDs, post-docs, and other research personnel.

The management team of FAS consists of the dean, vice-deans and the academic secretary. Monthly management meetings with department chairs and NTIS are held. The academic senate and a scientific board also participate in management. Perhaps this is where the strategies (research, educational, personnel) are elaborated. The panel did not receive information on these issues, including how open the strategic discussions are to all FAS members.

The self-assessment form asks faculties to describe their research potential in terms of FORDs. The distribution is 15% Mathematics, 15% Computer and Information Sciences, 3% Physical Sciences, 5%

Earth Sciences, 40% Electrical, Electronic, and Information Engineering, 15% Mechanical Engineering, 7% Materials Engineering. Unfortunately, the distribution of FORDs is not so useful to characterize the main research areas in which FAS is engaged, let alone their strengths or weaknesses. The ERC classification of research areas within PE—Physical Sciences and Engineering would probably be more useful. The on-site visit has been very useful to get a better view of research coverage within FAS. It also gave a clear view of some outstanding research currently done at NTIS (in the areas of film technology, brain-computer interaction for neuro rehabilitation, control theory, and blood circulation modeling).

Research at FAS is articulated in 30 research groups. Although the notion of group is vague, this number seems to suggest an excessive fragmentation and perhaps even extra organizational burden.

Research staff members at FAS include 19 professors, 43 associate professors, 64 assistant professors and 80 categorized as “scientific workers” which includes 5 other kinds of staff (table 3.1.1), among which assistants, R&D personnel, researchers in other categories, lecturers, early career researchers. They amount to 258 FTE, of which only 42 are women. We can also observe that 11 out of 19 professors are more than 70 years old and only 3 are women, while only 10 professors (at the assistant professor level) are in the age range 30-39 and only 1 of these is a woman. This indicates two major problems: the aging population of professors and lack of diversity. Aging raises serious concerns about the sustainability of the faculty. What are the plans for future growth? Can/will the growth be steered to improve the existing strengths? Or to cover strategically important areas that are currently not sufficiently covered? If so, which areas? How is this discussion on the agenda of FAS? Such a discussion seems to be both urgent and crucial.

During the on-site visit, two additional serious problems regarding personnel were brought to our attention. The first concerns researchers who delay their promotion to associate and to professor positions. The problem should be urgently addressed and solved. FAS needs to ensure a continuous and predictable flow and growth of academic personnel. The other problem has to do with PhD students leaving UWB without completing their degree. These problems need to be carefully understood and solved.

Diversity in terms of gender is clearly a problem at FAS, as it is for most universities in most countries in science and engineering. The problem needs to be tackled at all levels, from incoming students to young researchers to professors. It is commendable that FAS has invested in a strategy to address gender imbalance (it can be found as an extra material, web accessible, referenced in the self-assessment document). The notion of diversity is even broader than just gender. It covers culture, and hence also geographic provenance. Internationalization, unfortunately, is still a serious issue. The future of FAS can very much depend on how it will pursue internationalization in all areas (from education to research, from incoming students to research personnel). In addition to this, during the on-site visit it was brought to our attention that the in-flow of researchers is mostly through in-breeding, which limits cultural diversity. A vast number of researchers start at UWB as bachelor students and move up through all academic steps. To summarize, this is a list of points of attention for the future:

Point of attention 1: Departments vs. NTIS: clarify the roles. In particular, clearly state where and how research strategies are defined and implemented.

Point of attention 2: Better communicate with the external world. Decide whether it is worth continuing with your tradition (use of the term “cybernetics”) vs. speaking to the external world. In addition to this: revisit the way you communicate with the world through the web. Your web site is fragmented and not uniform across departments, your research strengths are not clearly visible.

Your web site has to be the main open interface to the external world, it is crucial to improve in internationalization.

Point of attention 3: Personnel. You need to address the following interconnected problems: aging generation of full professors, serious gaps in gender diversity, more openness to in-flows from outside, more internationalization.

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]:

3 - Average

Qualitative assessment:¹

The report highlights very significant recognitions in the fields of plasma technologies (Prof. Musil), Geodesy (Prof. Sprlak), and Electrical Engineering (Prof. Drabek) as well as significant roles as members of international boards of renowned journals (Prof. Stelik, Prof. Novak, and Prof. Skala). Table 3.2.1 (Prestigious R&D&I award) lists 7 additional cases.

Table 3.2.2 lists 10 participations of FAS members in editorial boards of international scientific journals (according to SCIMAGO, 4 of them are in Q1, 3 are in Q2, 1 in Q3, 2 in Q4).

Table 3.2.3 lists 10 “most important invited lectures” by FAS members, while Table 3.2.4 lists 10 “important lectures by foreign scientists”. Table 3.2.5 lists 10 cases of involvement of FAS members in the valuation of research projects, of which 5 cases are national and 5 are international (including ERC evaluation of starting and consolidator ERC grants and Horizon Europe).

The data provided indicate that the level of recognition is unevenly distributed across the different research areas within FAS. Larger departments show comparatively lower numbers of recognitions. In addition, the number of international awards (e.g., fellowships or distinguished membership in prestigious international professional societies, like the IEEE or the ACM, which can be seen as the reference societies for a large portion of FAS), nominations in prestigious science academies, editorial roles in flagship journals, scientific roles in flagship international conference, keynotes, best papers in top venues is rather limited, considering the number of people. More visibility indicators should come from the strategically crucial, most lively and rapidly evolving areas of IT (AI, software technologies, multimedia, social computing, HCI, data science, cyber-physical systems, theoretical computer science, to name a few).

Recommendations:

FAS researchers should make additional efforts to become recognized as international leaders, especially in the field of information technologies, by more presence in its key fields. We urge FAS to seriously engage in a discussion on how to help researchers in improving their international visibility and incentivize them when they achieve international recognition. Incentives may range from increased salary to faster promotion to granting additional resources, etc.

FAS should also have a more structured and focused strategy to link and team up with leading international research. The goal is mainly to improve its visibility, but it is also way to lead to more recognition. During the on-site visit we discussed how to improve participation in EU funding.

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

A clear policy (whether this is to be done at the faculty level or at the UWB level) is needed, and its implementation is urgent. Efforts should be put in place to incentivize and support participation in EU funding initiatives, both in pre-competitive research (like Horizon Europe/Horizon 2020) and also in basic research (ERC).

From the report, it seems that FAS underestimates the crucial role of top international conferences, especially in the rapidly evolving areas of informatics. Publishing in top-tier conferences is at least as recognized internationally as publishing in top-tier journals. By participating in conferences, researchers can establish research collaborations, especially at an international level, and improve their visibility and recognition by their respective research communities. This should be considered seriously in the future.

A targeted program to attract distinguished visitors from outside for lectures in selected areas can be a way to improve international visibility, to link for possible cooperation in attractive international funding, and also to achieve more recognition. The list mentioned in Table 3.2.4 does not seem to indicate an underlying strategy.

RESEARCH PROJECTS

3.3 Research projects

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The self-assessment report describes 10 exemplary research projects. 88 research projects are then listed in the role of beneficiary, 104 in the role of another participant, 235 as contract research. Although the numbers may count very different kinds of research projects, they are quite impressive. Many of the projects are very small in terms of funding.

It is quite hard to cluster them to have a clear picture of the main research areas on which FAS has been active. It is also hard to get an understanding of where FAS has its research excellence, since we do not have a view of the quality of outputs, but only a (limited) view of the topics and their attractiveness.

The 10 selected projects indicate that FAS has an excellent stand in theoretical computer science (graph theory), where it has been successful in attracting substantial national funding (project 1). FAS proved to be competitive at the EU level in framework programs (Horizon 2020 and Horizon Europe) in the areas of technologies for smart cities, IoT, energy systems, and transport systems (5 projects in total). All these projects are intrinsically multidisciplinary engineering projects. The three other projects are smaller in size and oriented to development of technology for specific problems (space missions, support to people affected by laryngectomy, robotic guidance). The last is a nationally funded basic research project in mechanics concerning propagation of acoustic waves in porous materials.

The diversity shown by the 10 exemplary projects is a clear indication of the diversity of areas within FAS.

To get a rough idea of the average size of research projects, one can take the year 2024 as an example of an after COVID year. The research projects in the role of beneficiary had an average funding of 72K Euro; 55K Euro in the role of another participant; 14.5K Euro for contract research activities. Although it is hard to understand how adequate these funding levels are, considering the UWB level of overhead, cost of PhD and post-doc positions, etc., the magnitude further confirms the concerns on excessive fragmentation. One should also consider that in 2024, the funding received by 38 projects did not exceed 10K Euro. The fact that most of them belong to contract research suggests that this may be a consequence of a tech-transfer strategy in support of local industry.

Recommendations:

The report is extremely detailed in reporting data about funded research but lacks critical analysis of the reported data. This is perhaps due by the constraints imposed by the template of the report. In addition, since the report lacks an explicit discussion of the research goals of FAS and of the strategies adopted to reach them, it is hard to assess of how research projects in the past 5 years are coherent with them.

The on-site visit partly clarified the overall research strategy with respect to the goals, ranging from international excellence in basic research to service to innovation at the regional level. We urge FAS to continue this analysis and go deeper, clearly identifying areas where it can and wishes to be at the excellent level internationally and areas where it aims to be excellent at the regional level. It is not possible to aim at excellence at all levels, given the limited resources available. This discussion should then guide a targeted selection of potential sources of funding. The long list of projects listed in table 3.4.1 (more than 10 pages long) does not show whether they were selected by following an underlying strategy. Furthermore, there is an extreme fragmentation into small projects with limited funding, many of which seem to be of very practical nature and involving little or no research.

Internationalization of FAS research is a very deep concern. The number EU funded projects are still quite small. It would have been useful to also have data on participation, not just success, in international funding. What is the success rate? Did FAS researchers also apply for ERC funding?

Progressing in the direction of international funding is key to a strategy that aims to improve in quality and visibility of FAS 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:

This is an area of strength of FAS, a result of the practice-oriented prevalence of its research. The self-assessment report illustrates 10 excellent exemplary cases and a total of over 250 results, which range from software to methodology, patent, research report, verified technology, functional sample, prototype, etc.

The selected exemplary projects provide an excellent job in describing research outputs with societal impact in the following dimensions:

- Socio-cultural: projects 1, 2, 6, 7. Project 1 developed a linguistically structured database of queries developed with the institute of the Czech language. Projects 2 and 7 are in the health domain (support to neuro-rehabilitation of patients affected by brain injury and contribution to improving the marrow donor registry). Project 6 is software to support subtitling in Czech for live programs of the Czech TV.
- Industrial: project 8 (detection and identification of machinery parts, as part providing robotic guidance in industry and project 9 (prediction system of power grid losses).

Safety-critical systems: project 5 (verification and qualification of software tools in the area of nuclear power plant protection systems) and project 10 (mathematical modelling of dynamic behaviour of fuel assemblies in the core of nuclear reactors).

Recommendations:

A reasoned categorization of the range of produced outputs would be very useful, along with a description of how they are packaged for diffusion. FAS is strongly encouraged to do this and make it available to better communicate its strengths to the external world. This would also show to other similar institutions who focus on technology transfer to society what FAS can offer for possible cooperation. This would be much more helpful than the crude list of projects presented in the report.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The report provides a good summary of how R&D results are transferred into practice through commercialization, in collaboration with the Department of Knowledge Transfer and Contract Research of UWB. It also illustrates how FAS tries to directly target potentially interested users. Spin-offs and start-ups are also mentioned as important mechanisms to transfer research results into practice. It even mentions “several successful spin-off companies”, but it does not provide numbers nor examples.

The report lists 29 cases of research products that have been transferred to practice which generated an average yearly revenue of about 60K Euro. Some of these products were presented above under 3.4 (research results with existing or prospective impact on society).

Recommendations:

It would have been useful to present the achievements in 3.5 (Transfer of Results into Practice) by showing how the results achieved in the five years compare with the plan. Perhaps the self-assessment template provided by the government does not make it clear that this is important information to be given to evaluators, but you should anyway put it in.

POPULARIZATION OF VAVAI

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

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The report describes a broad set of activities through which FAS tries to reach out to society. FAS has two partnership programs with private companies and with secondary schools. The former aims to foster industry cooperation in lecturing, supervising bachelor and master theses, joint workshops, and professional practice for students. The latter tries to attract students to the areas covered by FAS through a variety of excellent initiatives, including the examples of the Arduino, Lampone, Geo, Mach, Nano, and Boot camps. Contribution to the “We innovate Pilsen” annual festival is a laudable initiative to connect academic research to society.

Recommendations:

The reviewers recommend FAS to leverage these successful experiences with high schools to target in particular female perspective students with specific initiatives, in accordance with the goal of enlarging the population of female students in FAS curricula.

The reviewers also suggest that the FAS Web site should be revised to better communicate the FAS mission in research and education as well as its strengths. Communication should target all the expected stakeholders, including those who are looking for potential partners in research, national and international students who are looking for an exciting place for their education, etc.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

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

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The previous assessment raised the following main issues:

1. More priority on international funding;
2. Larger involvement in international projects for larger impact;
3. Increasing percentage of contract research projects;
4. Strategy and support for spin-offs and start-ups;
5. Increase international recognition;
6. Increase efforts in popularization (hackathons, summer schools, etc.)
7. Increase gender balance.

The reviewers are very pleased to see the significant progress made by FAS on points 3, and 6.

As for 7, FAS has done an excellent job in dissecting the gender problem and developing a possible strategy to address it. Regrettably, progress has been tiny. In addition, “gender” is only an important aspect of the more general “diversity” problem, on which FAS is urged to focus.

Points 1 and 2, which are strongly related, remain a very serious problem. The same is true for point 5. Point 5 is also related to 1 and 2: the more internationally connected FAS researchers become, the easier their contribution can be visible internationally.

Regarding point 4, the report provides little insight into the achieved results, beyond generic statements.

Recommendations:

FAS should continue a serious internal discussion on where it wants to position itself in the international research landscape in terms of areas covered, targeted level of achievements, and strategy to reach the goals. This is priority number one. There may be areas in which FAS wants to become internationally renowned, while others in which national or even regional excellence is targeted, given the specific socio-economic local situation. Also, FAS should discuss the kind of balance they wish to achieve between long-term, foundational research and more short-term, problem-driven activities. Once these targets are defined, FAS can then monitor how well progress is moving in the right direction and what kind of actions are needed in case of deviations from the plan.

In particular, what kind of contract research is acceptable and when, what kinds of international funding opportunities should be sought and what needs to be done to achieve them. International recognition will come if progress will be made in reaching international visibility.

Regarding gender and diversity, FAS should make an effort to produce an actionable plan to improve diversity, setting the goals (which should be realistic, but ambitious and measurable), defining concrete actions to be implemented (also referring to best practices internationally), monitoring achievements, and replanning.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	3 - Average
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B

Summary assessment:

FAS is an extremely successful educational and research institution at the national level.

It has made impressive progress and has ample margins for further improvement.

It has decided carefully whether, where, and how it wishes to compete internationally. To do so, it has to decide priorities and have a plan to implement them. It also has to carefully balance between excellence with respect to regional lively context and the ambition to be excellent internationally, based on its strengths.

Summary recommendations:

This report contains recommendations in all previous sections. All of them should be critically evaluated by FAS. A broad and open discussion on the future strategy should involve all its members in all roles.

MODULE 3:
FACULTY OF ARTS (FOA)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Arts

FORD: 6 - Humanities and the arts

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

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

Commentary:

The Faculty of Arts (FOA) presents itself as a young, humanities-driven unit with an ambitious mission: to deliver high-quality education, pursue research “relevant to society on a regional, national and international scale,” and promote democratic-humanistic values, with “freedom and openness” declared as guiding principles. That value statement is persuasive and, together with the faculty’s emphasis on interdisciplinarity - humanities at the core (FORD 6), a substantial social-science component (FORD 5) and a distinctive strand of biological anthropology within natural sciences (FORD 1) - explains why FOA straddles several parts of the national methodology.

However, the English translation of the faculty’s name - Faculty of Arts - is misleading. As clarified during the site visit, the faculty does not include any department or study programme related to the arts as typically understood (e.g., visual or performing arts). While this was explained as a historical and linguistic issue in the Czech context, the panel still finds the label confusing and potentially damaging at the international level, especially when it comes to recruitment, international partnerships, and visibility.

Structurally, FOA is divided into eight departments and several research centres that report to a dean, five vice-deans and a faculty secretary. Strategic oversight is provided by an Academic Senate, a Scientific Board and a Disciplinary Committee, while permanent advisory bodies (the Dean’s Board, an Accreditation Committee and a Council of Partners) give the deanery access to internal and external advice. Discipline-specific field boards steer doctoral education, and the University Education Boards link programme quality to university-wide standards. What the SER does not supply is a schematic of reporting lines or an explanation of how academic staff feed into strategy-making; consequently, the effectiveness and transparency of this layered governance remain unclear. During the on-site visit, however, it was clear that communication of research and teaching priorities at FOA is coordinated through a structured hierarchy of monthly board meetings, complemented by digital platforms, faculty-wide assemblies, and periodic stakeholder consultations.

In addition, the structural logic behind the division into departments and research centres is itself somewhat opaque. While many departments map neatly onto academic disciplines (commendable for coherence and quality assurance), others, such as the Department of Projects and Research, appear to deviate from this principle. The situation is mirrored in the array of research centres and so-called “labs,” where naming conventions and internal coherence vary. During the site visit, it was explained that some of these entities were originally created in response to specific funding calls, or to bolster institutional visibility in collaborative projects. While these motivations are

understandable, the result is a proliferation of small research groupings, some seemingly established more to provide leadership roles than to serve a coherent academic or research agenda. This creates confusion in how the faculty presents itself to academic peers, prospective students, and the general public, and may weaken the perceived integrity of its research structures.

All the basic numbers sit in tables, but none are woven into the prose. In 2023 the faculty employed 167 people (125 FTE), of whom 94 FTE were academics, and taught 1 555 students: about a 12:1 student-to-academic ratio. Between 2019 and 2023 academic FTE fell by roughly 8% while student enrolment rose by 10%, a divergence the SER leaves uncommented even though it might raise questions about workload and the sustainability of research capacity. On a more positive note, early-career-researcher FTE more than doubled over the same period, hinting at a rejuvenated pipeline.

The staffing tables also reveal a striking gender and age pattern. Women hold nearly half of assistant-professor FTE yet only four of 22 associate-professor posts ($\approx 14\%$) and just one of ten full professorships ($\approx 6\%$ FTE). Seven of the ten professors are already over fifty, three of them over seventy, and there is no professor in the 30–39 cohort.

Internationalisation is hinted at but under-developed. Table 3.1.5 shows that FOA now offers two English-language master's programmes, three English-language doctoral programmes and one English-medium lifelong-learning course. However, the concurrent offering of some PhD programmes in both Czech and English raised concerns during the site visit. While this dual-language model supports inclusivity, it also significantly increases workload for academic staff. The Dean acknowledged this tension and noted that a transition to English-only formats is under consideration for selected programmes. The panel strongly supports this direction, as it would both reduce administrative duplication and enhance international competitiveness.

Finally, the SER provides only headline percentages for the distribution of basic, applied and contract research but offers no interpretation, no discussion of thematic clusters and no sense of where future opportunities or risks lie. Readers therefore struggle to see how FOA intends to concentrate effort and how its resources and structures will be steered to achieve that aim.

Taken together, the introduction paints an institution with a compelling mission and an attractive interdisciplinary portfolio.

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]:

3 - Average

Qualitative assessment:¹

FOA's standing in the wider research community is solid in a few areas but overall uneven. The faculty can point to two genuinely prestigious international distinctions – a Marie Skłodowska-Curie Global Fellowship (2019–23) and a Fulbright Visiting Scholarship (2019–20) – alongside eight further prizes ranging from the American Library Association's Choice Outstanding Academic Title to the Czech Otto Wichterle award for promising researchers. While commendable, two top-tier honours across a 94-FTE academic body are modest when benchmarked against comparable humanities faculties, and recognition is heavily concentrated in archaeology and political history rather than spread across disciplines.

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

Editorial service is similarly mixed. Ten staff sit on international journal boards, with the most visible titles being the European Journal of Archaeology (Cambridge UP) and the Journal of Contemporary European Studies (Taylor & Francis). Beyond these, most editorships are with smaller or regionally focused outlets, and no FOA scholar holds a senior role in a high-impact flagship journal. The disciplinary range is narrow and shows a clear central-European bias.

Visibility through invited lectures abroad is strikingly low. Only nine overseas lectures are listed for the entire five-year period, the most recent being a biological-anthropology seminar at the University of North Carolina in 2023. For a faculty of this size, the volume of keynote or plenary invitations is very limited, and international visibility is again skewed toward archaeology and linguistics. By contrast, the inward flow of guest speakers is more robust, with Cambridge, Kiel, Oxford and Syracuse represented among ten headline lectures on campus between 2021 and 2023, indicating a lively internal seminar culture.

Professional service provides the most solid area of recognition. Five academics act as evaluators or panel chairs for Horizon Europe, the Czech Technology Agency and national grant councils, and one professor sits on the Czech Government's Research, Development and Innovation Board. These appointments show trust in FOA expertise, but they are anchored in a narrow group of senior individuals. Hosting of visiting scholars has been long-term but thin, with only four extended affiliations since 2018, and the SER provides no systematic information on short-term visits or staff sabbaticals.

Overall, recognition remains discipline-skewed and volume-light. Archaeology and political science supply the majority of prizes, editorships and invitations, while philosophy, philology and sociology are scarcely represented. Early-career staff appear only once in the awards table, and the SER contains no strategy for broadening visibility across the next generation. The combination of a few notable distinctions, a limited number of international lectures, and professional service concentrated in a small cohort falls short of the balanced, faculty-wide profile expected for a higher grade. FOA therefore demonstrates pockets of international esteem but lacks the breadth and consistency required for a "very good" rating, and its recognition is best characterised as average.

Recommendations:

To move beyond the current situation the FOA could: (i) concentrate resources strategically, by identify a small number of interdisciplinary flagship research themes with clear international visibility, ensuring participation from multiple departments so recognition is not confined to archaeology or politics alone; (ii) if not done yet, monitor keynote invitations, editorships, citation indicators and grant-panel memberships across all departments, so that under-represented disciplines (philosophy, philology, sociology) are highlighted and actively supported; (iii) launch a mentoring scheme pairing award-winning seniors with postdoctoral and late-stage doctoral researchers in every department, explicitly targeting MSCA Postdoctoral Fellowships, ERC Starting Grants and national "Junior" schemes; (iv) treat top-tier international conferences in under-represented fields as prestige platforms on par with flagship journals, and budget accordingly to widen outbound visibility; and (v) pursue structured partnerships with leading foreign centres in a broad set of humanities and social science areas, embedding FOA scholars in high-profile consortia while also hosting visiting fellows to diversify the faculty-wide base of international recognition.

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]:

3 - Average

Qualitative assessment:

FOA's research-project portfolio reveals a faculty that is active and diverse but lacks the strategic coherence and critical mass required for a higher grade. Annex Table 3.3.1 shows that competitively funded projects brought in CZK 16.2 million in 2020 but only CZK 5.6 million in 2023, a sharp contraction after the pandemic spike. The overall five-year total ($\approx$ CZK 44 million) is respectable for a humanities unit, yet the declining trend highlights limited sustainability.

Large international schemes are present — Horizon 2020 (TRANS-SAFE road-safety CSA), JPICH (CARE-MSoC community archaeology), HERA (Campsapies), COST actions and the Norwegian-funded anthropology project (LUXCORE). However, each involves a single team and modest budgets, and no Horizon Europe ERC or large collaborative RIA/IA awards appear in the portfolio. This points to individual initiative rather than a deliberate faculty pipeline, a pattern inconsistent with the “very good” standard of balanced, nationally competitive performance.

At national level, FOA secures routine support from the Czech Grant and Technology Agencies and from the Ministries of Culture and Interior. Archaeology continues to dominate applied calls (Map of Czech Castles, High-Medieval Ceramics, Dark Heritage), while the Departments of Sociology and Social Work leverage TAČR-ÉTA to address policy themes such as homelessness and ageing. Contract research has grown by more than 30 % since the last evaluation, averaging $\approx$ CZK 2.6 million per year, but this remains concentrated in rescue archaeology and one large social-services study for the City of Pilsen, rather than distributed across the faculty.

The self-assessment highlights several new support structures, the Department for Science and Projects, project cafés, a PhD grant seminar and the Living Lab platform. These are promising, but the SER provides no data on proposal success rates or evidence of improved capture of competitive funding. Interdisciplinarity is repeatedly invoked, but most projects remain within single departments, and genuine cross-faculty clusters are rare. Early-career researchers lead only two of the ten “showcase” projects, yet the SER does not reflect on this imbalance or on measures to build a sustainable pipeline.

Taken together, FOA's project activity demonstrates energy and diversity but insufficient scale, coordination and breadth. The portfolio is respectable but not yet strategically positioned or internationally competitive at the level required for a higher grade.

Recommendations:

To shift from opportunistic wins to a strategically steered portfolio, FOA could: (i) Earmark a small share of funds for a competitive seed-fund that covers professional bid-writing or pilot data, prioritising cross-department, interdisciplinary projects with an external stakeholder or international partner; (ii) establish, if non-existent yet, a proposal-pipeline dashboard (updated quarterly) that logs submissions, outcomes and reviewer feedback, providing management with a clear basis for targeted mentoring and early identification of structural gaps; (iii) deploy the Living Lab brand to diversify contract research, actively marketing rapid-response survey, evaluation and

heritage-interpretation services to municipalities, NGOs and cultural-creative industries, while also consolidating archaeology services in light of new investment in landscape-archaeology equipment; and (iv) strengthen early-career progression by offering micro-grants or travel bursaries tied to MSCA Postdoctoral Fellowship or GA ČR “Junior Star” bids, pairing candidates with experienced PIs for pitching sessions and proposal clinics, and embedding young researchers into the long-term project pipeline. These relatively low-cost measures would turn individual energy into a coherent, outward-looking portfolio with the breadth and resilience needed to compete for higher-tier international funding.

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:

FOA can point to a diverse set of socially oriented outputs that illustrate how humanities scholarship can travel beyond academia. The ten results highlighted in Table 3.4.1 range from certified social-work methodologies for the Czech Ministry of the Interior, used to evaluate the State Integration Programme for refugees, through a GIS “Sudeten Cemeteries” web atlas that makes endangered borderland graveyards visible to local authorities and heritage NGOs, to a national “Social (In)Safety at Czech Universities” handbook adopted by 26 public universities when drafting gender-equality plans. Archaeological field reports on the former Roma camp at Lety have informed the design of the new memorial site, while an international ELEPHANT study produced a multi-lingual toolbox for distance teaching in the humanities during, and after the pandemic. Several outputs explicitly discuss the gender dimension (e.g., refugee-integration and e-learning reports) and most are freely accessible online, enhancing reach.

That said, the evidence of actual uptake is mostly narrative. The SER tells us which ministry, museum or municipality could use each result but offers no metrics by which the panel can gauge real-world traction. Impact is also discipline-skewed: archaeology and applied sociology provide seven of the ten cases, while philosophy, philology and political science are absent. Economic valorisation is non-existent (a point FOA acknowledges): there are no licences, spin-offs or paid training packages, and the faculty does not yet connect impact work to the UN SDGs or to its own mid-term strategy.

Recommendations:

To deepen and broaden societal impact FOA could: (i) develop a light monitoring framework that captures user testimonials, web-analytics and policy citations for every new methodology or digital tool; (ii) embed an “impact plan” section, complete with intended beneficiaries and performance indicators, into all future project proposals so that data collection starts on day one; (iii) commission at least two new case studies from under-represented departments (e.g. philosophy, philology) before the next evaluation cycle; and (iv) explore modest revenue models (e.g., training workshops, consultancy briefs) around its open-access outputs, thereby linking social benefit to a sustainable funding stream.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

FOA's strongest channel for putting research to work is contract archaeology. The Department of Archaeology handled more than 90 rescue-dig orders between 2019 and 2023, generating about CZK 10 million in fee income and supplying developers and heritage authorities with time-critical site diagnostics, excavation reports and conservation guidelines. Beyond archaeology the faculty has brokered several sizeable policy contracts — most visibly a sociological needs-assessment for Plzeň's social-services master plan and an evaluation of the State Integration Programme for the Ministry of the Interior — averaging ≈ CZK 2.6 million per year and centered on a handful of long-standing public-sector clients.

Knowledge transfer takes predominantly non-commercial forms. Outputs are delivered as certified methodologies, expert opinions, GIS datasets, museum exhibitions and teacher toolkits, nearly always under open-access or creative-commons licences. FOA states explicitly that it “does not envisage spin-offs or licensing revenues” because humanities products “gain value through public availability”. The only non-grant private contribution recorded is a CZK 300 000 endowment from JUDr Karel Pexidr to support doctoral fellowships in philosophy. There is no mention of an internal technology-transfer policy, intellectual-property guidelines or revenue-sharing rules.

To facilitate applied work the faculty created a Department for Science & Projects (DSP) in 2022 and launched a Living-Lab brand that packages social-science services — surveys, focus-groups, participatory workshops — into a single “shop-front” for municipalities and NGOs. Both initiatives are promising, yet the SER provides no performance indicators: the Living-Lab lists pilot collaborations but no income targets, while the DSP reports activities (project cafés, proposal clinics) rather than outcomes (proposal success rates, client conversion rates).

Recommendations:

To broaden and professionalise its transfer portfolio FOA could: (i) adopt a concise knowledge-transfer policy that clarifies when results are released under open licences and when licensing or consultancy fees are appropriate; (ii) set measurable goals for the Living Lab (e.g., double non-archaeological contract turnover to CZK 2 million by 2027) and ask the DSP to publish an annual dashboard tracking client enquiries, bids submitted and deals closed; (iii) pilot small-fee training workshops that bundle faculty expertise in heritage interpretation, academic writing and survey design for regional museums, schools and NGOs, thereby testing modest revenue models that can subsidise further outreach; (iv) offer micro-seed vouchers for departments that have not yet engaged in contract work, on condition they partner with an external client and involve at least one early-career researcher. These low-cost measures would diversify FOA's transfer activities, make their value visible to funders and stakeholders, and ensure that more disciplines—and more staff categories—benefit from applied engagement; and (v) explore the use of newly acquired landscape-archaeology/remote-sensing equipment to enhance the visibility and operational scope of archaeological services offered to municipalities and heritage stakeholders in the region.

POPULARIZATION OF R&D&I

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:

FOA sustains a busy public-engagement calendar that ranges from high-profile media commentary to hands-on citizen-science digs. The SER highlights ten flagship activities: a travelling exhibition and podcast series on “Dark Heritage” that reframed the Roma camp at Lety and the Jáchymov labour mines; a JPICH Community Archaeology project in which villagers excavated their own medieval settlements; regular expert panels on contemporary antisemitism broadcast by ČT and Czech Radio; a monthly “Laboratory” science-explainer slot on Radio Plus run by the biological-anthropology team; a homelessness study that fed into “What Do We See?”, an interactive exhibition for the City of Plzeň; philosophy’s AI-and-society outreach, whose lead scholar is a fixture on Fokus Václava Moravce and Radiožurnál; two public debate series (“Interdisciplinarity”, “Women, Science and Other Dangerous Things”) featuring prominent Czech opinion-shapers; a stream of political-science explainers on ČT 24; an Emil Holub round-table at the National Museum; and an archaeology-led exhibition on the Thirty Years’ War staged jointly with Bavarian partners. All of this sits atop FOA’s routine contributions to Researchers’ Night, ArabFest, the One World film festival and the university’s own Science & Technology Days.

The portfolio shows notable breadth of formats (radio, television, podcasts, exhibitions, citizen-science, policy round-tables) and a healthy spread across several departments, not just archaeology. Activities clearly address regional stakeholders—municipalities, museums, schools—while the “Dark Heritage” and antisemitism programmes reach national and sometimes international audiences.

The SER provides no attendance figures, media-reach analytics or user-feedback data, making it impossible to judge which channels create the greatest impact or to compare year-on-year performance. There is likewise no audience-strategy discussion: the faculty does not distinguish between schoolchildren, policymakers, diaspora communities or the general public, nor does it set objectives (e.g. demographic reach, engagement depth, behavioural change). Digital communication is fragmented across multiple Facebook pages and ad-hoc YouTube uploads; a unified web hub or bilingual portal is still missing. Finally, while the outreach calendar is impressive, there is no budget line or workload model to recognise public-engagement effort in promotion or appraisal, so sustainability may rest on individual enthusiasm rather than institutional commitment.

Recommendations:

To strengthen this area FOA could: (i) embed simple metrics—head-counts, online views, media mentions, participant surveys—into every major event and collate them in an annual engagement report; (ii) articulate a basic audience strategy that defines priority publics (e.g. regional schools, policymakers, marginalised communities) and aligns activities with their needs; (iii) develop a unified bilingual digital platform that aggregates podcasts, videos and virtual exhibitions, improving discoverability and long-term access; and (iv) formalise recognition for public-engagement work—through workload allocations, small dissemination grants or a yearly “FOA Public Voice” prize—to ensure that enthusiasm is matched by institutional support.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

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

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The self-evaluation asserts that “all recommendations from the 2019 panel have been fulfilled,” and genuine progress is undeniable. The Faculty has expanded its on-line showcase of key publications and now provides brief project notes on rescue-archaeology surveys, thus answering the call for greater visibility. A newly created unit for Science & Projects (DSP), the launch of project-café matchmaking events and the introduction of a modest Strategic Fund for conference organizers all respond to the earlier plea for professional grant-capture support and for stronger international networking. The Faculty has also rolled out three English-language doctoral programmes and adopted the University’s Gender Equality Plan—steps that align with the 2019 push for internationalisation and greater diversity.

Nevertheless, most of the earlier panel’s advice has been met only in spirit, not in measurable substance. The publication list, while longer, remains hard to find, non-bilingual and unlinked to citation data; the new archaeology vignettes stop short of offering downloadable reports or infographics. FOA’s engagement with regional stakeholders is still ad-hoc: a Faculty–City–Region Forum convened twice, and the Living Lab ran three workshops for Plzeň City Hall, but there is no systematic outreach to chambers of commerce, tourism boards or corporate actors, and contract income continues to rely on rescue digs for developers. Cross-department collaboration has produced a glossy brochure (2022), yet joint bids remain the exception and the brochure has not been updated or made available for download. Crucially, the Faculty has not tapped the macro-regional International Visegrad Fund or CEEPUS schemes recommended as stepping-stones to larger EU calls, nor has it begun the promised dialogue on spin-off or consultancy models for the humanities. The outreach calendar is impressively full, but without an overarching programme, shared visual identity or audience metrics the effort risks exhaustion rather than strategic impact. Finally—and most tellingly—the 2019 call for a simple progress-monitoring mechanism has not been met: FOA still relies on narrative updates, making it impossible to judge whether any of the new measures are moving the needle on gender balance, grant success, interdisciplinarity or stakeholder reach.

In short, FOA has ticked off the low-hanging fruit but has yet to embed the deeper cultural and structural changes that would turn recommendations into routine practice. The Faculty now needs to consolidate these scattered initiatives into a transparent dashboard, couple it to annual targets and, above all, translate its abundant outreach energy into a coherent engagement strategy that reaches beyond public-sector partners and archaeology’s comfort zone.

Recommendations:

Where more work is needed based on the previous panel comments:

- **Systematic monitoring.** FOA still relies on narrative updates; a simple dashboard tracking grant success, contract income, gender ratios and outreach reach would let management—and external reviewers—see trends at a glance.

- **Balanced stakeholder mix.** Engagement remains strongest with public-sector partners; chambers of commerce, tourism boards and private foundations are only sporadically involved, and contract income is still dominated by rescue archaeology.
- **Macro-regional funding.** The panel's suggestion to use International Visegrad Fund and CEEPUS schemes as stepping-stones to larger EU calls has not yet been acted upon.
- **Spin-off / consultancy framework.** The faculty has not pursued the idea of a lightweight consultancy model that would allow humanities staff to charge for specialised services when appropriate.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	3 - Average
3.3 Research projects	3 - Average
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: The Faculty of Arts at the University of West Bohemia presents itself as an active and socially engaged unit with strong regional roots and growing international ambitions. Its core strengths lie in public engagement, applied research in archaeology and sociology, and a diverse output portfolio that often transcends disciplinary and institutional boundaries. The faculty's outreach activities are rich and varied, and its impact on local policymaking and heritage awareness is tangible. However, the unit's research profile remains uneven. Recognition by the international scholarly community is concentrated in a few disciplines, with limited visibility for other areas. Research funding shows fluctuations, with few large-scale international grants and only scattered signs of cross-department collaboration or strategic alignment. While the faculty has made commendable steps in response to the previous evaluation (launching a science support department, internationalising doctoral programmes, and expanding project visibility) many reforms remain superficial. The absence of robust monitoring tools, performance metrics, and audience strategies limits the evaluators' ability to assess real progress and structural change. Overall, the Faculty displays commendable energy and civic relevance but must now translate this momentum into a more focused and strategic research culture capable of broader academic recognition and sustainable growth.	

Summary recommendations:

- **Naming and Structural Coherence:** Reconsider how the faculty presents itself externally. The English translation Faculty of Arts is misleading at the international level, as no programmes in the fine or performing arts are offered. This naming issue, although historical, may hinder recruitment and visibility. Additionally, clarify the rationale and coherence of internal structures. The current mix of disciplinary departments, project-oriented units, and research centres or “labs” lacks transparency, and risks giving the impression of fragmentation or opportunistic leadership claims.
- **Doctoral Programme Streamlining:** Address the inefficiencies of offering some PhD programmes in parallel Czech and English-language versions. While inclusivity is important, this practice significantly increases faculty workload. The panel strongly supports the Dean’s stated intention to move selected programmes to English-only delivery and encourages the faculty to set a clear transition timeline.
- **Strategic Focus:** Identify and support 2–3 flagship research themes that align with regional or societal priorities and have the potential for international visibility. Concentrate resources around these clusters through internal funding, reduced teaching loads, and dedicated grant support.
- **Monitoring and Planning:** Implement simple tracking systems for project proposals, public engagement reach, and impact case studies. These should inform decision-making and provide the basis for periodic evaluation and strategic adjustments.
- **Interdisciplinarity and Collaboration:** Incentivise cross-department and cross-faculty projects, particularly those that involve underrepresented disciplines and external stakeholders. Use internal seed funds or microgrants tied to joint outputs and engagement with broader publics.
- **Research Visibility and Mobility:** Strengthen outbound visibility through support for keynote lectures, international conference attendance, and staff mobility. While recent steps, such as internal funding lines and the Science & Projects Department, are welcome, they must be embedded in a broader academic culture that actively encourages and rewards international ambition. The faculty should foster this culture by “normalising” applications to MSCA, ERC, and other competitive schemes through mentoring programmes, mock evaluations, and open discussions of past applications. Financial incentives alone are not enough: internal expectations, leadership messaging, and peer-to-peer encouragement must also shift to make international grant-seeking a shared faculty priority.
- **Knowledge Transfer and Communication:** Clarify FOA’s approach to knowledge valorisation by articulating a policy on open access vs. commercial services. Develop a unified digital platform for showcasing outputs and engaging varied audiences and pilot modest fee-based services (e.g., training, heritage interpretation) to diversify funding sources.

MODULE 3:
FACULTY OF ECONOMICS (FEC)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Economics

FORD: 5 - Social sciences

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:

In its strategic documents, FEC builds upon the long-term stability of its internal environment. It has a clearly defined direction for the development of its activities, and it primarily operates in the areas of Economics and Business (50 200) and Social and Economic Geography (50 700). This established interdisciplinarity is necessary and allows the Faculty to address a broader portfolio of research topics. Academic staff is stable, and its professional level has increased during the period under review. Study programmes cover all three levels of education. FEC's mission is formulated in a transparent manner. It defines the Faculty as a strong educational and research organization that contributes to interdisciplinarity at the University of West Bohemia. In addition to its regional scope, its economic and social development activities are focused on the Czech Republic and the European Union. It actively seeks to establish partnerships with organizations from the university environment in the Czech Republic and abroad and with external business entities, allowing it to apply its know-how. The Faculty's medium-term vision, which is specific for the period under review, stems from its formulated mission. The main feature of the vision is to strengthen the element of internationalisation both in research and instruction. Emphasis is placed on the Faculty's strong regional position, as it aims to establish partnerships with organisations in the public administration and business sector. At the same time, FEC also intends to spread its positive image among the general public. Presented long-term goals are balanced and support the direction outlined in the mission and vision. Fulfilling them will provide FEC with a solid basis for stability, development and the sustainability of its activities.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:¹ During the period under review, FEC reports significant results that have been acknowledged by the research community and supersede past achievements. Highly-valued publications in internationally respected journals given in the table have generally had an

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

international impact, but outputs that have garnered acknowledgment in the Czech Republic are equally valuable. In terms of research outputs, FEC consistently ranks among above-average institutions of a similar focus in the Czech Republic. Indeed, it is comparable to the most prestigious academic institutions in Central Europe. The examples presented are of a high quality, and the self-assessment confirms this. Despite the restrictions caused by the lockdown during the evaluation period, FEC still carried out significant activity in the area of invited lectures. During the period under review, 21 invited lectures were given by FEC academic staff members abroad and 18 invited lectures were presented by foreign experts at FEC. FEC's academic staff actively operates in prestigious scientific societies, where they also hold top positions. The contract authorities listed here are mostly grant agencies in the Czech Republic and Slovakia. The fields of activity are focused on the areas that FEC develops and excels and widely recognised by the international academic community.

Recommendations:

FEC should publicize its significant achievements more intensively and use them to promote networking and attract valuable research projects at home and abroad.

RESEARCH PROJECTS

3.3 Research projects

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

FEC listed 10 projects for the period under review, one of which was focused on basic research, eight of which were applied research projects, and two of which were contract research projects. All of these projects fall under the areas of Economics and Business (50 200) and Social and Economic Geography (50 700). The basic research project was implemented in collaboration with a foreign partner (Joint Research Centre in Seville – Spain). Applied projects had domestic contractual partners, mostly from the university environment and the area of state administration and municipalities. These projects have an interdisciplinary overlap. Research projects demonstrably have application potential, a fact which is documented in the self-evaluation report. Consistency with mission and vision is evident. Academic staff members are making a sustained effort to attract new projects with respect to their individual capacities. In their content, research projects confirm the Faculty's regional dominance; however, there are also significant projects that surpass the framework of the region. Three of these projects have a strong positive ecological and environmental aspect.

Recommendations:

For the future, it is necessary to strengthen internationalisation and acquire internationally valuable research projects in which experience from researched topics would be applied.

3.4 Research results with existing or prospective impact on society

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The possibilities of implementing the outputs of research projects in practice have already been described in detail in Section 3.3. This section mainly specifies the form of the outputs and their social impact. Certified methodologies offer the possibility of broad applications for those dealing with similar problems. As these certified methodologies have been developed in a targeted manner and already have practical use cases, it is highly probable that they will be sustainable and further disseminated due to their topicality and ecological / environmental dimension. In terms of contract research, which functions on a contractual basis, social impact is measured by the research reports that are completed according to the requests of the contracting authority. One of these research reports was produced in cooperation with the Faculty of Mechanical Engineering and is an example of possible inter-faculty cooperation within the University of West Bohemia. Other applied outputs mentioned include specialised maps, which in a specific software package will also allow for wider dissemination among other potential users and increase the sustainability of the research output. These outputs fulfil FEC's capacities in the given period. The gender dimension is considered in terms of the focus of presented projects.

Recommendations:

Using the example above, a recommendation could be made to expand inter-faculty collaboration on projects with an impact on society, making it possible to expand the portfolio of projects to include new segments of contracting authorities.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

In its self-evaluation report, FEC lists typical users of research outputs from the non-academic environment. These users include the state administration and municipal governments of the Czech Republic; agencies and organisations focused on tourism development; and non-profit organisations and business entities in the small and medium-sized enterprise segment. Typical users and examples of the transfer of results are listed and documented. Due to the structure of users, it is unrealistic to expect a significant commercial effect from these activities, and no such effect was evidently anticipated. Consistency with FEC's focus, mission and vision is evident, and these activities fulfilled

more of a social role than a commercial one during the period under review. From 2019 to 2023, FEC produced two active and sustainable start-ups that have commercial applicability. These start-ups were created as student initiatives and are the result of systematic activities of the Center for Entrepreneurship and Sustainability. A significant source of non-public revenues during the period under evaluation is a long-term donation from the InterCora Stiftung foundation, which focuses on supporting learning and research. This source also promotes inter-faculty collaboration.

Recommendations:

The self-evaluation text mentions the Center for Entrepreneurship and Sustainability at FEC. This platform can be used to attract new users of results and commercialise the R&D&I transfer of results.

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:

FEC has shown very intensive activity in the field of R&D&I popularization and communication with the public. Popularisation activities are in line with FEC's professional focus and have been widespread. Reported activities are targeted at the younger generation and aimed at stimulating their interest in studying economic disciplines. The second target group is the public; in this context, FEC presents its know-how and, in addition to spreading its positive reputation, also popularises the field of economic science and diminishes misinformation in this field of scope with the use of expert statements. Regular appearances in the mass media, which strengthen the professional image of the Faculty in the eyes of the public, are of great value. Ecological and environmental dimensions are not neglected in events organised by the Faculty, and the dimension of social responsibility is not forgotten in terms of economic aspects. Popularization activities were prepared and carried out continuously during the period under review. All available media including modern tools of communication are used for the purpose of R&D&I popularization. It is remarkable how impactful both domestically and internationally the R&D&I and communication with the public.

Recommendations:

There are no serious recommendations for this topic. FEC is encouraged to continue on in this trend.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

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

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

During the period under review, FEC was intensively involved in implementing the recommendations for improvement from the previous Evaluation Panel's Report. Significant improvement has been observed in 3 out of 4 items recommended for improvement. While evaluating this section, it is important to keep in mind that for a significant part of the evaluation period, restrictions due to the Covid pandemic did not allow for activities related to mobility and the active establishment of partner ties. Despite these constraints, FEC achieved significant results, and the proposed measures were largely implemented. The intensified internationalisation of research issues is evident from the presented examples, in which high-quality outputs were published in addition to acquired research projects. The medialization of outputs and achievements was discussed in detail in the previous Section 3.6. The number of contract research projects is sufficient in regard to the barriers of the period under evaluation. The volume of contract research that was carried out is average. It is necessary to continue on in these efforts and to take advantage of the opportunities offered by the multidisciplinary nature of the University of West Bohemia. During the period under review, FEC successfully sought to establish partnerships which would lead to an increase in the quality of research activities. It has shown significant achievements in this respect, which have led it to the acquisition of a prestigious international research project in which FEC is a member of project consortium. FEC has become a permanent partner on international research teams, which marks a significant shift towards increasing the quality of the faculty's creative results. The faculty capitalised on the potential offered by the opportunities for improvement in the past period. Indeed, it is commendable how efficiently the department has implemented the past recommendations. They have extended and expanded the previous recommendation and hopefully the y shall continue the same path.

Recommendations:

It is important for FEC to successfully complete the research activities that it began at the end of the period under review. Furthermore, it must also build on these achievements and capitalise on acquired partnerships for new prestigious international projects and publications. It should then incorporate elements of internationalisation into learning programmes and work in general to increase its impact in international space. Potential for improvement can be noted especially in the area of commercialising contract research and utilising the possibilities of the Centre for Entrepreneurship and Sustainability.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	5 - Outstanding
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: FEC has long been a stable part of the University of West Bohemia. It systematically develops its study programmes, works on improving the quality of research outputs and acquiring acknowledged national and international projects. Its activities are focused on the areas of Economics and Business (50 200) and Social and Economic Geography (50 700). It can exploit its potential as a strong regional institution in the region bordering Germany. In addition, it is intensively developing opportunities to internationalise its activities in a broader context. Its staff is respected both by the national and international community, and its academic staff members are able to present themselves with a number of excellent outputs that increase the impact of FEC in international space. FEC is working systematically to increase the scientific expertise of its staff members. Interest in study from potential applicants is slightly increasing. Research projects have a targeted application framework and are in line with the Faculty's mission, vision and strategic goals. FEC's promotion in the media is significant, as it is using all available communication tools and reaching out to all age focus groups. In terms of the transfer of results into practice, a prevailing focus is placed on state administration and municipal governments, agencies and organisations focused on tourism development, non-profit organisations, and business entities in the small and medium-sized enterprise segment. These institutions do not offer the space to more clearly commercialise research outputs, and there is room here for seeking out new opportunities. Research results provide a high impact on society. The average rating of 4.3 allows the unit to be classified as B with regard to the fact that FEC has shown significant improvement in the activities under review and has fulfilled the vast majority of recommendations for improvement in comparison with the previous evaluation.	
Summary recommendations: Based on this completed evaluation, a recommendation can be made to continue the established trend of internationalising research activities and establishing significant foreign partnerships that lead to strengthening FEC's international impact. The Faculty should also offer its know-how for cooperation with other units of the University of West Bohemia. At the same time, it would be suitable to publicise achievements and high-quality outputs of research work more frequently and also towards the Faculty's business partners. Significant space for improvement can be found in	

seeking out and utilising the potential to increase the effectiveness of the transfer of results into practice.

FEC has long-term stable management that systematically develops core study programs. Their scientific activities are also closely linked to the programs that form the core of their existence and on which they base their strategy. The presented strategy appeared well thought out and realistic.

It was clear from the interviews that both the management and the researchers and students interviewed form a compact team, and that the faculty staff and students are well informed about the faculty's strategy and accept it.

The positive development and improvement of FEC were mainly achieved through the internal efforts of the faculty staff. In interviews with UWB management, it did not appear that FEC has significant interdisciplinary cooperation with other faculties within UWB. This may limit it both in terms of growth in contract research and in the transfer of knowledge into practice. The economic benefits of applied research may be overlooked at UWB.

Overall, FEC has good potential for development and growth. It should be emphasized that it is systematically preparing for a generational change in key positions of associate professors and professors and creating space for young staff to apply their skills.

MODULE 3:
FACULTY OF EDUCATION (FOE)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Education

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

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

Commentary:

The FOE is a large faculty supporting 2,400 students and is notable for a diversity of departments and programmes. Collectively the activities are classified as occurring in three core areas, education, creative activity and social action. The mission is to provide future teachers with high quality education and to conduct research in pedagogy and field methodology. The scope of these activities is predominantly local or national, with international activity described as limited to the European Union. The FOE vision is to be the leading institution in its field within the West Bohemia region. There is a commitment to develop international research and expand the current programme portfolio. Current areas of research focus are identified as field professional research (palaeontology), education, pedagogical-psychological research, and technological advances.

The staff profile identifies 168 full time equivalent staff in 2023, reduced from 174 in 2019. The number of Professors and Assistant Professors has declined over the years, with the number of Associate Professors rising. While women comprised over half of the FTE staff in 2023 (55%), they are under-represented in the academic positions of Professor (20%) and Associate Professor (36%) and marginally over-represented within the Assistant Professor category (57%). The age profile in 2023 indicates an over-representation of Professors in the over 70 age year range, with five of the nine Professors being classified in this age range. There are just two female Professors, both over 70 years.

To encourage staff opportunities for promotion, an examination of the pipeline from Assistant to Professor would be insightful, providing details on the routes by gender and by location, that is, whether applicants are largely internal to UWB or external. The lack of accreditation for habilitation to support promotion to Associate Professor is a barrier for staff progression and motivation. **The university should support the Faculty progress towards accreditation and consider the opportunities afforded by more formal university-level award-bearing evaluations such as Athena Swan.**

Student numbers are significant, reaching over 3,000 for the first time in 2023. The Faculty is to be commended in attracting a growing number of applicants which reflects the confidence applicants have in the quality of education provided. Undergraduate numbers are growing but show a reduction in women from 76% in 2019 to 65% in 2023. At Masters level and at Lifelong Learning courses, women are highly over-represented in 2023. Discussion during the site visit revealed that these Lifelong Learning courses attract graduates who complete continual professional development and consequently provide an important link between the faculty and their graduates

and an important income stream. The number of doctoral students has declined markedly from 41 in 2019 to just 15 in 2023. **The Faculty is encouraged to develop continual professional development** not only for income, but importantly to raise the Faculty visibility as a thriving hub for ongoing professional activity. **The faculty is also encouraged to grow the number of doctoral students.** These links are important to create and maintain engagement with teaching staff and schools which may provide opportunities for research and outreach activity.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

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

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

The FOE describes its research contribution in two distinct but related categories, disciplinary-related research and pedagogical-psychological or didactic related research. The division reflects the heterogenous nature of the many disciplines that comprise the FOE. The list of eight Faculty R&D&I awards is impressive including one Honorary Doctorate. All awards are currently awarded at national level. Efforts should be made to support Faculty members to avail of opportunities for international recognition, in particular membership of prestigious international associations within their discipline.

The list of ten editorial board memberships reflects a wide range of disciplines including environmental sciences, language, sports and public health. The selected journals are international in readership. The impact factor of these journals, as a measure of impact, is generally low. The list would be enhanced by the **inclusion of more high-ranking journals and those that are specific in topic to pedagogy.**

The focus on educational issues is more evident in the listings of invited lectures, both by host staff abroad and by visiting staff. Host staff visited a wide scope of countries including other European countries, Brazil and the USA. Three examples of invited lectures by Faculty members comprise invitations to speak at conferences. It would be important to **promote opportunities for staff to deliver keynote addresses at prestigious conferences** as these are a very visible recognition of expertise within a discipline. The previous evaluation recommendation to **encourage Faculty members join relevant international associations** may also be helpful in creating such visibility. The list of visiting scholars hosted at FOE is impressive including academics primarily from Europe and the US. The topics of these invited lectures is particularly more educational focused than the previous listing of UWB staff delivering lectures elsewhere.

Three Faculty members are identified as having conducted evaluations of grant funding calls. There is a significant opportunity here for more **staff to nominate themselves as evaluators.** Faculty staff should be encouraged to apply as evaluators to large funding bodies. COST, the European Cooperation in Science and Technology, has an open call for grant evaluators. Similarly, Faculty members may apply to register as an Expert for EU Research calls, such as HORIZON. The opportunity to evaluate a large-scale grant application provides unrivalled exposure to how such applications are structured, how partnerships are created and how funding is allocated. With such

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

exposure, Faculty members are in a strong position to either consider leading on a large grant application or joining as co-applicant.

The overall achievements of FOE in research recognition are commendable in terms of awards, editorial board contribution and invited talks. Unlike other disciplines which may attract external funding, for example from industry, faculty members in the educational discipline have fewer opportunities for recognition and reciprocal visits to other higher education institutions. In light of these limitations, the FOE **performance in recognition by peers is rated Very Good** reflecting nationally competitive but not outstanding results in international comparison.

Recommendations:

Faculty members have been successful in securing national recognition of their work. The FOE should support staff towards international recognition. A starting point is for the university to provide **funding for staff to join international professional associations** within their field where opportunities arise for fellowships and other awards in recognition of research excellence.

As members of international associations, staff are also more likely to be invited to **deliver keynote addresses** which are a mark of leadership in academia.

Faculty should approach **journals of high international standing**, as evidenced by impact factor, for publication and for editorial opportunities. **Journals in pedagogy** should be prioritised.

Finally, Faculty members are strongly encouraged to apply for **evaluator roles** of large international grant funding initiatives.

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]:

3 - Average

Qualitative assessment:

Four projects were presented under the category ‘supported by public funds in the role of beneficiary’ which was understood to indicate that the project was led by a faculty member acting as Principal Investigator (PI). Disability is strongly represented among these projects which is commendable as **inclusion is a growing area of research in educational academia**. Equally the projects on **regional history** and **tool development to identify at-risk pupils** are important contributions in the field. **All four examples are funded at national level**. The total in funding for these four projects was 587,000. It’s unclear if this funding was entirely awarded to the PI or if other co-applicants were involved and received funding. Where funding is cited, budgets range from 134,000 euro to 183,000 euro across typically two to three years.

Six projects were presented ‘in the role of another participant’ which was understood to indicate the Faculty member was a co-applicant on a proposal led by a Principal Investigator external to UWB. Funding was identified for four of the projects and ranged 39,000 to 173,000 euro over typically two to three years which is a typical budget for the discipline. **One project is identified as being funded internationally**, by the European Union. All projects have a strong educational focus, a number

developing digital tools to support learning. Co-applicant opportunities are more plentiful than projects led directly by Faculty members and consequently **more international collaboration would be expected for these projects**.

Two projects were identified as contract research, both with strong educational application. It's unclear if these projects were competitively awarded. Collectively, the funding was modest at 14,000 euro however this funding must be balanced against the quantum of work required by the respectively Faculty members and therefore may represented good investment.

Overall, the **rating for this section is average, notably given the lack of international collaborations**. It is important to note that international collaborations were a feature of the previous evaluation in 2020 which reveals that such collaborations are possible if appropriately supported. The projects as presented are generally deemed to be of average quality and to a limited extent competitive at national or regional level.

Recommendations:

Faculty members are encouraged to apply for **international funding**.

The **Centre for Pedagogical Research** should prioritise opportunities for international grant capture.

Sufficient resources are needed at university level to achieve this goal. Faculty Members will require **dedicated time and support** in identifying suitable grants, identifying partners, developing their research proposal, developing an appropriate budget.

Similarly, **post award support** is required in areas such as reporting and budgeting.

European regional funding opportunities such as INTERREG or networking funds such as COST may be ideal starter opportunities for staff seeking international experiences.

The topic of **artificial intelligence** in education should be considered as a likely area for research collaboration.

The topic of supporting the **psychological needs of students**, as discussed on the site visit in the context of new teaching offerings, should also be considered as a likely area for research collaboration.

3.4 Research results with existing or prospective impact on society

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The commentary provided on the societal impact of research results includes a rich and diverse description of projects which have direct impact on educational methods. These outputs are wide-ranging including **art exhibitions** of work created by students with intellectual disabilities, **screening tools** for at-risk children, and a variety of **e-learning tools**, notably videos showcasing the **history of Pilsen**. Collectively these examples illustrate the **tremendous creativity** of Faculty members in

contributing to its core objective to develop and test new educational methods and tools which are then evaluated in practice.

The commentary reveals that **a number of research activities address issues of equality**, for example supporting at risk students, including students with different levels of intellectual disability and conducting research that permits comparative analysis of male and female students. Similarly, **projects are cited that contribute to sustainability**, notably the promotion of e-learning and use of virtual reality which reduces environmental damage associated with commuting.

This section is **rated Very Good on the basis that the impact is deemed nationally competitive but not outstanding in terms of international comparison.**

Recommendations:

There is the possibility to **collect strong metrics to substantiate the impact** of these projects. How many downloads, for example, have been made of the screening software? How many citations have been made of academic papers emanating from these projects? How many children have watched the animated history videos?

These metrics should be relatively easy to gather and would be extremely valuable in **demonstrating impact on future grant applications.**

The overview of research results presented at the end of this section comprises software, research reports and audiovisual creations which are admirable. It's unclear, however, if the findings from these research projects were also **disseminated via peer-reviewed academic journals**. If not, this is an avenue for development to identify the faculty as an active research player in these fields.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

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

Rating [1–5]:

3 - Average

Qualitative assessment:

This section contains data on the university's system for transferring results into practice but contains no data for the FOE. The lack of data is explained on the basis that transfers into commercial opportunities such as licences, spin offs, donations is not typical of this discipline. This section has been **rated as average on the basis that transfers of this nature would be very atypical** within the discipline globally.

Recommendations:

Should the university wish to move towards donations as a source of funding then a well-resourced **philanthropic department** is needed to liaise with potential donors. The FOE may be an attractive option for philanthropic donation, but this should be developed at university not Faculty level. If such a philanthropic department exists at UWB, preliminary discussions may be helpful with the Deans of FOE as to how the department can support FOE in receiving donations.

POPULARIZATION OF VAVAI

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

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The FOE is to be commended on their activities in popularisation of R&D&I. **Annually, over 150 outreach activities are completed which is highly impressive.** These outputs go beyond traditional reporting to the creation of software and audiovisual output. The faculty has demonstrated considerable effort in bringing its activity to the community through initiatives such as the Days of Science and Technology and the Children's University. While these may be university led with FOE involvement, this is appropriate to attract a wide audience with a range of university staff in attendance. At Faculty level there is considerable activity including Science Cafes, Specialised Olympic Camps, Exhibitions, Workshops and Author Readings. **These activities take significant staff time** and consequently it may be difficult to source staff volunteers. **Participation at these events should be transparent, equitable and incentivised.**

This section is **rated as very good on the basis that the popularisation of R&D&I is deemed internationally competitive** with strong potential for the reputation of not only the faculty, but moreover of the university.

Recommendations:

These activities require significant staff input. To promote transparency, **volunteers should be either co-opted on a rota basis** or, if certain staff must be present at several such events, their participation must be incentivised in terms of workload reduction elsewhere.

The university should acknowledge the reputational benefit accruing from these activities by developing a system to **recognise and incentivise participation** (e.g., personal awards, time/monitory award etc.)

An **evaluation system** is required at university level to capture the impact of outreach activities and guide the development of future events.

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:

This **section was rather short** and **could have contained more specific detail** on how recommendations from the previous evaluation were addressed.

While the commentary states that the focus was to obtain external grants leading to publications, the **external grants are largely at national level** and data is not provided on the quantum of publications.

The new incentivised system of **evaluation of creative activities needed more detail**.

The introduction of the **newsletter and growth in mentoring is to be commended**.

The **newly established Centre for Education Research is highly relevant** and was discussed during the site visit; the Centre provides a key opportunity for the development of the Faculty.

The listing of websites detailing various projects is helpful to see the scope and volume of research outputs.

This **section was rated Very Good** as many of the previous recommendations have been enacted.

Recommendations:

The recommendation for greater international collaboration was met in part; the recommendations proposed above aim to **encourage the wider university to provide the scaffolding required by Faculty** to give resources, including dedicated time, that will motivate staff to seek international collaborations.

The **Centre for Education Research** requires strong leadership to realise its potential as a key unifying hub for the Faculty that encourages and motivates staff and students.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	3 - Average
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	3 - Average
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: Introductory information: The FOE comprises a heterogeneous and vibrant community of academics. The scope of their work seems largely national reflecting commentary that their vision is to be the leading institution in its field within the West Bohemia region. The FOE will need support to realise their commitment to develop international research and expand the current programme portfolio. The pipeline to promotion reflects a potential bottle neck by both age and gender which may be a disincentive in attracting and maintaining staff. Opportunities to examine staff trends	

include Athena Swan, an award-bearing initiative that reflects university efforts in supporting staff promotion within the context of equality, diversity and inclusion. The university will need to support the Faculty in offering habilitation opportunities to staff. Student trends also reveal an uneven pattern with some courses being highly gendered. The number of doctoral students had declined. These patterns should be examined with a view to supporting a broader range of students.

Recognition by the research community: Recognition was assessed across two main pillars of activity, disciplinary-related research and pedagogical-psychological or didactic related research. Staff achievements in this area are visible, notably with one Honorary Doctorate, however this recognition is limited to national level. There are missed opportunities to embrace greater international recognition.

Research projects: The Faculty presented an array of research activity, either as Principal Investigator or co-applicant, and also some contracted research. There is a decline in international research activity since the previous evaluation in 2020. This is an underdeveloped area that requires attention and appropriate supports to facilitate Faculty members compete and acquire funding from international sources.

Research impact on society: FOE highlighted a wide range of projects that have direct impact on educational methods. The projects are innovative, creative and illustrate Faculty members' commitment to attend to its core objective to develop and test new educational methods.

Transfer of results into practice: No data is presented in this section which may be deemed typical of the discipline. There may be opportunities for philanthropic donations should the university wish to commit to this type of funding model.

Popularisation of R&D&I: The Faculty is to be commended for their activities in communicating with the public. FOE supports university-level community engagement as well as numerous faculty level initiatives to open their discipline and the campus to the wider community. It is acknowledged that this level of engagement is time consuming and typically reliant on volunteers.

Implementation of recommendations from previous evaluation: This section was underdeveloped and required more data to substantiate some claims and greater detail on new initiatives and centres. In general, and following the site visit, the Faculty's progress on previous recommendations was clearer and demonstrated a commitment by the Dean and senior management to the ongoing development of the Faculty.

Summary recommendations:

The university should support FOE to review the promotions pipeline and consider formal systems such as Athena Swan as an appropriate evaluation framework.

FOE require the support of the university to progress habilitation for staff members seeking promotion to Associate Professor.

FOE is encouraged to develop the existing Lifelong learning opportunities to support alumni and develop an income stream.

The declining number of doctoral students needs attention.

Faculty should approach journals of high international standing, as evidenced by impact factor, seeking publishing and editorial opportunities. Journals in pedagogy should be prioritised.

Support staff need incentives and encouragement to join international associations within their field where opportunities arise for fellowships, delivery of keynotes and other awards in recognition of research excellence.

Faculty members are strongly encouraged to apply for evaluator roles of large international grant funding initiatives.

Faculty members require support to apply for international funding. This support should include dedicated time and administrative support in identifying suitable grants, identifying partners, developing their research proposal, developing an appropriate budget.

The Centre for Pedagogical/Education Research should prioritise opportunities for grant capture.

Post award support is required in areas such as reporting and budgeting.

European regional funding opportunities such as INTERREG or networking funds such as COST may be ideal starter opportunities for staff seeking international experiences.

Research opportunities in AI and psychological support should be prioritised as growing areas of research activity.

FOE need to collect metrics to substantiate the impact of their projects – including citations, downloads, teaching workshops etc. These data should be relatively easy to gather and would be extremely valuable in demonstrating impact on future grant applications.

Staff should be supported to disseminate research findings in peer review journals of high standing.

The university should consider a move towards donations as a source of funding, and if appropriate a well-resourced philanthropic department is needed to liaise with potential donors.

Volunteers should be either co-opted on a rota basis or, if certain staff must be present at a number of such events, their participation must be incentivised in terms of workload reduction elsewhere and other incentives such as personal awards.

The university should capture data to capture the impact of outreach activity.

The Centre for Pedagogy/Education Research requires strong leadership to realise its potential as a key unifying hub for the Faculty that encourages and motivates staff and students.

MODULE 3:
FACULTY OF ELECTRICAL ENGINEERING (FEE)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Electrical Engineering

FORD: 2 - Engineering and technology

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:

Mission and Vision

The mission clearly emphasizes individualized education, applied research, and strong academia-industry collaboration. Strategic alignment with major European priorities (e.g., European Green Deal, Chips Act, AI Act) enhances relevance and funding potential. Commitment to sustainability and societal resilience gives the faculty a forward-looking and responsible image.

Areas for Improvement: Consider articulating measurable goals or benchmarks for evaluating success in mission delivery (e.g., targeted graduate employment metrics, innovation outputs).

Organizational Structure

Strengths: A five-department model plus one research center (RICE) allows for specialization.

Dedicated R&D&I governance structures (Scientific Board, R&D&I Committee, and Office for Science and Quality) indicate a mature system of internal control and strategic oversight.

Areas for Improvement: It would be helpful to include a diagram or matrix linking departments to study programs and research focus areas to show synergies or gaps.

Size and Staffing

Strengths: A workforce of over 200 FTEs with increasing representation of younger professors and associate professors suggests a healthy academic pipeline. The FEE's relatively stable age structure indicates positive institutional dynamics. HR Excellence in Research Award and related career development procedures show a strong institutional framework for academic growth.

Areas for Improvement: The gender imbalance (20% women staff) requests a strategic plan with targeted interventions (e.g., scholarships, mentorship, inclusive marketing of STEM), but considering a low percentage 5% female students, the imbalance is explainable.

R&D&I Capacities

Strengths: Strong applied research orientation with a clear pipeline from basic research to commercialization and certification. Major research revenues (EUR 46.9 million from 2019–2023) show excellent performance and project management capability. High R&D&I funding share (85%) and researcher time allocation (75%) underscore the faculty's research-driven character.

Areas for Improvement:

Further elaboration on how open science principles are implemented (e.g., data repositories, FAIR compliance) would be beneficial.

The FEE at UWB demonstrates a strong, strategically aligned institution with a clear mission, robust research infrastructure, and significant societal impact through its applied research and educational output. However, addressing gender disparities, enhancing internationalization, and quantifying impact would elevate its standing and credibility even further.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:¹

The Faculty of Electrical Engineering (FEE) demonstrates strong and multifaceted recognition within the national and international research community in the areas of electrical engineering, materials engineering, and information technology. The evidence provided in indicator 3.2 and its annexes supports a high level of engagement, leadership, and impact across academia, industry, and professional networks.

1. Historical Reputation and Strategic Position. FEE's over 70-year legacy and its position as one of the founding faculties of the university establish a foundational level of academic respect and influence. Its designation in 2024 as a key R&D&I centre within the Czech Republic's National Semiconductor Strategy demonstrates recognition at the national policy level.

2. Research and Industrial Collaboration. FEE has built a broad cooperative network (150 industrial partners), coordinating major strategic consortium projects (e.g., CAMAT, CIDAM, CANUT) involving over 40 partners.

3. International Contributions and Partnerships. Contributions to world-renowned research infrastructures like CERN and ITER/DEMO reflect FEE's technological innovation and trusted expertise.

4. Recognition through Awards (Table 3.2.1). Numerous prestigious awards—including the Creative Heroes Award, Becquerel Prize, and Josef Hlávka Prize—demonstrate individual and collective excellence in both scientific achievement and societal impact. Recognition through innovation awards such as the Golden AMPÉR Award underscores FEE's applied research capabilities and its contribution to tech transfer and commercialization.

5. Scientific Visibility: FEE researchers have delivered keynote and invited lectures at top international events (e.g., IEEE PEMC, E-Textiles Conference), affirming their thought leadership in the field. Hosting of prominent experts from IEEE distinguished lecturer program further integrates FEE into global research dialogues. Organization of major international conferences such as IEEE PEMC, ESCO, CDEE, and APPEL shows a sustained commitment to community-building and scientific exchange—even amid pandemic-related challenges.

6. Editorial and Peer Review Activity (Table 3.2.2). Involvement in editorial boards and peer review, including recognition like the IEEE "Star Reviewer" award, illustrates active scholarly service.

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

FEE's institutional policy (Directive No. 5D/2024) to support such activity indicates a systemic approach to encouraging academic leadership, though current levels are acknowledged as an area for further development.

7. Professional Society Engagement

Faculty members hold influential roles in IEEE, the leading global professional body for electrical engineering (e.g., chair of IEEE Czechoslovakia Section and IEEE Senior Member).

Recommendations:

While the Faculty of Electrical Engineering (FEE) already demonstrates significant engagement and recognition in the R&D&I community, the following strategic recommendations aim to amplify its visibility, deepen influence, and ensure sustained international leadership based on the analysis of Indicator 3.2 and annexed tables (3.2.1–3.2.5):

1. Regularly nominate FEE researchers for international research and innovation prizes (IEEE Fellow recognition, IEEE Senior member, Technical Field Awards, ERC Advanced Grants).
2. Strengthen Editorial and Peer Review Representation. Focus on IEEE Transactions and Magazines
3. Expand International Partnerships and Joint Initiatives: Launch joint PhD programs or dual-degree research tracks with leading global universities. Pursue membership in international consortia (e.g., Horizon Europe Clusters, EERA, or IEEE technical committees) that amplify global engagement and project visibility.
4. Increase Leadership in International Conference Circuits. Proactively nominate FEE academics to serve on scientific committees or as general chairs of flagship IEEE or international conferences. Bid to host major international conferences.
5. Establish an "Industry Innovation Advisory Board" including representatives from major industrial partners to co-define research directions and showcase FEE's impact.
6. Systematically Develop Next-Generation Research Leaders. Promote short-term mobility and visiting fellowships to prestigious research institutions for early-career staff.

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:

Based on the provided data, a qualitative assessment of the most important research projects at the Faculty of Electrical Engineering (FEE) reveals a diverse and strategically aligned portfolio of R&D&I activities with high application potential, interdisciplinary depth, and strong industry and academic collaboration. Below is a structured evaluation in line with the criteria provided:

1. **Results Achieved and Application Potential.** Several projects have led to patents, commercial products, spin-offs, or international deployments, demonstrating strong technological maturity and impact.
2. **Proportionality to R&D&I Capacity.** With 95 public-funded projects and 261 contract research activities, FEE exhibits a high volume of externally engaged R&D, especially impressive considering the scale of the unit.
3. **Degree of Interdisciplinarity.** Interdisciplinarity is a clear hallmark across the portfolio. This interdisciplinary nature reinforces FEE's capacity to respond to complex, real-world problems.
4. **Collaboration within the Higher Education Institution (HEI).** Collaboration is evident at multiple level where projects connect more universities, including CTU, with structured long-term partnerships. FEE contributes to university-wide initiatives in nuclear (CANUT) and energy systems (NCE). CERN-related activities foster internal synergy across instrumentation, signal processing, and quantum research groups. Student involvement (e.g., in valve design and testing for rocket propulsion) promotes internal education-research integration. This reflects strong intra-HEI engagement and a healthy research ecosystem that integrates students, faculty, and administrative infrastructure.
5. **Consistency with Mission and Vision.** The projects align exceptionally well. Several patents, commercial products, and industrial implementations showcase technology leadership. Collaboration with global firms and international consortia confirms global integration. Application areas—energy, transportation, health, aerospace—underscore the social and economic relevance of the work. The training of students and emergence of spin-offs reflect strong alignment with FEE's academic and innovation-driven ethos.

The most important research projects at FEE are strategically selected to address high-impact areas, well-executed, resulting in tangible outcomes such as patents, spin-offs, or commercial licenses, disproportionately productive indicating strong research management, interdisciplinary and collaborative, engaging internal and external stakeholders, and aligned with the faculty's mission of applied, innovative, and socially impactful research.

Recommendations:

To enhance the performance, impact, and alignment of research projects with the unit's mission and R&D&I strategy:

1. **Strengthen Strategic Focus and Thematic Coherence.** Develop a more unified strategic roadmap that identifies core long-term thematic priorities and technology areas where FEE can excel globally.
2. **Increase Application Potential through Early Commercialization Pathways and support** (patent strategy development, licensing services, and start-up incubation).
3. **Enhance Proportionality of Project Ambition to R&D&I Capacities.** Implement internal evaluation mechanisms that assess project scale, complexity, and staffing needs to ensure alignment with available resources and avoid overstretching.
4. **Strengthen Interdisciplinary Research and Internal Collaboration.** Promote internal cross-departmental research clusters and interdisciplinary seed funding schemes to integrate expertise across FEE and the broader HEI.
5. **Build on Contract Research as a Strategic Pillar.** Transform contract research from a reactive service model to a proactive strategic pillar by developing long-term industrial partnerships with shared R&D agendas.

6. Support Global and European Collaboration for Greater Visibility. Pursue greater involvement in Horizon Europe and other international R&D programs through targeted proposal development teams and partnerships.

3.4 Research results with existing or prospective impact on society

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The results presented in Table 3.4.1 demonstrate a commendable alignment with the unit's mission to contribute to power engineering, advanced materials, applied physics, and emerging technologies. The outcomes are also proportionate to FEE's research capacities and infrastructure, illustrating high application potential across industrial, environmental, scientific, and societal domains.

Alignment with R&D&I Capacity and Mission Fulfilment. Industry-relevant technologies (e.g., Earth fault compensation transformer, modified distribution transformer, compact drive unit, electromagnetic valve), High-end material research and processing (e.g., AlN substrates, thick film copper metallization), Interdisciplinary advancements (e.g., organic polymer-electrolyte interface, e-textiles, particle detection systems), Long-term open-source development (e.g., Agros simulation software) - these outcomes support FEE's mission by addressing challenges in energy efficiency, power safety, mobility, environmental sustainability, and digitalization, while simultaneously strengthening industry-academia collaboration.

Societal, Economic, and Scientific Impact. The diversity of impacts across the results is evident:

Societal Impact: The modified distribution transformer directly addresses environmental safety by using biodegradable insulating liquids, replacing toxic and flammable mineral oils. The conductive textile ribbon enhances wearable technologies, potentially improving quality of life through healthcare and lifestyle applications.

Economic Impact: Multiple results have led to licensing agreements or are in pre-commercial stages with clear market validation. These demonstrate high commercialization potential, benefiting Czech industry.

Sustainability is a clearly articulated value in multiple outcomes (ENVITRAFOL insulating fluid based on renewable domestic resources, the AlN substrate and thick film copper technologies contribute to energy efficiency, miniaturization, and waste reduction in electronic devices, Agros software supports open science, reducing dependency on commercial platforms and enabling global access to simulation tools).

Gender Dimension: The selected outputs are technological in nature and do not specifically address gender aspects. Including gender-inclusive design in future applied research (e.g., user interfaces in wearable tech, inclusive testing protocols) may further strengthen FEE's social responsibility profile.

Evaluation of Proportionality. Considering the scale of research infrastructure, volume (nearly 350 applied research results), and quality of selected outcomes, FEE demonstrates a highly efficient and productive R&D&I ecosystem. The outcomes are proportional and, in some cases, exceed

expectations for a faculty-scale unit. Their breadth—from high-voltage energy systems to low-power electronics and wearable materials—reflects the interdisciplinary strength of FEE.

FEE has effectively translated its R&D&I capacity into practical, high-impact applications. The selected research results substantiate its strategic commitment to innovation, sustainability, and societal benefit. While gender inclusion remains a potential area for enrichment, the overall portfolio reflects excellence in both depth and breadth. Future emphasis on impact assessment frameworks, inclusive design, and continuous industrial integration will further elevate FEE's standing as a leading European center for applied engineering research.

Recommendations:

1. Align with Policy and Public Sector Priorities and maximize relevance and adoption by collaborating with regulators and policymakers to integrate innovations into standards (e.g., Earth Fault Compensation Transformer as a grid standard), infrastructure, and public programs.
Securing certifications (e.g., environmental, medical) and promoting technologies through public procurement and sustainability initiatives (e.g., Modified Distribution Transformer and eco-labelling).
Positioning technologies to support national and EU-level strategic goals in energy, mobility, and digitalization.
2. Accelerate Commercialization and Global Reach and Boost market impact by: Building strategic partnerships with industry to enable deployment, scale-up, and cross-sector adaptation; supporting SME and start-up engagement to foster agile commercialization and early adoption.
3. Track, Communicate, and Showcase Impact: Strengthen visibility and accountability by Implementing impact assessment tools to measure outcomes such as emissions reductions, quality of life improvements, or educational reach; Create accessible communication materials and science literacy initiatives and by showcasing technologies at international events and innovation forums to attract investment and recognition.

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:

The Faculty of Electrical Engineering (FEE) at the University of West Bohemia (UWB) demonstrates a well-structured and strategically governed system for transferring R&D&I results into practice. The creation of specialized entities like the Department of Sale and Transfer at RICE and alignment with central university bodies ensures a coordinated approach to commercialization, particularly through contract research and joint development projects. Strong engagement with more than 150 industry partners, including global leaders, confirms FEE's success in bridging academia and application. The faculty shows flexibility in using various transfer mechanisms—agreements on result utilization, IP licensing, consultancy, and spin-offs—adapting to partner profiles. Revenues from non-public

sources, including licensing and additional services, have grown steadily, indicating increasing market relevance. Notable cases like CleverTex and the PEVEKO Smart Valve illustrate the faculty's capacity to deliver innovations with global reach. Participation in technology fairs and competitions adds to visibility and credibility. However, IP licensing remains underexploited, and the start-up ecosystem is still in its infancy. The user base remains heavily focused on industry, with limited interaction with the public sector or non-commercial stakeholders. Additionally, systematic tracking of long-term impact is underdeveloped.

Recommendations:

Expand Licensing Capacity: Strengthen internal expertise and partner engagement to grow IP licensing with external (non-project) entities.

Diversify End-User Sectors: Proactively seek partnerships in public services, health, and environmental sectors to broaden societal impact.

Develop Spin-Off Incubation: Establish formal incubator programs and mentoring to mature the faculty's start-up pipeline.

Introduce Long-Term Impact Metrics: Implement tools to track usage, social benefit, and innovation diffusion over time.

Promote Open Innovation Models: Engage in challenge-based collaborations and open calls to attract diverse users and flexible funding.

POPULARIZATION OF VAVAI

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

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The Faculty of Electrical Engineering (FEE) at the University of West Bohemia demonstrates strong and sustained engagement in popularising R&D&I and communicating science to the public. Its strategic commitment is evident in its efforts to reach diverse audiences through engaging programs and public-facing events. FEE's initiatives like JuniorFEL and ScienceFEL attract young learners and foster interest in STEM at an early stage. Regional tech camps and workshops for teachers further broaden its educational footprint, particularly outside urban centres. FEE is a visible presence at national and international science festivals, where it showcases research through interactive exhibits. Its Makerspace initiative offers a collaborative environment for innovation, open to students and the wider community. The EduPix educational kit demonstrates how research outputs can be transformed into educational tools with national relevance. FEE also leverages digital platforms, including YouTube and Instagram, to share expert content and attract wider audiences. Events like the European Researchers' Night and „Dny vědy a techniky“ underscore FEE's commitment to science as a public good. Moreover, collaboration with secondary schools and the regional government builds enduring links with local communities. Through such diversified and consistent efforts, FEE significantly contributes to raising science literacy, inspiring future scientists, and bridging the gap between academia and the public.

Recommendations:

Systematize Impact Measurement: Implement tools to evaluate the reach and effectiveness of communication activities (e.g., surveys, analytics).

Broaden Target Groups: Increase initiatives tailored for underrepresented or non-technical groups, including elderly citizens and civic communities.

Enhance Media Visibility: Develop a media strategy involving local and national press to further amplify public engagement.

Integrate Research into School Curricula: Co-create teaching materials or modules for integration into high school science classes using FEE's outputs.

Establish a Public Engagement Office: Create a dedicated unit or coordinator role for science communication to streamline and scale outreach efforts.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

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

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

Evaluated unit (FEE) has reflected the recommendations. Many facts from reports, contract research projects and revenues from non-public sources are impressive. FEE has conducted many research projects with a very large number of partners, and the total funding for 5 years looks very good. Report also deals with the carefully chosen and described Applied and Contract-based research projects and its revenues.

It is evident through the text that the FEE covers a wide area of research, and all of these have an economic impact to society. According to this it can be emphasized that the R&D&I research work is in good condition so the research staff can be inspired by „stimulation “to keep this level of activity.

FEE has developed a structured approach to fostering long-term partnerships with industry. The key initiatives which significantly increased contract research projects and co-funded initiatives include active involvement in international initiatives, enhancing the role of RICE, formalizing industry partnerships and active support for academic discussion on current R&D&I topics.

The popularization of the R&D&I activities is very good and adequately covered. In the evaluated period the popularization activities were exceeded.

Recommendation: Enhance institutional support for intellectual property and technology transfer.

Several measures have been taken which improved FEE's role in knowledge transfer and its economic impact. In the period under review, the total income from additional activities, training, licenses and donations for R&D&I have doubled over the period under review, and total non-public funding (with contracted research included) is close to 10% compared to public project funding.

Recommendation: Develop a stronger spin-off and commercialization ecosystem.

Evaluation: The legislative framework for FEE for start-up and spin-off companies was established. One start-up project and one spin-off were created as part of the process piloting.

Recommendation: Given the disciplines at the faculty are technical or natural sciences, the proportion of females in the FEE staff is already 15 % (below to the national level i.e. 20%. The percentage of female students totally is around 6%. The faculty has several measures to increase the gender balance. The evaluation panel recommends the faculty to increase the efforts in improving the gender balance for the students and faculty members.

Evaluation: Recognizing the underrepresentation of women in technical disciplines, FEE has implemented several initiatives to promote gender balance: These efforts have contributed to increasing the portion of women in FEE's research, education and administrative staff to almost 20 % in the year 2023 (the portion was 15 % in the previous evaluation period). However, the number of female students in technical fields, particularly electrical engineering, has been relatively low for a long time, and the number of female students in the last 5 years was approximately 5 %.

Recommendations:

Maintain Excellence in Applied Research

FEE should continue its strong focus on applied and contract research but also ensure alignment with broader societal challenges (e.g., sustainability, digital transformation, energy transition). Strategic coordination with external partners should be structured to demonstrate relevance and long-term impact.

Monitor Balance of Economic Activities

Given the risk that 20% of income might demand disproportionately more effort than justified, FEE leadership should regularly monitor workload distribution and ensure economic activities remain sustainable and within legal/strategic boundaries.

Future-Proof R&D&I Strategy

FEE should periodically update its R&D&I priorities in light of emerging research trends and societal needs. This includes foresight exercises and structured stakeholder dialogues to adapt research focus areas and project selection accordingly.

Strengthen Researcher Motivation and Recognition

Introduce or expand internal incentive systems (e.g., awards, bonuses, sabbaticals) to maintain and enhance research staff engagement and performance, especially in high-impact and interdisciplinary areas.

Sustain and Expand Popularization Activities. Given the high level of public engagement and communication of R&D&I achievements, FEE should maintain this visibility. Additionally, it should explore new outreach formats (e.g., science festivals, media partnerships, youth programs) to expand public awareness and societal trust.

EVALUATED UNIT RATING

Evaluation of unit

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

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	5 - Outstanding
3.3 Research projects	5 - Outstanding

3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	5 - Outstanding
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	5 - Outstanding
Grade [A–D]:	A
Summary assessment: FEE demonstrates strong capability in applied research and technology development across diverse domains such as energy systems, mobility, materials science, electronics, aerospace, and digital tools. Key strengths include: High technological relevance: Many innovations directly address current industrial and societal challenges (e.g., grid safety, smart mobility, sustainable manufacturing). Interdisciplinary expertise: The portfolio bridges engineering, physics, environmental sciences, and ICT, supporting cross-sector innovation. R&D-to-prototype maturity: Several outputs are close to or ready for market deployment, with clear application paths in industry or public infrastructure.	
Summary recommendations: Strengthen Strategic R&D&I Focus and Implementation Define long-term thematic priorities with clearer implementation frameworks, performance indicators, and monitoring tools to enhance the execution of the 2026–2030 R&D&I strategy. Enhance Commercialization and Societal Impact Improve IP licensing and spin-off support mechanisms; increase engagement with public and non-commercial sectors; and align outputs with public policy priorities to maximize practical adoption and societal relevance. Support Internal Excellence and Researcher Development Introduce structured incentive programs, expand early-career researcher support, and promote international mobility and leadership development to sustain academic engagement and research excellence. Advance Science Communication and Public Engagement Establish a dedicated public engagement office; broaden outreach to underrepresented groups; integrate science outputs into school curricula; and strengthen the visibility and evaluation of communication efforts. Ensure Balanced Economic and Research Activities Regularly assess the proportionality of economic activities relative to staff capacity to avoid overextension, ensuring sustainable, strategically aligned applied research and contract services. These recommendations aim to reinforce FEE’s strong applied research foundation while ensuring future resilience, broader societal contribution, and global competitiveness.	

MODULE 3:
FACULTY OF HEALTH CARE STUDIES (FHC)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Health Care Studies

FORD: 3 - Medical and health sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

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

Commentary:

The Introductory Module provides useful context for understanding the research environment and societal role of the Faculty of Health Care Studies. The Faculty clearly positions itself as an institution with a strong emphasis on applied research, healthcare innovation, and the professional development of students in non-medical health disciplines. Its mission reflects a dual commitment to educational quality and societal contribution, particularly within the regional healthcare landscape.

The description highlights the faculty's organizational structure, study programmes, composition of the academic staff, number of students, R&D&I capacities, the existing research support mechanisms (such as the Grant System and Faculty Motivation System), and its thematic research orientation in areas such as public health, midwifery, rehabilitation, and ergonomics. These aspects align well with the faculty's stated goals and indicate a clear internal effort to build a sustainable, relevant research profile.

The information provided in this Module is consistent with the activities and performance discussed in the other sub-modules. It forms a coherent narrative that demonstrates the faculty's identity as a regionally embedded, professionally oriented institution that is gradually building its capacity for broader research engagement and societal impact.

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]:

3 - Average

Qualitative assessment:¹

The Faculty of Health Care Studies demonstrates a growing level of engagement with the academic and research community, particularly within national and regional networks. The Self-Evaluation Report (SER) outlines the existence of well-defined thematic research teams and highlights cooperation with both regional and international partners – an encouraging sign of institutional

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

development. It also provides evidence of participation in professional associations, editorial boards and invited lectures. These contributions reflect a commitment to increasing research activity and indicate that the Faculty is taking steps to raise its academic profile.

However, the examples presented remain somewhat limited in both scope and international visibility. The Faculty has not reported any prestigious research awards during the evaluation period (Table 3.2.1).

Based on supplementary information provided at the request of the evaluation panel, seven members of the FHC currently serve on the editorial boards in Scopus-indexed journals. One individual holds this position for two different journals. With one exception, all of these are Czech peer-reviewed journals; the exception is a Slovak peer-reviewed journal. Additionally, one FHC academic staff member holds the dual role of chairman and editor-in-chief of a Czech peer-reviewed journal, and also serves on the editorial board of another Czech peer-reviewed journal. These findings indicate a moderate level of editorial engagement across the Faculty, primarily within national or regional publishing platforms. While the presence of multiple Scopus-indexed editorial roles reflects active scholarly engagement, the limited international scope of the journals mentioned suggests that there is room for further efforts to strengthen global editorial visibility and leadership.

Regarding elected positions in scientific and professional societies, one academic staff member currently holds a chairman position in an international professional body and serves as vice-chairman in a Czech professional society. The same individual is also a member of three other Czech professional societies and an honorary member of a Slovak association. However, these affiliations could not be independently verified on the official websites of the respective organizations and were reported based on the staff member's CV. Additionally, one other academic staff member is listed as a member of an international professional society, also based solely on CV information. This information indicates some level of international and national professional engagement, but it reflects a relatively modest institutional presence in external international academic and professional networks.

According to the information available in the SER, the academic staff of the Faculty do not participate in any evaluation activities of research programme calls (Table 3.2.5). These points suggest that while the Faculty is moving in a positive direction, there is still room for systematic efforts to advance its international research presence and reputation.

The available information indicates active involvement in several European COST Actions (e.g., TREASURE, PEACE, EuroHealthHist, ORBIT), suggesting active engagement in international research networks. Furthermore, the Faculty is increasingly involved in cross-border multidisciplinary projects with international partners, often including student participation. While these projects are not large in scale, they reflect the Faculty's effort to foster collaborative and practice-oriented research.

The on-site discussion also revealed that a core group of academic staff is working to build critical mass in specific thematic areas, such as perinatal well-being, which has led to joint funding applications with national partners and regional hospitals.

Additionally, the Faculty's internal grant system and collaboration with the university's project centre provide some structured support for early-stage project development. These mechanisms, while modest, have enabled faculty members to publish scientific monographs and peer-reviewed articles, which contribute to the Faculty's growing research output and visibility.

Altogether, the Faculty's academic visibility can be described as developing. There is clear effort to become more integrated into the broader research community, and the institutional direction is promising. Recent steps taken to join European research networks, initiate multidisciplinary cooperation, and build thematic research clusters represent meaningful progress. However, the

current level of recognition does not yet reflect a firmly established or widely acknowledged leadership at the national or international level.

Recommendations:

In order to achieve higher rankings in future evaluations, the Faculty should:

- encourage staff to pursue prominent, especially elected, roles on international editorial boards and in professional societies;
- increase participation in EU and other international research programmes (e.g., Horizon Europe, Erasmus+), particularly as co-leaders or lead partners;
- encourage staff to participate in Erasmus+ Staff Mobility for Teaching Assignments;
- systematically use student-involved international collaborations to build institutional profile;
- increase the number of guest lecturers invited from foreign universities.

Consider introducing an internal support system to foster international networking and recognition opportunities.

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]:

3 - Average

Qualitative assessment:

The Faculty has developed a research project portfolio that is well aligned with its declared mission, focusing on societally relevant and health-oriented topics. The SER outlines thematic priorities that are relevant to societal needs, such as public health and safety, midwifery and women's mental health, neurorehabilitation, prosthetics and orthotics, and sports sciences. These topics suggest that the research is embedded in current healthcare demands and has potential for practical utilization in clinical or community settings.

During the evaluation period, the Faculty was involved in eight research projects, as well as four additional initiatives with a research component. In two of the research projects – one international and one domestic – the Faculty took part as the primary research partner. The Faculty participated in two international projects, both of which were INTERREG projects. One project was conducted in collaboration with another faculty of the UWB.

The on-site visit revealed that the Faculty provides support to employees by funding small-scale faculty projects focused on exploratory, pilot, and feasibility studies. These projects are often aligned with topics that have the potential to feed into larger funding calls or result in high-quality R&D&I outcomes. As a result, during the evaluated period, 24 project proposals were submitted, 18 were approved for funding, and 17 were successfully completed. The total amount allocated to these completed projects was €59,519. This internal funding mechanism represents a structured and realistic approach to fostering early-stage research activities within the Faculty. By targeting exploratory, pilot, and feasibility studies, the scheme is proportionate to the Faculty's existing R&D&I capacity and serves as a useful incubator for project ideas with broader potential. The

number of supported and completed projects indicates a relatively high level of engagement among academic staff, and the financial scale of the programme, while modest, provides meaningful support.

The impact of these internal funding schemes is also evident in the research outputs they helped to generate. According to institutional data, supported projects contributed to the publication of 16 articles indexed in Web of Science, 17 presentations – mostly at international conferences – and participation in two nationally funded research projects outside the Czech Republic, with FHC employees listed as co-authors. The support also enabled professional mentoring, expert consultations with international partners, and targeted assistance in identifying suitable publication venues and navigating administrative requirements, such as result registration and APC financing opportunities.

In addition, faculty staff participated in the national research programme Future Electronics for Industry 4.0 and Medical 4.0, specifically within the sub-project Sensors and Systems for Healthcare, supported by the National Centres of Competence 1 (Technology Agency of the Czech Republic). Another output was a professional book titled Innovation and Injury Prevention in Teaching Professional Self-Defense for IRS Specialized Professions, which provides a methodological framework for an evidence-based and non-harmful self-defense training system. Two further outcomes include the publication and data analysis of the BSS-R scale results, as well as the translation and validation of the Czech Partner version of the Birth Satisfaction Scale Revised (BSS-R). These outputs indicate growing engagement in both applied and publication-oriented research.

Among the most notable projects is NEURO (BYCZ01-007), which focuses on neurorehabilitation and involves the education of a multidisciplinary Czech-Bavarian student team. This initiative demonstrates the Faculty's capacity to integrate teaching, applied research, and international collaboration in a clinically relevant domain. The CrossHealth project, also part of the INTERREG programme, addressed cross-border cooperation in emergency medical services. While specific outcomes or long-term impact of these projects are not detailed in the available documentation, both initiatives align well with the Faculty's mission and emphasize collaboration beyond national borders.

It is also worth mentioning that the collaboration with the Faculty of Ladislav Sutnar Faculty of Design and Art and the Faculty of Mechanical Engineering, which focuses on innovations in prosthetics and was explained during the on-site visit, appears promising and suggests potential for a research project with greater international visibility.

While no successful outcomes have yet been achieved, the submission of two Horizon Europe proposals in 2024 — including one with the FHC as lead partner — demonstrates an emerging willingness to engage with international funding schemes. These applications reflect a strategic intent to expand participation in large-scale, collaborative research. However, several internal barriers currently hinder success. These include limited human resources with experience in managing international projects, low motivation among staff to engage in proposals beyond their direct area of expertise and concerns that outputs outside accredited teaching domains may not be recognised by evaluation bodies. Additionally, the faculty lacks prior experience in Horizon consortia and faces challenges related to the substitutability of key experts needed for sustained multi-year implementation. Despite these obstacles, the recent applications indicate a clear institutional ambition to overcome such constraints and build capacity for competitive research engagement.

A dominant characteristic of FHC's research activity is its regional focus. The SER highlights collaboration with regional partners, including healthcare professionals and institutions. Research teams are relatively small and centred around faculty-level initiatives. As a result, although some cross-border cooperation may exist, the research activities described are unlikely to produce broader international impact. The absence of such projects or strategies in the SER indicates that

international competitiveness and visibility are not yet developed within FHC's research project portfolio.

Nevertheless, the existence of internal research teams, reflects a structured effort to support research development. The topics selected are socially and clinically relevant and demonstrate alignment with the faculty's educational and regional mission. These research groups can serve as a basis applying for multilateral international research grants in the future.

Recommendations:

To strengthen its international visibility and reputation, the Faculty should

- develop a five-year research development strategy for HCF. This strategy should identify strategic themes that align with EU and global funding priorities and define measurable goals (e.g., number of international proposals submitted per year) to enable systematic tracking of progress against the initial goals.
- initiate collaborations with national-level project partners (e.g., Charles University or Brno University) to gain experience in developing and managing research projects. Following such cooperation, the academic staff of the Faculty could gradually build the capacity needed to initiate larger-scale international projects, such as Erasmus+ or Horizon Europe.

Moreover, the Faculty should

- integrate international research activity as a criterion into the Faculty Motivation System;
- reward international publication and collaboration success in annual staff evaluations;
- extend – or explicitly strengthen, if already in place – the role of the UWB Project Center to include dedicated support for researchers in preparing grant proposals and developing international partnerships to actively reduce administrative and procedural barriers to participation in competitive international calls and tenders.

3.4 Research results with existing or prospective impact on society

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

Rating [1–5]:

3 - Average

Qualitative assessment:

The research results listed in the SER demonstrate clear connections to real-world professional practice, particularly in public health, healthcare ergonomics, occupational safety, and workforce well-being. While none of the outputs indicate international reach or market deployment, each is practically oriented and aligned with the Faculty's mission to enhance healthcare quality and professional standards in the Czech context.

The on-site visit confirmed that several research outputs are intended for practical use in clinical or educational settings. For example, the ExRe project has developed an early-stage prototype of an exoskeleton for gait rehabilitation, and innovation efforts in prosthetic socket design are being pursued. Although these initiatives have not yet reached commercialization or widespread adoption, they are designed with direct application potential in mind. To improve the initiation and quality of research projects, the Faculty should revise its internal Grant and Motivation Systems to ensure stronger financial and institutional incentives for staff engagement in R&D&I activities. This

could include increasing the transparency and competitiveness of internal funding, aligning reward mechanisms with research outcomes, and explicitly supporting academic advancement efforts.

Another area of practice-oriented research includes virtual reality tools for stroke patient rehabilitation, presented as part of the NEURO project. These tools are currently in the experimental phase but are grounded in identified clinical needs.

The scope and maturity of these results appear proportionate to the Faculty's current R&D&I capacity, which is limited in size and infrastructure but demonstrates focused intent. The projects are well aligned with the institution's mission to serve regional healthcare needs through applied research.

Recommendations:

To expand the social impacts of research results, the Faculty should:

- organise training workshops and webinars for target group members providing an opportunity to learn more about the research results and their applicability in practice;
- publish impact stories or case studies that clearly demonstrate how the research has made a difference.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

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

Rating [1–5]:

3 - Average

Qualitative assessment:

During the evaluation period, the Faculty demonstrated clear, if still modest, success in transferring research results into practice. The SER provides some examples that show the Faculty's ability to move applied research from academic settings into real-world application, particularly through targeted cooperation with external partners.

One of the examples is the exclusive commercialization of a methodology focused on ergonomic work positions, licensed to the private company ALIMADE s.r.o. This agreement granted the company exclusive rights to the use of the methodology and, while it excludes reuse by other entities, it opens the door to future collaboration.

In addition to this, the Faculty completed two small-scale commissioned clinical evaluations. The first involved testing the applicability of a UVC LED sanitization device ("Anti-Covid") intended for public transport environments, commissioned by Škoda a.s. This project demonstrates the Faculty's responsive engagement with pressing societal challenges, particularly in the context of the COVID-19 pandemic. The second involved the ergonomic evaluation of four vertical computer mice, carried out for IT TRADE a.s., with a focus on preventing carpal tunnel syndrome. This work connects directly with the Faculty's expertise in ergonomics and occupational health and shows that even smaller research capacities can result in targeted interventions for workplace well-being.

These examples, while not numerous and varied in their focus, are clearly consistent with the Faculty's mission to contribute to applied health sciences and the common good. They also reflect

the Faculty's potential to serve as a regional partner for innovation, particularly in sectors related to health technology, prevention, and ergonomics.

It became evident during the on-site visit that the Faculty's non-state Health Centre is intended as a platform to facilitate the future transfer of selected research results into clinical or community-based practice. Since the investment has only just been completed, the Faculty representatives did not present any specific outcomes already implemented through the centre. However, the existence of the centre provides a potential framework for practical application.

Moreover, collaboration with the Faculty of Mechanical Engineering and the Ladislav Sutnar Faculty of Design and Art on innovations in prosthetics – particularly regarding socket design – demonstrates early-stage interdisciplinary work with clear application intent. These joint initiatives, although still in development, indicate a growing institutional awareness of how academic research can lead to real-world impact.

It is also important to note that, as explained by the Faculty representatives during the panel discussion, the real-life implementation of research outputs—such as medical devices—is strictly regulated by the State Institute for Drug Control, including requirements for clinical assessments and formal registration. These conditions and regulatory barriers limit the Faculty's ability to demonstrate its prospective societal impact.

However, neither the SER nor the on-site visit discussions presented a systematic approach, strategy or dedicated infrastructure for knowledge transfer. There was no mention of a technology transfer office or a designated person within the management, nor do they refer to internal procedures for identifying transfer-ready results or to staff development in the area of commercialization. Likewise, no assessment of the broader social or economic impact of these transfers is provided.

Recommendations:

To support the transfer of research and innovation results into practice, the Faculty should

- develop a utilization strategy for the non-state Health Centre, that defines priority research areas, procedures for piloting and evaluating innovations, and partnerships with external stakeholders;
- strengthen interdisciplinary project development with other university faculties and other domestic universities. Building on current collaborations in prosthetics innovation, the Faculty should continue to initiate joint projects that integrate design, engineering, and health sciences to enhance application potential.

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:

Based on the information available in the SER, the on-site visit, and the response to additional questions, the Faculty's activities in the field of popularization of R&D&I and communication with the public are characterised by a combination of permanent and recurring initiatives aimed at engaging non-academic audiences through practical, health-oriented content.

The Faculty's interactive exhibition at the Techmania Science Center remains a central element of this effort. It effectively translates applied research topics – such as thermal imaging for epidemic control, non-contact temperature measurement, and integrated rescue technologies – into accessible formats for the general public. The inclusion of a hands-on resuscitation simulation further promotes public understanding of life-saving procedures. Housed in a permanent space within the Faculty's premises, this exhibition serves as a stable outreach platform, particularly for school groups and community education programmes.

Complementing this permanent initiative is the Faculty's active and recurring involvement in the university-wide Science and Technology Days at UWB. During the review period, the Faculty regularly organized a wide range of interactive exhibitions covering core topics in public health, disease prevention, emergency response, diagnostics, and hygiene. These exhibits included resuscitation demonstrations with simulation mannequins, emergency vehicle presentations, body composition analysis as well as interactive stations on stroke and cardiovascular disease prevention, radiology, laboratory diagnostics, prenatal development, and hygiene education using UV light techniques.

These activities are designed to appeal to a broad audience, including schoolchildren, educators, parents, and the elderly, and are consistently supported by trained students and staff from across the Faculty's study programmes. While the Faculty does not systematically collect quantitative data (e.g., attendance figures or formal evaluations), its contributions are regularly featured in regional media, city portals, and social media posts. Participant feedback, particularly regarding the body composition analysis and health advice, indicates strong public interest and perceived usefulness.

Although the Faculty has not yet developed a comprehensive institutional strategy for science communication – such as citizen science initiatives, structured media outreach, or open-access educational content – the combination of its permanent exhibition and its recurring presence at major outreach events reflects an active and practice-based approach to public engagement. These efforts demonstrate a clear alignment with the Faculty's applied research profile and educational mission.

To further strengthen its impact in this area, the Faculty may consider expanding its communication efforts into more systematic forms, including digital dissemination and feedback mechanisms, to enhance visibility, track effectiveness, and reach wider audiences.

Recommendations:

To popularising and communicate research results, the Faculty should:

- develop a systematic science communication strategy that builds on its existing outreach activities and defines clear objectives, audiences, and channels for dissemination;
- collect and analyse participant feedback and basic quantitative data (e.g., attendance numbers, demographic insights) to better understand the impact of its public engagement activities and support evidence-based improvements;
- expand the visibility and accessibility of outreach activities through digital channels, including short explainer videos, a dedicated webpage with resources and visuals, and regular, health-focused social media content;
- explore opportunities for collaboration with media partners or educational platforms to broaden the reach of its health literacy initiatives beyond physical events.

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:

Based on the documentation provided in the 2025 Self-Evaluation Report (SER), the on-site visit, and comparison with the 2020 IEP evaluation, the Faculty of Health Care Studies has addressed several recommendations from the previous review, with varying levels of implementation.

In the area of science communication and popularization, the 2020 report recommended greater use of digital content, engagement with younger audiences, and structured dissemination of research through dedicated channels. While a comprehensive strategy has not been introduced, the Faculty has maintained and expanded its outreach activities, particularly through its permanent exhibition at the Techmania Science Center and regular, interactive participation in the Science and Technology Days at UWB. These activities demonstrate increased involvement of students, targeting various groups from the local community and addressing diverse health-related topics. To further enhance their reach and accessibility, the Faculty could consider expanding its use of digital communication tools, such as videos, online resources, or a more structured online presence.

Regarding research and international engagement, the 2020 evaluation encouraged the Faculty to strengthen its international presence through editorial roles, EU project participation, and collaboration with other universities. FHC has addressed recommendations in the area of applied and contract research by enhancing internal mechanisms for researcher involvement, including the targeted use of its internal Grant System. Faculty members are now more actively engaged in research projects both within and beyond the university, contributing expertise to interdisciplinary efforts led by other UWB units (e.g., LSFDA, FME, FAS, NTC, FEE) and external partners, including public institutions, private businesses, and international collaborators. As of 2025, the Faculty participates in COST Actions and INTERREG projects and has submitted Horizon Europe proposals. The active use of the internal Grant System has led to 17 completed faculty-supported projects and their associated outputs. However, international leadership roles and visibility remain modest; consequently, further efforts and capacity-building in this area are still needed.

Importantly, the Faculty has launched projects focused on the transfer and validation of psychometric tools used in healthcare systems. One key example is the long-term research collaboration with Prof. Colin R. Martin (University of Suffolk) on the Birth Satisfaction Scale-Revised (BSS-R). This collaboration has already produced peer-reviewed publications in international journals. Validated tools are being disseminated and applied in healthcare settings, such as the University Hospital Pilsen, within projects funded by the Czech Health Research Council.

The Faculty has also responded to recommendations aimed at enhancing international visibility and recognition by supporting its researchers' involvement in:

- European scientific networks, including COST;
- editorial boards of international journals;
- expert panels, invited lectures; and
- international collaborations in healthcare research.

The Faculty has also demonstrated concrete follow-up to recommendations regarding interaction with the non-academic and business sector. It has significantly strengthened its partnerships with entities such as Otto Bock ČR s.r.o., Protetika Plzeň s.r.o., ALIMADE s.r.o., ILC FACTORY a.s., IT TRADE a.s., Škoda a.s., and Léčebné lázně Konstantinovy lázně a.s., as well as with German organizations like OT Süd Orthopädietechnik GmbH and Fachklinik Osterhofen GmbH. These collaborations are directly tied to research outputs and knowledge transfer initiatives, reflecting a meaningful step toward commercialization and social application.

In conclusion, the Faculty has made considerable and measurable progress on several key recommendations, particularly in consolidating its applied research profile, strengthening regional partnerships, and expanding outreach. While some initiatives are still evolving and not yet embedded in a comprehensive institutional strategy, the direction taken is clearly constructive. Continued progress will benefit from sustained planning, resource allocation, and the development of internal mechanisms to support coordination, monitor outcomes, and build on proven initiatives to achieve broader impact – while also using monitoring feedback to adjust or refine initiatives as needed.

Recommendations:

To ensure the continuity and sustainability of improvements made since the last evaluation, the Faculty should develop an internal system for tracking, prioritising, and documenting its responses to external evaluations and strategic recommendations. This system should define responsibilities, timelines, and measurable outcomes for each follow-up action. In particular, the Faculty should institutionalise successful initiatives – such as the use of internal grants, interdisciplinary research collaboration, and the development of the non-state Health Centre – to secure their long-term integration into the Faculty's R&D&I strategy.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	3 - Average
3.3 Research projects	3 - Average
3.4 Research results with existing or prospective impact on society	3 - Average
3.5 Transfer of results into practice	3 - Average
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	3 - Average
Grade [A–D]:	C
Summary assessment: The Faculty of Health Care Studies demonstrates a clearly defined mission focused on applied health research, education, and regional engagement. Its research activities are proportionate to its size and institutional context, with strengths in regional collaboration, and student involvement. The	

Faculty has developed an internal Grant System that effectively supports early-stage research and promotes academic participation, resulting in a tangible increase in projects and outputs. Several initiatives, such as the Birth Satisfaction Scale-Revised validation study and ergonomics-based technology transfer, show promising links between research and practice.

Participation in international research networks (e.g., COST, INTERREG) and the submission of Horizon Europe proposals indicate growing ambition, although international visibility and leadership roles remain areas for further development. While internal barriers – such as limited experience with large-scale international consortia – still constrain impact, institutional intent to overcome these challenges is evident.

The Faculty's approach to public engagement is a notable asset. Its permanent exhibition at the Techmania Science Center and recurring contributions to the Science and Technology Days reflect sustained effort to popularise R&D&I and promote health literacy among non-academic audiences. These initiatives are well aligned with the Faculty's applied mission and serve as visible examples of community engagement, although digital communication and education opportunities remain underutilised.

In summary, the Faculty has made meaningful progress in responding to recommendations from the previous evaluation, particularly in the areas of applied research, stakeholder collaboration, and outreach. While many activities are still evolving, the direction taken is constructive and shows growing institutional maturity.

Summary recommendations:

To advance the social relevance, application, and visibility of its R&D&I activities, the Faculty of Health Care Studies is encouraged to take the following steps:

- To strengthen international research engagement, the Faculty should develop and implement a clear strategy for participating in international research projects, including EU funding schemes such as Erasmus+ or Horizon Europe. This strategy should involve building internal capacity for proposal preparation, identifying strategic thematic priorities, and supporting staff in forming or joining international consortia. As an intermediate step, the Faculty is encouraged to initiate collaborations with national-level project partners – such as Charles University or Brno University – to gain experience in developing and managing research projects. These partnerships could serve as a foundation for gradually expanding staff competencies and institutional readiness for leading larger-scale international initiatives.
- To deepen collaboration with external stakeholders, the Faculty should cultivate long-term partnerships with healthcare institutions, public service providers, and industry, not only for research but also for dissemination and co-creation of applied outputs.
- To build institutional culture around R&D&I, the Faculty should continue and strengthen support for staff through internal motivation and grant systems, but also provide more support and/or training in public engagement, project design, and international collaboration to further embed a strong research culture.
- To promote academic advancement among staff, the Faculty should revise its Motivation System to provide more targeted incentives for achieving higher academic qualifications and research excellence. This may include creating structured career development pathways, offering internal support for doctoral or habilitation studies, and linking financial recognition to the achievement of specific academic milestones.

MODULE 3:
FACULTY OF LAW (FOL)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Law

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

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

Commentary:

The Faculty of Law (FOL) of West-Bohemian University (UWB) is considered medium-sized faculty, which has a traditional organizational structure including eleven departments and supporting administrative units. These departments function as fundamental educational and research units. It can be considered a local specialty that international and European law are not taught in one department, but rather in a separate Department of International Law, as well as in a joint Department of Constitutional and European Law.

The FOL in Pilsen has been operating for almost three decades. Like most law faculties in Central Europe, it primarily serves national-level tasks and has a national impact. The FOL in Pilsen is a well-established institution regionally. The nearest law faculty is relatively close (in Prague), but the situation of the FOL in Pilsen is facilitated by the fact that there are no similar educational institutions with this profile in the three relatively nearby regional centers (České Budějovice, Karlovy Vary, Ústí nad Labem).

The Czech Republic has only four public faculties of law. This number is not very high in the Central European context. This number does not create any special pressure on the labor market.

The age distribution of the teaching staff is satisfactory, but there are only two full professors under 60 years old, while five professors are over 70. The composition of associate professor group is more balanced. The number of students (all categories) shows an increasing trend during the examined period (between 2019 and 2023 from 1,670 to 1,864 persons). Women are slightly in the majority among the students. Women are represented also in the management of FOL (one vice-dean, secretary of faculty etc.) and among the heads of departments.

The FOL collaborates mainly with similar profile educational institutions operating in neighboring countries, but it has also wider geographical ambitions.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community	
Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).	
Rating [1–5]:	4 - Very good
Qualitative assessment:¹ From the data provided during the evaluation period, FOL staff participated in several research projects, were active in professional scientific societies and in editorial boards of international and foreign journals (6 persons in 10 journals), also gave lectures at foreign institutions, invite the foreign colleagues for lecture and contributed to the evaluation of research programs at national and Central European level. The FOL in Pilsen mainly has prominent scientific relations in Central Europe. This is indicated by foreign educational mobilities (Erasmus and Erasmus Plus, etc.), editorial board memberships, and project activities. Among the affected journals are some with higher Q ratings (e.g., <i>Studia Iuridica Lublinensia</i>). Among the foreign educational contacts, Poland and Slovakia stand out (mainly University of Trnava and Maria Curie-Skłodowska University in Lublin). More intense relationships are being developed mainly with University of Regensburg in nearby Germany. As a new direction, Israel has emerged and the faculty also plans to strengthen its educational and scientific ties with Ukraine. The members of FOL academic staff participated also in the work of Expert Body of Evaluators, acting as an expert and advisory body to the Research, Development and Innovation Council. A total of twelve academic staff of FOL act as evaluators for the National Accreditation Bureau for Higher Education and one person is an evaluator of the Slovak Accreditation Agency.	
Recommendations: To achieve higher rankings in future evaluations, the FOL should encourage staff to take on prominent editorial, management and scientific committee roles, also outside of Central European region. More intensive support for academic careers on the higher level, in order to have more regular and associated professors under the age of 60.	

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

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]:	3 - Average
Qualitative assessment: The research activities of FOL are a little ambivalent. The FOL in Pilsen participates in several interesting and useful research projects. These cover various areas of research (including the non-legal projects). Most of the projects enjoy domestic (national) institutional support (e.g., Ministry of Interior, Ministry of Education, Youth and Sport, municipalities etc.). Among the partners and cooperating institutions are ministries, administrative and local government bodies, various agencies, and services. It is notable that not only legal and administrative institutions were involved in the different projects (consortia), but also technical universities and similar institutions. In most projects, FOL is only an associate, participating partner and not the main applicant or coordinator of project. It would be advisable to improve this in the future and also participate as a leading and coordinating institution in more projects. Of course, the FOL also has independently conducted and led research projects. However, the majority of these was small or medium-sized. Supporters often came from the Czech public administration (e.g., ministries) and municipal administrative spheres. These projects have corresponded to the profile of the faculty and indicated its strong links with the above-mentioned spheres. However, the projects showed that the FOL has a regional embedding and good relations with the municipal authority of the City of Pilsen. Also, the FOL has many smaller projects of its own, but in larger projects it plays more of a participant role. However, many of the larger projects are not primarily legal in nature, so this complementary role is more or less logical. On the other hand, in the future, a more thoughtful and goal-oriented research strategy will be important for FOL. Linking projects with practice and their practical impact is not a problem in Pilsen. In the current situation, it would be worth considering strengthening the technical support apparatus for obtaining and implementing research grants. It is not clear from the SER how FOL determines its research and grant strategies, for example, whether there are specific advisory bodies, meetings, etc. for this purpose. The issue of long-term research strategies and strategic documents is also an interesting question. Another question is whether the selection of research projects is proactive or reactive? What mechanisms exist within FOL to encourage research and subsequent career opportunities?	
Recommendations: The FOL should strengthen its leadership role in coordinating individual projects and should focus more on independent grant activities. The majority of research projects was supported by domestic funds, only two projects had/has international support from Czech-Bavarian INTERREG and International Visegrad Fund.	

The general need of more complex and self-lead primarily legal research projects does not necessarily mean the decline of the so-called small reactive projects, which have always played an important role in the life of law schools. E.g., this type of local and regional projects is important in the process of building the intensive public relations of the faculty, it is also important for local/regional integration of FOL and its staff.

Rethinking and improving the motivation system for research and grant activities. Including these activities more prominently in later academic career processes.

3.4 Research results with existing or prospective impact on society

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The FOL appears to be well integrated in its own wider geographical region (West Bohemia) and has strong links with the local, regional and central administration. Furthermore, mainly due to the former professional careers of faculty managers and lecturers (e.g. constitutional court, justice, advocacy etc.), its current parallel jobs (positions in administration, advocacy, justice etc.) and the profile of the institution (FOL), it has deeper links with judicial bodies (higher, regional and local courts, different municipalities) and the various professional chambers (bars, notaries, executors etc.). Again, it is important to highlight the involvement of some members of the teaching staff in writing commentaries and providing expert opinions. They can obviously draw on the results of their previous research activities.

Among the projects in which FOL participated were theoretical, legal historian, current law and various interdisciplinary practical projects. Their social impact was different, but all of them were useful. Some of the applications also supported the scientific activities of students, doctoral students and young researchers. This has a strong tradition in Pilsen. Such traditional events include, for example, the following conferences: “Law in the Course of Time”, “Hope of Legal Sciences”, competition of best student work, etc.

From the point of view of the specific impact, it is important to highlight that several FOL academic staff members actively have participated in legislative activities, partly as members of the government's Legislative Council, partly as members of the working groups of this Council. Academic staff of FOL specializing mainly in civil and criminal law regularly made expert assessments of the text being prepared for the forthcoming collection of judicial decisions and opinions issued by the Supreme Court of the Czech Republic at the request of the court's president. The collection contains judgments, resolutions and opinions of the plenary of the Supreme Court. The collection served and serves to ensure uniform decision-making by Czech courts and it is widely used in legal practice.

Academic staff of FOL dealing with administrative science also has prepared expert assessments of the texts of the forthcoming collection of decision of the Supreme Administrative Court of the Czech Republic. This expert activity of staff members also has had (and has) a significant social impact.

At the same time, law commentaries prepared with participation of FOL academic staff members have the most extensive influence on the development of legal practice. In evaluated period the

members of FOL participated at least in the preparation of five commentaries. One of these commentaries regarding to the EU law has translated into Ukrainian language as part of Czech Presidency of the Council of EU.

The results of *Real-estate property disposition of the municipality České Budějovice towards the Roman Catholic Church* became a key basis for further decision-making by city authorities. By implementing the proposed recommendations, the city saved considerable financial means.

Most interesting activity was the participation of FOL in project: *Simulation of Interventions in Air Accidents*. Within the framework of this project was developed a certified *Simulator Training Methodology, Including Assembled Training Procedures*. The methodology is used in connection with simulator training at the school and training facility of the Fire Rescue Service of the Czech Republic (FRS CR), and thanks to the cooperation with foreign entities it is also applied internationally.

Several projects in which FOL participated had security aspects. This is not at all surprising in the context of the events of the period under review (COVID pandemic, the war in Ukraine). FOL was able to react in a timely manner and get involved in this research. Its involvement in these projects also indicates that certain Czech state bodies, institutions and services count on the potential of FOL and the expertise of its employees.

Recommendations:

Rethinking the forums and mechanisms for preparing and discussing strategic documents related to long-term research, and making research activities more conscious, conceptual and proactive.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The FOL has traditional educational and research profile with national focus. This fact is the consequence of the traditions and general goals of legal education. The FOL engages in both basic and applied research. Law, however, is fundamentally a very practical field. Several lecturers at the faculty also have practical professional backgrounds. They also have contributed to writing commentaries on several important legal norms (Civil Code, the important EU legal acts etc.).

The FOL has intensive contacts with institutions of public administration (ministries, municipalities, agencies) and professional chambers, bar associations etc. These contacts have impact also on the profile of several research projects. Dean of faculty was former judge of Czech Constitutional Court. The members of FOL sometimes prepare the expertises for courts on high level. Three lecturers of faculty (Aleš Gerloch, Martin Kopecký, Václav Henych) participate in the Legislative Council of the Czech Republic, other academic staff members participate in the Legislative Council's working commissions. The expert activities of FOL staff carried out for the Czech higher courts were already

discussed in the previous section number 3.4. This also applies to the practical application of individual research projects (e.g., see the project for municipality of České Budějovice). The issue of selling licences and commercialisation of faculty activities is more or less irrelevant for FOL.

At the same time, the profile of FOL implies its close relationship with various legal institutions and professional chambers. State bodies, local governments and chambers clearly dominate among them. However, to a lesser extent, FOL has also managed to obtain private sponsors for certain activities. Not often, but there are also private sponsors among the supporters of research. For example, there were twice the judicial executor offices, once the real estate, and once the Castle civic association.

Additional remarks: FOL communicated with partners and clients mainly on a personal basis. Most of the above forms of commercialisation of science and research results (achieved by faculty) cannot be realised due to the legal regulation of the provision of legal services. The support from commercial sphere was limited in evaluated period. When obtaining support for the publication of books from non-public sources, the funds are usually paid directly to the publisher by the donor. These funds are not processed by FOL's accounting department. E.g., certain books were partly financed by the Royal Canonry of Premonstratensians at Strahov.

FOL has for some time now had five interesting specializations that enrich its profile and enable the transformation of knowledge acquired during research and mobilities into the educational process. The FOL currently offers five specialisation projects: European Private Law, Applied Questions of Financial Law, Introduction to German Law, Religious Law and Legal Practice. Completing the specialisation project is not compulsory as part of the study. Specialization projects are intended for active students with a deeper interest in the relevant subject. Participation in any specialization project requires students to successfully complete a series of prescribed optional courses that collectively form the core of each project. Each specialization project is unique, both in its structure and its academic objectives. Apart from standard courses for all students, specialization projects allow the lecturers and students to focus on specific legal aspects which are not covered in compulsory courses. Through these specializations, teachers can quickly and directly utilize the information gained during their personal or collective researches or publications on the topic. Here, they can also utilize the cooperation with German colleagues (obviously in relation to the program Introduction to German Law).

Recommendations:

In this area, FOL is bound by legal regulations, so its options (possibilities) are limited. It may be worth considering compiling a list of potential private sponsors or approaching larger private foundations that support research.

Law students generally appreciate their teachers' practical backgrounds and experiences in legal practice, as long as they are able to transfer and transform these into education as well. This was also revealed during conversations with the students in Pilsen. From this perspective the FOL in Pilsen stands well in the eyes of its students. Involvement in legal practice can even be useful during project's work and grant activities, but it clearly requires thoughtful time management and commitment alongside the faculty.

POPULARIZATION OF VAVAI

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

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The FOL has professional scientific journal and also organizes many scientific conferences and workshops (also for young colleagues). Members of staff publish in domestic journals and also abroad. The integration of faculty to the Central European scientific life is intensive.

The FOL cooperates with different entities (e.g., professional chambers, museums, Czech Society of Antiquaries, Bar Association etc.) in the field of RDI popularization. A significant part of the FOL's social engagement is the senior university as well. 441 people participated in lifelong learning courses during the evaluated period (2019-2023).

The faculty's leaders and experts often appear on television, especially during elections or when important court decisions need to be commented on. Mr. Dean Stanislav Balík and other professors of faculty were also active in representation of their activities in media.

The FOL focuses mainly on the professional public, which represents a relatively broad segments of society and public sphere. The FOL has communicated in evaluated period the results of RDI activities to the general public through popularisation lectures, workshops and discussions. Through these activities members of FOL academic staff spread awareness of the achievements of their work.

The Department of Legal History of FOL is traditionally active and strong unit. Lecturers of this department have participated in the series of lectures organised by the Czech Society of Antiquaries, at the Museum of Prague and the National Technical Museum in capital. Between 2019 and 2023 FOL organised 8 well-attended lectures. Members of FOL staff have organized also selected lectures for students of secondary grammar schools in Pilsen region and West-Bohemia. Several lectures focused on financial literacy. It is very important for a young generation.

FOL also (in cooperation) participated in the preparation of exhibitions and permanent displays (e.g., exhibition entitled Lawyers Against Totalitarianism organised by Education and Research library of the Pilsen Region as one part of the Czech Bar Association's project). The FOL's lecturers and researchers have also been involved in different reconstructions of historical events in cooperation with various entities (museums, clubs, unions, associations etc.) from the non-profit sphere, in the role of external consultants or participants.

FOL is active in this area, which - as already mentioned - is mainly due to its legal historians and public lawyers. The question is whether this popularization focus could be made more even across the different departments. Public activities are of course highly dependent on individuals, but a more even distribution of work between organizational units could also be a legitimate expectation.

Recommendations:

It is also worth considering the organization of international summer schools with different topics. This step could probably help promote greater internationalization of faculty, because Pilsen is beautiful and popular city. Considering the relationship with secondary schools, short summer or mid-year sessions for primary and secondary school students in the faculty building could also be considered. But this is only a marginal and non-binding idea.

It is also worth considering whether open access publications in which academic members of FOL participated could be made available through the FOL website (obviously in compliance with the relevant legislation).

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:

Several of the recommendations of the 2020 evaluation have been implemented, but others still pose some challenges for FOL. However, it should be taken into account that part of the evaluated period coincides with the COVID pandemic (2020-2022), which has made international cooperation and mobility more difficult. After 2022 (a beginning of new phase of the Ukrainian war), there has been a general decrease in research resources in the field of social sciences. For this reason, it has been difficult to fully meet some previous expectations.

The FOL continued to produce scientific monographs, university textbooks and commentaries on legal regulations. These books and commentaries have had a social impact both directly and indirectly by influencing legal practice.

The 2020 recommendations suggested further deepening the FOL's relationship with the practical legal sphere, which is clearly being implemented. This is evidenced by the increasing cooperation with the supreme and supreme administrative courts, ministries, regional and local authorities, etc. The Legislative Council and its commissions were also expanded by two members with ties to Pilsen. The FOL used its established contacts with municipalities as well as with higher levels of government and the faculty also obtained projects from the Ministry of Interior under its security research programme for needs of the state. The evaluators from 2020 recommended to ramp up activities towards securing funds from external grant resources or from non-public resources, although this recommendation is limited by the objective possibilities of the field of law. There is slow progress and some stagnation in this area, especially with regard to larger grants. The situation is better for projects and activities with smaller budgets.

The evaluators from 2020 recommended to the Faculty to enhance the activities that lead to the popularization of expert lectures for the public that concern the present-day social and legal issues. FOL has met this expectation and, in addition to legal history popularization activities, can also demonstrate activities in the field of financial literacy, with particular attention to youth.

Relations with Polish, Slovak and German universities in neighboring states continued to deepen in the period under review, in line with expectations from 2020. However, the Central European horizon has not yet been substantially expanded. In this area, the negotiations with Ariel University in Israel should be highlighted. A logical step is to deepen relations with the nearby University of Regensburg, which is in progress. According to SER there have also been intensive negotiations with Institut für Ostrecht in Regensburg. This institute can be logical partner for Pilsen.

Representation of lecturers from Pilsen in editorial boards of foreign journals was also partially increased (see the boards of journals *Ius Novum* and *Annales Universitatis Mariae Curie-Skłodowska* in Lublin).

Finally, the FOL signed in evaluated period new contracts and memorandums with several Czech partners (e.g., General Inspectorate of Security Forces, Ministry of Defences, Union of Advocates etc.). The cooperation with supreme courts, regional and local municipalities is continuing.

Recommendations:

Thinking about the establishing of internal motivation system form research and publishing activities (in the relationship with academic qualifications).

More intense cooperation with universities outside the Central Europe.

Procedural rethinking of research and grant strategy creation, development of coordination and internal evaluation mechanisms.

EVALUATED UNIT RATING

Evaluation of unit

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

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	3 - Average
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	4 - Very good
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B

Summary assessment:

FOL has a clear mission, vision and a management plan structured on well-defined and clear strategic and operational objectives. FOL has also the human and material resources to achieve these objectives, but it has to increase the number of younger (under 60 years old) professors. FOL dean and vice-deans have also shown total availability to support R&D&I activities.

At the same time, the faculty's leadership is mainly composed of legal historians and legal theorists with more active distinguished academic careers. This is also a relatively general phenomenon in the management of similar faculties. Legal historians often also serve as a link to local and regional cultural, educational and scientific institutions (such as museums, exhibitions, etc.)

The FOL has good relations with local, regional and national public institutions and society in Pilsen region. This fact is serving the interests of students in their postgraduate life. We can also mention the activities of lawyers from the faculty in the field of general increasing economic, financial and legal literacy (e.g., among the pre-university students, seniors, other non-professional spheres etc.).

Students also perceive the close connection of the FOL lecturers with legal practice as a significant advantage for their later professional careers. This fact can have a positive impact on FOL research projects as well, but all of this requires a conscious strategy in the future.

The activity of the members of the FOL academic community is recognized nationally and internationally (mainly in Central Europe), receiving several national professional awards and distinctions, participating in numerous national and international conferences (some organized by FOL itself). The main challenge for FOL is the limited number of own international and coordinated research projects. This sphere needs more intense active policy of faculty, more clear.

The FOL is open to cooperation with state, municipal and different research institutions that primarily do not deal with legal issues. This openness is a positive aspect, but it often results in a subordinate position within grants and projects. This is not necessarily a problem in itself, but in the long term, it is advisable to strengthen the FOL's leading role and independence in research projects. Furthermore, it is noticeable that, in accordance with the challenges of our complicated and dangerous times, the FOL strives to be active in research related to security issues. These questions hold significant research and collaboration potential for the future, which also requires strategic thinking from the faculty leadership.

Summary recommendations:

Continuing the participation in domestic and international research projects and strengthening of the activity of submitting projects with national funding and funding from international funds for which FOL will be the coordinator.

Continuing to maintain the close relationship with the practical legal sphere.

Continuing efforts to publish R&D&I results, in domestic and foreign publications, with the involvement of all FOL members and also with the involvement of students, master's and doctoral students.

Developing international relations through collaboration agreements in the field of research with other similar institutions (nationally and internationally), but also at a personal level through involvement in academic mobility programs or other similar actions.

This requires clearer science policy directions, clarification of the procedure for defining the main research topics of FOL, and the development of the institutional (advisory) background for the guiding and research support mechanism.

The neuralgic point of the FOL is the relatively high age of the full-time professors. So, it is important to intensively support the academic career of young and middle-aged staff. The management of faculty is aware of this problem and plans to improve it. The realisation of this aim needs the more complex plans and measures.

MODULE 3:
FACULTY OF MECHANICAL ENGINEERING (FME)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Faculty of Mechanical Engineering

FORD: 2 - Engineering and technology

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

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

Commentary:

The Faculty of Mechanical Engineering (FME), part of the University of West Bohemia, Plzeň, has a well-defined mission and vision, which is to provide quality education focused mainly on mechanical and materials engineering, to promote interdisciplinary research, to contribute to fundamental and applied research in close cooperation with industry. Correlated with the mission, FME has well-defined long-term objectives that include strengthening interdisciplinarity, using modern teaching methods, increasing research output and promoting collaboration with industry, international collaborations, increasing student and staff mobility and deepening regional partnerships, and to make contributions to sustainable development, innovation and technological progress.

In terms of organizational structure, FME includes the faculty management (dean, vice-deans, secretary and other positions that ensure top management), departments (Department of Machine Design, Department of Power System Engineering, Department of Material Science and Technology, Department of Industrial Engineering and Management, Department of Machining Technology), research centers (Regional Technological Institute and Energy Research Center) and administrative, technical and economic support units. It is worth mentioning the absence from this structure of the departments that manage the fundamental disciplines, for example mechanics, cybernetics, mathematics and physics.

The on-site visit and discussions with FME representatives highlighted, once again, the absence of a department to manage the fundamental disciplines.

Analysing the size and structure of FME staff, the data provided show similar developments to the international developments in the analysed period, i.e., decreases during the pandemic period and revival in recent years. There is also a stability of the teaching and research staff, a balanced age structure of the staff, and an increase in the representation of women. The number of students has identical developments.

Research capabilities are concentrated in key technical disciplines, especially mechanics (58.57%) and materials engineering (23.74%), with a primary focus on a balance between applied and fundamental research overall.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community	
Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).	
Rating [1–5]:	4 - Very good
Qualitative assessment:¹ FME actively participates in international research activities and is part of the scientific community in the field of engineering and related technical disciplines. From the data provided during the evaluation period, FME staff participated in major research projects, were active in professional societies and in editorial boards of international journals, gave lectures at foreign institutions and contributed to the evaluation of research programs at national and European level. Thus, the maximum number of examples were provided for, prestigious awards for research, development and innovation awarded during the evaluation period, members of the editorial boards of international scientific journals, invited courses at foreign institutions, lectures given by foreign scientists and other guests relevant for research, development and innovation and involvement in the evaluation of calls for national/European research projects/programs relevant to the field of R&D&I. During the on-site visit, achievements were presented that fully confirm the data presented in the self-evaluation report. In addition to the examples presented in the self-evaluation report, other achievements were also presented.	
Recommendations: Maintaining and even increasing efforts to disseminate the results obtained in research and development activity through publications in prestigious journals, participation in national and international conferences, project submissions, etc.	

RESEARCH PROJECTS

3.3 Research projects	
Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.	
Rating [1–5]:	4 - Very good
Qualitative assessment: The analysis of the presented data shows the following: 22 national and 4 international projects as a beneficiary with a total value of 224,495 thousand CZK /7,556,200 EUR, 88 national and 7 international projects as a partner with a total value of 378,580 thousand CZK /14,937,000 EUR, from public funds.	

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

From private funds, 70 national and 10 international contracts with a total value of 106,864 thousand CZK / 4,215,000 EUR.

Also, the analysis of the projects selected by FME for self-evaluation shows:

- multidisciplinary activity in the field of engineering and technology
- national and international coverage of the activity
- focus on the economic and social impact of the projects on society
- consistency with the mission, vision and long-term objectives of FME
- high R&D&I capabilities

During the evaluation period, the share of international research projects in the overall project portfolio of the FME ranged from 1.17% to 5.29%, with a clear upward trend and growing emphasis on international collaboration. While international contract research represented on average just 1% of total volume, at the beginning of the period, in 2024 it increased significantly to 3.25%.

During the on-site visit, the research laboratories and the technical and material facilities that formed the basis of the research were visited. Most of these were created through the funding obtained, but facilities created from own funds were also presented.

Examples of Equipment Purchased within Research Projects

1. Device for Recoating a Layer of Metal Powder during Additive Manufacturing of a Metal Part Developed within the project EF18_069/0010040 – Research of Additive Technologies for Future Applications in Machinery Industry (RTI plus). This solution enables adaptive change of the recoating element during printing without interruption, improving productivity, precision, and cost-efficiency in Powder Bed Fusion processes.

2. Tooling Unit with Fast and Very Precise Clamping of the Cutting Tool Protected as Utility Model CZ 32685, developed under project LO1502 – Development of Regional Technological Institute. The unit increases precision machining productivity and reduces operational costs; it is already licensed and applied by FINAL Tools JSC.

Recommendations:

Continuing research activity with public funding and developing the activity of attracting private funds for 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:

General presentation of research results in the period evaluated in FEM shows 108 concrete results of which: 17 patents, 45 Functional sample, 29 Proven technology, 1 Semi-operation, 5 Prototype, 7 Utility Model, 2 software, 2 industrial designs.

The detailed description of 10 of these shows the direct links with research contracts, respectively a practical application of the theoretical results of the research. The fact that 17 of these are patents shows an intense inventive activity. The sustainability of the research results can also be highlighted by the functional examples developed or by Proven technology.

During the on-site visit and discussions with management and FEM members, an intense concern emerged for obtaining applied research results that would respond to the demands of the industrial environment, as well as research that would lead to patents.

Examples:

1. CZ 309545 – Machining Tool (High-Precision ECHO Cooling System) Developed at FME's RTI and awarded the Gold Medal at MSV Brno 2022. The patent was licensed to ECHO Tools Ltd. for implementation and commercialization.
2. CZ 309765 – Device for Recoating a Layer of Metal Powder during Additive Manufacturing The patent originated from the RTI plus project. It allows improved quality and reduced waste in additive manufacturing, with current commercialization steps underway.

Recommendations:

Making efforts to ensure that research results are implemented at the international level, for example international patenting and the exploitation of these patents.

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:

The analysis of the transfer of results into practice revealed the existence of the Knowledge Transfer and Contract Research Unit (TSV), whose team is composed of qualified experts in the field of intellectual property protection, knowledge transfer and marketing. This allows for the creation of an institutionalized framework, regulated by guidelines and methodologies, to support researchers in their attempt to transfer results into practice, with maximum benefits and with the protection of their rights.

The users of the results are from various fields (another proof of the multidisciplinary of the research activity) operating in the Czech Republic and abroad. Collaborations with research organizations and universities (domestic and foreign), with state and local government bodies and entities established by them (museums, schools) and IRS units are also highlighted.

The examples presented in the FEM self-assessment confirm the mentioned ones.

Another aspect revealed by the analysis of the self-evaluation report is that the results generated at FME are commercialized without financial compensation (e.g., knowledge exchange) or for a fee. In the first case, the knowledge obtained through the exchange was used for other projects (e.g., the project "Research and development of a safe tram face" no. FV20441) and in the second case, funds

were obtained from non-public sources totalling 30,697 thousand CZK/ 1,209,000 thousand EUR for the analysed period.

Between 2019 and 2023, the FME established a total of 85 new collaborations with application partners, including 16 international ones (25,5%). At least 10 of these partnerships resulted in the international transfer of research results into industrial practice — for example in the areas of tool and surface testing (Voestalpine, Germany; ISCAR, Israel), software module development (SolidCAM, Israel), FEM simulations and ergonomics studies (Nexans and KOSTAL, Germany), and prototype design (Rohde & Schwarz, Germany) and the most significant case was the delivery and testing of the 1D Valve Dynamics Simulator for the energy company MVM EGI Zrt (Budapest, Hungary).

During the on-site visit and the discussions with the management and members of the FME, an active and major involvement in society emerged. This involvement was especially in the industrial area of the society through the support offered to small and medium-sized companies that do not have specialized departments in research and innovation. However, collaborations with prestigious companies from West Bohemia and the entire Czech Republic are also noteworthy.

Examples:

1. CZ 309545 – Machining Tool (High-Precision ECHO Cooling System)
Developed at FME's RTI and awarded the Gold Medal at MSV Brno 2022. The patent was licensed to ECHO Tools Ltd. for implementation and commercialization.
2. CZ 309765 – Device for Recoating a Layer of Metal Powder during Additive Manufacturing
The patent originated from the RTI plus project. It allows improved quality and reduced waste in additive manufacturing, with current commercialization steps underway.

Recommendations:

Developing marketing activities to attract new potential beneficiaries of research results.

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:

From what is presented in the self-evaluation report, FME has been striving for a long time to popularize science, research and innovation (R&D&I). Popularization actions are either organized by FME or actions in which FME is a participant. Also, the actions are addressed to different categories of participants, from inspiring young talents, to promoting technical education and involving the public in innovation projects to nationally and internationally renowned specialists.

From the examples provided, the following stand out:

- own actions:
 - o FME Open Day
 - o International Conference on Mechanical Engineering Technology in Pilsen, organized by the Department of Processing Technology

- o Presentation in the Techmania Science Center - o Children's Technical University • Joint actions of the University: - o DESIGN+ Program - o Elev Formula - o Researchers' Night - o International Engineering Fair During the on-site visit, numerous promotional materials were presented, confirming those presented in the self-evaluation report. The different techniques and ways of producing these materials were noted. Example: https://www.stplzen.zcu.cz/cs/Conference/conf_program.html
Recommendations: Participation in international trade fairs taking place in the European Union.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3	
Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable. If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.	
Rating [1–5]:	5 - Outstanding
Qualitative assessment: In the previous evaluation, FME received 5 recommendations. The analysis of the implementation of the measures to put these recommendations into practice, presented in the supporting documents, shows that FME treated the recommendations received with utmost seriousness and managed to improve the indicators that were mentioned: expansion and increase of income from non-public sources, increase of the number of contracts, publication of more scientific works, development of technology transfer activity and protection of intellectual property, increase of the number of invited researchers, renowned researchers in the field from outside Europe, such as Australia, USA and China. It is worth highlighting the 50% increase in revenue from non-public sources, a more than 6-fold increase in the number of Q1 and Q2 articles, as well as the other activities carried out to implement the recommendations received.	
Recommendations: Continuing the upward trend in the implementation of recommendations.	

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	5 - Outstanding
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	4 - Very good
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	4 - Very good
Grade [A–D]:	B
Summary assessment: FME has a mission, vision and a management plan structured on well-defined and clear strategic, tactical and operational objectives. FME has the human and material resources to achieve these objectives. FME management has also shown total availability to support R&D&I activities. The activity of the members of the FME academic community is recognized nationally and internationally, receiving numerous awards and distinctions, participating in numerous national and international conferences (some organized by FME itself), publishing numerous scientific articles in Q1 or Q2 journals. Also, numerous scientific personalities visited FME during the evaluated period and presented their own research. FME has initiated numerous research projects or participated as a trusted partner in research projects. Many companies, including SMEs, have proposed multi- and interdisciplinary research topics, topics with immediate applicability, but also with the possibility of generalizing the results. This type of research has an immediate and major impact on these companies in particular and the industrial environment in general. Particularly noteworthy is the activity of transferring knowledge and research results, an activity organized through a specialized entity whose structure allows efficient activity from all points of view. The activity of popularizing R&D&I activities is also intense, covering the entire spectrum of audience, from children and young people to established specialists, from actions to popularize industrial activities to niche areas of mechanical engineering and industrial engineering.	
Summary recommendations: Continuing the activity of submitting projects with national funding and funding from EU funds (and not only) for which FME will be the coordinator. Continuing efforts to publish R&D&I results, in prestigious publications, with the involvement of all FME members and with the involvement of students, master's and doctoral students.	

Developing international relations, at FME level through collaboration agreements in the field of research with other similar structures nationally and internationally, but also at a personal level through involvement in academic mobility programs or other similar actions.

MODULE 3:
LADISLAV SUTNAR FACULTY OF DESIGN AND ART (FDA)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: Ladislav Sutnar Faculty of Design and Art

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:

Judging from the self-description of the Ladislav Sutnar Faculty of Design and Art (FDA) this faculty has been working hard to improve the qualitative and quantitative levels of its outcome in the period 2019-2023. Improvements included the strengthening of the Creative Activity Department, the increase of study offers, an increase in student enrolment, increase in mobilities, increase in national and international partnerships, increase in collaborations with companies as well as an increase in staff mobility and from incoming international guest. Besides the department structures were reformed and 5 departments instead of 2 were created. A total of 21 specialisations were established and an Editorial Board for publication and an Exhibition Board for strategic planning and improvement of exhibition activities were created. Another useful tool for keeping track of the creative activities is the Register of Artistic Outputs as well as the Register of Information on Results (RIV). This helps FDA to have an overview of the often very diverse artistic productions at an art faculty and helps it to fund projects and research within the UWB Grant System. FDA also states that it mostly focuses on applied research and interdisciplinary results in a non-publication nature. FDA also explains its long-term goal to development art-research teams and use more grant opportunities in response to current technological and social developments. Overall, the impression is that FDA is very aware of its strengths and shortcomings and works on steadily improving its national and international profile.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

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

Rating [1–5]:

4 - Very good

Qualitative assessment:¹

The Ladislav Sutnar's Faculty of Design and Art is a very active, progressive and successful faculty which has, in a short period of time, managed to create an excellent international profile in the field of creative arts, applied arts and design as well as within interdisciplinary collaborations. According to the available information the faculty has not only increased its number of students, international

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

mobilities and national and international partnerships, it has also created an internationally competitive profile which covers 21 specializations. The faculty describes itself as open to interdisciplinary areas. It draws not only from the arts but also facilitates collaborations with other disciplines such as computer and information science, engineering and technologies as well as history and archaeology. This approach of combining the arts and the sciences is quite contemporary, and the Ladislav Sutnar's Faculty of Design and Art is in an excellent position to support and increase these collaborations. A proof of this creative and active spirit can be seen in the 2219 reported results of the RUV (Register of Artistic Output) database as well as in the 78 results of the RIV (Register of Information on Results) database. In terms of faculty there seems to also be an increase in younger academic faculty and especially on the level of assistant professors there is an increase in female members. Several faculty members have a high international profile and hold important positions in international committees, boards and associations in their specific field of expertise. Prestigious awards have also been bestowed on several faculty members such as Architect of the Year, Woman in Design Award, Red Dot Design Award, among others. The list of international exchange programs is also impressive. Cooperation is growing steadily, not only through collaborations within the Erasmus+ program, but also through bilateral agreements with overseas universities in Asia, the US, Latin America and the UK. Looking at the list of the international guest lectures that have been held at the Ladislav Sutnar's Faculty of Design and Art, one sees that important experts in book design, photography, time-based media and technology and art have taught at this academic institution as well. The gender balance on the student level is also good, with two thirds of the students being female.

Recommendations:

Overall, the Ladislav Sutnar's Faculty of Design and Art is on an excellent path, expanding, growing and innovating. One recommendation is to keep increasing the level of female academic staff, especially on the professor and associate professor level and to provide in-house career opportunities for the excellent teaching staff and early career research/artists and PhD students.

RESEARCH PROJECTS

3.3 Research projects

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The Ladislav Sutnar's Faculty of Design and Art (FDA) has listed 10 research projects/activities which span a wide range of topics. Significant is the Horizon EU project in collaboration with the Politecnico Milano, which introduces new scenarios and services in the field of Design and Architecture in relation to the landscape and ecosystems. FDA's role here was experimenting with practices linking human activity, landscape heritage and sustainability objectives through artistic case studies. Other significant projects were done in collaboration with the Regional Technology Centre and the Faculty of Health Care Studies, especially in material science and shape design for 3D printing and health care. Especially Mgr. Tomáš Chochole, Ph.D. stands out as he is involved in several research projects on Exoskeleton research, prosthetics research and 3D printing. He seems to be a central figure in interdisciplinary projects and collaborations with the Faculty of Mechanical Engineering of UWB.

Other noteworthy interdisciplinary collaborations are already done with the NTC and FST and the faculty plans to create a shared physical workspace where interdisciplinary collaborations between the Arts & Sciences can be realized. Generally, UWB already greatly benefits from the professional design output and public visibility provided by the FDA projects.

An international collaborative research project is the CerDee: Creative Entrepreneurship in Ceramics project which aims to share the cross-border experience of regions with ceramics and porcelain industries. Partners are universities and centres from Germany, Poland, Italy, Slovenia and Austria.

A smaller artistic research project is joined land art project between Czech Republic and Bavaria where sculptures in these areas explore specific artistic cultivations of landscape.

Overall financial support of the listed research projects supported by public funds has been stable over the years, with around 65.000.- Euros per annum. This seems not such a big sum for the size of FDA, however most of the awarded grants have been small sums which added up. As the EU projects make up a significant amount of these sums, it is advisable to increase applications for EU grants in the future.

As for Contract research activities, these have been mostly done in collaboration with local municipalities and regions, the sums achieved were around 45.000 Euros in 2021 but have lowered to half by 2023. In the future there might also be space for improvement here if qualified academic research staff can work on third-party funded projects.

Recommendations:

The artistic/scientific research community at FDA is already very active and collaborates with many other faculties and research centres within UWB. Especially the design department is very open-minded and collaborative and contributes to the increasing amount of interdisciplinary research. The proposed shared workspace with NTC and FST can further help to increase research collaborations within UWB. FDA also plans to involve all studio heads from all departments to manage national and international grant applications. Applications for EU grants in the field of art and creative industries hold a lot of potential. Increase in research collaborations should however also be mirrored in a corresponding staff increase or increase in working contracts. Expanding the newly reformed doctoral program and educating and hiring early career PhD artists/researchers will contribute to the faculty's research portfolio. A strategy for the support of young researchers/artists should be implemented, for example through mentorship programs and additional research grants provided by UWB.

According to FDA's long term goal, the Department of Art Theory and History should be extended as to provide more theoretical art historical background. The faculty should also receive the authority to conduct its own habilitation process in the future. Additional working and storage spaces will also become necessary as the project outputs increase, and technical equipment and administrative apparatus expands.

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:

Artistic research results presented range from implemented architecture examples, works of art, graphic design projects, porcelain designs, books published, graphic novels, manga, digitalization of monuments, public transport design, product design, land art projects, logo design, group exhibitions, building designs and many more categories of applied artistic practices. All these projects involve a high degree of expertise and proof that the FDA faculty is an expert in their respective artistic community, who also shares these results with a wider public.

An example of great public outreach is the Visual Identity of the Prague Integrated Transport System which emerged from a design competition from Czechdesign. Another great example for public space is the largest mural painting at the CTPark Hall in Pilsen or the Digitalisation of the Chotěšov Monastery. Here visitors will be able to enjoy a digital tour through the monastery and learn about its history and impact. Another nice artistic project with great social impact is the Czech Heroine project which consists of a publication and exhibition featuring 100 important Czech female protagonists from history until the present. This project won the Golden Ribbon Award in 2021 and it helps to raise awareness of the gender dimension in art and research.

Looking at the high quality and quantity of the artistic research results as well as the important awards received by the faculty. It is clear that this is a very vibrant community which is also very aware of its impact on society, shows great commitment to the university and provides an inspiring atmosphere to its students.

Recommendations:

The artistic community is already excellent and very active. Additional funds are of course always welcome to increase the output and social impact even further. A future focus could be on increasing internationally competitive results in terms of quantity and quality.

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:

The FDA focuses mostly on creative applications, and its output has been growing steadily. The faculty records the outputs of artistic creative activities in the Register of Artistic Outputs (RUV) as

well as the results of applied research that are more non-publication in nature are reported in the Register of Information on Results (RIV). An impressive number of prototypes and projects has been produced, many of which have a direct impact on society and show how artistic results are being put into practice and shared with the public. Within FDA 21 specialisations promote a wide range of skills and means of expression which are shared directly with the expert and non-expert audience. 5 typical areas of research results are put into practice:

1. Contracts with Industrial enterprises and companies: f.e., design for mass products in ceramics
2. Applications for Cultural heritage and conservation: f.e., collaborations with museums and galleries
3. Public projects for Cities, local governments and landscape: f.e., murals, land art, visual identities for cities
4. Industrial designs for Medical and technical sciences: f.e., prosthesis and exoskeleton designs
5. Illustrated books, comic books and artistic publishing

Creative applications are excellent tools for reaching a wide public and for transferring results from art and science research to a wider audience. FDA is internationally competitive has a strong innovation potential and excellent applied research results and excellently fulfils its mission.

Recommendations:

Nothing to add specifically; FDA states that it has increased the volume of contracts and thus the funding from non-public sources several times and that it still maintains an upward trend. This is very positive and should be supported. One should also add, that especially in the arts and creative fields, the visibility and public output is very high, especially in comparison to the funds provided. FDA is a role model for other national and international art universities for its progressive and interdisciplinary working atmosphere and high professionalism. Considering that FDA has the disadvantage of not being in the main capital of Czech Republic (where typically art and design students want to study) FDA has to exert a disproportionally higher level of effort to attract high quality students and staff. FDA strength is in its agility, modern approach to art education, high level of craftsmanship and excellent research collaborations and its openness towards other disciplines.

POPULARIZATION OF VAVAI

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

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

FDA has become a key player in the field of higher education in design and fine arts in Czech Republic. Its outreach to the public includes numerous exhibitions, symposia, conferences, workshops, and international presentations. Three international conferences such as the Jiří Trnka International Symposium, the Boundaries Symposium of photography and time-based media, and the Living Stone large-format stone printing presentation stand out. Besides a large number of other exhibitions and conferences, as f.e. the Butterflies Don't Live in the Ghetto exhibition and conference raise public awareness about the 75th anniversary of the liberation of the Auschwitz-Birkenau Nazi concentration and extermination camp. The hybrid conference on Text – Code – Image, Dialogue between Design and Science, Visualising Data and Visualising through Data –

conference in collaboration with the HIT Lab in Israel is also proof of the high level of artistic/scientific collaboration. Another outreach is the Ladislav Sutnar Prize which is awarded to prominent personalities, educational institutions and organisations and the ArtCamp International Summer School helps to train new artistic talents in collaboration with national and international experts. Exhibition collaborations also include joined projects with Korean artists and scholars from the Shih Hsin University based in Taipei and the Boundaries International Photographic and Time-Based Media Symposium brings together Czech and foreign artists, photographers and students.

To sum up, we see that a wide range of artistic and creative activities is achieved, and a special focus of FDA is to share this with a larger public and thus to promote the popularization of R&D&I within art and design. FDA has a strong innovation potential and excellent applied research results and excellently fulfils its mission.

Recommendations:

FDA should keep working on the already excellent creative output, internationalisation, cross-disciplinary projects and keep sharing the results through exhibitions, symposia and national and international collaborations. FDA has shown excellent applied research results in art and design and excellently fulfils its mission.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

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

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

1. Applied research projects, contract research

According to the previous MEP recommendations from 2020 we see that FDA has already taken action to improve the internationalization of its research activities by f.e. organizing international symposia and becoming a co-host of the EU Horizon project. FDA has also increased its foreign cooperations f.e. with the Holon Institute of Technology (Israel), the Politecnico di Milano (Italy) and the Technische Hochschule Deggendorf, Ostbayerische Technische Hochschule Amberg-Weiden (Germany). FDA has also achieved more national and international grants and has doubled its income from public sources with a 700% increase in applied contract research. This shows that all the recommendations were implemented.

2. Applied research results and social relevance

According to the previous MEP recommendations FDA should continue to collaborate on interdisciplinary applied research projects in cooperation with faculties and research centres within the UWB. FDA reports that it has just done that, by for example creating the long-term project Desing+ with the Faculty of Engineering and the Faculty of Economics, as well as cooperation with the Faculty of Health Care Studies focusing on Research Innovations in Prosthetics and Exoskeleton. A big focus will also be the new reformed doctoral programme that started in 2021. Here FDA plans to focus on scientific research activities with interdisciplinary aspect. This is very much the trend at other art academies as well and FDA is on a good and competitive way in this regard.

3. Non-academic application/corporate sphere, commercialisation of results

According to the previous MEP recommendations FDA should increase cooperation with other subjects in the academic sphere, that deal with issues leading to patents and licenses and put more effort on commercialization of its potential and know-how.

FDA reports that it has implemented these improvements and focused on creating more systematized licensing agreements, strengthening, regular collection of application-related data and setting up uniform communication with companies. This led to an increase of almost 400% in contract and license revenues, from €54k (2014-2018) to €215k (2019-2023). Besides FDA has also registered two industrial designs. Again, FDA is on a good way to promote commercialisation of its results.

4. Recognition by the community, awards, memberships, lecturers, guests

Here the previous MEP did not see any need for improvement as FDA faculty and staff already shows impressive numbers of awards, member ships, international guest lectures, guest visits and active participation in exhibitions, conferences and competitions. All these activities have been steadily increasing.

5. Popularization and communication

The previous MEP highlights that FDA has already a good systematic and strategic approach to engage with public needs. FDA is already strengthening its exhibition activities by establishing f.e. an Exhibition Board for strategic planning and improving the quality of exhibitions, engaged an additional curator and expanded the production team and PR department. All this is a good way to increase the number of exhibitions and outputs.

Recommendations:

All the previous MEP recommendations were implemented, and FDA is on a very good way to increase its creative output, attract contract research, share the results with the public and foster national and international collaborations. It is recommended to continue these efforts as FDA already excellently fulfils its mission.

EVALUATED UNIT RATING

Evaluation of unit

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

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	4 - Very good
3.3 Research projects	4 - Very good
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	5 - Outstanding
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	5 - Outstanding
3.7 Implementation of the recommendations in Module	5 - Outstanding
Average rating [1–5]:	5 - Outstanding

Grade [A–D]:	A
Summary assessment: The Ladislav Sutnar's Faculty of Design and Art (FDA) is a very modern, active, progressive and successful faculty which has, in a short period of time, managed to create an excellent international profile in the field of creative arts, applied arts and design as well as within interdisciplinary collaborations. FDA has not only increased its number of students, international mobilities and national and international partnerships, it has also increased the number of research projects, contract research, commercialisations of research results and reformed its PhD program. The gender balance within the faculty seems very good and overall, the heads, professors, teachers and students are very progressive and motivated. The faculty has also established very modern facilities, with open labs that invite collaborations and sharing of results and skills. The presented projects in book design, illustration, product design, ceramics, and health research prototypes are of high quality and show that FDA has a very high standard in teaching and creation. This is also reflected in the many awards the faculty has received. FDA has also initiated many collaborations with other UWB faculties and research centres and has successfully established itself as a hub for high quality design implementations within the university. The connection between STEM based faculties and expertise of the Faculty of Design and Art holds a lot of potential for further collaborations; it can become a role model for how to combine Art & Science strategies in the future, as it is reflected in many international trends. The heads of the faculty have also already established a detailed strategic plan for how to develop FDA in the future, one of their goals is to also involve all FDA departments and increase the level of collaborations even further. As FDA is already on an excellent strategic path and plans to expand and level up its activities even further, it will become necessary to also increase the amount of faculty staff and their teaching and research hours so this additional workload can be distributed.	
Summary recommendations: Overall, the Ladislav Sutnar's Faculty of Design and Art is on a very good way, expanding, growing and innovating. In a short period of time, it has established itself as a modern hub and role model within the university. This continual growth will also need to be reflected in a future increase of faculty staff, especially on a professor and associate professor level. To keep its excellent and motivated staff, it will be necessary to provide enough teaching hours and secure long-term contracts, so that teachers can handle the increase in student numbers and the additional workload. FDA has already mapped out plans for a newly reformed PhD program and early career researchers/artists and artists/researchers on a PhD student and post-doc level can contribute to the growth of the faculty. This will also be useful to increasing the amount of in-house and interfaculty research. It will also help in apply for more EU projects and national and international grants. A coordinated mentorship program for young academics could also be implemented, always under the premise that the FDA can receive additional university support to manage these additional tasks.	

MODULE 3:
NEW TECHNOLOGIES - RESEARCH CENTRE (NTC)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: New Technologies – Research Centre

FORD: 2 - Engineering and technology

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:

Section 3.1 is well written, concise but providing the required main information about NTC. New Technologies – Research Centre has for 25 years been contributing to the advancement of knowledge in the field of basic research and the transfer of knowledge in the field of applied research. It is divided into 8 research teams dedicated to addressing challenges in advanced and **quantum materials, ecological energy resources, smart mobility and the quality of human life**. In these fields, it has produced very prestigious publications (Nature) and has important international collaborations.

NTC was able to attract substantial research income with important projects, national and international, to develop international relations and to attract new, high-level, members of staff.

The management structure is clearly described, efficient and bilingual, all NTC documentation is published in English and Czech.

The number of employees, their distribution in the various age ranges, in the various roles and disciplines and the relevant percentages of women are clearly presented: 100 R&D staff, supported by 17 technical, economic, and administrative staff. This last number may seem low, but NTC is not directly involved in undergraduate courses, but cooperates in PhD activities. It is not always clear if academic staff at NTC belong only to NTC or also, partially, to other faculties, where teaching is administered. As usual in many engineering environments, female researchers seem to be under-represented, but the **percentage of women is increasing among the younger members of staff**, and that is encouraging.

NTC also plays a significant role in the popularization of science for high school students, organizing competitions and courses for high school students as well as for professionals and the general public. NTC has accredited two professional lifelong training courses for technicians and teachers.

NTC seems on the way to strengthen its position as a respected partner of recognized global institutions, to continue working in the area of basic research with a focus to modern topics (e.g., quantum technologies), and to build a portfolio of strategic partners in industrial and clinical practice.

The onsite visit could not fully dissipate some doubts about possible overlaps in the research activities between NTC and some of the faculties: Applied Sciences, Mechanical Engineering, Electrical Engineering.

During the onsite visit, a visit to the NTC site was organised and turned out to be very positive: some labs are equipped with excellent world-class instruments and the staff working there reveals the capability of NTC to attract talents from foreign countries, with a healthy balance of male and female young researchers.

Finally, the interview of the research staff of NTC confirmed that they are satisfied in terms of salary, work-life balance, career prospects, gender balance, maternity and paternity policies, etc.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:¹

The recognition by the international research community is excellent. Prof. J. Minar and his group gave a considerable contribution to a discovery, a new type of magnetism with significant application potential in microelectronics, which was published in **Nature** and recognised by Science.

The collaboration with the Nobel laureate A.K. Geim is remarkable.

A new joint laboratory was built with **Ariel University** (Israel) in the field of development of advanced materials for fuel cells.

NTC also established a joint laboratory with **CY Cergy Paris University** that produced a project which was supported by the national **ERC CZ** call with the title “New quantum properties using structured light in the interaction between radiation and mater (TWISTnSHINE)”.

The onsite visit clarified that both joint labs are physical labs that share research activities and experimental equipment with international partners.

The prestigious **Neuron Award** for connecting science and business, which was awarded in 2022 to experts from NTC, who established startup Pinflow Energy Storage.

The **director of NTC was appointed** as the Special Envoy for Quantum Technologies of the Government of the Czech Republic, the Vice-Chair of the Czech Government Council for Information Technology, a member of the OECD expert team for quantum technologies, and a member of the expert team for R&D&I at the Confederation of Industry and Transport. He also represents the Czech Republic in the European working groups on quantum technologies.

Other members of NTC are members of institutions of the MEYS.

Moreover prof. Minar and prof. Hyncik hold prestigious international appointments and important positions in international professional organizations.

NTC experts serve in editorial boards of recognized international journals, regularly deliver invited lectures, significantly participate in the promotion of technical fields and talent search, are members in the evaluation of national/European research project/programme calls.

Finally, the international reputation of scientific activities at NTC is also evidenced by the hosting of guests from all over the world.

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

Recommendations:

The performance of NTC is excellent, they should keep the high level of their international recognition.

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:

NTC appears to be extremely active in securing national and international research contracts and in collaborating with international partners. A few large projects, worth more than 1 million Euros each and a large number of smaller projects show that NTC is extremely active and very well connected with the sources of funding. In particular:

- The project, CENTEM+, was worth more than 1M Euros
- The project, LabIR-PAV, was worth more than 2M Euros
- The project CEDAMNF, was worth more than 2M Euros

A considerable number of smaller projects, among which QM4ST, demonstrate a large spectrum of interests at NTC, with great emphasis on advanced topics such as quantum materials and advanced materials in general, advanced battery technology, bio-applications in an interdisciplinary approach.

The overall research income of NTC over the time period reported is considerable: approximately 8.5 M Euros public funds as main investigator (20 projects) and 2.8 M Euros as other participant (21 projects), from public sources. Contract research activities provided almost 1.1 M Euros (>100 contract activities).

Recommendations:

- 1) To maintain the capability to attract large research contracts.
- 2) To try to increase the average size of the contracts mentioned in point 3.3.2 to increase the research income and reduce the administrative burden.

This last point was discussed at the onsite visit: the large number of small research contracts allows to maintain a link with local industries and is necessary for the economic balance of the centre; however, the management of NTC recognised that the associated administrative burden may be excessive.

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:

NTC demonstrates a remarkable capacity to develop research with potential impact on society.

The vanadium redox flow battery stack (functional sample), which was developed at the NTC and licensed by Pinflow Energy Storage s.r.o. received the NEURON award for connecting science and business in 2022.

A new technology for recycling metallic cadmium from used NiCd batteries was created. The technology was licensed to the company Nimetal, spol. s r. o. and should generate income to UWB once it is implemented at the commercial level.

A domestic patent was obtained on protective helmets.

A Thermal imaging system for accurate measurement of human body temperature (patent CZ 309718) was designed, created and tested. The compact measuring system can contribute to improving the protection of public health thanks to the ability to quickly and reliably identify people with elevated temperatures.

A system for non-destructive testing of spot welds has generated the patent CZ 309 174 within the project Pre-application research of infrared technologies.

Other research activities seem capable to produce more results (for example commercial software) with impact on society.

Overall, in the reported time, NTC produced:

- 4 software
- 11 patents
- 3 licenses
- 10 functional samples
- 1 utility model
- 1 expert study
- 3 Research reports
- 1 verified technology.

Recommendations:

- 1) Maintain the capability to develop research activities with potential impact on society.
- 2) Try to obtain more practical results of international relevance.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

It is not always easy to distinguish between projects and ideas described in this section and those presented in section 3.4. The overall amount of money raised by non-public revenues received during the period under evaluation is not large. The paragraph on 'Pre-application research of infrared technologies' was copied twice into the report.

NTC seems well aware of the need to facilitate the transfer of knowledge to industry so that members of NTC 'interact with representatives of the application sphere in the form of participation in professional societies, participation in user meetings, representation in professional platforms and cooperation networks, and, last but not least, personal meetings with representatives of companies and research organizations.' In recent years at least two spin-off/start-up companies were established by NTC employees. However, all these activities seem left to the free initiative of NTC employees with no clear, institutional support from NTC. Moreover, NTC describes in the report various examples of:

- contract research of a cooperation with a major company in the field of automotive engineering;
- licensing in the cooperation with Nimetal, spol. s r. o. in the field of recycling of cadmium metal from used NiCd batteries;
- commercialization of products of the project LabIR Paints;
- production of software used by other users.

However, the income produced by all these activities was not large.

Recommendations:

It is good to maintain the capability to develop research activities with potential impact on society.

NTC should try to increase the income generated by these activities.

This issue was discussed at the onsite visit: the management of NTC are fully aware of the fact that they should try to increase the capability to attract money from research transfer, they recently started some new initiatives and are confident that this issue will be, at least partially, solved by the next evaluation.

An expert advice from professionals in the field of knowledge transfer could help making more effective of NTC to transfer results into practice.

POPULARIZATION OF VAVAI

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

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

NTC takes Science popularization very seriously and is engaged in a large number of popularisations events that cover many of the research areas in which NTC is active. I believe that in this way people from NTC involved in popularisation are very credible because they are expert of the topic they present. NTC took part in activities about stem and gender equality, lectures on quantum computing, on renewable energy, on infrared technologies and many more, both in the Czech Republic and abroad. Moreover 'Among its most significant media successes are the Ministry of Industry and Trade award for the innovative furnace project for NIMETAL (2021), the Neuron Prize awarded to the spin-off company Pinflow Energy Storage (2022), and nationwide media coverage of the QM4ST project, alter magnetism and the appointment of NTC Director Petr Kavalíř as the Special Envoy for Quantum Technologies in 2023.'

Recommendations:

They are doing well.

They probably could increase their international activities.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

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

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

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

NTC addressed all remarks raised in the previous evaluation and treated them with the utmost seriousness and managed to improve its performance in all aspects criticised in the previous evaluation.

All paragraphs refer to a different recommendation from the previous evaluation.

NTC expanded considerably the geographic area from which it can generate research income. It was able to get several 'new projects from the Horizon Program. A significant achievement was the ERC CZ project based on a successfully evaluated ERC project'. Moreover, it was involved in projects and research activities with the UK, Thailand, Australia and Lausanne in Switzerland.

Economic links with foreign companies were strengthened.

NTC maintained its capability to attract large research contracts from private companies.

NTC has developed relations with non-public sources of research income. It was (partially) successful in trying to increase the average size of the contracts from private companies.

The website <http://pinflowes.com> is active and works well.

In the previous evaluation, the following recommendation was presented: 'information with more quantitative details should be added' to evaluate research impact, and that was achieved in the present report.

NTC has diversified its portfolio or rather expanded it with other companies (a recognized company in the field of automotive engineering, ČEZ a.s., Nimetal s.r.o.).

During the evaluation period, NTC has visited TTOs, e.g., at Holon Institute of Technology, Bar Ilan University and Ariel University (Israel), SAE International (USA) or The University of Western Australia, from where it received valuable advice for the technology transfer. That advice was applied, e.g., when establishing a new startup Timmi Creation s.r.o. or during licensing negotiations with Nimetal s.r.o.

During the evaluation period, NTC recruited Prof. Alex Schechter from Ariel University in Israel on a part-time basis, with whom a joint laboratory on renewable energy sources with a focus on fuel cells was established. In this area, with a focus on chemistry, another recognized expert with a global reputation Prof. Martin Pumera has been working at NTC since 2022. He is building an international research team in the new laboratories developed by NTC.

NTC has also focused on territories outside the European research area. In 2019, it organized an international workshop, to which recognized speakers from USA (Ford, SAE), Korea and China were invited. During the evaluation period, several invited lectures by experts from USA, Australia and other European and non-European countries took place at NTC.

Although the International evaluation panel did not provide any specific recommendations for these activities, NTC strengthened its image on social media. It regularly communicates its activities on social media and in other regional and national media. It has 1,837 followers on LinkedIn and 491 followers on Twitter at the end of the evaluation period.

NTC was able to improve its performance on all aspects raised by the previous assessment.

Recommendations:

Maintaining their willingness to improve their performance.

EVALUATED UNIT RATING

Evaluation of unit

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

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	5 - Outstanding
3.3 Research projects	5 - Outstanding
3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	4 - Very good
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	5 - Outstanding
3.7 Implementation of the recommendations in Module	5 - Outstanding

Average rating [1–5]:	5 - Outstanding
Grade [A–D]:	A
Summary assessment: NTC has a clear mission and vision about the direction to take in research, transfer of knowledge and popularization of science. The management is well structured, efficient and open to internationalisation. Human and material resources appear to be suitable to achieve the proposed objectives. The activity of the research people of NTC received important recognition at the national and international level, in terms of papers published in important scientific journals, international awards and responsibility positions given to members of NTC in public bodies. NTC is a very active research centre, carrying out a lot of interesting and innovative research activities, with excellent international collaborations in the scientific field. It is capable to attract, as main investigator, or to be involved in, as participant, many national and international research projects. It interacts at the scientific level not only with universities and research centres but as well with many national and international companies. NTC demonstrated a noteworthy capability in transferring research results into promising industrial/commercial/economic activities. Remarkable is the interaction with private institutions and the work in science popularisation.	
Summary recommendations: Maintaining their capability to: - publish papers in prestigious scientific journals - secure national and international, public and private research funding - participate in the activities of popularization of science. - keep the high level of their international recognition. I believe that the only area which requires some obvious improvements is the capability to transfer results into practice. A total income of approximately 25,000 euros/year seems a bit low with respect to the number of employees at NTC. They might want to seek the advice from companies/institutions that have experience and expertise in the field of exploitation of scientific results. However, this last recommendation, to increase the transfer of scientific results in economic terms, may be extremely hard to achieve, and moreover, it may be questionable depending on the culture of the home country.	

MODULE 3:
SUMMARY RATING

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]
FACULTY OF APPLIED SCIENCES (FAS)	B
FACULTY OF ARTS (FOA)	B
FACULTY OF ECONOMICS (FEC)	B
FACULTY OF EDUCATION (FOE)	B
FACULTY OF ELECTRICAL ENGINEERING (FEE)	A
FACULTY OF HEALTH CARE STUDIES (FHC)	C
FACULTY OF LAW (FOL)	B
FACULTY OF MECHANICAL ENGINEERING (FME)	B
LADISLAV SUTNAR FACULTY OF DESIGN AND ART (FDA)	A
NEW TECHNOLOGIES - RESEARCH CENTRE (NTC)	A
Summary grade	B

Summary quality assessment:

The evaluation of Module 3 confirms that the University of West Bohemia (UWB) demonstrates a strong and well-balanced societal relevance profile. Its faculties collectively contribute to the university's mission to integrate education, research, and innovation for the benefit of society and regional development. UWB's engagement spans technological innovation, economic analysis, education, and cultural and social inclusion, reflecting its comprehensive disciplinary base and regional anchoring.

Balance and Contribution to Mission

The evaluated faculties display complementary strengths that together align with UWB's mission and vision. Together, the faculties create a coherent institutional ecosystem linking technical, economic, cultural, and educational dimensions of social relevance. UWB effectively acts as a regional innovation and knowledge hub, serving both public institutions and private stakeholders.

Strengths

- Strong and visible regional and national engagement across disciplines.
- Tangible societal impact through applied research, certified methodologies, educational tools, and cultural projects.
- Active knowledge transfer and lifelong learning initiatives that connect academia with practice.
- Broad and creative public outreach activities enhancing civic participation and awareness.

- Evident improvement since previous evaluations, especially in popularization and gender strategies.

Weaknesses

- Fragmentation and uneven social engagement across faculties.
- Limited international visibility and participation in large-scale research programs.
- Persistent gender imbalance and ageing academic profile in some faculties.
- Modest inter-faculty collaboration on cross-cutting societal themes.

Summary recommendation:

1. Develop an Institutional Framework for Societal Impact
 - Establish a university-wide strategy and governance mechanism for managing and monitoring societal relevance across faculties.
 - Introduce common indicators for impact assessment (e.g., outreach, user engagement, policy uptake, and regional collaboration outcomes).
 - Create a centralized database or dashboard to track applied results, partnerships, and outreach activities.
2. Strengthen Inter-Faculty Cooperation
 - Promote interdisciplinary projects connecting technology, economics, education, and humanities around major societal challenges (e.g., energy transition, digitalization, sustainability, and social inclusion).
 - Provide internal seed funding or microgrants for projects that combine expertise from multiple faculties.
 - Encourage joint communication and dissemination of socially relevant outcomes under the UWB brand.
3. Enhance International Visibility and Partnerships
 - Support and incentivize participation in European and global research programs (Horizon Europe, Erasmus+, ERC, etc.).
 - Expand strategic partnerships with foreign universities, cities, and research networks, linking social impact activities to UWB's internationalization strategy.
 - Facilitate staff mobility and recognition for international engagement, including sabbaticals and visiting scholar schemes.
4. Professionalize Knowledge Transfer and Communication
 - Strengthen collaboration between faculties and the UWB Department of Knowledge Transfer to improve coordination and visibility of applied outputs.
 - Develop a clear policy on knowledge valorization, balancing open access with commercialization where appropriate.
 - Establish a unified digital platform (in Czech and English) showcasing UWB's societal impact, successful collaborations, and best practice cases.
5. Foster Diversity, Renewal, and Talent Development
 - Address ageing and gender imbalance in academic staffing through targeted recruitment and mentoring programs.
 - Encourage greater inflow of international and external researchers to increase diversity and innovation capacity.
 - Support career progression through transparent promotion pathways and leadership training for early-career researchers.

6. Deepen Regional Engagement and Public Outreach

- Continue to act as a knowledge and innovation hub for the Pilsen region, while expanding links with municipalities, SMEs, NGOs, and cultural institutions.
- Broaden lifelong learning and training programs to strengthen UWB's role in regional skills development.
- Introduce impact storytelling and annual reporting to communicate social contributions to policymakers, industry, and the public.

Overall Recommendation

UWB has achieved a very good level (Grade B) in societal relevance. To reach the highest level of excellence (Grade A), it should move from a faculty-based to a strategically integrated institutional model, combining measurable impact assessment, international partnerships, and inclusive talent development. This will position UWB as a national leader and internationally recognized example of a socially engaged and innovative university.

MODULES 4 & 5:
VIABILITY & STRATEGY AND POLICIES

EVALUATION REPORT FOR MODULES 4 & 5

HIGHER EDUCATION INSTITUTION NAME: University of West Bohemia

COMPANY REGISTRATION NUMBER (CRN): CZ49777513

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]:

5 - Outstanding

Qualitative assessment:¹

1. Alignment of R&D&I System with University Size and Mission

UWB is a medium-sized, multidisciplinary public university with over 11,000 students and a broad faculty structure encompassing engineering, humanities, social sciences, law, economics, healthcare, and arts. Its mission and vision emphasize:

- Applicability and quality of research and education.
- Interdisciplinary applied research.
- Contribution to regional development and international cooperation.
- Development of talent and innovation for societal needs.

Evaluation:

The organizational structure is clearly defined, centralized at the top by the Rector with delegated responsibilities to Vice-Rectors in research, studies, strategy, and external relations. This supports focused decision-making and alignment with strategic priorities.

The Internal Evaluation Council and Scientific Council provide robust internal governance and quality control mechanisms, essential for maintaining research integrity and compliance with national and EU accreditation frameworks.

The division into 9 faculties and 2 (now 1) university institutes supports both disciplinary depth and interdisciplinary collaboration, which aligns well with the applied and interdisciplinary focus of its mission.

The presence of four specialized research centers (NTIS, RTI, RICE, and the initial New Technologies Research Centre) offers a consolidated platform for applied research, commercialization, and technology transfer.

Overall, UWB's R&D&I system reflects a mature institutional setup suitable for its size and ambition, especially in fostering interdisciplinary, industry-relevant research in a regional context.

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

2. Strengths of the UWB R&D&I Management System

Balanced Research Focus: UWB effectively combines basic and applied research, a key trait for regional innovation hubs.

Dedicated Research Centers: The establishment of specialized centers like NTIS and RICE has strengthened UWB's position in applied science and innovation.

Governance and Strategy: The presence of both strategic (Rector, Vice-Rectors) and evaluative (Scientific Council, Internal Evaluation Council) layers ensures institutional alignment with long-term goals.

European Engagement: Active membership in the EUPeace Alliance and international collaboration aligns with its global outlook and vision for competitiveness.

Industry Links and Technology Transfer: Research centers and integration into regional development initiatives underscore a practical, mission-driven approach to innovation.

3. Areas for Improvement or Development

Coordination Across Faculties: While having nine faculties supports specialization, it may lead to fragmentation. Stronger inter-faculty R&D coordination mechanisms (e.g., interdisciplinary labs or central innovation offices) could enhance synergies.

Technology Transfer Office (TTO): While technology transfer is mentioned, the structure and resources dedicated to a central TTO or innovation management office are not clearly outlined. Establishing a more visible and autonomous TTO could further enhance industry cooperation and IP commercialization.

International Benchmarking & Mobility: Although UWB engages internationally, it could deepen strategic partnerships with foreign universities through joint doctoral programs, mobility schemes, and co-funded innovation projects.

Research Funding Diversification: UWB should consider expanding its non-state and international R&D funding portfolio, especially from Horizon Europe, EIT, and private-sector collaborations.

Strategic Research Integration and Foresight: The SER lacks evidence of the systematic use of formal foresight tools. Key instruments – such as scenario planning, long-term technology road mapping, or institutional horizon scanning – are not documented, which limits the university's capacity to develop a proactive and future-oriented research strategy. Strategic planning appears fragmented across faculties, with each unit largely defining its own R&D&I priorities independently. Notably, while the NTIS centre demonstrates strong thematic development within the Faculty of Applied Sciences, smaller centres or non-technical faculties receive limited strategic integration. The absence of cross-faculty mechanisms to coordinate research agendas weakens institutional cohesion. Moreover, there is no indication of regular university-wide strategic exercises or processes for setting shared research priorities. This siloed approach constrains interdisciplinary collaboration and reduces the potential for institution-level alignment with emerging scientific and societal challenges.

Innovation System Development and Cross-Sectoral Engagement: The SER reflects a reactive approach to opportunities - highlighting past successes (e.g., large-scale projects, NTIS establishment) rather than presenting a structured plan for future innovation system development. While UWB is engaged in applied research and has partnerships with industry, the report lacks a proactive innovation strategy that would address emerging fields (e.g., AI, climate tech. others), societal challenges, or tech-transfer planning across disciplines. There is no institution-wide framework for cross-sectoral development, such as incubators, innovation hubs, or structured public-private R&D&I planning. Activities in this area are mostly ad hoc and faculty-driven, without

central steering. A big potential is also the creation of an Art & Science hub as UWB already has suitable faculties which qualify for more interdisciplinary research into e.g., engineering, design and art.

4. Comparison with Similar Foreign Universities

Comparable Institutions:

Tampere University (Finland) – Medium-sized, strong in engineering, social sciences, and innovation.

University of Twente (Netherlands) – Technical University with strong industry links and a balanced research portfolio.

University of Aveiro (Portugal) – Interdisciplinary, applied research university with a regional innovation role.

Brandenburg University of Technology (Germany) – Comparable size and focus on applied engineering and regional impact.

Institution	Profile& Strengths	Innovation Ecosystem	Strategic Integration	Comparison with UWB
Tampere University (Finland)	Medium-sized, interdisciplinary; strong in engineering, social sciences, and digital innovation	Hosts dedicated innovation platforms (e.g., <i>Tampere Universities Community</i> , <i>Demola</i>) connecting students with companies	Institutional foresight, mission-driven R&I strategy, strong co-design culture	Stronger strategic foresight and stakeholder co-creation than UWB; more integrated innovation support ecosystem
University of Twente (Netherlands)	Technical university with a balanced research and education portfolio; strong entrepreneurial focus	Advanced tech transfer system (<i>Novel-T</i>), student start-up accelerator, Kennispark Twente	Coherent institutional R&D strategy aligned with societal missions and EU priorities	UWB is comparable in applied research focus but lacks equivalent entrepreneurship infrastructure and institutional alignment
University of Aveiro (Portugal)	Regional university with interdisciplinary research and strong links to industry and local government	Science and Technology Park (PCI), innovation hubs, and applied research units integrated into regional development	Long-term research planning embedded in regional smart specialization strategies	Similar in applied and regional focus, but UWB needs stronger regional innovation ecosystem and institutionalized collaboration platforms

Brandenburg University of Technology (Germany)	Comparable in size and engineering orientation; strong regional focus and industrial cooperation	Hosts transfer centers and innovation clusters focused on energy and mobility	Participates in Germany's mission-oriented research funding landscape	UWB and BTU share structural similarities, but BTU benefits from deeper federal integration and clearer innovation channels
Foreign counterparts tend to have more institutionalized innovation ecosystems, often supported by dedicated entrepreneurship hubs, accelerators, and spin-off support. UWB could improve its visibility and capacity in tech transfer and innovation support to match the ecosystems of leading medium-sized applied universities in Western Europe.				
Recommendations: The R&D&I system at UWB is well-structured, coherent with its mission, and comparable to foreign universities of similar size and focus in Central Europe. It has made significant strides in aligning education, research, and innovation to regional and national needs. However, for greater international competitiveness, deeper cross-disciplinary integration, and enhanced technology transfer mechanisms are essential: Establish a central Innovation and Technology Transfer Office with adequate resources and autonomy. Promote cross-faculty and cross-disciplinary research programs to increase internal collaboration. Invest in international joint research initiatives and strategic partnerships for global impact. Develop an entrepreneurial support system (e.g., innovation incubators, proof-of-concept funding). Systematically integrate technology transfer planning into faculty-level R&D&I processes to ensure broader applicability and impact. Implement a university-wide framework for planning and managing public-private R&D&I partnerships, including legal templates, IP guidelines, and support services.				

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]:	5 - Outstanding
Qualitative assessment: The University of West Bohemia has established a comprehensive and effective ecosystem for fostering high-quality science. The measures in place are well-documented, strategic, and impactful, contributing significantly to the university's mission and vision.	

1. Support for Attracting National and International Projects

Strengths: The Project Center offers extensive support for national and international grant applications, with specialized staff for major programs (Horizon Europe, Interreg, etc.).

Well-structured collaboration across faculties via Vice-Deans for Creative Activities and Faculty Secretaries ensures project quality and financial oversight. Effective communication and access are ensured through a faculty-based representative network. A significant number of projects were submitted (1,790) and accepted (842) during 2020–2024, with a strong national success rate.

Impact: This support directly contributes to UWB's mission of research excellence and international engagement. The proactive monitoring of EU policy and involvement in FP10 discussions shows forward-looking strategic alignment.

Shortcomings: Despite the extensive support, the success rate for EC projects (23/106 ≈ 22%) is comparatively low, suggesting room for enhanced strategic focus or proposal quality improvement at the international level.

2. Project Consultancy, Management, and Administrative Support

Strengths: Centralized Project Center and Department of Project Administration provide holistic, lifecycle-based support. Strong system for communication with funding agencies and coordination of audits and reporting. A separate Department for University-Wide Project Management helps manage high-impact, strategic projects.

Impact: Enables a structured, low-barrier entry for researchers into complex project environments. Increases institutional capacity to coordinate large, interdisciplinary, or strategic initiatives.

Shortcomings: The dependence on external consulting firms in some units may suggest inconsistent internal capacity or uneven uptake of central services.

3. Science Management Capacity

Strengths: Adequate human resources in project roles (Project Managers: 4.7 FTE, Financial Managers: 4.5 FTE, Administrators: 6.4 FTE). Involvement of UWB experts in national and international advisory roles enhances institutional prestige and networking.

Strategic oversight by Vice-Rectors and Vice-Deans ensures consistent quality.

Impact: Contributes to institutional research governance, especially for high-visibility initiatives (e.g., semiconductor strategy, OECD involvement).

Shortcomings: Absence of roles like data analysts, innovation advisors, or dedicated IP/commercialization officers may weaken innovation and knowledge transfer outcomes.

4. Internal Funding Schemes

Strengths: Diverse, comprehensive Grant System (SGS, Conferences, Incentives, TALENT, POSTDOC, etc.) aligned with various career stages. Robust financial commitment: SGS (CZK 184.4M), POSTDOC (CZK 1.7M), TALENT (CZK 7.29M). The Academic Career Fund and GRAS Fund support internationalization and student engagement beyond core research.

Impact: Fosters a pipeline of scientific talent, incentivizes performance, and boosts competitiveness for external funding.

Shortcomings: The incentives for ERC project preparation (under "EC programs") could be more prominently developed, considering low EC grant success.

5. Establishing and Supporting Research Teams

Strengths: Strategic alignment of research priorities (AI, materials, chips, energy, transport) with global trends and regional strengths. Formation of new, interdisciplinary teams with international ambition is well-documented. Effective if informal infrastructure and data sharing, with plans to institutionalize it in 2025–2030.

Impact: High potential for application-oriented research and innovation. Start-up support and events for early recruitment help build sustainable teams.

Shortcomings: Formal infrastructure-sharing agreements, lab access policies, and core facility management are not yet developed—these are key for long-term research competitiveness.

6. Support for Students and Early-Career Researchers

Strengths: Consistent operation of SGS, TALENT, POSTDOC, and GRAS with measurable impact.

Competitive PhD stipends, merit scholarships, and accommodation support.

Strong mobility engagement (over 1,500 inbound and outbound students/researchers).

The centrally managed Academic Career Fund supports foreign expert recruitment.

Impact: Contributes significantly to talent development and international exposure.

Directly supports continuity between study and research.

Shortcomings: Postdoctoral support, while active, remains limited in scope and funding volume relative to UWB's ambitions. There is no centralized tracking system of PhD career paths or outcomes.

7. Support for Excellent Science Strengths: RIV-based rewards incentivize high-quality publications and grant success. Training, mentoring, and researcher development programs are comprehensive.

Recognition of excellence via awards and honorary degrees builds institutional prestige.

Strong infrastructure access and collaboration platforms are in place.

Impact: Ensures retention of top talent and institutional competitiveness in research.

Promotes international visibility through conferences, awards, and collaboration.

Shortcomings: More focus is needed on developing ERC-caliber researchers and projects.

Dedicated excellence clusters or centers of excellence could consolidate top talent and infrastructure.

8. Interdisciplinary Research and Collaboration

Strengths: Multiple well-functioning interdisciplinary groups (quantum, AI, semiconductors).

Institutional culture supports cross-faculty initiatives and joint degrees.

Examples from humanities and technical faculties (e.g., AI & Philosophy) are exemplary.

Impact: Promotes innovative thinking and broader societal impact.

Boosts competitiveness in multi-partner international grants.

Shortcomings: A dedicated internal funding stream or seed fund for interdisciplinary projects is not explicitly mentioned. There is limited formalization of interdisciplinary platforms, centers, or thematic institutes. The interdisciplinary collaborations with the Faculty of Design and Art and the

Faculty of Art could be enhanced, as Art & Science collaborations are currently an important international trend and UWB is well placed to foster these activities.

9. New Research Directions with Application Potential

Strengths: Strategic focus on application-oriented fields aligns with EU and Czech innovation strategies. Strong involvement of industrial partners in collaborative projects.

Initiatives reflect both societal needs and technological trends.

Impact: Helps position UWB as a regional innovation hub and strengthens research translation.

Shortcomings: Lack of information on technology transfer offices (TTO), patenting support, or spin-off support structures suggests this is an area for development.

Based on information gathered during the on-site visit, UWB shows a growing commitment to knowledge and technology transfer. Tangible outputs in intellectual property management show notable progress: in 2023, the university secured 17 patents, and by the first half of 2024, it had already obtained 11 more, with an additional 60 applications under review. These include not only patents but also utility models and industrial designs, indicating a broad scope of applied research outcomes. Such achievements are critical indicators of the university's research commercialization potential.

To support entrepreneurship, the university operates a „business club” for the students, which offers training in business planning, marketing strategy, and client engagement. Over the past seven years, more than 350 students have participated in the “Boost Up” innovation program – an institutional initiative aimed at cultivating entrepreneurial skills and supporting prototype development among students.

Recommendations:

To elevate from strong to leading excellence, UWB should consider:

- Research support for international grant capture is required to increase the success rate as currently just one in five applications are successful,
- Priority areas for research currently exclude broader societal issues beyond STEM areas: greater support is needed for social science and humanity areas,
- Enhancing ERC/EC grant preparation support,
- Formalizing infrastructure and lab sharing,
- Expanding postdoc and TTO support,
- Creating excellence clusters or institutes,
- Create Art & Science collaboration hubs.

These improvements would consolidate UWB's efforts and increase its visibility and competitiveness on the international research stage.

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:

The UWB operates a formally defined and structurally embedded quality control system for R&D&I. Oversight responsibilities are distributed between central and faculty levels, with the Internal Evaluation Board playing a coordinating role. The legal and procedural framework is laid out in the university's internal regulations and is reinforced by documents such as the updated 2024 Code of Conduct, which articulates core values including academic freedom, responsibility, collegiality, and integrity. These ethical principles provide a normative basis for quality assurance activities in research and education.

Quality-related actions are documented in faculty-level self-evaluation materials, particularly within the 2024 Set of Measures Suggested as Part of the Quality Assessment of Creative Activities. Faculties describe a variety of improvement goals—such as increasing international visibility, enhancing publication performance, and supporting early-career researchers. While some faculties outline plans to strengthen quality (e.g., through improved publication outputs or international cooperation), there is no clear documentation that such efforts were explicitly based on internal or external evaluation outcomes. References to evaluations are largely implicit, and systematic integration of findings into planning is not evidenced.

The current quality assurance approach emphasizes structural stability and compliance but does not yet function as a dynamic tool for institutional learning or research development. There is no indication of benchmarking practices, strategic foresight methods, or feedback loops that would systematically connect quality evaluations with long-term planning or capacity building.

As such, the system is operational and formally consistent with general expectations, but its strategic potential remains underdeveloped.

Recommendations:

To enhance the strategic potential of its quality control system for the R&D&I environment, UWB should: Develop an institution-wide mechanism for systematically incorporating internal and external evaluation results into strategic planning and resource allocation decisions;

Promote cross-faculty exchange of best practices in quality assurance, including formal documentation of responses to evaluation findings; link best practice activities to an award system to create incentives for researchers/academics to engage in these activities (f.e. sabbaticals, reduced teaching load, etc.)

Introduce forward-looking quality instruments (e.g., performance reviews, benchmarking, foresight exercises) to support innovation and interdisciplinary research development.

Clarify the responsibilities of the UWB Ethics Committee which would typically be confined to the review of applications for ethical approval, but seems to have a broader remit within UWB; The Whistleblowing Protection Programme and new position of Ombudsman, while welcome, may inadvertently suggest issues of negative behaviours are not the responsibility of all – broader structures including training, are needed to create visibility of behaviour as everyone's responsibility.

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:

UWB demonstrates a comprehensive and mature system for supporting sustainability and resilience in R&D&I. Based on the self-evaluation, the following qualitative assessment addresses the quality, effectiveness, and potential gaps in the various components of the system:

1. Sustainability Strategy and Implementation

Quality & Effectiveness: UWB has embedded sustainable development into its core strategy ("Strategic Intent") and operationalizes it through biennial action plans with measurable indicators. The priority focus areas (e.g., low-carbon energy, circular economy, social responsibility) align well with global SDGs and the university's mission.

Strengths: Interdisciplinary engagement across faculties. Strategic alignment at central and unit level, with top-down and bottom-up integration. Transparent and iterative planning and monitoring mechanisms.

2. Social Responsibility

Quality & Effectiveness: UWB has institutionalized social responsibility through curriculum development, procurement practices, graduate profile evaluations, and regional partnerships. Its strong regional engagement (e.g., with Pilsen and Bavarian regions) is a key asset, promoting both societal impact and regional innovation.

Strengths: Clear operational measures (e.g., public procurement, digitization). Active outreach through third-age universities, summer schools, and science fairs. A broad and inclusive definition of "third mission" activities.

3. Knowledge and Technology Transfer (TSV)

Quality & Effectiveness: The centralized TSV unit appears well-resourced, professionalized, and effective. It supports IP protection, licensing, spin-offs, and commercial partnerships and has documented engagement with students and staff via personalized consultations and start-up training.

Strengths: Professional staffing and ongoing capacity building. Sustainable financial model based on commercialization revenues and contract research. Strong integration with education and entrepreneurship initiatives.

4. Research Data Management & Open Science

Quality & Effectiveness: UWB's engagement with national infrastructures (e.g., e-INFRA.CZ, EOSC-CZ) and internal upgrades (e.g., DSpace7, AI/ML clusters) shows proactive planning and implementation. Open science is supported institutionally and through national collaborations.

Strengths: Clear FAIR data support and repository infrastructure. Coordination at Vice-Rector level and faculty involvement. Participation in major national and EU-level initiatives.

5. Cybersecurity and Institutional Resilience

Quality & Effectiveness: UWB has developed a robust cybersecurity system, aligned with ISO 27001, and includes proactive measures (e.g., phishing simulator, penetration testing, incident reporting, and training). It has also contributed to national legislative developments.

While cybersecurity is strong, resilience against foreign influence and misuse of R&D&I results is more briefly mentioned—further elaboration on safeguards or ethical oversight in dual-use research could strengthen this area.

Strengths: Strategic integration into all IT operations. Creation of a dedicated security division and planned audit systems.

6. Digitisation and Smart Technologies

Quality & Effectiveness: Digitisation is well-integrated across university functions (e.g., HR, admissions, e-signatures). The SmartCAMPUS initiative promotes UWB as a “living lab” with interdisciplinary collaboration.

Strengths: Institutional ownership and cross-faculty involvement.

Link to strategic modernization processes. Early adoption of AI task force and national-level digital working groups.

7. Ethics, IP, and Personal Data Protection

Quality & Effectiveness: UWB has up-to-date and compliant frameworks for data protection and intellectual property, governed by directives and regular updates. Tailored support through TSV and a planned electronic IP registry add transparency and user access.

Strengths: Strong alignment with GDPR and internal directives. An ethical committee is in place.

Recommendations:

Strengths (1-7) need to be sustained systematically through impact measurement frameworks based on the following principles:

- Specify goals precisely, possibly quantitatively;
- Define a plan and responsibilities;
- Monitor progress;
- Replan, if necessary,
- Ensure that transparency and awareness of goals and plans at all levels within UWB.

Strengthen the organizational structure in charge of contractual relations with industry, IP management, spin-offs, international research, to avoid fragmentation of similar efforts in faculties and provide more systematic continuous assessment of progress. For example, define clear metrics for long-term outcomes of commercialization (e.g., survival rate of spin-offs, revenue generation trends, IP income).

Finalize and implement the Open Science strategy, with a particular focus on the use of international repositories, also taking into account that the current funding of open access by individuals requires an organizational response.

Carefully assess the current responsibilities of the Ethical Committee. The committee is currently responsible for two distinct missions: assessing ethical compliance of research proposals and

watching over adherence of UWB personnel to the ethical code of conduct. These are two missions that in most universities are kept separate. The efforts to assess ethical compliance of research are very rapidly growing, beyond traditional medical and biological research. Technological and social research are increasingly confronted with ethical issues, and approval by an ethical committee is required for publication of results.

Related to the previous point, identify specific educational actions to raise awareness among UWB researchers of the possible ethical implications of their research and of the potential need for referring to the Ethical Committee for approval. The current, relatively low number of submissions raises some concerns that ethical implications might be underestimated.

The issue of conflict of interest (COI), e.g., in connection with industry relations has been raised during the on-site visit. UWB's ethical code of conduct should provide proper coverage of COI and educational material should be provided to UWB's personnel.

Enhance ethical oversight and dual-use R&D mitigation.

Evaluate real-world outcomes of digital and third-mission activities.

Promote strong relationships with NGO sector for the dissemination of research within social sciences to the general public.

PERSONEL POLICY

4.5 Structure of human resources

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

1. Age Composition

UWB exhibits a stable and generationally balanced workforce, with age distributions aligning well with expected academic career trajectories:

Young academics (esp. early career researchers and assistant professors) dominate the 30–39 age group. 97.1% of early career researchers and 28.2% of assistant professors fall in this range (2020). Senior ranks (associate professors and professors) show strong representation in the 50+ age brackets, with 50.5% of professors over 70, and 41% of associate professors between 50–69.

UWB complies with applicable Czech legislation regarding career progression for associate professors and professors and has processes in place to this effect.

Strengths: Evidence of generational continuity and a functioning academic career pipeline.

Good retention of senior academics, valuable for mentoring and leadership.

Concerns: Very low share of young professors and associate professors signal a slow career progression and lack of proactive promotion policies. The proportion of professors with more than 70 years raises additional concerns about the strategies in place to plan, in terms of strengths that need to be maintained vs new areas to be opened and people recruitment.

2. Degree of Internationalization

There is a positive and growing trend in internationalization, albeit still quite moderate in absolute terms:

The overall share of foreign employees increased from 32.5% (2020) to 39% (2024) in full-time equivalents (FTEs). Growth is particularly visible in: Researchers in other categories (from 9.5% to 14%), Professors (3.2% to 5%), Early career researchers (from 8.6% to 15%) There is modest improvement in internationalization from 2020 to 2024, although the academic positions (Professor, Associate and Assistant Professor) have not changed much.

Strengths: Active improvement in attracting foreign researchers in certain categories.

Concerns: Internationalization at professor and associate professor levels remains very low.

Most foreign staff appear in non-tenure categories, indicating a risk of limited influence on strategic and educational development.

3. Job Classification and Functional Distribution

The distribution of staff by job category shows structural consistency but some shifts:

Assistant Professors are the largest academic category, though their FTEs decreased from 448 (2020) to 403 (2024). Growth in associate professor roles (from 167 to 183 FTEs) may indicate promotion opportunities or qualification improvement.

The number of assistants doubled, from 69 to 152 FTEs, possibly due to teaching load redistribution or PhD enrolments. Technical & economic staff still make up a large share (770 FTEs in 2024), supporting research infrastructure.

Strengths: Support for academic development through assistant roles and early career positions. Functional diversification (e.g., research-only roles, admin staff) is proportionate.

Concerns: Decline in assistant professor numbers may indicate career stagnation or external migration of postdocs. Relatively low FTE in early-career categories (23.6 FTEs in 2024) could challenge renewal unless expanded. Also, large numbers of associate and full professors in the age range of 70 suggest that a proactive action have to be planned to recruit new leaders.

4. Gender Balance

Gender representation remains uneven, particularly at higher academic ranks:

Professors: only 9% women (2024) – slight decline from 9.8% (2020). Associate Professors: improved slightly from 18.6% to 20%.

Assistant Professors: increased to 37%. Assistants: notable decrease in women's share (from 58.9% to 45%). Technical & economic staff: consistently high female representation (72% in 2024).

Strengths: Moderate progress at mid-career levels.

Significant gender inclusion in support and admin functions.

Concerns: Strong vertical gender imbalance, especially in professorial roles.

The staff profile indicates women are very under-represented at more senior levels, international staff are a small minority, and the age profile provides little opportunities for younger academic staff to promote to senior levels. Drop in female assistant FTEs may indicate issues in early-career support, work-life balance, or retention.

Recommendations:

The very low share of young professors and associate professors signal a slow career progression and lack of proactive promotion policies. The age profile is highly skewed with 50% of professors being over 70 years. This profile provides little encouragement for early career researchers to visualize their promotion prospects at UWB. It also raises additional concerns about the strategies in place to plan, in terms of strengths that need to be maintained vs new areas to be opened and people recruitment. We recommend to:

- Strengthen the promotion pipelines to encourage generational renewal and reward excellence.
- Define a strategy to address the aging problem of professors and recruitment to replace retiring researchers. UWB needs to act proactively in looking strategically at replacement for senior people, considering where strengths must be preserved and where new areas need to be covered.

There is a clear under-representation of women in academic roles: just over one third of assistant professors are women, less than one in five associate professors are women, and less than one in ten professors are women. We recommend adoption of a stronger strategy to improve gender balance, including:

- Design of targeted recruitment and retention schemes for women in academic leadership roles, especially professorships.
- Improvement of the pipeline of promotion for women needs to be addressed.
- Alignment with international initiatives and best practices, such as Athena Swan, that support universities to address gender imbalance. UWB will need to formally address this issue using external benchmarking and looking at best practices internationally.

Develop a university-wide strategy to attract foreign scholars, especially at senior levels, through dedicated calls or visiting professor programs to improve diversity and impact. The policy should include support for relocation, including help to address the 2-body problem.

Carefully monitor the difficulties encountered in hiring and retaining foreign scholars in order to develop possible countermeasures that could improve internationalization.

Continue developing career support for early-stage researchers, including work-life reconciliation policies (already planned in Strategic Intent 2026+).

Monitor assistant professor decline, investigate root causes, and create incentives to retain or convert these roles into long-term academic paths.

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:

1. Strategic Framework and Regulation

UWB bases its recruitment and career development system on comprehensive institutional regulations, which are aligned with Czech national legislation and internationally recognized frameworks.

Strengths: Existence of UWB Career Regulations, Selection Procedure Rules, OTMR Policy, and HR Excellence in Research (HRS4R) framework.

Ongoing alignment with strategic updates (Strategic Intent 2026+).

Collective Agreement and Equal Opportunities Plan provide a solid labor and ethical baseline.

Concern: The Czech system for promotion to Associate and Full Professor is quite unique internationally. It constitutes a most serious impediment to internationalization. It is not realistic to foresee an improvement in internationalization of researchers with the existing legislation in terms of promotion to professorial roles. This is of course not an exclusive problem of UWB: it needs to be taken up at the government level.

2. Recruitment Practices and International Openness

Recruitment is transparent and increasingly international, with notable use of Euraxess and support via the Welcome Center.

Strengths: International job postings and support structures for foreign hires (residency, housing, family integration). Strong HR support for newcomers through onboarding materials (Employee Guide) and welcome courses. Two UWB units were pioneers in receiving the HR Award, now extended university wide.

Concerns: Limited data on success rates of international recruitment or long-term integration (e.g., retention, promotions). See also the previous comment on the current Czech legislation for professorial roles.

3. Career Development and Lifelong Learning

UWB maintains a broad staff development program coordinated by the Department of Lifelong and Distance Learning.

Strengths: Multiple learning modes (online, in-person, hybrid) for all employees.

Dedicated onboarding course for new hires. Professional development opportunities include Erasmus+, conferences, language training, and summer schools.

Concerns: Career progression beyond legal entitlements (e.g., mentoring, structured performance reviews, internal promotion plans). While some units were early adopters of HR excellence principles, it is unclear how uniformly career development tools are implemented across faculties.

4. Sabbaticals and Mobility

The system for creative leave (sabbaticals) is functional and adheres to Czech Higher Education legislation (Act No. 111/1998).

Strengths: Clearly regulated entitlement: six months every seven years with full salary.

Flexible use: research, publications, mental hygiene. Well-integrated into HR processes via the Personnel Department.

Concerns: There is no data on uptake, impact, or barriers to taking sabbatical leaves, which could help assess effectiveness.

5. Support for Return from Leave or External Posting

UWB provides formalized and well-documented procedures for reintegration after international or parental leave.

Strengths: Practical supports for returning from mobility (Mobility Agreement, financial reporting, HR guidance). Proactive approach to parental leave returnees (contact maintenance, flexible work options). Integration into broader HR development and social safety agendas.

6. Work-Life Balance and Social Safety

There is a growing institutional emphasis on work-life reconciliation, embedded in Strategic Intent 2026+.

Strengths: Dedicated Working Group on Social Safety. Forthcoming methodology for managing maternity/parental return and overall flexibility. Strong orientation towards inclusive and respectful work environments.

Recommendations:

Implement performance-based progression models with transparent criteria for advancement across all academic levels

Ensure that mentoring support is provided in all faculties for career growth at all levels.

Mandate and monitor reintegration and work-life support policies to ensure consistency across faculties.

Track and publish data on the uptake of sabbaticals, parental leave returns, and international recruitment outcomes.

Evaluate the use of the fixed term contracts to determine the profile of those on such contracts and the likelihood of progression to permanent contracts.

Implement a formal policy for employees returning following external work and following maternity/parental/carer leave.

4.7 Gender equality measures

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

1. Strategic Framework and Regulation

The UWB has established a comprehensive strategic framework for promoting gender equality through its Equal Opportunities Plans, which are aligned with institutional goals and European expectations. Gender equity is embedded in the university's broader agenda on social safety, inclusive culture, and work-life balance. These priorities are reflected in formal planning documents covering the 2022–2024 and 2025–2027 periods. The university-wide HR Award, supported by principles of open and transparent recruitment, further demonstrates a long-term institutional commitment to fairness in employment and development.

A standalone Gender Equality Plan (GEP), titled the Equal Opportunities Plan fulfils the requirements set under Horizon Europe. It was developed based on the findings of a 2021 gender audit and a follow-up re-audit conducted between 2024 and 2025. The updated GEP outlines medium- and long-term objectives across five strategic areas, including gender balance in decision-making, gender-sensitive recruitment and career advancement, and the integration of gender perspectives in research and teaching.

The Plan is supported by dedicated institutional structures, including a Social Safety Coordinator and a university-wide working group, with allocated staff and financial resources to ensure implementation. Quantitative monitoring is in place, including the collection of gender-disaggregated data on academic ranks, leadership roles, and appointment procedures. Although the Plan does not include rigid quotas, it defines indicators and tracking mechanisms that enable the university to assess progress and adjust strategies.

While measurable improvement outcomes still need to be better articulated in some areas, the strategic foundation, institutional capacity, and proactive orientation of UWB's gender equality efforts represent a mature and evolving framework.

2. Recruitment Practices and Senior Appointments

While recruitment is described as transparent and open (e.g., Euraxess, Welcome Center), gender considerations in selection and appointment processes are not clearly addressed.

Transparent job postings and structured onboarding could support inclusive hiring. Support for international families may indirectly benefit dual-career female candidates.

Currently, the Rector and all Vice-Rector positions at UWB are held by men. These top leadership roles are filled through electoral procedures, which are formally established and institutionally accepted. However, the absence of any women in these positions as of 2024 suggests that the current system does not actively promote gender-balanced representation at the highest level of governance. Without specific safeguards or corrective measures, the structure and culture of senior appointments may contribute to the persistent underrepresentation of women in leadership.

Gaps remain in the operationalization of gender equality in recruitment and appointment processes. There is no documented requirement for gender-balanced selection committees or mandatory unconscious bias training. While strategic frameworks exist, senior leadership appointments appear to be decentralized, which may result in inconsistent application of equality principles across faculties and units. Furthermore, the university does not currently monitor or publish gender-disaggregated data for shortlisting and hiring outcomes, limiting the ability to assess fairness and detect systemic disparities.

3. Career Development and Progression

Assessment: UWB provides a wide range of learning and development opportunities; however, the career development system is not clearly tailored to address gender-specific barriers.

Strengths: Availability of flexible and accessible learning formats.

Supportive onboarding and language training may help integrate women and foreign researchers.

Gaps: No mention of mentoring programs for women or underrepresented groups.

Promotion criteria and evaluations are addressed in internal regulations and the GEP, but their transparency and detailed structure are not publicly documented, making it unclear whether they sufficiently support gender-equal progression.

No data is collected or published on gender-disaggregated participation in training or development programs, which limits the university's ability to evaluate whether such programs are accessed equitably.

4. Support for Work-Life Balance and Family Responsibilities

Assessment: UWB has made work-life balance a strategic HR goal and is preparing dedicated methodologies for parental leave and reintegration.

Strengths: Flexible work arrangements (part-time, remote work) are offered upon return from leave. Contact maintenance with employees on maternity/parental leave is encouraged.

The planned reintegration methodology is part of the Equal Opportunities Plan 2025–2027 and includes steps to support returns from leave across staff categories.

Gaps: Many measures are not formalized or mandated but left to the discretion of individual managers or units.

No centralized monitoring of uptake or effectiveness (e.g., return rates, satisfaction, promotion post-leave). There is no mention of on-site childcare services or emergency care options, which could strengthen support for caregivers.

5. Representation and Structural Imbalance

Assessment: Data from previous HR tables indicate persistent gender disparities at senior academic levels:

Professors: only 9% women (2024). Associate professors: 20% women.

Assistant professors: improving (37%) but not sustained across ranks.

Strengths: The gender ratio improves at early-career levels, suggesting pipeline potential.

Gaps: Absence of targeted interventions (e.g., gender-sensitive promotion tracks, fast-track for talented female researchers).

There is no publicly documented institution-wide analysis of gender gaps in research outputs or grant success rates, although monitoring of academic rank distribution by gender is regularly conducted.

The continued male dominance in senior academic roles presents a structural imbalance that may impact institutional attractiveness for female researchers. Additionally, as research funders increasingly assess institutional gender equity, such disparities could present reputational and funding risks.

6. Measures to Reconcile Work and Family Life

UWB implements several measures to support work-life reconciliation. Flexible working hours, teleworking, and part-time contracts are available, especially in the context of return from maternity or parental leave. The Equal Opportunities Plan explicitly includes provisions to support parental transitions and continuity of professional engagement during leave periods. Awareness of these policies is promoted via HR channels and training for managers.

However, while some policies are available, their enforcement or consistency across departments may vary. There is no mention of targeted child or dependent care infrastructure (e.g., university nursery or emergency childcare support), and monitoring of effectiveness (e.g., uptake, satisfaction) is lacking.

7. Evaluation and Remuneration

The available documents do not provide detailed information on gender-specific evaluation or remuneration mechanisms. Although the Equal Opportunities Plan refers to the principle of equal pay and mentions the need to ensure fairness in internal procedures, there is no accompanying dataset or audit demonstrating wage gap analysis or gender bias in performance evaluations.

This area represents a significant blind spot in the gender equality strategy, particularly in terms of transparency and data availability.

8. Measures to Eliminate Negative Workplace Behaviour

UWB addresses negative workplace behaviours through general HR policies and organizational regulations. The Equal Opportunities Plan and supporting documents emphasize psychological safety and prevention of discriminatory behaviour.

However, there is no explicit institutional policy on mobbing or sexual harassment publicly available in the provided documentation. There is also no reference to complaint mechanisms, reporting protocols, or support systems for affected staff. Although a Social Safety Coordinator has been appointed, the scope of this role in handling serious workplace misconduct is not clearly defined.

Strengthening this area – through codified policies, designated reporting channels, and confidential advisory services – would enhance institutional credibility and provide critical protection for vulnerable staff.

Recommendations:

Data is needed on how UWB has progressed in addressing issues raised in the 2021 gender audit.

Formalize gender equality mechanisms in recruitment and promotion (e.g., bias training, balanced committees, career audits).

Introduce targeted leadership development programs for women, especially in R&D&I-intensive disciplines.

Establish KPIs for gender equality (e.g., % of women in leadership, retention post-parental leave).

Implement centralized monitoring and accountability tools for evaluating the impact of equality and diversity measures.

A work/life balance policy is required.

Training is required for all staff on negative behaviours. Online training courses awarding ‘badges of excellence’ may be helpful in promoting the importance of the training.

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]:

5 - Outstanding

Qualitative assessment:

The UWB has articulated a comprehensive and structured internationalisation strategy for the period 2021–2025. This strategy is not merely declarative – It is fully embedded in the university’s strategic documents (UWB Strategic Intent 2021–2025) and aligned with national and European policies such as the Strategy for the Internationalisation of Higher Education (2021+), ECHE 2021–2027, and the Czech Republic’s RDI Policy 2021+.

The strategic vision is explicitly forward-looking: to build a stable, international, and open academic environment, enabling UWB to reach world-class standards in education and research. The institution positions internationalisation as a driver of systemic change and global responsibility, not just as a mobility or promotion tool.

The strategy defines five thematic priorities with detailed measures and performance indicators:

1. Development of global competencies in students and staff.
2. Internationalisation of study programmes (e.g., joint degrees, blended learning).
3. Simplification of recognition processes for foreign education.
4. Creating a welcoming international environment (campus, services, language).
5. Strengthening strategic management of internationalisation across the university.

The implementation measures are concrete and measurable – e.g., incorporating mandatory study-abroad semesters, expanding courses taught in English, recruiting foreign staff, developing the UWB Welcome Center, and building coordinated infrastructure with the City of Pilsen and the Pilsen Region. Communication and coordination platforms (e.g., the Board for Internationalisation, Mobility Task Force) ensure cross-level alignment and regular exchange between faculties and central offices. Moreover, internationalisation is treated not as a set of isolated activities, but as a cross-cutting priority integrated into teaching, research, administration, and external engagement.

This approach demonstrates a clear strategic planning dimension and a proactive institutional posture. An institution-wide concept is clearly visible, backed by both top-down coordination and bottom-up participation. Faculties and central units have defined roles and are held accountable via indicators (e.g., number of joint programmes, international staff, and mobility flows). UWB also actively engages with regional partners to co-develop the infrastructure necessary to attract and retain international talent.

UWB also explicitly identifies barriers to mobility, particularly among academic staff, such as limited language proficiency, administrative complexity, time constraints, and lack of institutional support. In response, the university has launched a series of targeted measures: digitalisation and simplification of administrative procedures (e.g., Erasmus Without Paper), creation of a centralized mobility register, development of the UWB Welcome Center, and systematic support for intercultural and language training. These efforts are designed to make mobility a natural and integrated part of academic career development, not an optional extra.

Based on the supplementary data provided during the on-site visit, staff mobility shows a clear upward trend in outbound participation for the period 2020–2024, especially after the COVID-19 travel restrictions were lifted. The number of outgoing mobility rose sharply in 2022 and remained relatively high in subsequent years. Even when excluding conference participation, the data reflect a significant increase in actual staff exchange. On the other hand, incoming staff mobility also rose steadily until 2023, followed by a slight decline in 2024. The university is currently transitioning to a unified information system to improve the reliability and comparability of mobility data. The new system is expected to enable more precise evaluation of mobility trends in the future.

The situation of mobility of academic and research staff during the period under review reflects UWB's strong commitment to internationalisation. This commitment is supported by targeted institutional actions, and operational data confirm its effectiveness. UWB clearly demonstrates a dedication to continuous development in this area, and the direction of change is clearly positive.

The trend of declining staff mobility over 7 days of stay needs to be stopped. In the long term, it could become a significant barrier to the growth of internationalisation of educational and research processes, which is UWB's stated ambition.

Recommendations:

To maintain these outstanding achievements, UWB should maintain momentum by updating the internationalisation strategy in advance of 2026, using external benchmarking to identify new trends and partners;

evaluate the effectiveness of implemented measures (e.g., Welcome Center, recognition system, new programme formats) through targeted stakeholder feedback and impact studies;

continue supporting proactive faculty-level initiatives while ensuring alignment with university-wide goals through coordinated monitoring;

RESEARCH INFRASTRUCTURE

4.9 Research infrastructure

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

Rating [1–5]:

3 - Average

Qualitative assessment:

Over the evaluation period of 2020–2024, the University of West Bohemia invested a total of approximately CZK 187.5 million (EUR ~7.47 million) into research infrastructure and equipment. These figures encompass the acquisition of small fixed assets, investment in tangible and intangible assets, and maintenance costs. This reflects a consistent and notable financial commitment to supporting the technical base of research and development across the institution.

A key portion of these expenses – over CZK 102 million (EUR ~4 million) – was directed toward machinery, apparatus, and equipment, marking this as the largest infrastructure category by a significant margin. The spending on these items was especially high in 2020 and 2021 (CZK 48.7 and 30.8 million respectively), then decreased in subsequent years. While this shows substantial initial investment, there is no accompanying information clarifying whether these figures reflect the culmination of a planned investment cycle or ad hoc unit-level decisions.

The Self-Evaluation Report (SER) states that implementation, planning, and actual investment decisions are “*carried out in a targeted manner at the individual units of UWB in accordance with the defined strategic priorities*”. However, it does not specify which institutional strategy or planning document contains these priorities, nor does it list what the priorities actually are. As a result, while the intent of alignment is expressed, the transparency and verifiability of strategic coherence remain limited.

Likewise, the SER claims that the university’s technical units “*have long-term plans for the acquisition and renewal of capital equipment*”. Yet, there is no reference to specific documents, timelines, or frameworks that define these long-term plans. It remains unclear which units hold such plans, what timeframes they cover, and how they are monitored or coordinated at the institutional level.

The report also mentions the sharing of technologies between teams. However, no specific examples or systems are described that would illustrate such sharing in practice – whether through coordinated use of core facilities, centralized booking platforms, or inter-unit collaboration frameworks. This makes it difficult to assess whether such sharing is systematic or ad hoc.

Regarding maintenance, the cost varied significantly from year to year, with no clear indication of a structured, predictive maintenance policy. There is no description of lifecycle management tools or centralized oversight that would guide investment in repairs versus renewal.

There is evidence suggesting that external communication and advertisement of infrastructure capabilities are active based on publicly available information from UWB’s research centres. For example, RICE offers specialized high-voltage testing services for industrial partners, and NTIS highlights data analytics and visualization services in support of external projects. These examples demonstrate an intent to leverage research infrastructure for broader societal and industrial

benefit. However, the SER provides no evaluation or data on the scale, frequency, or impact of these collaborations, leaving the effectiveness and strategic importance of this external utilization unclear.

Recommendations:

To strengthen institutional coherence in infrastructure development, UWB should:

- consolidate unit-level investment practices into a university-wide research infrastructure strategy, explicitly linked to overarching R&D&I priorities and updated in line with emerging scientific and technological trends;
- clarify and formalize long-term equipment renewal plans by documenting their scope, timeline, and coordination mechanisms, ensuring consistency across faculties and better predictability in budgeting;
- assess the scope and impact of external infrastructure utilization through systematic tracking and stakeholder feedback, using the findings to guide strategic outreach, optimize access conditions, and demonstrate societal value.

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]:

5 - Outstanding

Qualitative assessment:

From the data provided in the self-evaluation report, it appears that the total budget for R&D&I in the period 2020–2024 amounted to CZK 3,974,197 thousand (EUR 156.8 million), which makes up 28% of the total UWB budget for the period 2020–2024. The share of public funds for R&D&I from the Czech Republic amounted to CZK 2 936 733 thousand (EUR 115.9 million) (74 %), the share of public funds from abroad was CZK 656 307 thousand (EUR 25.9 million) (17 %) and the share of funds from other sources (knowledge transfer) was CZK 381 157 thousand (EUR 15 million). The share of RVO funds in the total R&D&I budget was 50% (CZK 2 004 912 thousand (EUR 79.1 million)). The Faculty of Applied Sciences had the largest share of R&D&I funds at 32%, the Faculty of Electrical Engineering at 22% and the New Technologies – Research Center at 16%.

These values show an intense prioritisation on the part of the University management and the faculty management for R&D&I activities. On the other hand, there are natural differences between the contribution of each faculty due to their specificities: basic research, applied research, experimental development and innovation.

The ability of West Bohemia University to attract funding from prestigious national and international institutions is also noteworthy (4.10.3, 4.10.4). The variations in the amounts attracted in R&D&I projects are specific to the evaluated period. Among these can be mentioned:

- The European Commission (EC), which supports many diverse key areas of research at UWB through programs such as Horizon Europe and Horizon 2020.
- The European Structural and Investment Funds (SFEU), in cooperation with the Ministry for Regional Development of the Czech Republic (MRD), finances a wide range of cross-border projects through the INTERREG program.
- The Technology Agency of the Czech Republic (TA CR) through the M-ERA.NET program, focusing on the development of advanced materials.

- The Office of Naval Research contributed to a project focused on navigation technology through the NICOP program.
- The Elixir Hub supported the transfer and development of genetic data analyzes to innovate cancer research.
- The British Museum is funding a project to document the building traditions of coral houses on the Swahili coast of Kenya.
- The Grant Agency of the Czech Republic (GA CR): funded a total of 87 projects under the Standard Projects, EXPRO, LA, International Projects and Junior Star programs.
- The Technology Agency of the Czech Republic (TA CR): focuses on applied research and innovation through programs such as Beta 2, Epsilon, Théta, Sigma, Zéta and others. It funded almost 200 projects.
- The Ministry of Education, Youth and Sports (MEYS): the largest share of support is directed to the Operational Program Research, Development and Education (OP RDE) and the Operational Program Jan Amos Komenský (OP JAK).
- The Ministry of Industry and Trade (MIT CR): specializes in supporting applied research and innovation projects in industry. The main programs include OP PIK and newly OP TAK. It funded projects focused on new technologies, materials and digitization.
- The Ministry of Culture (MC CR): focuses on projects in the field of humanities and cultural heritage, mainly under the NAKI II and III programs. It supported a total of 7 projects in the period under review.
- The Ministry of the Interior (MI CR): funds projects in the field of security research.
- The Agency for Health Research (AZV ČR): support is focused on applied research in healthcare. It funds projects related to genetic research and applications in the Czech population.

Recommendations:

UWB should assess the risk of faculties, typically non-STEM, that are almost entirely reliant on national funding – why is there so little opportunity for international/European funding?

Is recommended to maintain the general upward trend of UWB in attracting funds and implicitly financing R&D&I activities. It is also recommended to conduct a more detailed analysis of the budget structure (funds from Czech Republic funding, international funding and other sources) and to identify, where and if necessary, other sources of funding.

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]:

5 - Outstanding

Qualitative assessment:

UWB uses the long-term conceptual development of the research organization (LCDRO) in accordance with the MEYS Decision to promote independent basic and applied research and to disseminate results to the public in a non-exclusive and non-discriminatory manner. The rules for the use and distribution of institutional support for LCDRO are in general terms regulated internally by Rector's Directive Budget Methodology, and each year the Budgetary Rules specify allocations for individual parts of the subsidy. Responsibility for the allocation of the LCDRO subsidy rests with the Vice-Rector responsible for R&D.

The way of distributing the funds presented in the self-evaluation, on the six categories (articles, Monographs and chapters, projects, contract research, the quality of the selected results, evaluation of the unit) is correct and fair. The desire for improvement by adding a new category of licenses and patents in the future is also noticeable.

Notable is the development of the DS LCDRO system designed to support units that were rated "A" in MEP1, intended as a support for the arrival and stay of excellent staff from abroad in UWB units, which will contribute to the development of international cooperation of research teams, the submission of joint projects with international institutions and joint publications in prestigious journals.

DS LCDRO has been operating at UWB since 2022, and a total of 17.7 million CZK (700 thousand EUR) has been used from the LCDRO grant. In the period 2022–2024, 85 excellent international experts were supported at UWB, some of whom are already working permanently in UWB units.

Recommendations:

Continuation of DS LCDRO actions, with identification of areas where they have maximum efficiency.

NATIONAL AND INTERNATIONAL COOPERATION

4.12 Significant collaborations in R&D

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The listed R&D&I collaborations of the University of West Bohemia (UWB) are extensive and varied, demonstrating both strong alignment with the university's mission and a high degree of effectiveness. Below is an evaluation structured along four key criteria: effectiveness, proportionality, alignment with the mission and vision, and strategic value.

Effectiveness: UWB is involved in high-impact collaborations, both nationally and internationally, across applied and basic sciences.

Proportionality: The scope of activities is balanced, matching the university's research capacity and faculty diversity.

Mission & Vision Fit: Collaborations serve both UWB's technical innovation mission and its commitment to societal engagement and interdisciplinary breadth.

Key Strengths: Strong industry ties, international networks, and research translation mechanisms.

Potential Gaps: While social sciences and humanities collaborations are strong in quality, they could benefit from broader internationalization and more structured institutional support similar to that in engineering.

Recommendations:

Enhance coordination across faculties for joint interdisciplinary initiatives.

Invest further in visibility and communication of non-technical research outcomes - the successful projects profile in this section from non-STEM areas – this success does not seem to be reflected in the allocation of resources profiled earlier in this report.

Develop institution-wide support structures for maintaining high-level international collaborations and scaling successful models (e.g., HiPower 5.0, EPFL-PSI).

Faculties that currently lack sufficient experience in applying for large-scale international projects are encouraged to begin by forming structured partnerships with national institutions that have established expertise in managing externally funded research – such as Charles University. These collaborations can serve as a valuable stepping stone, enabling academic staff to build project management competencies and become familiar with complex funding mechanisms. In the longer term, such experience can strengthen institutional readiness for joining or leading initiatives within programmes like Erasmus+ or Horizon Europe.

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:

1. Structure and Setup of Doctoral Studies

UWB's doctoral programs are well-structured and aligned with national regulations. Students follow an Individual Study Plan (ISP), including mandatory foreign internships and specialized courses, under a supervisor and Doctoral Study Board. However, autonomy across faculties leads to uneven standards in workload and support. Introducing more centralized quality benchmarks would improve consistency.

2. Quality and Effectiveness – Statistical Indicators

With a success rate under 40% and dropout over 60%, UWB matches national trends but reveals systemic issues. Timely completion (within standard time + one year) is very low at 11.4%. Stronger progress tracking, earlier interventions, and better support mechanisms are needed to improve outcomes.

3. Supervision and Mentorship

Supervision is personalized and flexible, which supports student development. Still, supervision quality likely varies. Formal training for supervisors, regular feedback from students, and monitoring supervision outcomes would strengthen the model.

4. Career Tracking

Graduate career tracking is currently limited. A new follow-up system (1-, 3-, and 5-years post-graduation) launching in 2025 is a step forward. Until then, data on graduate employment and career paths remains insufficient for evaluating program alignment with labor market needs.

5. Recruitment and Internationalization

Recruitment is active and diverse, including events, digital outreach, and international fairs. Interest from foreign students is growing, especially in English-taught programs at select faculties. Joint degrees and cotutelle programs are emerging but need broader adoption.

6. External Collaboration

Cooperation with CAS and industry strengthens applied research and employability. Programs like engineering and geomatics are well-aligned with market needs. Broader intersectoral collaboration—especially in humanities—could be expanded through targeted support.

7. Student Support and Development

The IPC provides comprehensive, accessible support services. The pilot Doctoral School (2024) addresses soft skills training; full institutional rollout in 2025 will further enhance career preparedness and doctoral training quality.

The self-evaluation material deals in detail with doctoral studies. These also essentially operate in a decentralized manner and are linked to individual faculties. However, some of the regulations are central, university-wide, which is completely logical. The relationship between the student and the supervisor is also rather decentralized and is left to them. Some programs are also available in English. But a significant portion of the Czech language programs is also available for Slavic native-speaking foreigners. This dimension could even be strengthened, especially considering the migration situation in the Czech Republic.

The causes of the high drop-out rate among Ph.D. students were not mentioned in the response, although UWB has tools for monitoring the conditions created for study by UWB. It is necessary to focus on a more detailed examination of the causes of Ph.D. student drop-outs and to draw relevant conclusions from the findings.

Recommendations:

1. Enhance supervision quality by implementing supervisor training, student feedback, and supervision KPIs.
2. Systematically address dropouts by identifying risk factors early and strengthening mid-program evaluations.
3. Ensure uniformity in PhD experience across faculties through minimum quality standards in workload, teaching, and research responsibilities.
4. Accelerate career tracking implementation and use data to adapt program content and expectations. The career development pilot should be rolled out to all faculty.
5. Institutionalize and expand the Doctoral School, ensuring all doctoral students access transferable skills training.
6. Provide more information on the level of financial support given to the students.

The Czech Republic is in a unique situation due to the large number of Slovak students and Ukrainian immigrants. The question is how the university wants to respond to this and to what extent it wants to take advantage of this in attracting research capacities from abroad. It seems almost certain that there are many opportunities in this area.

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:

Incentive programmes – the new grant system now provides numerous funding opportunities. The Development Scheme LCDRO provides support to potentially underperforming faculties.

Institute: the proposed institute, based on the merger of existing centres, was not implemented as the centres were deemed to be performing well and had existing collaborations.

Favouring of technical faculties: a new budgeting system was introduced with a new contractual funding model where a fixed part of the budget is allocated via five-year funding to faculties.

Salaries: a new wage regulation was adopted with new pay grades corresponding to the current wages of higher education institutes that are publicly funded in the Czech Republic.

Paper based administration: digitisation is a priority and has been introduced in several ways including a new HR portal. Over 300 processes have been modelled.

International Exchange Programme had insufficient information: details are available on the International Office website. UWB also helped establish the Erasmus Student Network (ESN), which includes a buddy system for new students.

Dual status of some students: different doctoral vs research supervisor was a misunderstanding in communication. Each student may have a specialist consultant as well as a supervisor.

Patents should be filed through private firm: an external patent agent is used. This section is described as 'very good' as many of the recommendations have been addressed. **Create development and incentive programs to support, for example, young researchers.**

The grant system at UWB includes several components supporting both students and young scientists. The system is aimed at encouraging publications and submission of worthwhile projects. The organisation of scientific conferences is also supported. Additional resources are allocated to support visiting foreign researchers to develop international collaboration to enhance the quality of research work. The number of resources allocated for the period under review is proportional to the named grant programmes.

There is perhaps an opportunity to create an Institute with the combined strength of some centers. This Institute could become a large research infrastructure and should be able to have greater visibility and also should be granted the management of its IP and the possibility to recruit research professors (non-tenure tracks) but they could be reservoirs for faculties enrolment. In the long run, the Government would eventually become a 50% partner in the overall funding of the institute.

The UWB did not undertake a major organisational change leading to the establishment of the recommended institute during the period under review. According to the UWB, the recommended results can be achieved under the current arrangement. The examples given suggest that the long-term effect cannot be assessed or compared with the recommended arrangement.

Some non-technical faculties with the largest number of students believe that the way funds are reallocated favors technical faculties.

Changes in the funding of mainly non-technical faculties took place at the end of the period under review. The new system through contract funding promises to improve the disadvantaged funding situation of non-technical faculties. The impact of the changes made can only be assessed in the following period.

The salaries of some professors at UWB are among the lowest in the Czech Republic and the internal rules for the allocation of funds have been questioned, which should probably be addressed by the Rector's Office.

Similarly, to the previous point, the status quo changed only at the end of the reporting period. The changes made set a level playing field for the financial remuneration of professors and academic staff across UWB and a comparable salary level with other universities. Changes to UWB staff remuneration are embedded in the budget methodology.

Some administrative processes are still paper-based, support for digitization

According to UWB, the digitisation process is continuous throughout the period under review. Processes have been digitised to reduce the administrative complexity of some routine operations and others are currently under development. The digitisation process has organisational support at UWB. The use of AI is envisaged in real terms. Processes related to digital transformation are a strategic priority as expressed by UWB.

As far as the International Exchange Program (IEP) is concerned, the panel did not notice any particular problems in this area (during the discussion with the students). In some cases, UWB does not provide sufficient information about the existence of some of the services provided.

The scope of the provision of information on services for incoming exchange students is explained and justified in the text. In addition to personal contact through the International Office Promotion Officer, social networks are successfully used in a manner close to the communication style of today's generation. Information sessions, which UWB regularly organises, are also used to inform both outgoing and incoming students. The opportunity for students to share personal experiences is also important. All of the above activities create sufficient space for information sharing and can be considered sufficient.

Some students have a dual status: they have a different doctoral studies supervisor and a different research supervisor.

The wording of the UWB Study and Examination Regulations implies that students in the doctoral programme have only one supervisor and may have a consultant providing advice on specific professional matters. This is not a dual status.

For the sake of protection of UWB, the MEP panel recommends that all patents be filed through a private firm. The HEI would thus be protected in the event of legal disputes regarding patent protection. The Faculty of Law could assist in this matter.

UWB handles the protection of its intellectual property through external patent attorneys. The Knowledge Transfer and Contract Research Department is consulted on the selection of an appropriate agent. UWB sees the set-up as reducing the administrative burden and delegating responsibility to a third party. UWB does not explain why it avoids the involvement of experts from the internal Law School in the IP protection process.

Recommendations:

In addition to the successfully implemented measures responding to the recommendations of the previous evaluation, the impact of the changes made at the end of the evaluation period (2024) should be monitored and their effectiveness evaluated regularly. This is particularly relevant to the issues of UWB staff funding and the comparability of funding between technical and non-technical

faculties. There is also a need to continuously intensify the digital transformation of processes and to examine the administrative burden on staff. The impact of the changes introduced must also be assessed with economic instruments. Building a strong scientific infrastructure is an ongoing challenge for which UWB's human and organisational resources need to be mobilised. In the case of intellectual property protection, it continues to be useful to make more use of the expert potential of UWB Law School academics.

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	5 - Outstanding
4.2 System of support for a quality R&D&I environment and incentive measures for quality science	5 - Outstanding
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	4 - Very good
4.6 Academic and Research Careers	4 - Very good
4.7 Gender equality measures	4 - Very good
4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)	5 - Outstanding
4.9 Research infrastructure	3 - Average
4.10 Budget and structure of financial resources	5 - Outstanding
4.11 Rules for the use of institutional support for the LCDRO	5 - Outstanding
4.12 Important collaborations in R&D&I	4 - Very good
4.13 Doctoral studies	4 - Very good
4.14 Implementation of recommendations in Module 4	4 - Very good
AVERAGE RATING	4 - Very good
GRADE [A–D]	B
Summary assessment: The University of West Bohemia (UWB) presents a forward-looking and ambitious strategy for 2026–2030 that is well-aligned with its institutional mission, national R&D priorities, and European innovation agendas. The university demonstrates a strong understanding of its role as a regionally engaged, technically oriented higher education institution with increasing global connections.	

Strategic goals related to research quality, innovation, digital infrastructure, and social responsibility reflect UWB's intention to modernize and increase its visibility and societal impact.

However, while the goals are well-suited to the university's profile and potential, they remain largely conceptual. The absence of implementation frameworks, performance indicators, and designated operational structures limits their practical feasibility. Specific goals in areas like doctoral education reform, innovation support, and societal engagement would benefit from clearer governance, institutional coordination, and resource commitments.

To achieve its ambitions within the proposed timeframe, UWB must focus on strengthening execution mechanisms, linking strategic intentions to concrete actions, and embedding monitoring systems that ensure progress can be tracked and adjusted. This would enhance the credibility and effectiveness of its development trajectory.

Summary recommendations:

A core area for recommendation is those areas addressing the staff gender, age and international profile. This profile must be addressed as it is likely to be a deterrent to potential applicants and potentially a reason why staff leave. The profile may also result in an ineligibility for international grant funding. In a related area, the university needs to introduce formal return to work policies to support those who take leave.

MODULE 5 – STRATEGY AND POLICIES

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

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

1. Alignment with National and Educational Policy Priorities

The University of West Bohemia's mission and vision are well aligned with the strategic objectives of the Czech Republic's higher education and R&D&I policies. The Strategic Intent 2021–2025 and the upcoming 2026–2030 plan are clearly structured to reflect these national priorities, with concrete segment strategies such as digitalization, sustainability, and IP management. The university's close integration of these frameworks into its strategic planning is a significant strength.

2. Mission and Vision: Ambition vs. Realization

UWB's mission—to operate as a high-quality educational and research institution rooted in European academic tradition and addressing global challenges—is clearly formulated and operationalized. The institution has actively pursued this through investments in infrastructure, strengthening human resources, fostering internationalization, and supporting interdisciplinary research. In practice, over the past five years:

UWB has consolidated strong regional and national partnerships, particularly through research centres like NTIS, RICE, RTI, and NTC, all of which are active in applied research, innovation, and

industrial partnerships. While prioritising STEM areas, the UWB needs to equally give consideration to the development of Arts, Humanities and Social Sciences within its planning/

The university's role in European programmes (e.g., Horizon Europe, Erasmus+) has expanded, reflecting a growing international reputation.

Gender equality and EDI principles were increasingly integrated, responding to both internal needs and national policy trends. Efforts to address equality, diversity and inclusion (EDI) were deemed 'partial recommendations' from the previous 2020 MEP and actions transferred to the newly created Strategic Intent. This issue needs greater attention and quantifiable action. **The lack of action on EDI and underrepresentation of women in senior positions represents a reputational risk to the UWB for recruitment and the possibility of ineligibility for international funding.**

Spin-off support and applied research increased, as did cooperation with the private sector, especially in mechanical engineering, AI, energy, and transport—fields matching the national RIS3 focus.

However, some gaps remain:

While interdisciplinary collaboration exists, deeper integration across faculties is still a work in progress.

The quality of doctoral education and researcher career development could benefit from clearer institutional pathways (e.g., tenure-track, international postdoctoral frameworks).

There is limited publicly available evidence of systematic evaluation of strategic outcomes, which could strengthen transparency and impact tracking.

3. Realism and Future Orientation (2026–2030)

The strategic vision for 2026–2030 is ambitious but realistically grounded in current capacities and achievements. It builds upon:

Established infrastructure and internationally recognized research centres,

A strong link to regional development needs,

Clear strategic focus areas (AI, power electronics, health technologies, digital transformation),

A matured international cooperation framework via EUPeace and EU-funded programmes.

The proposed goals (e.g., increasing international competitiveness, enhancing spin-offs, boosting digital and human capital) are aligned with both UWB's internal potential and external policy frameworks. The continuation of the Strategic Intent model with embedded feedback from past evaluations (MEP 2020) ensures a learning process and adaptability.

4. Integration with Educational Mission

UWB balances its educational function with R&D&I goals effectively:

Its wide disciplinary scope allows for a comprehensive and flexible educational offering.

Graduate employability and regional relevance remain a core focus, reflected in partnerships with local industry and inclusion of applied research into curricula.

Mobility programmes and internationalization of education (e.g., Erasmus+, Visegrad Fund) expand learning horizons for students and staff.

Nonetheless, systematic tracking of graduate outcomes, integration of research-led teaching across all faculties, and stronger visibility of international double degrees or joint programmes would enhance impact.

The University of West Bohemia in Pilsen has largely fulfilled its mission and vision over the past five years, particularly in advancing as a regionally grounded, internationally connected research university. It demonstrates solid strategic planning, responsiveness to evaluation feedback, and alignment with both national and European policy directions. The vision for 2026–2030 is well-constructed, institutionally realistic, and policy-consistent, with particular potential in applied sciences, innovation ecosystems, and international partnerships.

Recommendations:

- Institutionalize researcher career pathways (tenure-track, postdoc support).
- Deepen interdisciplinary research through structured cross-faculty programs.
- Systematically monitor and evaluate the impact of strategic objectives.
- Expand dual/joint international degree programs to enhance global visibility.
- Strengthen public and stakeholder communication about R&D&I impact.
- Mandatory training on EDI is needed for all staff – this is typically in the form of online training with MCQs with learners being awarded an EDI Badge. EDI Champions are required throughout the university with authority to progress this issue.

5.2 Research and development objectives

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

Rating [1–5]:

4 - Very good

Qualitative assessment:

The strategic goals outlined by the UWB for the 2026–2030 period are, in general, appropriately scaled to the institution's size, mission, and profile as a technically oriented, regionally embedded university with growing international ambition. Thematically, the goals demonstrate coherence with national and European policy priorities in R&D&I, and align with broader institutional efforts toward modernization, visibility, and societal engagement.

However, across multiple areas, the goals remain at a conceptual level and are not sufficiently supported by concrete implementation plans, measurable indicators, or evidence of institutional readiness. UWB's strategic goals for 2026–2030 are well aligned with its institutional mission and profile. They demonstrate thematic consistency, ambition, and an understanding of key areas of development in higher education. The SER is largely conceptual in nature. The absence of implementation frameworks, operational responsibilities, performance indicators, and documented practices significantly limits the ability to evaluate whether the goals are realistically achievable within the proposed timeframe. To enhance credibility and strategic coherence, UWB would benefit from a stronger link between strategic intentions and institutional execution mechanisms.

Increasing the quality and excellence of research and creative activities: The goals are well aligned with UWB's profile and long-term aspirations, but lack accompanying timelines, performance

indicators, or monitoring mechanisms. Without these, the feasibility of achieving the stated ambitions cannot be reliably assessed.

Quality of doctoral education and academic appointment procedures: The proposed improvements – Including a doctoral school, dual supervision, and modernization of appointment processes – are conceptually relevant. However, the absence of details on implementation status, governance, and institutional structures limits the evaluability of these goals.

Strategic research areas and international cooperation: UWB identifies strong thematic priorities, such as AI, quantum materials, and power electronics, that match institutional strengths. Yet the report does not clarify why these and how these areas were selected, how updates will be governed, or what structures exist to manage international collaboration, which weakens the credibility of execution.

Innovation and technology transfer: While the university's emphasis on commercialization, start-up incubation, and industry collaboration is appropriate, these objectives are not underpinned by clear operational structures or examples of current activity. The lack of indicators or assigned responsibilities further undermines feasibility.

Development of digital infrastructure: The digital strategy aligns well with the university's profile and includes modern goals such as AI integration and smart campus development. Still, the self-assessment offers no detail on current infrastructure status, funding models, or progress tracking, leaving implementation uncertain.

Media presence and societal impact: The intent to improve institutional visibility and public engagement is relevant, the documentation lacks specifics on existing tools, responsible units, or evaluation frameworks. Indicators for communication effectiveness or impact measurement are not described.

Science communication capacity: The university's ambition to expand communication skills among staff and units is institutionally valid. However, there is no evidence of existing support systems, training programmes, or internal coordination mechanisms.

Regional and international societal impact reporting: Highlighting UWB's contributions across geographic levels is a thematically coherent goal. Still, the absence of documented partnerships, outreach campaigns, or methods for indicator review weakens the goal's operational foundation.

Coordinated social responsibility policies: Efforts to institutionalize socially engaged initiatives are appropriate, but they are not linked to implementation frameworks, responsible entities, or resource allocations. The strategic ambition is not matched by demonstrable institutional anchoring.

Work environment and human resource development: The university articulates a comprehensive vision for career development, equality, and inclusivity. While this vision is consistent with international HR standards, the self-assessment does not present evidence of existing systems or programmes that support these aims.

Employee evaluation and individual development: The goal of aligning performance evaluation with strategic objectives and individualized training is highly relevant. However, the documentation provides no information about current practices, tools, or responsible structures, making it difficult to assess feasibility.

Work-life balance and safe work environment: The institution's commitment to flexibility, safety, and inclusion is commendable. Yet without evidence of current measures or defined implementation plans, these objectives remain aspirational rather than actionable.

Recommendations:

Recommendations for Achieving Strategic R&D&I and Institutional Goals

Operationalize Strategic Goals

Translate high-level objectives into concrete action plans with timelines, responsible units, and measurable indicators. This will ensure that ambitions are realistically executable and trackable over time.

Strengthen Governance and Accountability

Assign clear leadership and oversight structures (e.g., committees or coordinators) for key initiatives such as doctoral education reform, innovation support, and digital infrastructure.

Clarify and Support Research Priorities

Justify the selection of strategic research areas (e.g., AI, quantum materials) through evidence and link them to institutional strengths and societal needs. Support these areas with interdisciplinary collaboration and dedicated funding.

Enhance Human Capital Development

Develop structured academic career pathways (including tenure-track and postdoc stages), implement performance-linked evaluation systems, and expand training in communication, supervision, and leadership.

Embed EDI, Innovation, and Societal Engagement

Institutionalize equality, diversity, and inclusion (EDI) frameworks with mandatory training and visible accountability. Strengthen tech transfer offices and create dedicated teams for science communication and societal impact reporting.

From what has been written above, it is clear that the entire 5.2 section seems to be a series of proposals and aspirations rather than a programme of action. Therefore, it is extremely difficult to assess. This section should be more specific and concrete.

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:

Strategic tools include the university's 'Strategic Intent' strategy which covers a five-year period. The current plan ends in six months, December 2025 and will be replaced by a new strategy which is not available to evaluators. Annual plans will be developed from the five-year plan.

Financial management is guided by the Rector's Directive 'Budget Methodology' which annually allocates subsidies. Almost all the subsidies (95%) are distributed to university units, with the remainder allocated centrally.

Some incentive systems are available for top performing employees, currently based on publications but due to expand. No incentive seems related to teaching.

Project management support is available, notably from the Project Centre. Researchers notify UWB of their intention to submit for grant funding and proposals are evaluated by the Rector or nominee who may convene an expert panel.

Quality assurance is guided by the European level Environmental, Social and Governance Framework. Both internal and external quality assurance is undertaken. A new Rector's Quality Assessment Directive is currently being prepared.

Development of human potential and human resource management is guided by the European Charter for Researchers HR award. UWB as a whole has been certified HR Excellence in Research since 2023.

The UWB approach to work-life balance is cited as to be developed.

A number of institutional tools are partially or yet to be implemented, including the transformation of the university career environment.

Recommendations:

The UWB Gender Equality Plan (GEP) runs from 2025 to 2027 but all indicators have a date of 2026 or 2027. It's recommended that interim indicators are introduced in subsequent GEPs to examine progress from inception.

The GEP was initiated in 2022 – the university should openly publish progress on reaching the indicators set out in each GEP.

Overall, UWB management is striving to improve its internal environment and support the development of its employees. Some of the initiatives that have not yet been implemented are part of the strategic plans for the period 2026–2030. Attention needs to continue to be paid to environmental aspects, where UWB should achieve top results given the focus of its faculties. Similarly, in selected preferred areas, the target of excellence should be clearly defined, which will influence the name and position of UWB in the global arena.

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:

The University of West Bohemia (UWB) has made measurable progress in addressing key recommendations from the previous Institutional Evaluation Programme (IEP 2020). While some actions remain partially implemented or constrained by contextual limitations, the university has shown a genuine and structured effort to align with the IEP's expectations in the areas of innovation, EDI, sustainability, and governance. The following provides an evaluative summary:

1. Development of an Incubation Ecosystem

IEP Recommendation: Establish a student – and staff-oriented incubator and a prototype-oriented school factory to increase innovation visibility and ensure sustainability.

Evaluation:

UWB has implemented a comprehensive university incubator that includes acceleration programs, mentorship, financial support, and investor engagement. The approach is systemic and integrated into the university's innovation strategy, showing clear reflection of the recommendation. The incubator also supports spin-off creation, aligning well with the broader institutional goals of entrepreneurship and applied research impact. The recommendation has been fully addressed.

2. Introduction of Evaluation and Feedback Tools

IEP Recommendation: Introduce anonymous evaluation mechanisms to collect feedback from students and staff on services.

Evaluation:

UWB has adopted multiple feedback tools, including annual service evaluations by both staff and students. The HR Award action plan and the Equal Opportunities Plan include structured data collection (focus groups, surveys, interviews). These mechanisms reflect a strong institutional culture of self-reflection and iterative improvement, especially in areas related to staff development and service quality. The recommendation has been effectively addressed.

3. Strengthening of EDI Structures and Accountability

IEP Recommendation: Address Equality, Diversity and Inclusion (EDI) more structurally; consider alignment with international EDI frameworks (e.g., Athena Swan).

Evaluation:

Since 2021, UWB has significantly developed its EDI framework, including a university-wide gender audit, the introduction of dedicated roles (ombudsman, social safety coordinator), and participation in EU-funded gender equality initiatives (e.g., UniSAFE, CASPER). While it has not joined programs like Athena Swan, it has developed a locally adapted, comprehensive EDI strategy with institutional leadership support and national and European-level engagement. The recommendation is substantially fulfilled, though formal international alignment could still be explored.

4. Sustainability and Carbon Neutrality

IEP Recommendation: Pursue carbon neutrality through renewable energy, low-emission mobility, and sustainable infrastructure.

Evaluation:

The adoption of UWB's Sustainable Development Strategy (2024–2030) directly responds to this recommendation. It focuses on low-carbon energy, circular economy, sustainable mobility, and student engagement. Strategic objectives include R&D in green technologies and internal application of innovative energy systems, demonstrating integration of sustainability into both operations and research missions. The recommendation is well-responded to, with long-term commitments made.

5. Introduction of Paid Parking and Public Transit Incentives

IEP Recommendation: Reduce car use through paid parking and subsidized public transport.

Evaluation:

UWB considered this recommendation but provided a detailed justification for not implementing paid parking, citing legal, financial, and practical barriers, as well as a previously unsuccessful transit incentive pilot. While the panel's original intention—reducing car dependency—is acknowledged, the university chose not to implement the specific measure due to context-specific constraints. The

issue has been considered thoughtfully, but the recommendation remains not implemented for justified reasons.

Conclusion: UWB has responded constructively to nearly all IEP 2020 recommendations. Actions taken show a commitment to institutional learning, innovation ecosystem development, responsible governance, and sustainability. While one specific recommendation (on paid parking) was not implemented, UWB provided clear, well-reasoned justification. The university now has a stronger foundation in student entrepreneurship, gender equality, environmental responsibility, and stakeholder feedback, aligning it more closely with best practices among comparable European institutions.

In order to ensure sustainability, the creation of an incubator for some original technologies developed in collaboration with students or employees could bring an important contribution. Specific actions in this area would ensure UWB's high visibility. The establishment of a school factory for students would also be useful for the development of incubator prototypes.

UWB has a university incubator that provides consulting services, organizes workshops and provides contact with external mentors and investors. The best projects are financially supported in the competition. The aim of these activities is to create a sustainable innovation ecosystem and support the development of spin-off companies and start-ups. For real development and sustainability of innovation growth, successful projects need to be supported by the media. This element is not included in the self-assessment.

It would be good to add some evaluation tools, such as anonymous evaluation of various services by employees or students, to ensure obtaining anonymous feedback.

During the period under review, UWB undertook a number of analyses focused on human resource valuation and the implementation of the Equal Opportunity Plan. Mention is made of the re-run of the gender audit, the findings of which are being incorporated into the HR Award Action Plan.

Service unit evaluations are carried out regularly, both by staff and students. Environmental attitudes of the public on the UWB campus are also analysed. Apart from the findings of the gender audit, there is no indication of how the information obtained is handled.

UWB will need to address the Equality, Diversity and Inclusion (EDI) issues addressed by MEP2020 – M4, Section 4.18, and accompanying recommendations to demonstrate its progress towards EFFPRDI. UWB is encouraged to join programmes such as “Athena Swan” and the “SAGE Charter of Principles in Gender Equity”.

During the period under review, UWB implemented a number of specific equal opportunities measures. A gender audit was carried out, an Equal Opportunities Plan for the period under review and an HR Award Action Plan were drawn up. A Social Safety Coordinator position was created and subsequently a University-wide Ombudsperson position was created in 2024. From these positions there is an active role in the dissemination of equal opportunities related issues and there are links to national and pan-European structures. UWB is taking a systematic approach in this regard and is implementing the recommendations of the last MEP 2020.

In order to boost institutional pride, UWB could pursue carbon neutrality, i.e., reducing its carbon footprint through various energy-saving technologies or the use of renewable solar or geothermal energy. UWB could also prioritize electric vehicles with on-campus charging, the use of solar panels, or the use of bicycles. These ideas make UWB a “clean partner” with a strong sense of social responsibility, which can play an important role for international competitiveness in the research ecosystem.

UWB has set its priorities on sustainability when new management takes over in 2023. This theme is the content of the governing strategy document. Based on this document, 5 priority areas have

been identified and have formulated strategic objectives. The priority areas and strategic objectives are in line with international policies and include most of the recommended actions.

Paid parking should be introduced on campus, with public transportation being free for both students and employees. The panel also recommends that UWB create a foundation to collect parking fees.

In its self-assessment, UWB explains the reasons why it decided not to implement the MEP 2020 recommendations. Also, the attempt to make public transport free for first year students has failed despite the costs involved. For the future, other potential solutions that are cost-effective and efficient should be sought.

Recommendations:

Based on the evaluation of UWB's response to the previous IEP 2020 recommendations, here are updated recommendations for continued improvement:

Updated Recommendations for UWB (Post-IEP 2020 Evaluation)

Expand the Scope and Visibility of the Incubator Build on the current incubator by integrating it more directly with faculties (especially non-technical ones) and by establishing physical prototyping facilities (e.g., a "school factory") to support early-stage product development.

Systematize the Use of Feedback for Institutional Learning Ensure that all service evaluations, student and staff feedback tools, and EDI-related surveys feed into a regular, structured institutional review process, with transparent reporting and visible changes based on results.

Strengthen International Benchmarking in EDI Consider formally aligning with recognized international EDI frameworks (e.g., Athena Swan, SAGE Charter) to benchmark progress, build institutional reputation, and connect with a wider community of practice.

Operationalize the Sustainability Strategy Prioritize the implementation phase of the 2024–2030 Sustainable Development Strategy by assigning clear responsibilities, KPIs, and milestones—especially for low-carbon energy, campus greening, and mobility measures.

Reconsider Mobility Incentives Through Innovation Pilots Although paid parking is not feasible, pilot alternative mobility schemes (e.g., bike-sharing, e-shuttles, or gamified sustainable commuting challenges) that align with the sustainability agenda without triggering resistance.

UWB successfully tried to implement the MEP2020 recommendations during the evaluation period. Among the partial recommendations that could further improve the quality of the implemented measures, we can highlight the targeted media coverage of successful innovation projects, start-ups and spin-offs and the use of good practice examples in this area. Furthermore, if feedback evaluations are obtained, the information obtained should be used in action plans to improve service levels at UWB. The problem of ecology and mobility of students and staff is complex and must be addressed by other tools such as educating the younger generation to be considerate and sustainable for a quality environment.

MODULE 5 RATING

MODULE 5 – SUMMARY EVALUATION	
After evaluating each indicator, please provide an overall evaluation of Module 5. Evaluate the overall setting of the HEI's strategic objectives and development plan. The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.	
INDICATOR	RATING [1–5]
5.1 Mission and vision of the evaluated institution in R&D&I	4 - Very good
5.2 Research and development objectives	4 - Very good
5.3 Institutional instruments and measures for the implementation of the research and development strategy	4 - Very good
5.4 Implementation of recommendations in Module 5	4 - Very good
AVERAGE RATING	4 - Very good
GRADE [A–D]	B
Summary assessment: The University of West Bohemia (UWB) has made strong progress over the past five years in aligning its mission and vision with national and European R&D&I policy frameworks. It has consolidated its position as a regionally grounded, technically oriented institution with growing international ambition. The university's strategic documents reflect commitment to interdisciplinary applied research, innovation, digital transformation, and sustainable development. Its research centres (e.g., NTIS, RICE, RTI) serve as pillars of its applied research identity, with increasing private sector engagement and spin-off activity. The 2026–2030 vision is coherent and realistic, building on UWB's existing infrastructure and regional relevance. However, the strategic goals are often articulated at a high level, lacking sufficient detail on implementation mechanisms, responsible actors, and performance indicators. This limits the ability to assess feasibility, monitor progress, and ensure institutional accountability. UWB's institutional instruments—such as the Strategic Intent, Project Centre, budget methodology, HR Excellence in Research certification, and internal evaluation mechanisms—form a solid foundation for implementation. Yet, many tools remain underdeveloped or in transition, particularly those related to research quality assurance, interdisciplinary collaboration, and the career environment. EDI commitments have progressed, but would benefit from stronger visibility, measurable interim targets, and clearer pathways to cultural and structural change.	
Summary recommendations: Strengthen Implementation Planning Link strategic objectives to clearly defined operational plans with timelines, responsibilities, budgets, and measurable indicators. Ensure each thematic goal is supported by an execution framework. Institutionalize Researcher Career Development Introduce structured academic career pathways (e.g., tenure-track, postdoc programmes) and modernize performance evaluation processes to attract and retain research talent. Deepen Interdisciplinary Integration	

Develop cross-faculty R&D&I programs or labs, with shared governance and budget incentives, to foster interdisciplinary research addressing societal challenges.

Enhance Monitoring and Transparency

Systematically track and publicly report on strategic goals, including progress under the Gender Equality Plan (GEP), doctoral education quality, and innovation outputs.

Operationalize EDI and Work-Life Policies

Ensure EDI policies include mandatory training, named champions, interim indicators, and structural support mechanisms (e.g., ombuds, inclusion audits). Introduce flexible work and work-life balance initiatives supported by institutional policies.

Advance Internationalization in R&D&I

Expand dual and joint degree programs, deepen international research partnerships, and position UWB more visibly in EU-funded projects and strategic alliances.

Broaden Impact Communication

Increase the visibility of UWB's societal and economic contributions through targeted science communication, media engagement, and stakeholder-facing reporting tools.

Accelerate Development of Innovation Ecosystem

Formalize support for start-ups and tech transfer, including incubators, IP support offices, and innovation hubs that include Arts, Humanities, and Social Sciences as drivers of innovation.

OVERALL EVALUATION IN MODULES 1 TO 5

OVERALL EVALUATION IN MODULES 1 TO 5

OVERALL EVALUATION

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

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

Qualitative assessment:

The University of West Bohemia (UWB) demonstrates a well-balanced and coherent performance across all five modules, confirming its position as a strong regional university with growing national and international significance. Its activities show consistent alignment with its mission: to integrate education, research, and innovation in support of sustainable regional and societal development. The University exhibits broad disciplinary coverage, combining engineering, natural sciences, social sciences, humanities, economics, and education, which together form a comprehensive ecosystem for both academic excellence and social impact.

Performance Across Modules

- Module 1 – Quality of Selected Results**
 UWB maintains a solid foundation of research excellence in selected areas, particularly in engineering, applied sciences, and selected fields of economics. Outputs are visible in reputable international journals and conferences, though quality remains uneven across disciplines.
 Strength: High research standards and recognized results in technical disciplines.
 Weakness: Lower international publication impact and collaboration intensity in humanities and social sciences.
- Module 2 – Research Performance.**
 Strong research performance with clear strengths in several technical and natural science fields, while performance in the social and medical sciences remains limited.
 The R&D&I capacity is strongest in Engineering and Natural Sciences, with high author numbers (e.g., 420 in Electrical Engineering, 362 in Mechanical Engineering, 307 in Materials). These data confirm a broad and technically oriented research base with clear potential for growth in applied and interdisciplinary research.
- Module 3 – Social Relevance**
 UWB achieves a very good level of social engagement, with all evaluated faculties showing measurable societal relevance through applied research, cultural activities, and educational innovation.
 Strength: Strong regional visibility, interdisciplinary social engagement, and outreach.
 Weakness: Fragmentation across faculties and limited integration of impact evaluation at the institutional level.

- **Module 4 – Viability**
 The evaluation panel noted that UWB possesses exceptional research infrastructure, supported by national and EU funds. Facilities such as NTIS, RICE, and NTC meet international standards. However, utilization and maintenance policies differ among faculties.
 Strengths: Advanced and modern infrastructure; accessible, well-managed research environments; strong project support.
 Weaknesses: Unequal access across faculties; insufficient central coordination and limited sustainability planning.
- **Module 5 – Strategy and Policies**
 The governance system of UWB is transparent and stable, supported by experienced leadership and participatory structures. Strategic planning is aligned with national R&D&I priorities and the Smart Specialization Strategy. However, cross-faculty integration require reinforcement.
 Strength: Clear mission, stable management, and good alignment with regional development policies.
 Weakness: Limited central coordination in research strategy, human resources development, and internationalization.

Main Strengths

- Strong regional and national impact, with excellent cooperation between academia, industry, and public administration.
- Diverse disciplinary structure enabling interdisciplinary problem-solving and innovation.
- High-quality research infrastructure and successful utilization of EU structural funds.
- Clear commitment to applied research and knowledge transfer supporting societal and economic development.
- Robust public outreach, education, and lifelong learning programs enhancing civic and cultural life.
- Positive internal culture of improvement, with most faculties addressing previous evaluation recommendations effectively.

Main Weaknesses

- Uneven research quality **across** faculties—gap between technical/natural and social/medical fields.
- Variability in research performance and international visibility across faculties.
- Lack of an integrated institutional framework for monitoring research quality and societal impact.
- Limited participation in top-tier international funding programs (Horizon Europe, ERC).
- Ageing and gender imbalance among senior academic staff, particularly in technical disciplines.
- Insufficient inter-faculty collaboration in addressing major cross-cutting societal challenges.
- Communication of achievements remains fragmented and underexploited for reputation building.

Recommendations:

The University of West Bohemia achieves an overall grade of B – Very Good according to the Methodology VŠ2025+. This classification reflects an institution with strong and improving performance, broad social and economic relevance, and credible international aspirations. To reach the A – Excellent level, UWB should strengthen its strategic integration, international competitiveness, and systematic evaluation of impact, building upon its strong foundation as a regionally anchored and socially responsible university.

Module 1 – Quality of Selected Results

- Concentrate institutional support on priority research areas with proven excellence and international competitiveness
- Establish a university-wide mentoring and review system for major proposals (Horizon Europe, ERC) to raise success rates.
- Introduce performance-based incentives for high-impact publications, international collaboration, and leadership in research consortia.
- Strengthen cross-disciplinary collaboration through thematic research clusters that bridge technical, economic, and societal disciplines.
- Develop quality assurance procedures for research outputs, including peer feedback and open-science compliance.

Module 2 – Research Performance

- Build upon its strong foundation in Natural Sciences, Engineering, and Humanities, while addressing performance gaps in Social and Health Sciences through targeted support, internationalization, and internal quality management.
- Increase share of Q1 publications and citation visibility. Prioritize publication in leading international journals through incentive systems and internal review support. Offer training on scientific writing, bibliometrics, and journal targeting for early-career researchers.
- Strengthen international collaboration and authorship leadership
- Improve performance in underrepresented fields. Social Sciences and Medical Sciences remain below average in both quantity and visibility. Implement targeted support schemes (mentoring, publication workshops, English editing services). Encourage collaboration with other Czech universities with strong expertise in these domains.

Module 3 – Social Relevance

- Create a university-level policy for societal impact assessment, defining shared indicators (outreach, policy input, education impact, sustainability).
- Support inter-faculty projects on major societal challenges (digital inclusion, energy transition, regional development, lifelong learning).
- Improve communication of UWB's societal contributions through coordinated outreach, bilingual digital platforms, and annual impact reports.
- Continue to embed diversity, equality, and sustainability goals in all academic and management processes.

- Enhance the visibility of humanities, arts, and education faculties within the university's overall impact narrative.

Module 4 – Viability

- Develop a comprehensive infrastructure roadmap to ensure renewal, interoperability, and shared use across faculties.
- Introduce open-access policies for laboratories and data facilities to encourage interdisciplinary and external collaboration.
- Expand digital infrastructure and research data management capacities consistent with European Open Science Cloud standards.
- Provide continuous training for technical and administrative research support staff to maximize efficiency and compliance.
- Integrate environmental sustainability into facility management and investment planning.

Module 5 – Strategy and Policies

- Strengthen central coordination of research and innovation strategy while maintaining faculty autonomy.
- Adopt a comprehensive HR strategy (HR Excellence in Research) to support transparent recruitment, career development, and succession planning.
- Establish leadership and management training for emerging research leaders and project managers.
- Enhance data-driven decision making, integrating performance indicators from research, finance, and HR systems.
- Consolidate institutional branding and communication, projecting UWB as a modern, outward-looking, and socially engaged university.

Overall Recommendations

- Foster a stronger “One UWB” identity through joint initiatives, internal awards, and cross-faculty doctoral schools.
- Launch interdisciplinary seed-funding schemes that encourage cooperation among technical, economic, and human-centered disciplines.
- Expand international alliances (European University initiatives, EIT partnerships) and joint study or research programs.
- Intensify regional leadership by aligning UWB projects with Smart Specialization and sustainable development priorities of the Pilsen Region.
- Implement systematic monitoring and external evaluation of progress under the Methodology VŠ 2025+ to ensure continuous improvement.