



FACULTY
OF SOCIAL SCIENCES
Charles University



FINAL REPORT

of the Dean's Collegium
for the Period of 2018–2022

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Dear Colleagues, Dear Supporters of the Faculty of Social Sciences,

If I did not see a date in the desk calendar announcing that it was January 2022, and couldn't touch it, I simply wouldn't believe it. The four years that I spent with my team at the head of the Faculty of Social Sciences of Charles University went by incredibly fast. On behalf of my entire team, allow me to thank all the students, staff members of the faculty, members of the Academic Senate and the Scientific Council, as well as our external co-workers, for where we have managed to advance FSV UK together. I would also like to thank all those contributing to this report for the time they devoted to it.

We have experienced an extremely challenging, turbulent period, with a number of agendas besides the day-to-day operations that any management has to deal with, each of which would keep the whole team of people busy for a long time, but it was only the first one in a row for us, and we have managed them all with dignity.

Right at the beginning of our term of office, we managed to complete preparations on time and obtain the Jionice project, which is not only the largest investment endeavor in our history, but also one of the university's largest investments since 1989. Despite a huge number of difficulties caused mainly by external factors such as the covid pandemic or the shortage of material

on the market at the time I am writing these lines, we are still counting on the completion of construction and reconstruction, furnishing of the premises, relocation, and the beginning of classes by the end of 2022.

The previous management of the faculty launched – and we continued with – the massive development of foreign language study programs and project agendas, accompanied by a significant increase in students, teachers, and other colleagues, often from abroad. All these circumstances required the systematization of processes, the guarantee of equal treatment for all, the issuance of new measures, the refinement of rules and also the enforcement of their observance. All this during the largest accreditation and re-accreditation process we have ever gone through, and in two years while paralyzed by the covid pandemic, in which only thanks to the patience, solidarity, and strong commitment and discipline of all the involved we were able from day to day to literally switch to the regime of (not only) distance learning. We have significantly systematized doctoral studies at our faculty, aligned individual programs repeatedly according to the same criteria, identified good and problematic practices, which we try to share across individual subject boards, and prepared the conditions so that corrective action can be taken where the evaluation indicates that it is necessary.

In the field of science and research, we went through a significantly administratively burdensome evaluation of science and a period of setting significant changes in institutional funding. Although it sometimes frustrated us because it was overwhelming, instructions were conflicting, the situation confusing and unclear, we took this period as an opportunity that when things change, it is worth doing everything right and finalize the things that have been left unresolved at the faculty for many years. We pursued discussions at all faculty forums and at the university level about the internal adjustment of the criteria of the habilitation and appointment procedures so that they correspond to our orientation towards quality, not the quantity of publishing activity. The criteria follow the very meritorious but unfinished work of colleagues from the years 2014–2015. At the same time, I am greatly pleased that many more women (11) have undergone or initiated the habilitation and appointment procedures in our term of office than in previous periods (only 18 women in 27 years in total). Even so, there are very few of them given the overall ratio of associate professors and professors, but I do believe that this positive trend will continue, and if possible more intensively.

As a member of the Academic Senate, back in 2008 I heard the then Vice-Dean for Science speak of the approaching career rules at FSV UK. However, it was not until 2021 that we submitted the first comprehensive concept to the academic community. At the moment the last discussions and revisions of the document are being carried out; it is already the final proposal with incorporated comments and proposed amendments from various plenary sessions. The new principles of the distribution of funds for science for individual fields are awaiting approval by the Academic Senate; they reflect the faculty's adherence to the quality, not the quantity of performance. High-quality publishing and grant activities at our faculty have developed significantly, the International Advisory

Board of the Faculty of Social Sciences of Charles University, composed of respected foreign experts, has always helped us with key documents.

In the field of international cooperation, we managed to establish ourselves in the first two pre-covid years as the faculty with the greatest student mobility (both outgoing and incoming) at the university. The contribution of foreign experience to the development of every single one of us is enormous, and I am pleased that we have maintained both real and online mobility, even in times of great restrictions imposed on traveling. The development of international cooperation in the field of teaching and science also flourished.

All of the above activities – described more in detail below – have one common denominator. The greatest value of our faculty does not lie in beautiful and functional buildings or tens of thousands of pages of strategic or operational documents and quality publications (although it would definitely not be possible without them). Our faculty would never be where it is without the community of those who enjoy studying at it and working for it, devising social and sports activities to strengthen good relationships, developing meaningful communication through social networks, that is everything where we have also dramatically moved ahead. We take pride in an open, supportive, inspiring, and creative environment in which we all feel comfortable. The last two years have not been kind to offline activities, but I firmly believe that the times will change and the incoming leadership, led by Dean Karásek, will have more time to design and build than to fight and extinguish the crisis. Although the experience was priceless, enough is enough.

doc. PhDr. Alice Němcová Tejkalová, Ph.D.
the Dean

Composition of the Dean's Collegium 2018–2022

Dean

doc. PhDr. Alice Němcová Tejkalová, Ph.D.

Vice-Deans

PhDr. Petr Bednařík, Ph.D.

Vice-Dean for Concept and Quality of Studies

doc. Ing. Tomáš Cahlík, CSc.

Vice-Dean for Doctoral Studies and Other Forms of Education
(since 2019)

Mgr. Tomáš Gec

Member of Dean's Collegium – the project of Modernisation
and Extension of the Spatial Background for Teaching in Jinonice
Campus (since 2020)

JUDr. PhDr. Tomáš Karásek, Ph.D.

Vice-Dean for Development

PhDr. Zuzana Kasáková, Ph.D.

Vice-Dean for International Relations

prof. PhDr. Ladislav Křišťoufek, Ph.D.

Vice-Dean for Student Affairs

prof. PhDr. Jaroslav Kučera, CSc.

Vice-Dean for Science and Research,
statutory deputy of the Dean

PhDr. Malvína Krausz Hladká, Ph.D.

Member of Dean's Collegium for International
and Foreign-Language Study Programs

Ing. Jan Kindermann

Member of Dean's Collegium – the project of Modernisation
and Extension of the Spatial Background for Teaching in Jinonice
Campus (until 2020)

Mgr. Jiří Remr, Ph.D.

Member of Dean's Collegium for E-learning and New Education-
al Platforms

PhDr. Natálie Švarcová, Ph.D.

Vice-Dean for Doctoral Studies and Other Forms of Education
(until 31. 8. 2019)

prof. RNDr. Jan Ámos Víšek, CSc.

Member of Dean's Collegium for the Preparation
of Strategic and Conceptual Documents

Faculty Secretary

Mgr. Tomáš Gec

(until 31. 1. 2019)

Ing. Ondřej Blažek

(from 1. 2. 2019)

1.

Students and Study

The faculty, its students, and teachers spent almost half of the term of office in non-standard pandemic conditions. Nevertheless, despite the ongoing staff development in the student services office, we have managed to achieve a significant shift and efficiency in the study and process agendas. The basic study regulations – Rules for the organization of studies at FSV UK and Rules for the awarding of scholarships at FSV UK – have been updated and newly issued. Furthermore, the student application forms have been revised, primarily focusing on the removal of required signatures, which were not required by regulations, and approach to the students of Czech and foreign language study programs has been settled regarding the enforcement of study regulations. For state exams and submission of final theses, a closer synchronization of procedures at the faculty level across individual institutes took place. The questionnaire for assessing undergraduate study has also been revised, primarily by omitting redundant questions.

Between the years 2018 and 2020, there was an increase in students from 4,313 to 5,312, i.e. an increase of about 23 % was recorded. The number of applications in Czech study programs increased from 7,142 for the academic year 2018/2019 to 7,720 for the year 2021/2022, in foreign language programs it even increased by about half. For the admission procedure for the following academic year, the period for submitting applications for studies was thus shortened and the motivation for early registration through the reimbursement of one Scio NSZ term was introduced. Scio NSZ is currently used by all Czech bachelor's degree programs, which has significantly reduced the administrative burden of the admission procedure at this level of study. In the study itself, the total amount for scholarships for excellent study results has significantly increased (almost twice), and clear rules for awarding sports scholarships and representing the faculty at international competitions has also been introduced. During the coronavirus pandemic, in cooperation with the Social Committee of the AS FSV UK, we also introduced – very operationally – scholarship support for students who found themselves in a difficult financial situation, and our support model was subsequently adopted by university regulations as exemplary.

The faculty has also focused on greater interdisciplinarity, demanded also due to the practical job placement of students, especially in relation to technical fields, and has become involved in interuniversity study activities prg.ai Minor, where students

of FSV UK can attend selected courses in artificial intelligence at FIT and FEL ČVUT and MFF UK. In the agenda of students with special needs, the staffing at the student services office has been increased and two psychologists for the students of the faculty newly contracted. As one of the first faculties of Charles University, we have had student ombudsperson at each of the institutes since the academic year 2021/2022.

The activities of our students, whether study-related or extracurricular, have also been repeatedly awarded in the last four years. For their final theses or extraordinary activities our students often found placements in several awards in various categories of awards of the Rector of Charles University, the Josef Hlávka Award, various prestigious international and national awards for young economists, or they fared well in the Josef Vavroušek Award. Last but not least, it was a prize in the under-30s category in the Gratias Tibi award for the Stučák association (2018) or in 2021 for the Medics in favor of vaccination (who also won the Miloslav Petrušek Award for presentation), with colleagues from our marketing communications and PR as co-participants. The full list of awards is to be found in the annual reports of FSV UK.

During this term of office, we also started to discuss our teachers' teaching competencies in a targeted manner, in line with our program priorities, and we began to support them in the form of courses, such as How to Lecture for the Young and the Always Connected, or the regular training system on Moodle. As a result, we were significantly better prepared to move to full online classes, forced upon us by the pandemic situation. Subsequently, we started to regularly evaluate good teaching practices at meetings with teachers in cooperation with the Study Committee of the AS FSV UK.

Accreditation

The accreditation process, which was defined for universities in the Czech Republic by the amendment to Act No. 111/1998 Coll., On Universities, permeated the entire term of office of the Dean's Collegium. All university teaching in the Czech Republic had to be newly accredited. In the first quarter of 2018, the process was drawing to an end when the National Accreditation Office granted to the selected universities institutional accreditation for



individual areas of education. The boards for internal evaluation were set up at universities to assess proposals for accreditation of study programs and to decide on the granting of accreditations.

Charles University divided this process in 2018-2020 into three waves. The Faculty of Social Sciences submitted proposals for accreditation in all three waves, with the academic senate passing its judgment on each proposal at the faculty level, and the proposals were approved by the Scientific Council. After that, the proposals were handed over to the Rector's Office, where they were inspected and requirements set for adjustment within the department of quality of educational activities and accreditations. The final proposal for accreditation was then submitted by the Rector of Charles University for discussion to the Board for Internal Evaluation.

For all the institutes of the faculty, the accreditation process entailed a conceptual decision with a view to 10 years about which study programs it wants to implement. It was necessary to evaluate the current teaching and based on experience to determine how each proposed study program will be designed, what the profile of the graduate will be like, how the study plan will be conceived, who will guarantee and teach individual subjects, what will be the content of the taught subjects. Each proposal for accreditation of the study program required careful preparation, and the new accreditations include a greater emphasis on the links with practice and the subjects have been innovated to meet the demands of rapidly evolving social and technological change.

The largest number of accreditation proposals was submitted by the faculty in the first wave of the accreditation process

in 2018. The Board for internal evaluation granted the faculty accreditation for 8 bachelor's (of which 1 in foreign language), 12 post-bachelor's (of which 8 in foreign language) and 7 doctoral study programs (always including Czech and English versions). In addition, the faculty also provided accreditation for 2 CERGE study programs (1 post-bachelor's and 1 doctoral). In the second wave of accreditations in 2019, the faculty received accreditation for 2 bachelor's (both in foreign language), 4 post-bachelor's (1 in foreign language) and 1 doctoral study programs. In the third wave, the faculty successfully submitted 1 proposal for a bachelor's study program (including Czech and English versions), 11 proposals for accreditations of post-bachelor's accreditations (4 in foreign languages and 3 including Czech and English versions).

In total, as part of the accreditation process, the faculty received 46 accreditations of study programs: 11 bachelor's, 27 post-bachelor's and 8 doctoral. To this can be added the organizational arrangements for the preparation of two CERGE accreditations. The faculty failed only with the proposal of the post-bachelor's study program Social Anthropology, which was a proposal of high-quality content with adequate staffing and scientific background, but the Board for internal evaluation decided that social anthropology should be a separate study at Charles University only at the Faculty of Humanities. The full-time form of study clearly dominated the undergraduate study, only 3 study programs were accredited as distance learning. Of the 46 accreditations granted, the faculty received 35 for a maximum period of 10 years and only 11 for 5 years, mainly due to the perspective concept of integrating some study programs within Charles University. It is in the case of these accreditations with a shorter validity period that it is necessary to

prepare new accreditation proposals and submit them to the Board for internal evaluation with a request to extend the accreditation. From September 2021 to January 2022, the institutes prepared 8 proposals for re-accreditation of study programs, which were approved in the first wave of accreditation in 2018.

During the term of office, the number of doctoral study programs stabilized at eight. All programs exist in Czech and English language versions. The structure of doctoral studies in its current form follows the structure of the faculty according to institutes, with some institutes having two doctoral programs. The number of doctoral students is also stabilizing at around five hundred.

available in English and English is the working language of all the faculty events for doctoral students.

Doctoral study

During the term of office, the faculty management began to systematically evaluate doctoral studies, which had not received sufficient attention in previous years, which was reflected in the great dissatisfaction of doctoral students. We conducted regular student evaluations of doctoral courses and annual student evaluations of doctoral studies. Once each academic year has ended, we obtain doctoral data from the university, processed centrally from SIS data. At the end of our term of office, we were able to add data on the total financial resources of doctoral students to these data. We regularly evaluated the results of all evaluations and all data with the heads of the subject boards of all doctoral study programs, who we met in person before the beginning of each semester, and with the directors of institutes, who were informed within the Dean's extended collegium.

The activities of doctoral study centers at individual institutes have grown. The aim of these centers is to functionally involve students in the activities of the respective institutes and to provide such financial conditions for the best doctoral students that they can fully devote themselves to their study and research and do not have to look for secondary sources of income. We also monitored and financially supported the activities of these centers, which are part of the organizational structure of the institutes, from the faculty level.

At the faculty level, we began to regularly organize two events for doctoral students during our term of office in order to fully integrate them into the life of the faculty. In the week before the beginning of the academic year, we organized a Welcome Week for doctoral students of all study years. This week includes a general meeting of doctoral students and seminars on research and teaching skills. In the week before the beginning of the summer semester, we organize Days of Young Science for doctoral students of all study years, with the proviso that some activities also apply to those interested in doctoral studies from among master's students and some others apply to young researchers with doctorates. This week will include a general meeting of doctoral students, seminars on research skills and ethics, and a competition for the best presentation of research.

In the field of doctoral studies, bilingualism has been practically fully ensured: all relevant information for doctoral students is

2.

Science and Research

In the context of the development of Czech science in the 21st century, the period of 2018–2021 may earn the attribute “groundbreaking” or at least “crucial”. During its course, a system of science evaluation was newly applied at Czech universities, which differs from the old system in several respects: individual schools are evaluated comprehensively, i.e. not only on the basis of, for example, publishing activities. Internationally comparable quality is accentuated and the evaluation is finally carried out by renowned foreign scientists. At the national level, the evaluation of science prescribed by the 2017+ methodology was introduced in this period. The new evaluation system evolved gradually, modules 3 to 5 (social relevance, or viability, or strategy and conception) were added in 2019–2020 to Modules 1 and 2 (Quality of selected outcomes, or overall research and development performance based on bibliometric analysis). The final evaluation reports were published in the spring of 2021. The research organizations, in our case Charles University, were evaluated. Not surprisingly, our alma mater was rated excellent, with the exception of module 4, where it was rated second highest (very good), and module 3, within which individual faculties and not the university were rated – for not entirely clear reasons – as a whole.

The internal evaluation of creative activity, the subject of which was the faculties and units of Charles University, testified more about our faculty. This evaluation was also motivated by the effort to get as close as possible to the international standards of science evaluation. Preparatory work for this evaluation already began in autumn 2017, the evaluation process was completed at the turn of 2020/2021 and the final versions of the evaluation reports were submitted in the spring of 2021. Just a footnote, the timing of the two evaluations was not the happiest one and led to some confusion.

The following study fields and with the following results were evaluated at our faculty:

Economics	B
History	B
Sociology	B
Public and social policy	B
Media and communication studies	C+
International Area Studies	C+

Political Science	C+
Social and Cultural Anthropology	C
Overall mark FSV	C+

The preparation of documents for both evaluation processes, the collection of documents, the elaboration of self-evaluation reports and opinions on preliminary evaluation reports for the study fields and faculty and, last but not least, the preparation of feedback on both evaluation processes, etc. took much more time than initially envisaged, and in some periods they represented a substantial part of the agenda of the Research Office, the Vice-Dean for Science and Research, the Dean’s Collegium and the management of individual institutes, without whose cooperation, for example, the collection of source data was unthinkable. The Dean’s advisory bodies in the field of science and research, the Scientific Council of the Faculty of Social Sciences, Charles University and the International Advisory Board of the Faculty of Social Sciences, Charles University also actively participated in the process of drafting conceptual documents for evaluation.

During the evaluation, Charles University announced somewhat surprisingly that the results of the evaluation would be reflected in the funding of science and research within the university. The achieved evaluation mark was converted into coefficients by which the amounts of institutional support for science and research, which faculties and units received in 2020, were adjusted in the 2021 budget. The internal evaluation, therefore, did not put funding on a completely new footing; it virtually petrified the disparities created under the old funding system. The call of some faculties for undoing “historical injustice” has not been heard. Our faculty (grade C+ meant a coefficient of 1.05) was even threatened by a slight absolute decline in funding for science. However, the increase in funding for science and research, which was the result of the good placement of Charles University in the national evaluation (then only in modules 1 and 2, where Charles University was equally evaluated as excellent), ultimately led to the faculty doing slightly better overall (from 52.1 in 2020 to CZK 55.3 million in 2021). The university no longer plans to use the coefficient achieved in the internal evaluation in the 2022 budget.

The following table shows the development and composition of funding for science and research in 2018–2020 (complete data for 2021 are not available yet):

	2018		2019		2020	
Institutional support	46 274	34 %	48 801	29 %	52 196	31 %
UNCE	11 791	8 %	12 873	8 %	12 528	8 %
Primus	3 842	3 %	5 426	3 %	4 727	3 %
Specific research (+ GAUK)	13 746	10 %	12 772	8 %	13 206	8 %
Grant resources	61 748	45 %	86 690	52 %	83 287	50 %
of which foreign projects	20 990		36 869		38 769	
IN TOTAL	137 401	100 %	166 562	100 %	165 944	100 %

Throughout the table these are CZK in thousands.

The table shows that the total funds for science and research at the faculty have increased by almost CZK 30 million since 2018. At the same time, it is clear that only about one-fifth of this growth was due to the increase in institutional support that the faculty received during this period under the Progres program. Its share in the total financial resources is constantly declining, today it is around 30 % (in the years 2014–2017 it was between 38 and 40 %), the rest comes from the own grant activities of the faculty staff.

Although net institutional support accounts for an ever-smaller share of funding for science and research, it is not an insignificant amount, which of course raises the question of how to divide this amount within the faculty. Until 2021, institutional subsidies were allocated to individual institutes according to the ratio of so-called RIV points, which the institutes achieved in the evaluation of their publishing activities at the national level. This system has rightly been the subject of critical remarks, but the situation advised restraint until the university conducts an internal evaluation that provides reliable data on the quality of creative activity at each faculty and sets up a new internal science and research funding system on this basis. The situation was definitely not clear. With the start of reflections on the new Cooperatio university program, which was to replace the Progres program in 2017–2021 and to establish a new science and research funding system, the idea arose for the university to move to a study field funding system. But in the end, the university withdrew from it. From the spring of 2021, however, the faculty management began to prepare and discuss, especially with the management of the institutes, a new system of allocating institutional subsidies, which would take into account the size of study fields developed at individual institutes and the academic qualifications of their staff, institutes' project activities and results, at least in terms of their most typical species for our fields. Another good move in the new funding system to be used from 2022 is the fact that it relies on the latest data on project and publishing activities that are currently technically achievable.

The faculty retains part (so far 19 %, now 20 %) of the institutional subsidy it receives every year for the implementation of joint strategic priorities in the field of science and research and for the financial provision of certain activities related to the implementation and development of creative activities. These funds remain under the responsibility of the Research Office, or Vice-Dean for Science and Research. From this amount, the faculty co-finances university

projects (e.g. Primus), creates motivational tools in the field of creative activities (support for obtaining external special-purpose funds and contracts, support for large international conferences), supports the publication of faculty journals and also publishing activities through the faculty's editorial board, covers the fees for publications in the open access mode, supports doctoral studies (specifically the Center for Doctoral Studies), temporarily ensures the management of some starting international projects, the agenda associated with the entry of foreigners into the labor relations with the faculty, and covers some other items (purchase of mandatory prints, activity of International Advisory Board of FSV UK, etc.), if necessary also fees for access to electronic databases.

The basic article of institutional funding of science at Charles University in the years 2017–2021 was the Progres programs. The faculty participated in a total of six programs, but the decisive funds (almost 98 % in total) came from within Progres Q18 (Social Sciences: From Multidisciplinarity to Interdisciplinarity), which by the number of the involved academic staff members and collaborating faculties (FSV, FHS, MFF, PedF and PF) was one of the largest, if not the largest, in the whole of Charles University, and Progres Q24 (Economics and Finance), which was carried out together with CERGE. Both of our "big" Progreses were regularly evaluated as excellent in the ongoing evaluation of the implementation and in both parameters, which were the reason for granting compensations (interfaculty cooperation and internationalization), they reached the highest-level A. This was subsequently reflected in the already mentioned, albeit relatively modest growth of institutional resources.

Another roughly 20 % of funding for science is obtained by the faculty within the university programs, which Charles University finances from the institutional support it receives from the MŠMT (the Ministry of Education, Youth, and Sports). From the faculty's point of view, the UNCE program can be described as a success, within which our research teams won three projects in which the faculty is the coordinator. An important place in the university's science policy has been held by the Primus program, which aims to support young researchers in developing innovative research topics and enable the creation of promising scientific teams with the involvement of doctoral students that would be an attractive partner in international research consortia or would have a chance to withstand tough competition for European and other international grants. The faculty won the first Primus in



the first round of the program in 2017 (the initial year of the research), in 2018 two more were won and in 2021 another three – thus a total of six Primus projects were in progress that year, in which the faculty was the main researcher and which it also co-funded together with the institutes in accordance with the rules of the program.

An indisputable success in the field of science is that Professor Evžen Kočenda (Institute of Economic Studies, Faculty of Social Sciences, Charles University) was awarded in 2020 Donatio Universitatis Carolinae, a special research grant of CZK 1 million. The university awards it to important scientific figures who make an extraordinary contribution to its professional prestige. The full list of international and national scientific awards is provided by the annual reports of FSV UK.

The table showing the structure of funding for science and research clearly states that if the academic community of the faculty wants to do top science, it must obtain a substantial part of the necessary funds for this purpose in competitions, both within the university (UNCE, Primus programs, today also Start, then GAUK and Specific University Research), and – especially today – at external providers. The share of special-purpose funds in recent years has been about 50 % of the total funds for science at the faculty and it is gratifying that the (so far) growing part is represented by the funds obtained from foreign grants. Of the high number of projects submitted on behalf of the faculty – 2019: 173, 2020: 192 and 2021: 150 – about a third of them were accepted: 2019: 48, 2020: 59 (full data are not yet available for 2021). In TAČR competitions, the faculty reacted quickly to the announcement of the new ÉTA program in 2017,

which targeted support for applied research in the social sciences and humanities. In the second competition, applicants from our faculty achieved an impressive 42% success rate (5 accepted projects out of 12 in the position of the main recipient), then in the third call there was a drop to less than 8 %, followed by at least a partial increase to 20 % in the fourth round of the competition in 2020 (3 accepted projects out of 12 in the position of the main recipient). In the fifth round of the competition, we won two projects in the position of the main researcher out of a total of seven submitted, i.e. the success rate again increased slightly to 28 %. Also in the case of GAUK, projects from FSV in 2021 achieved a success rate of 31 % after two very “lean” years.

At least in the context of the social sciences and humanities, it can undoubtedly be described as positive that in 2018 five new projects were added to one Horizon 2020 project in 2016 (beginning of the researching), one each in 2019–2020 and finally two more in 2021; in total, ten Horizon 2020 projects were running at the faculty in 2021, but all but one were projects in which the faculty was a co-researcher. At the same time, it is a fact that out of a total of 26 proposals submitted in 2018–2020, only four succeeded. Among the unaccepted ones were five project proposals in which the faculty was to be the coordinator, but two of them were shortlisted and recommended for funding. However, due to the limited amount of European funding, this did not materialize in the end. The faculty had the opportunity to gain practical experience with the role of coordinator thanks to the acquired Central European Digital Media Observatory project, which was launched in 2021. In addition to three entities from the Czech Republic (besides Charles University also ČVUT and Demagog.cz), partners from four other countries

participate in it. The project is funded by the Innovation and Networks Executive Agency of the European Commission. For the first time, the faculty also received a project from the ERC CZ program, which is subsidized by the MŠMT. We believe that the experience gained in the competitions for European projects and contacts that have been established with foreign partners on this occasion is an investment for the future and will be used in further attempts. In conclusion, it should be noted that the faculty is continuously achieving success with other foreign providers, such as the International Visegrad Fund, Volkswagen Stiftung, the Czech-Bavarian Higher Education Agency, within the European COST program and others.

In the years 2019–2021, the Faculty dealt with an average of about 140 projects of various types, which fell under the responsibility of the Research Office, ranging from the scientific to the teaching projects or the projects to support scientific operations. An average of 170 projects were submitted each year through the Research Office. Such a scope of project activity obviously places considerable demands on maintaining the necessary flow of information, and above all on ensuring the respective administrative agenda. There was an increasing deficit that the faculty did not have a functioning communication structure in the field of science and research. The directors, secretaries, administrative staff of the institutes, or other employees were in charge of the tasks in this area in various proportions at the individual institutes. At the instigation of the faculty management in 2018–2019 the institutes appointed a special academic staff member responsible for this area (usually the deputy director for science and research), who is a partner of the Vice-Dean for Science and Research, especially in conceptual issues, while the staff from the administrative apparatus of the institutes were assigned to the operational agenda. At the same time, a network of project managers at individual institutes was completed, whose task is to mediate the exchange of information in the field of research (e.g. project calls and tenders) and provide administrative work related to the research activity and especially the preparation, submission, and implementation of research projects. The Research Office improved the system of monitoring project calls and gradually, based on a discussion with the academic community, prepared manuals outlining the basic rules and procedures for the submission and implementation of research projects in particular. At the request of the institutes, it offers informative seminars for those interested in the projects from large providers, or also individual consultations for potential applicants for various projects.

In 2020, the Research Office was strengthened with the position of an innovation scout, who administers the projects of applied research, is in charge of preparing bids for tenders in the area of science and research and transferring scientific results, which should include systematic presentation of the faculty's scientific results to the public, as well as searching for external commercial entities and public institutions that are eligible for cooperation or are interested in the research results of the faculty.

There are some other bodies active in the field of science and research at the faculty, whose activities are also administratively ensured by the Research Office. In the first place is the Scientific Council of the Faculty of Social Sciences, Charles University. In addition to participation in solving conceptual issues in the

field of science and research and the obligation to approve or comment on some important documents submitted by the faculty (e.g. accreditation of undergraduate and postgraduate study programs), the council has an important task to carry out habilitation and appointment procedures and thus contribute to the qualification growth of the academic and possibly also scientific staff of the faculty. In the years 2018–2021, 18 habilitation and 3 appointment procedures were completed at the faculty, and 3 procedures were suspended. Another 9 habilitation and 6 appointment procedures were newly launched (mostly in 2021). It is gratifying that the age of most applicants for habilitation procedures and in some cases for professorship was below the limit of forty, or fifty years. As a result, the average age of associate professors and professors at FSV has long been one of the lowest in the entire Charles University. Following lengthy discussions and consultations with the institutes, the Scientific Council of FSV UK, acting on a proposal from the faculty management, adopted instructions specifying the habilitation and appointment procedures recommended by Charles University in its internal regulations. They were approved by the incoming university management at the end of the term of office of the then management. The main purpose of this step is to increase the emphasis on the qualitative aspect of the applicants' creative activity, taking into account the specifics of individual scientific study fields developed at the faculty.

In the spring of 2019, the FSV International Advisory Board was established (see Dean's Measure No. 11/2019) as an advisory body of the Dean in assessing the main directions of development of scientific and teaching activities of the faculty, main research programs and projects of the faculty and the system of evaluation and financing of the faculty and its units. Its members are six prominent foreign experts who work in the study fields developed at the faculty. Of the three board's meetings held in 2019–2021, two addressed the issues related to the evaluation of science at Charles University and its results; the meeting in 2020 dealt with the issues of undergraduate and postgraduate studies.

The bodies operating at the faculty also include the editorial board. The main purpose of its activities is to support the publishing activities of the faculty staff, especially the titles published by the university publishing house Karolinum. In the years 2018–2021, the board assessed around 70 applications for publication at the Faculty of Social Sciences, Charles University, and the Faculty financially supported a total of 25 publications based on its recommendation. The management of the faculty announced already in 2018 that it would consider amending the rules for supporting publishing activities. Specifically, the question was discussed of whether to include high-quality magazine publications in the support system and further financially support texts, especially project outputs, published in the open access mode. Part of the publishing activities at the faculty is also the support for the publishing of professional journals by the faculty. In 2018, the faculty increased the contribution that individual journals can receive if they meet some basic requirements (e.g. periodicity) and if they achieve indexing in the WoS database, or at least Scopus, by a certain time. The support for journals is, strictly speaking, only a small part of the support for publishing activities; however, high-quality journals potentially provide the faculty with an important position as a moderator of current scientific debates and increase its visibility in public

space. Nevertheless, it is necessary to find a balance between the efforts of the faculty staff spent on editorial work, financial sustainability for the faculty, or for individual institutes, and the professional quality of journals, which should find expression in their highest possible indexation. The solution of problems related to the editorial activities of the faculty encountered – for a long time – an unclear financial framework for these activities for a long time, as well as the question of the work capacity of the editorial board. In the end, this debate was not brought to a completely satisfactory end, despite partial adjustments and a reduction in the number of journals published by the faculty and remains to be a task for the next period.

At the end of 2018, a commission on ethics in research was established, whose task is to assess or approve the ethical aspects of research project proposals and research and publication plans

and to cooperate in enhancing the knowledge of and respect for ethical standards of research in academia. In the first period, the task of the commission was to set the rules and procedures for dealing with the agenda and to prepare the necessary documents. The growing number of applications for ethical assessment of project applications and project and publication plans (2019: 1, 2020: 15, 2021: 26) shows that the commission has found its place in supporting quality research and publishing activities at the faculty.

Despite a certain increase in non-publication results of applied and contract research, publishing activity remains to be the main type of output of creative activity in the field of social sciences and humanities. Its development in the longer term since 2010 (results for 2021 are not yet available) is shown in the following table:

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Papers in Proceedings	58	48	34	51	44	44	40	32	26	18	12
Editorship of Proceedings	4	4	2	8	7	5	3	2	10	5	5
Chapters in monographs	154	123	71	112	123	101	88	79	71	97	64
Monographs	51	55	56	61	36	49	32	39	28	33	44
Papers in journals with impact factor	33	29	45	64	85	103	110	88	115	128	132
Papers in journals of Scopus database	-	-	-	24	68	59	48	47	31	29	37
Papers in peer-reviewed journals	141	169	167	82	82	59	61	44	53	57	61
Papers in other journals	25	40	12	78	72	54	38	32	36	32	46
Reviews	38	31	18	31	31	32	22	17	21	20	19
Research reports	15	12	1	0	0	0	0	0	0	0	0
Working papers	33	29	39	11	8	30	20	3	39	43	45
Discussion papers	0	1	0	0	0	0	0	0	0	0	0
Others	3	4	31	86	38	17	21	53	85	137	76
Certified methodologies	0	0	0	4	1	1	1	1	2	0	1
TOTAL	555	545	476	612	595	554	484	437	517	599	542
Active staff members	208	282	310	432	317	337	331	325	295	330	362

The table shows that the publishing performance of the faculty is basically constant, in principle – with occasional fluctuations up or down – it ranges between 500 and 600 titles. Due to the long-term growing number of employees who participate in the publication performance, it might seem that the performance of the faculty is continuously declining – in 2010 there was an average of 2.6 publishing titles per employee, while in 2020 less than 1.5. However, this quantitative decline is accompanied by a significant increase in quality: the number of articles in the journals with an impact factor increased by 100 during this period; together with articles in the journals indexed in Scopus, they accounted for almost a third of our publication production in 2020. It is also gratifying that, among the articles published in the journals indexed in the Web of Science, almost a third of them were published in the journals in the first or second quartile. IES long dominated quality magazine publications; as late as 2014, most (54 of 85) articles in the journals indexed in WoS came from its employees. In 2020, other institutes, in particular IPS (28) and ISS (23), contributed equally to this segment (61 out of 132). In the period under review, studies

in anthologies, articles in peer-reviewed journals, and chapters in monographs decreased significantly. Despite a certain decline, the professional book (monograph) remains an important type of result in our fields, with the exception of economics. A substantial part of professional books – and the same applies to the chapters in professional books – are published in foreign languages, especially in English, and increasingly in prestigious publishers in Western Europe and North America. It is also worth noting that more and more representatives of our faculty are on the editorial boards of quality international journals and the management of major specialized organizations.

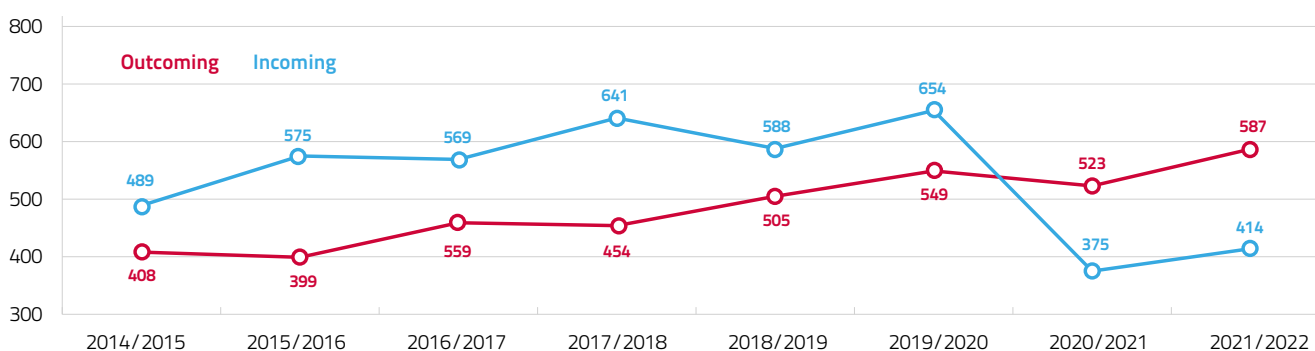
3.

International Cooperation in the Field of Education

Over the past four years, the FSV has managed to take first place in the area of outgoing students at Charles University and to be among the leading faculties in the area of incoming students. At the same time, it can take pride in the widest range of foreign language programs.

The graph below shows the numbers of outgoing and incoming students at FSV UK. The decline is due to reduced mobility caused by the covid-19 pandemic. Data for the winter semester of the academic year 2021/2022 show a renewed increase in mobility as the rules for travel have been relaxed.

Numbers of outgoing and incoming students FSV UK

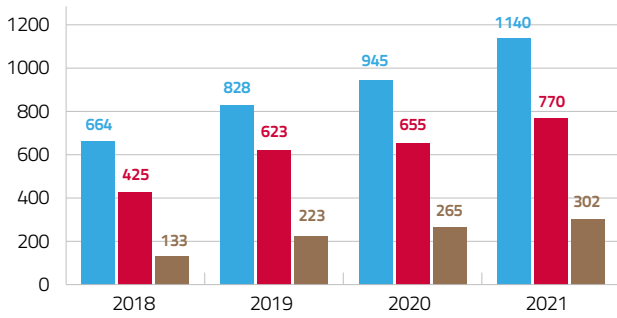


Thanks to the division of the foreign agenda and foreign language study programs (CJSP), it was possible to improve services and support for students within the individual agendas. We managed to effectively use electronic tools, e.g. for remote enrollment of students.

External communication has also become more professional. The website has been restructured (Mobility/Exchange and Admissions for CJSP programs), the Facebook group Exchange Students has been set up under the administration of OZS/International Office, and cooperation with student clubs has been improved. Other successful CJSP promotional tools included seeking new forms of online presentation on prestigious foreign portals, intensifying PPC campaigns, as well as creating video trailers, Facebook groups, blogs of current student, "alumni stories" in English, etc. At the same time, cooperation with RUK and other large faculties of Charles University, where the exclusively competitive environment has been replaced by mutual cooperation and sharing of good practice, as well as with institutes. Non-academic faculty staff were also more involved in international mobility.

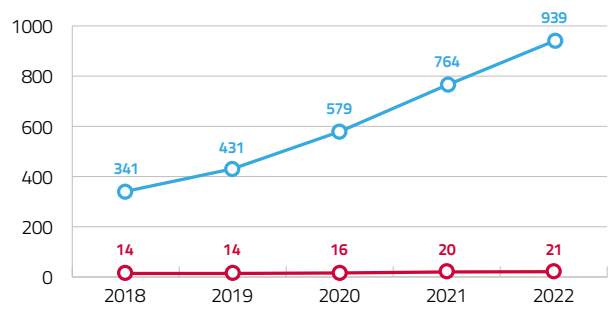
The faculty was also successful in setting up legislative processes in contracts with the students of foreign language study programs and also in administrative processes for appeals, setting up and unifying discounts on fees. The introduction of a managerial internal online system used for internal coordination of processes and their control also contributed to this. The number of Development Scholarship CJSP scholarships awarded to the students coming from developing countries increased every year. The number of students enrolled, as well as the number of students admitted to one of the 21 currently offered foreign language study programs at the faculty, has roughly doubled since 2018, and even tripled in the case of the total number of students (see graphs below).

Numbers of registered, admitted, and enrolled students in foreign language study programs in 2018–2022.



Number of paid applications within AP held at FSV
 Number of students admitted within AP held at FSV
 Number of students enrolled in the first year of study within AP held at FSV

Numbers of students in foreign language study programs in 2018–2022 and development of the number of these programs.



Number of students in CJSP/International degree programmes at FSV UK (study status S, U, V; always as to 1 January)
 Number of CJSP/International degree programmes at FSV UK (without accreditations about to expire; always as to 1 January)

FSV UK also achieved great success during this period in the form of obtaining support in the international Erasmus Mundus Joint Master Degrees program. The master's program of the European Politics and Society of the Institute of International Studies FSV UK was extended, which the faculty managed as the only one of only two institutions in the Czech Republic in the role of program coordinator. It also received support for the brand-new study program of Journalism, Media and Globalization of the Institute of Communication Studies and Journalism FSV UK, and the validity of the program of International Master in Security, Intelligence and Strategic Studies program of the Institute of Political Science FSV UK was extended. In addition to the successes in Erasmus Mundus programs, FSV UK also continued the process of developing and extending double degree and joint degree programs in existing CJSP, creating an international environment with students from more than 50 countries.

FSV UK has also become an active player in the efforts to improve student accommodation in the dormitories of Charles University and also an active participant in the new forms of cooperation with foreign partners, especially within the 4EU+ platform or credit mobility. In cooperation with foreign partners, RUK, other faculties of Charles University and institutes of FSV UK in 2018 managed to create a university-wide Herzl Center of Israel Studies based at FSV UK.

The establishment of the International Advisory Board of FSV UK then represented a significant step in deepening the development of the faculty also in the foreign agenda.

4.

Development of the Faculty



Involvement in the operational program Science, Research, Education (OP VVV) became a key part of the development of the faculty in the period 2018–2022. The year 2018 represented a turning point for the project “Modernization and expansion of the spatial background of teaching in the Jinonice Campus” in the call O16 OP VVV. After obtaining a zoning decision in January and subsequently a building permit in March 2018, the financing of the reconstruction and completion of the Jinonice campus was definitively confirmed by a decision on the provision of a subsidy dated 26 April. After amending the documentation for the building permit on the basis of user comments, the tender documentation for the selection of the general contractor of the construction and its implementation documentation was prepared in the first third of 2019. Company OHL ŽS, a.s., with which a work contract was signed on 1st October 2019, emerged as the winner from the competition, announced on 15th April 2019. Two weeks later, with the participation of the Rector, the Dean, the Vice-Dean for Development, the Mayor of the Prague 5 district and representatives of the MŠMT and the contractual partner, the construction work was ceremoniously

launched by tapping on the foundation stone. Simultaneously with the selection of the general contractor, the technical supervision of the construction (TDS) and during the third quarter of 2019 also the author of the interior design documentation came out as the winner in the competition.

In the first third of 2020 was subsequently concentrated the main part of the work on the documentation for the construction, while at the same time the first physical activities were started on peripheral construction sites, such as the university car park or on the shifting of engineering networks. In August 2020, the contractor took over the vacated existing buildings and the reconstruction work could start. Due to the settlement of relations with the neighboring SVJ U Kříže 609, which shares the entrance to its garages with the faculty, it was decided to build an alternative temporary entrance ramp. Its incorporation into construction works was formalized by one of the amendments to the work contract; there were gradually concluded with the contractor four of them by the end of 2021, and the fifth one was ready for conclusion. Their content typically

included either adjustments to the price of the work or changes to the schedule. Contrary to the original assumption of handing over the building before the end of 2021, the deadline for completion of the work by Amendment No. 5 was postponed to April 27, 2022, with virtually all construction work, including completion of interior surfaces, technical equipment, etc., to be completed by the end of March. As with many other faculty activities, the covid-19 pandemic had a significant impact on the extension of deadlines.

The implementation of such a large project (with a budget of CZK 839.7 million) had an inevitable impact on the functioning of the faculty as a whole, at several levels. First of all, it is necessary to mention the creation of a functional project support and investment office, whose staff (including the manager) was changed and strengthened during the project implementation, so that the faculty can administratively and professionally deal with the challenges of the Jinonice project. A side effect was the involvement of other workplaces of the Dean's Office (typically the Account Office and Human Resources Office or the Legal Office, the IT department and PTO/Building Management Office) in project activities. Last but not least, the reconstruction and completion of the Jinonice campus required the relocation of three institutes (IMS, IPS and ISS) to the temporary premises at Pekařská 10 and 16 from July 2020. The logistically, administratively and financially demanding relocation was finally managed very efficiently and with a high degree of professionalism of administrative support staff involved.

In addition to the Jinonice project, the faculty was involved in other activities of the OP VVV in the monitored period. The participation in the university-wide project "Improving the quality of education at Charles University and its relevance to the needs of the labor market" became their pillar, where our activities focused on internationalization and newly also e-learning or study and career counseling. From the funds of call 044 (Program of Study Environment Development), the faculty newly equipped the classrooms used for bachelor's and master's teaching with multimedia technology, modernized the Radio and Television Laboratory equipment, acquired software and other IT equipment and, last but not least, purchased large-scale electronic publications through the Scientific Information Centre (CVI). The faculty also took part in mobility calls 027, 050, 053 and 070, which enabled both trips of the selected academic staff abroad and long-term stays of foreign researchers in Prague, for the first time at all institutes. Faculty academics also actively participated in research projects, e.g. in calls 026 (project "New mobility – high-speed transport systems and transport behavior of the population") and 076 (project "Research of communication of the MŠMT in relation to various stakeholder groups").

In addition to OP VVV projects, the financial framework for the development of the faculty was also provided by the Institutional Plan (IP), in three iterations: IP 2016–2018, which ended in the period under review, IP 2019–2020, which followed in all essential parameters the previous programming period, and IP 2021, which will be followed by the Program of Strategic Management Support (PPSŘ) for the period 2022–2025. The concept of IP 2021 (and subsequently PPSŘ) already responds to the new program goals of the Ministry of Education, Youth and Sports for the period 2022–2025 and reorganizes the structure of faculty activities in accordance with it, with a new emphasis on career activities and

counseling and lifelong education, which to some extent limited the prioritization of support for internationalization, which was the dominant aspect of IP 2016–2018 and 2019–2020 at FSV UK.

Efforts to successfully manage OP VVV projects, especially in the case of reconstruction and completion of the Jinonice campus, to some extent limited the scope of implementation of other development activities. In the area of IT, rather only partial conceptual changes have been implemented, but their development potential will be appreciated in the upcoming period. These include adjusting the functioning of faculty websites and moving towards a cross-domain solution, which will facilitate the sharing of information across individual websites and will also enable the creation of so-called micro-sites, which will be used – for instance – for presenting research and other project activities. The shift in hardware and software equipment was also not negligible, especially through massive purchases in call 044 OP VVV and later thanks to the acquisition of completely new equipment for online and hybrid teaching during the covid-19 epidemic. In this context, it is necessary to appreciate the performance of IT department staff, who assumed new tasks besides the normal activities of user support and system administration during the relocation of Jinonice institutes, with large-scale acquisitions of software and hardware equipment within the implementation of projects and in providing distant learning services in a completely unprecedented scope.

The Scientific Information Centre (CVI) functioned fully reliably throughout the period. CVI was involved both in the implementation of institutional plans (through acquisitions of the databases of electronic resources and ongoing activities in the field of electronic and retrocatalogization of library collections) and in the project activities of the OP VVV. CVI played an important role in defining the user requirements for the extension of the Jinonice campus, which will house the new faculty library. As part of call 044 of the OP VVV, CVI purchased a large number of electronic books; the Jinonice project will be used to purchase databases. In the background, the physical storage of library collections between the premises of the faculty libraries and the depositories in CDMS Krystal and in Lešetice took place.

In summary, the period 2018–2022 can be described as a turning point in terms of the material background of the faculty. At its end will be a reconstructed and expanded Jinonice mini-campus. The premises of the former hotel (which this management acquired after years of previous unsuccessful negotiations from the university to its administration) and the modified existing study room will then become a part of it. The space for the implementation of faculty teaching and research activities has undergone a fundamental change, the results of which should greatly benefit the FSV UK in the upcoming years and decades.

Basic economic data

The table below shows the development and structure of revenue turnover in the years 2017–2020. The year 2021 is not given due to ongoing book closing operations. The data do not include income from the Jinonice "investment" project, which is part of the faculty's balance sheet accounts. In the period under review, the faculty grew in all

major chapters, from the contribution to education through the largely successful chapter of Subsidies for Science and Research to also very successful own revenues. The fund clearing item is also worth mentioning when the faculty in 2020 began to dissolve

previously saved funds into revenues to cover costs related to the Jinonice project (but not reimbursed by the project), typically for renting temporary teaching and office space during the construction and reconstruction.

Revenue structure

Revenues	in thous. CZK				2020/2017	2020–2017
	2017	2018	2019	2020		
Main activities – total	386 698	464 270	505 698	537 595	39 %	150 897
Operating subsidies – total	289 742	361 681	386 022	381 941	32 %	92 199
1. Basic allowance and subsidies from MŠMT/the Ministry of Education, Youth and Sports	182 220	224 281	228 325	217 858	20 %	35 638
in that: A+K Study programmes and related creative activities	153 445	181 174	182 065	170 301	11 %	16 856
C PGS scholarships	17 035	22 545	25 181	28 766	69 %	11 731
D International students and international cooperation	3 820	2 078	2 435	2 939	-23 %	-881
F Fund of education policy	316	234	286	546	73 %	230
I Institutional plans	6 518	6 476	6 850	6 657	2 %	139
Other chapters of the state budget	601	366	680	699	16 %	98
Operational programmes	485	11 406	10 827	7 951	1539 %	7 466
2. Subsidies for science and research	107 522	137 401	157 696	164 082	53 %	56 560
MŠMT - IP for long-term conceptual development of research institutions + projects of international cooperation	49 493	61 907	68 053	71 472	44 %	21 979
MŠMT - Specific university research	15 143	13 746	12 772	13 206	-13 %	-1 937
Other funds from the state budget - Ministries	5 415	5 831	5 935	2 498	-54 %	-2 917
Other funds from the state budget - Grant agencies	26 257	34 926	34 066	38 137	45 %	11 880
Funds from abroad - EU	11 130	20 990	36 869	38 769	248 %	27 639
Funds from abroad – outside EU	84	0	0	0	-100 %	-84
Own revenues	52 658	61 466	64 421	71 877	36 %	19 219
Fees	45 378	53 062	57 837	67 440	49 %	22 062
connected with the admissions procedure	3 776	4 019	4 132	4 708	25 %	932
for extra study time + study in another programme	14 032	13 301	13 174	9 906	-29 %	-4 126
for study in a foreign language	27 570	35 742	40 531	52 826	92 %	25 256
Payment for other activities provided by the university	4 252	3 764	3 485	682	-84 %	-3 570
CŽV/Lifelong Learning	1 481	1 051	1 280	227	-85 %	-1 254
U3V/University of the Third Age	155	118	400	36	-77 %	-119
Internationally recognised course	2 269	2 140	1 530	354	-84 %	-1 915
State rigorosum examination, nostrification, habilitation	347	456	274	65	-81 %	-282
Other revenues	3 028	4 639	3 099	3 755	24 %	727
Different other yields	8 396	6 279	12 352	13 622	62 %	5 226
Other yields	2 105	861	122	-110	-105 %	-2 215
Write-offs of subsidies (paper yields)	2 473	2 561	7 591	8 828	257 %	6 355
Off-budget grants and projects	3 818	2 857	4 639	4 905	28 %	1 087
Co-research projects	4 168	6 569	5 693	3 875	-7 %	-293
Clearing of funds	27 629	22 580	27 681	60 410	119 %	32 781
Intra-company yields	4 105	5 694	9 530	5 870	43 %	1 765
Additional activities - total	3 351	2 680	1 867	3 863	15 %	512
Rental income	248	258	262	211	-15 %	-37
Other income and revenues	3 103	2 422	1 605	3 653	18 %	550
TOTAL	390 049	466 950	507 565	541 458	39 %	151 409

Successful developments on the revenue side are also reflected in wage developments. The Jinonice project and related costs, which are not covered by the project, did not affect the remuneration of the faculty staff. If total revenues increased by 39 % between 2017 and 2020, total wage costs then increased by 34 % in the same period (when a prudent fiscal policy was applied, given the potential risks associated with the Jinonice project). The volume of wage funds for academic staff increased by a comparable 38 % in the same period, this naturally being the largest wage cost item. However, the growth was spread across all types of positions. Another significant increase took place in 2021. The above-average increase in the cost of THP staff of the Dean's Office is due to the cost of new specialized positions created in connection with the Jinonice investment project (largely covered by the project); otherwise, the increase would not exceed the average.

to 440, i.e. by 18%, and the counted number of full-time equivalents (FTE) by 58 to 366, i.e. by 19 %. The year-on-year increase in 2021 was not statistically significant. The average salary of a faculty employee increased by 11 % between the years 2017 and 2020, while it increased by 16 % for academic staff. The year 2021 was then with a year-on-year increase in the average wage of an employee of FSV UK by another 11 %, or 12.6 % for academic staff, the most successful. This development in 2021 was mainly due to a more or less stable number of employees and an increase in funds from the MŠMT contribution and subsidy, which increased by 9.7 % year on year. In recent years these funds usually account for about half of the total faculty turnover. The increase was also monitored in other sources; exact figures are not yet available due to the open financial year.

Average wages increased less due to the increase in the number of faculty staff, but also significantly. The physical number of employees increased between the years 2017 and 2020 by 67,

Levels of staff members and average wages

FSV UK staff members	2017			2018			2019			2020			2021			
	Number of staff members as to 31 December physical number*	Total sum of individual workloads as to 31 December (FTE)	Average monthly salary (including bonuses)**	Number of staff members as to 31 December physical number*	Total sum of individual workloads as to 31 December (FTE)	Average monthly salary (including bonuses)**	Number of staff members as to 31 December physical number*	Total sum of individual workloads as to 31 December (FTE)	Average monthly salary (including bonuses)**	Number of staff members as to 31 December physical number*	Total sum of individual workloads as to 31 December (FTE)	Average monthly salary (including bonuses)**	Number of staff members as to 31 December physical number*	Total sum of individual workloads as to 31 December (FTE)	Average monthly salary (including bonuses)**	
Academic staff members	AP4	19	14,1	70 076	22	15,0	76 465	23	16,3	94 513	23	16,7	100 576	25	19,0	103 068
	AP3	39	31,8	78 707	37	30,7	94 503	44	36,4	89 488	44	36,1	87 688	43	35,2	98 851
	AP2	93	73,1	64 531	91	73,2	59 566	95	75,4	67 836	21	14,1	40 865	108	84,0	77 596
	AP1	26	11,9	33 778	35	16,0	35 595	21	13,2	40 241	106	83,8	67 685	20	12,7	47 877
	APx	7	6,2	54 934	4	3,5	49 504	2	2,0	60 335	1	1,0	87 655	1	1,0	92 533
	Total	184	137,0	63 398	189	138,4	63 720	185	143,2	73 089	195	151,6	73 292	197	151,8	82 527
Lecturers	26	21,8	30 209	26	21,8	35 799	26	21,8	35 916	28	21,9	36 283	29	22,7	42 544	
Teaching staff members VVI	32	21,9	42 351	25	18,2	49 682	11	8,0	65 225	0	0,0	0	0	0,0	0	
Researchers	22	30,9	38 320	53	60,4	43 468	63	65,8	40 317	76	71,0	45 097	74	67,7	50 284	
Others – THP/ Technical-economic staff member	109	96,6	35 842	115	104,0	36 749	125	110,7	39 165	141	121,6	38 457	146	125,6	41 478	
TOTAL	373	308,1	47 923	408	342,6	49 481	410	349,5	52 658	440	366,2	53 049	446	367,8	59 170	
*** of which the Dean's Office	68	63,9	36 387	77	72,7	37 045	78	74,7	39 468	82	78,5	38 678	83	79,9	42 304	

* each employee is counted only once, even if s/he has more than one type of workload (in the following order: AP/Academic staff member, Lecturer, PPVV, VP/researcher, THP/Technical-economic staff member)

** average monthly salary for the period converted to the full-time (8h) monthly workload by type of workload, including bonuses, for staff members as to 31 December

Number of concluded DPP/ Agreement to complete a job and DPČ/Agreement to perform work per year	995	814	735	770	678
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Wage resources

FSV UK staff members		2017	2018	2019	2020	2021
Academic staff members	AP4	12 261 655	15 478 525	19 299 668	22 929 189	24 499 736
	AP3	30 026 433	34 840 621	39 992 713	38 440 053	42 996 018
	AP2	47 385 940	51 769 522	53 877 936	67 780 754	77 528 426
	AP1	5 448 096	5 431 588	6 113 204	6 367 214	7 436 307
	APx	3 881 525	2 736 764	1 658 805	1 350 369	1 180 018
	Total	99 003 649	110 257 020	120 942 326	136 867 579	153 640 505
Lecturers		7 321 474	9 382 117	10 047 346	9 788 306	12 088 065
Teaching staff members VVI		12 718 637	12 308 188	6 732 603		
Researchers		13 866 074	25 796 219	35 054 509	35 399 528	41 460 431
Others – THP/Technical-economic staff member		38 196 545	45 385 369	48 749 810	53 840 237	61 634 339
DPP-DPČ		12 920 020	10 043 155	11 097 254	10 189 446	11 285 887
TOTAL wage resources (gross wage HPP/Main employment, DPČ/Agreement to perform work, DPP/Agreement to complete a job)		12 920 020	10 043 155	11 097 254	10 189 446	11 285 887
*** of which the Dean's Office		24 125 560	31 066 024	32 996 264	34 922 997	40 940 319

The following graphs show the structure of employees by age and gender. There is a clear positive trend in the number of AP4, AP3 and AP2 positions. The growing share of women among researchers and the decrease in the previously too high share of women among

administrative positions are worth noting. The increase in the proportion of women among academic staff members remains a challenge for the next period

Structure of staff members by age and gender 2017

Age	AP4		AP3		AP2		AP1		APx		AP Total		Lecturers		Teaching staff members VVI		Resear- chers		Others – THP/ Technical- economic staff member		Total	
	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women
do 29 let	0	0	0	0	1	0	11	3	1	1	13	4	0	0	1	0	4	3	24	16	42	23
30–39 let	1	0	12	1	47	16	9	5	0	0	69	22	5	4	21	9	10	4	32	27	137	66
40–49 let	3	0	16	0	31	10	3	1	3	0	56	11	11	8	8	1	4	0	22	14	101	34
50–59 let	4	1	5	2	6	3	1	1	0	0	16	7	6	5	1	1	3	0	20	17	46	30
60–69 let	6	0	3	2	8	4	1	1	3	1	21	8	4	2	1	0	1	1	10	7	37	18
70 a více	5	0	3	0	0	0	1	0	0	0	9	0	0	0	0	0	0	0	1	0	10	0
TOTAL	19	1	39	5	93	33	26	11	7	2	184	52	26	19	32	11	22	8	109	81	373	171
	5,3%		12,8%		35,5%		42,3%		28,6%		28,3%		73,1%		34,4%		36,4%		74,3%		45,8%	

Structure of staff members by age and gender 2021

Age	AP4		AP3		AP2		AP1		APx		AP Total		Lecturers		Teaching staff members VVI		Resear- chers		Others – THP/ -economic staff member		Total	
	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women	Total	Of which women
do 29 let	0	0	0	0	0	0	1	0	0	0	1	0	1	1			10	7	38	23	50	31
30–39 let	1	0	4	1	36	10	12	4	0	0	53	15	3	3			36	16	36	26	128	60
40–49 let	10	0	24	3	61	22	3	2	0	0	98	27	14	10			18	8	42	29	172	74
50–59 let	4	0	5	1	6	3	2	1	0	0	17	5	9	6			4	2	18	12	48	25
60–69 let	5	1	6	1	5	3	2	1	1	1	18	6	2	1			5	3	7	6	33	17
70 a více	5	0	4	1	0	0	0	0	0	0	9	1	0	0			1	0	5	1	15	2
TOTAL	25	1	43	7	108	38	20	1	1	1	1	1	1	1	1	1	74	36	146	97	446	209
	4,0%		16,3%		35,2%		5,0%		100,0%		24,0%		72,4%				48,6%		66,4%		46,9%	

5.

External and Internal Communication



External and internal communication focused on the needs of individual target groups, which was helped by the discussion and drafting of the mission, vision and values of FSV UK. Part of these documents is the concept of FSV UK as a faculty of interdisciplinary, innovative, international and inclusive nature. In the spirit of these values, the basis for communication with Czech and foreign language students, graduates and teachers has been laid – the Instagram account in Czech (*fsv_unikarlova*) has been significantly developed and strengthened, and the Instagram account in English (*fsv_charlesuni*) established. The following of the official Facebook page of FSV UK and the Twitter account of FSV_UK has increased several times (for more see the table below).

Emphasis has been placed on unifying faculty communication and sufficient liaison between the Public Relations Office (OVV) and institutes. For this reason, PR contact persons have been established at all institutes, as most of them did not exist at the beginning of the current management's term of office, and regular working meetings are held (in addition, OVV and the Dean meet with student clubs for discussion sessions) and the documents and good practice are shared.

Some promotional items have been created in English and in the case of relevant information emphasis is placed on the bilingual format and content creation in English. In the area of all promotional

items, there was a reorientation to the things of Czech origin made in the Czech Republic, with an emphasis on sustainability and ecological use of materials.

During the term of office, popular events for the academic community were renewed and expanded – whether it was the FSV UK Representative Ball or the newly established FSV UK Sports Day, or a tourist trip common for employees and students on the Rector’s Sports Day. The epidemiological situation made it impossible to organize them in the past two years, but the preparation of those coming is expected. The term of office of the current management also faced the 30th anniversary of the founding of the faculty, which, despite the situation at the time, was celebrated at least in a hybrid and distance form. The website 30let.fsv.cuni.cz was established with life stories of employees and students at the University of the Third Age, with messages from former deans and with video wishes from students. At the same time, on the anniversary day, a thank-you card with a brooch made in the Czech Republic was delivered to all employees and an online celebration took place in the form of discussion panels with teachers and successful graduates of FSV UK. The live celebration is ready and will take place as soon as the situation allows it (for the time being it is planned as a garden party on June 1, 2022).

An important part of external relations is communication with study applicants. There was a clear graphic unification of communication so that the content of FSV UK was easily recognizable, new recruitment leaflets were created, the first animated Czech and English video clips were shot, innovatively processed and emphasizing the values of FSV UK and the advantages of study programs taught at it, popularizing new faculty graphics and enhancing its uniqueness among the recruitment materials of other faculties. In 2021, the faculty podcast De Facto FSV UK was launched, which focuses on interviews with teachers and graduates, thus informing about the study and work at the faculty and possible job placements after graduating from school. The podcast thus complemented the series of video life stories I am from FSV UK, which is also constantly growing.

As part of the transition to the online environment, which was a stress test in communication – and the faculty passed it – a new event for applicants, Day at FSV UK, was established. This is a university-wide online open day. The all-day stream is full of interviews with teachers and students from individual institutes, information from the student services office or experience from internships in the Czech Republic and abroad. The aim of this event is to bring the study at FSV UK closer to a wider audience – especially to those from more distant areas to Prague. The records from these days are especially popular, when the applicants can go directly to the sections about the study programs or institutes that interest them the most. During the online-only teaching period, we also held several live broadcasts with applicants and students, both Czech and from-abroad students, which were until then unique not only at Charles University, where the Dean of the faculty and the Vice-Dean for student affairs or the Vice-Dean for international relations and a member of the Dean’s collegium for foreign-language study programs answered questions in the live streams. Due to the more difficult way of offline communication during the covid-19 pandemic, a public Facebook group FSV UK Applicants was also

established at the end of 2020, which currently has almost 1,000 members and where applicants have their questions answered by regular students as well as student mentors from individual institutes, which are the positions that we also created at the same time as the Facebook group.

A specific area of the faculty’s external relations is communication with the media and external cooperation on nationwide beneficial projects. This is evidenced by the growing number of media outputs of FSV UK academic staff members (from 1st January to 15th December 2021, 1,916 unique mentions of FSV UK appeared in media monitoring) and especially their scope, which is continuously shifting from rather one-sentence statements to independent interviews or longer journalistic pieces. In the last quarter of 2021, a more intensive offer of topics to journalists began and a plan was made to hold regular meetings with journalists to present research projects and their results, if the situation permits.

What can be mentioned from the so-called CSR projects is cooperation with the festival of Jeden svět/One World, a charity bazaar within Erasmus Days for the Přestupní stanice/Transfer Station organisation, or the creation of special key cases, the proceeds of which went to the organization Asistence o.p.s.

In the area of internal communication, we have systematized the flow and relaunched the Newsletter for the staff, as well as improved and expanded the Newsletter for students and alumni. The online communication activities of individual institutes have also increased significantly.

Numbers of fans and followers of faculty social networks as to December 15, 2021.

Instagram CZ	4 029 followers
Instagram ENG	671 followers
Facebook CZ	8 903 likes 9 405 people follow it
Facebook ENG	2 933 likes 3 113 people follow it
Twitter	2 709 followers
YouTube	825 subscribers
LinkedIn	828 followers