

Implementation Plan of the Strategic Plan

University of South Bohemia
in České Budějovice

2021-
2021



Jihočeská univerzita
v Českých Budějovicích
University of South Bohemia
in České Budějovice

www.jcu.cz

Vision

The University of South Bohemia aspires to be:

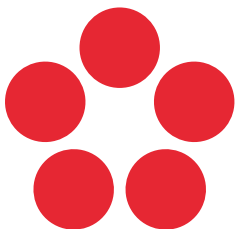
- a highly sought-after, friendly university offering motivational study and work environment
- a university able to compete at both the European and global levels
- a university with an unmistakable identity that is of benefit to the city as well as the region
- an academic institution supporting students as well as employees

Mission

As a prime centre of scholarship, independent knowledge, and creative activity, the University of South Bohemia in České Budějovice (USB) is oriented towards the scientific, cultural, social, and economic development of society.

The University fulfils its mission as a higher education institution by its activity according to Section 1 of the Higher Education Act: USB cultivates learning, supports independent knowledge and creative activity in research and development, and actively does its societal duty in cultural, economic, social, and environmental areas.

The core mission of USB as a research organisation is to independently perform basic and applied research or experimental development and publicly disseminate the results of these activities by instruction, publishing, or knowledge transfers. Educational and related scientific and research, developmental and innovation, artistic, or other creative activities are being cultivated at USB in natural, agricultural, social and healthcare fields as well as in humanities at the international level. Apart from educational and creative activities, USB also performs supplementary activities so that these activities aid in fulfilling the mission of USB.



Values

Professionalism

The University of South Bohemia relies on highly qualified and competent staff members in all areas of its activity.

Ambition

The University of South Bohemia is a perceptive institution, and its objectives are ambitious in all areas of its activity.

Responsibility

The University of South Bohemia is committed to social responsibility and principles of permanently sustainable life.

Integration

The University of South Bohemia connects internal as well as external partners and it is a free environment where their ideas can be expressed and accomplished.

Openness

The University of South Bohemia subscribes to principles of democracy and liberty. It is open to accepting and sharing new ideas and approaches as well as to establishing new partnerships.

Internationalisation

The University of South Bohemia builds upon international cooperation when fulfilling its mission.

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Annexe No 1 – USB Investment Plan 2021 (a separate document)

Fulfilling the vision for 2021

The Implementation Plan of the Strategic Plan of the University of South Bohemia in České Budějovice for 2021 (IPSP 2021) represents an integral part of the strategic management of the University of South Bohemia in České Budějovice (USB).

It is based on the strategic plan of educational and creative activity of USB (Strategic Plan) for 2021–2030 and its goal is to specify set priorities and the preparation of key measures for the first year of the Strategic Plan.

The Implementation Plan of the USB Strategic Plan for 2021 is organised, just as the Strategic plan, in five priority areas: education, research, internationalisation, openness, and management. The most important planned activities (anticipated measures) for 2021 at the University-wide level are added to the individual priority objectives. The USB Investment plan for 2021, which summarises investments for 2021 including the expected implementation steps, is a separate annexe to the IPSP 2021.

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Education

Objective 1.1 Education quality

Activities planned for 2021

Developing a system of objective verification of education quality

- A proposal of an update of the internal regulation entitled 'Rules of the quality assurance system' will be prepared in conjunction with members of USB Management as well as a Rector's ordinance concerning the regular evaluation of faculties and degree programmes.

Adjustment of the methodology of the USB budget for the area of education

- Criteria of the quality of study-related remits will be formulated and discussed and approved, in the context of the Rector's Board, in conjunction with the Vice-Rector for Student Affairs, and the Vice-Rector for Internal Evaluation so that this view could be implemented in the methodology of allocation of USB budget resources with effect from 2022.
- According to the development of the strategy of MEYS concerning funding educational activities, an adjustment of proportions of the fixed and the variable parts of the USB budget in the area of the grant for the educational activity will be considered. Should an adjustment occur, it will be discussed in autumn in the context of the Rector's Board and the USB Academic Senate.

Bolstering personal responsibility for the quality and maintenance of standards in education

- The work on the project 'USB Development – ESF II' – the outputs of which (particularly in the context of the activity entitled 'Development of career counselling') have, among other things, impact on the creation of systemic support for guarantors of degree programmes in the area of promotion of degree programmes, care for graduates, and during communication with potential employers – will continue. In 2021 work will continue on creating annotations of degree programmes and related graduate profiles from the perspective of employability.

Accounting for the quality of pedagogical work as a criterium in habilitation and appointment procedures

- A material focused on possibilities of qualitative evaluation of education work for the needs of habilitation and appointment procedures will be prepared in the context of the group of quality coordinators. Special emphasis will be put on the possibility of an objective approach to applicants from USB and other institutions. In the case that the USB management assesses the material as a relevant basis for introducing specific measures into the practice of scientific boards at USB, a corresponding ordinance will be prepared or a modification of an internal regulation of habilitation and appointment procedures will be proposed.

Bolstering the objective importance of the institute of an academic community

- For the purpose of searching for an optimal manner of identification of cases of good practices in the area of instruction, a pilot survey focused on these issues will be initiated in cooperation with members of student chambers of academic senates.
- The already existing communication over-sharing and evaluating cases of good practices will continue among quality coordinators.
- Pilot implementation and development of SEI in the IS STAG environment (January 2021).

Development of care for students threatened by learning failures

- Continuation of work on the project entitled 'USB Development – ESF II' focused on support and counselling services for students. One of the outputs of the activity entitled 'Support for the education of students with special needs' for 2021 will be the Conception of the use of modern methods of adaptation and increasing the accessibility of didactic tools SSN (creation of a framework for sharing the know-how of the Support Centre for Students with Special needs for the purpose of the efficient use of didactic tools to support studies of SSN).
- In the context of work on the project entitled 'USB Development – ESF II' (activity entitled 'Development of psychological counselling'), a Course of study skills for students with study difficulties will be designed for pilot testing as a part of the portfolio of services of the University psychological counselling centre.

Systemic support of educators

- The introduction of modern methods of instruction will be executed continually primarily through activities of the strategic project entitled 'USB Development – ESF', specifically by the activity SA 2.2 while the activity will be completed in 2021 (implementation of e-learning and blended learning at FTH USB).
- The execution of the consequential project USB Development – ESF II, which addresses, among other things, the innovation of instruction at FSC USB, will continue.
- Under IP 2021, activities focused on bolstering the educational skills and abilities of educators using experience gained in the context of the execution of the strategic project USB Development – ESF (activity SA 2.1) will be supported while emphasis is put particularly on bolstering skills necessary for instruction in foreign languages (Teaching Skills in English module) and skills needed for distance instruction.
- Under IP 2021, technical-methodological support for academic staff when using flexible forms of education will also continue. Following the creation of the TM support position within CIT under IP 19–20, it is keeping this position and its systemic use, particularly when creating study support

materials and courses for distance forms of education (IS STAG, LMS Moodle, MS Teams, eKnihovna, etc.) A CIT staff member will be the administrator of newly introduced technical tools for flexible forms of education and will provide academic staff with technical as well as methodological support focused particularly on the efficient use of technologies employed.

Effective organisation supporting the meaning of educational activities

- An analysis of dates of the timetable of the academic year at individual faculties of USB will be performed, and a discussion will subsequently take place concerning the possibilities of a gradual streamlining of these dates within the entire USB, incl. a potential update of the structure of the Rector's ordinance on the academic year timetable.
- In connection with the announced amendment of the Higher Education Act, an update to the USB Study and Examination Code aiming at a simplification and clarity of conditions to studies across USB will be executed.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation

Objective 1.2 Connection to practical training

Activities planned for 2021

Linking academically oriented degree programmes with the research experience

- Activities of the strategic project entitled 'USB Development – ESF II' focused on the innovation of instruction at FSC USB will continue in 2021 (module organisation of instruction supporting active learning of students and bolstering the research orientation of instruction).

Linking professionally oriented degree programmes with institutions allowing professional application

- In the context of internal University reflection on the approach to professionally oriented academic programmes, an inter-faculty comparison of various types of the given cooperation will be performed, how it is implemented at individual faculties or areas of education.

Integrating issues of results of prior learning into the USB SEC

- A more comprehensive and flexible solution to issues of recognising results of prior learning will be a part of the update of the USB Study and Examination Code.

Development of professionally oriented bachelor's studies

- An overview of professionally as well as academically oriented bachelor's studies will be prepared and readied for discussion in the context of the Rector's Board and the Internal Evaluation Board as an internal University reflection on the existing practice of distinguishing both types of degree programmes.

Bolstering the relevance of profiles of degree programme graduates

- The topic will be a part of the methodology of regular evaluation of faculties and degree programmes

Active learning support

- In 2021 efforts towards a continual development of methods of instruction and studies with emphasis on activity-oriented instruction (further details above) will continue as well as the support for activities of informal student learning (particularly support for club activities of students to the extent that restrictions arising from the Covid-19 allows). The challenge will be particularly the search for models of support of active student learning in distance forms of instruction that are sustainable in the long term.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation

Objective 1.3 Modern education infrastructure

Activities planned for 2021

Development of information, counselling, and support services for prospective students and students

- In the context of work on the project entitled 'USB Development – ESF II', a portfolio of services provided by the USB Career Centre will be delineated (information for users, principles of providing services, goals, content of services, and the organisationally-methodological framework) as a starting point for subsequent pilot verification of proposed services.
- The website of the USB Career Centre will be launched (part of the USB website serving for informing prospective students and students about the services of the USB Career Centre).
- In the context of work on the project entitled 'USB Development – ESF II' (activity entitled 'Support for education students with special needs'), a Methodology of increasing accessibility of documents for SSN will be prepared (it will be applied in the form of an educational programme for training colleagues of the Support Centre for Students with Special Needs who partake in the preparation of educational materials for SSN).
- In the context of work on the project entitled 'USB Development – ESF II' (activity entitled 'Development of psychological counselling'), a working version of the Conception of the functioning of the University psychological counselling centre will be created (goals, delineation of responsibility and competence of UPCC; delineation of provided services, methodological framework for providing services, communication strategy; coordination and ensuring the quality of services within USB) for discussion and consulting within USB.
- In connection with the announced amendment of the Higher Education Act, an update of the USB Study and Examination Code will be executed, and an update of the system of scholarship support for USB students will occur.

Building, modernisation, and innovation of premises/equipment for degree programmes

- Building, modernisation, and innovation of premises/equipment for degree programmes will be supported in 2021, particularly in accordance with PIA (e.g. commencement of renovation of the USB lecture hall (Bobík), commencement of construction of the FAG Chemistry Pavilion, commencement work on the renovation of the Mlýnská stoka building, renovation of FED buildings, etc.).
- Specification of further instruments at the level of investments of USB faculties is contained in the annex of the USB IPSP entitled USB Investment Plan for 2021.
- The activity oriented towards the development and innovation of technical facilities for flexible forms of education, i.e. improving the equipment (increasing the accessibility of IT incl. SW for flexible forms of education at selected faculties based on identified needs), will be – among other things – a part of the implementation of the IP 2021, specifically it will be the equipment of the classroom ZR-Z12 at FAG USB with new PC technology and providing technical equipment (purchase of laptops and other accessories) for the academic staff of FAR USB.
- Support and development of infrastructure executed under PO4 OP R&DI will be provided by faculties that own the infrastructure (FFPW USB, FSC USB, FAG USB) in the form of a modernisation of infrastructure, projects for infrastructure development, or by re-investments in instrumentation and infrastructure equipment for educational purposes.

Digitalisation of remits related to studies

- Implementation of electronic requests in IS STAG for all USB faculties on the basis of a pilot verification that took place at FSC USB.
 - Implementation of the electronic confirmation of student status with an electronic seal.
 - Preparation for the implementation of the Single Digital Gateway (SDG) will be taking place.
 - Implementation of connection of IS STAG to the University repository DSpace (publishing graduation theses).
 - Implementation of the connection of IS STAG to the Erasmus Without Paper (EWP) system will continue.
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Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Internal Management and Public Affairs, Vice-Rector for Development, Bursar

Objective 1.4 Efficiency and quality of doctoral studies

Activities planned for 2021

Financial stability of DDPs

- An overview of the current conditions for disbursing scholarships of students in DDPs will be created as the first step towards a harmonisation of the conditions of studies in DDPs across USB. The overview will subsequently be discussed in the context of the Rector's Board so that a proposal of updated rules may subsequently be prepared (the amount of the scholarship, and conditions for their disbursement applicable at all USB faculties, incl. a potential update to the USB Scholarship Regulations – among other things concerning the question of parents who are studying).

Harmonisation of norms addressing the execution of DDPs at USB

- An overview of internal regulations and norms concerning the implementation of DDPs at individual USB faculties will be created. In connection with the expected update to the USB Study and Examination Code, which will be required by the amendment to the Higher Education Act in preparation, an update of conditions of studies in DDPs in the SEC USB will be considered and potentially implemented.
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Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation

Objective 1.5 Flexible forms of education

Activities planned for 2021

Distance learning development

- An activity aimed at a clarification of standards for the distance form of studies under the pilot preparation of the accreditation of the distance form of a selected degree programme (formulation of a working version of standards of distance education, clarification of requirements and expectations, cases of good practices, discussion of standards within the board of vice-deans for student affairs and the LLL Board, pilot verification of the functioning of the standards in the context of the preparation and evaluation of the selected degree programme) is included in IP 2021.

Flexible organisation of studies

- An update to the USB Study and Examination Code forced by the announced amendment of the Higher Education Act will be utilised – among other things – for searching for opportunities for increasing the flexibility of the organisation of studies and seeking a systemic solution to permeability and transition between various forms of studies and between studies and lifelong learning programmes. Potential functional proposals will be worked into the updated SEC USB.

Instruction/study materials and support materials

- Increasing the accessibility, relevance, and quality of instructional and study materials supporting flexible forms of education is pursued by the activity entitled 'Development of flexible forms of education' in IP 2021. Specifically, it will be about preparing and innovating study support materials for selected courses, expanding the offer of high-quality study materials utilisable in the distance form of education or in combination with the full-time form of education (blended learning), building a shared know-how across USB (as regards the substance, and the didactic as well as technical aspects). The goal is – among other things – a broader utilisation of technical options of creation and publication of online study support materials (LMS Moodle, eKnihovna, web portals of fields of study), the creation and innovations of which were supported or implemented in the context of strategic projects USB Development – ESF/ERDF.
 - Completion of the consolidation of e-learning systems under the elearning.jcu.cz portal (migration of courses of the Faculty of Economics for the summer semester of the AY 2020, and a complete migration of courses of the Faculty of Education).
 - Experiences with requirements on the form, content, and quality of instructional/study materials and study support materials as shown in practice of the USB Internal Evaluation Board and from the perspective NAB committees will be gathered. After that, a discussion will take place among quality coordinators and the Internal Evaluation Board for the purpose of considering a formulation of the University standards in the area.
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Responsibility

Vice-Rector for Student Affairs

Objective 1.6 Development and professionalisation of LLL

Activities planned for 2021

Development of the LLL system and LLL programmes for the public

- USB plans to support the development of a system of LLL and LLL programmes for the public in the context of IP 2021 with emphasis on improving the accessibility and relevance of LLL programmes, particularly using flexible forms of education (creating a programme of an online university, component online courses) and including an expanded use of interactive instructional and study materials.
- From the perspective of a systemic connection of LLL activities and degree programmes, further development of DVPP programmes and other qualification programmes will belong among development activities.
- The development of the USB Goethe Centre will be purposefully supported in newly furnished premises (among other things, bolstering the segment of the Junior University by a preparation of an accreditation of post-secondary school studies of the German language).
- A new innovated web portal of LLL will be launched in the context of the new USB web and the LLL module in IS Verso will be updated; LMS Moodle for the purposes of LLL will also be continuously updated.

Further learning for students and employees of USB

- Support for further education of USB staff will be implemented particularly in the context of IP 2021, particularly with emphasis on bolstering professional competencies of staff given the options of using information and other support systems (IS STAG, LMS Moodle, eKnihovna, Merlingo, MS Teams, etc.) with the aim to expand their use as well as improve the efficiency and quality of their use.
- Activities aimed at the development of a system of language education and education in the area of digital skills, particularly with respect to the need of an implementation of flexible forms of education, will also continue.
- Activities aimed at bolstering pedagogical competencies (see section 1.1) are also a part of the development of the area of education.

Bolstering cooperation of USB constituent parts in the context of LLL activities

- On the basis of experience from the previous period, the support for positions of LLL coordinators continues in the context of IP 2021, which is showing to be an effective tool of bolstering cooperation of constituent parts of USB in the context of LLL activities. The goal is to maintain positions supported in IP 19–20 (FAR USB, FFPW USB, FED USB, FTH USB, and FHSS USB) and further establishment of these positions at other constituent parts of USB (FEC USB, FSC USB, GC USB). The support for these staff members will be provided with respect to capacities of USB constituent parts and new demands arising from the need to use flexible forms of education to a greater extent.
- Support for the cooperation of constituent parts of USB in executing LLL programmes will also continue (inter alia, due to an active participation of all constituent parts of USB in the LLL Board) as well as increasing the clarity and efficiency of the system of LLL programmes in connection with other educational and cultural activity of USB, sharing cases of good practices, sharing and developing tools for evaluating the quality of LLL programmes. Support for current positions of LLL coordinators (established under IP 19–20) at FAR USB, FFPW USB, FED USB, FTH USB, and FHSS USB. Establishment of positions of LLL coordinators at FEC USB, GC USB, and FSC USB. IP19–20)

Responsibility Vice-Rector for Student Affairs

Cíl 1.7 Graduates

Activities planned for 2021

Increasing interaction with graduates

- In the context of work on the project entitled 'USB Development – ESF II', a portfolio of services provided by the USB Career Centre will be delineated (user information, principles of providing services, goals, content of services, and the organisational-methodological framework) as a starting point for a subsequent pilot verification of proposed services, including selected services for graduates, or for students in the stage of transferring between studies and searching for employment.

Responsibility Vice-Rector for Internal Evaluation, Vice-Rector for Internal Management and Public Affairs

Expected funding sources

- Operational Programmes for the Czech Republic 2014–2020 (or 2021–2027)
- Institutional Plan (2021)
- Centralised development programmes (2021)
- MEYS programme funding
- Institution's own resources
- Institutional and special-purpose resources
- Foreign resources

2 Research

Objective 2.1 Research excellence

Activities planned for 2021

Bolstering the international standing of research performed at USB

- An 'audit' of the system of administration of the grant support at individual faculties as well as at the central level, particularly with respect to foreign projects, will be performed with the aim of a potential revision of this support with the purpose of bolstering international visibility of research at USB. Success in international cooperation, and the internationalisation in general, will no doubt be one of the pillars of excellence of research teams.

Support for excellent teams

- For 2022 an earmarking of a part of LCDRO is expected in support of excellent teams. A new methodology will be prepared for this change in 2021 that will, among other things, set the principles and types of support for excellent teams.

HRS4R implementation

- An update and implementation of the Action Plan (GAP analysis, OTM-R, etc.) will be performed in connection with the HR Award for 2021–2021.
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Responsibility Vice-Rector for Research, Vice-Rector for Internal Evaluation, Vice-Rector for Development

Objective 2.2 Social relevance of research

Activities planned for 2021

Open science

- The University will launch a database of projects and also a database of publications, the content of which – at the beginning – will be graduation theses of USB students and habilitation theses defended at USB (including corresponding accompanying documentation) and work published by USB employees in the Open Access regime.

Support for projects related to the region and socioeconomic needs of society

- The University will begin preparation of the strategic document, the main goal of which will be supporting and bolstering the social relevance of science and research performed at USB. The goal of this document will be a single University-wide understanding of the concept of the social relevance of S&R, process and potential funding support for projects with a clear and current social relevance, or the rules for the monitoring of impacts of such projects. The methodology of evaluation of socially relevant activities at USB will also be a part of the document as well as incentive instruments for its support and bolstering.
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Responsibility Vice-Rector for Research, Vice-Rector for Internal Evaluation

Objective 2.3 Supporting and developing research infrastructures

Activities planned for 2021

- Support and further development of research infrastructures CENAKVA and Centre for Polar Ecology are conceptually secured by earmarking a part of LCDRO specifically for the development of these research infrastructures, the assessment of the efficiency of financial instruments of support introduced in 2020.
 - For 2022 an earmarking of a part of LCDRO is expected in support of establishing new promising teams (scientific incubator). In 2021 a methodology will be prepared for the change that will among other things set priority directions of S&R in which the support for establishing new promising teams will be implemented.
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Responsibility Vice-Rector for Research, Vice-Rector for Development

Objective 2.4 Systemic support for young research staff

Activities planned for 2021

Systemic support for the creation and maintenance of work positions for young research staff

- A system of University post-doctoral positions for obtaining young scientific staff will continue to be developed and supported at USB.
- USB will organise a University-wide conference of students in doctoral studies under the project IP 2021.
- Selected faculties will traditionally announce internal grant competitions just as the University as a whole.

Development of doctoral studies

- The USB School of Doctoral Studies will be established in cooperation with the Czech Academy of Sciences, i.e. all support and methodological materials for its launch in 2022 will be created. These materials will set the rules of further development of doctoral studies at USB among other things, including the engagement of scientific and research staff in the raising of students of (not only) doctoral studies.
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Responsibility Vice-Rector for Research, Vice-Rector for Internal Evaluation

Objective 2.5 Technology (knowledge) transfer

Activities planned for 2021

Systemic support for cooperation with the practice

- The University will begin the preparation of a strategic document, the main goal of which is bolstering and the support for the social relevance of science and research performed at USB. A part of the document will understandably be concerned with the transfer of technologies (knowledge); it will also be concerned with topics like the monitoring of the needs of the public and private spheres, monitoring of impacts of commercialised results of S&D on corresponding companies and society, potential setting of priorities of applied research, etc.

Development of the application potential at USB

- Functional, professional, and systemic support for the administration of protection of intellectual property, the whole process of commercialisation and cooperation with the practice will continue to be ensured by the activity of the Technology Transfer Office (TTO USB) and technology scouts. In 2021 positions of technology scouts will be created at faculties where there have not been any (faculties focused on humanities), therefore, every USB faculty will have their own technology scout who will be connecting the faculty to TTO USB.
 - The University will continue to pay attention to the development of competencies in the area of intellectual property protection, specifically by individual education of all TTO USB employees who will then raise awareness of intellectual property protection among scientific and research staff members as well as through the 'C' type course entitled 'Intellectual property protection' guaranteed by TTO USB and available to all students in master's and doctoral studies.
 - Revision of Rules for establishing legal entities and for cash and non-cash contributions to legal entities of USB.
 - TTO USB will revise and prepare and after a discussion with deans of faculties implements an innovated Rector's ordinance describing the comprehensive process procedure when commercialising results of S&R, from an idea to output. Determining responsibility for individual steps will be a part of the procedure.
 - TTO USB will continue to develop systemic support for the promotion of S&R results into practice through their own website, social media networks, databases of the national platform Transfera.cz, and other international databases (e.g. IPISingapore, HKTDC, DEIP).
 - TTO USB will continue to support and develop PoC activities through obtained funding from TA CR GAMA for the development of Proof-of-concept activities.
 - TTO USB will continue to develop networking with regional, national as well as foreign innovative partners.
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Responsibility Rector, Vice-Rector for Research, Vice-Rector for Development

Expected funding sources

- Operational Programmes for the Czech Republic for 2014–2020 (or 2021–2027)
- Institutional Plan (2021)
- Institution's own resources
- Institutional and special-purpose resources
- Foreign resources

3 Internationalisation

Objective 3.1 Development of global competencies of students and staff

Activities planned for 2021

Support for language and inter-cultural preparation of students and staff of USB

- Bolstering the language proficiency of academic as well as non-academic personnel will be secured through language courses in the context of LLL for USB employees.

Development of international mobilities of students and staff of USB

- An analysis of the potential of virtual mobilities will be performed. The concept of the development of virtual mobilities at USB will be created based on the analysis.
 - Departures of students on study stays and internships abroad will continue to be supported as well as the mobilities of students studying in double degree programmes at USB faculties. Funding will be primarily provided from the Erasmus+ programme or allocated institution's own resources from the Institutional plan, FPP (so-called Internal call of the international relations office in support of international cooperation), and the Scholarship fund.
 - Courses (and obtained credits) undertaken at foreign universities will be recognised for students departing for mobilities.
 - Cooperation with partner universities under the so-called credit mobilities will continue.
 - Departures of USB employees and arrivals of international professors at USB will be supported from resources of the Erasmus+ programme, the Institutional plan and FPP (so-called Internal call of the international relations department. USB will be utilising the entire spectrum of sources of funding such as the Institutional plan 2021, Erasmus+, OP RDE projects, Horizon 2020).
 - Increasing the number of international academic staff members will be executed through the support for arrivals of international post-doctoral students and senior research staff members to USB from resources of OP RDE projects and the Erasmus+ programme ('USB Development – International mobilities' and 'USB Development – International mobilities – MSCA-IF').
 - The activity of established positions of the international unit will continue and will be developed in the context of professionalisation of provided services, specifically the activities of the welcome officer and the go abroad officer. Concurrently, the activity of the staff member for IT in support of international mobilities and the digitalisation of the Erasmus+ programme will continue in the new period.
 - Issues of defining international mobilities in relation to the evaluation of staff and simplification of records of international mobilities of USB staff will be addressed under the OP RDE project entitled 'USB Development – capacities for R&D (HR Award I)'.
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Responsibility Vice-Rector for International Relations

Objective 3.2 Internationalisation of USB degree programmes

Activities planned for 2021

Increasing the number and quality of degree programmes (DP) offered in foreign languages

- Support for new foreign language degree programmes, particularly in the form of foreign language versions of current degree programmes, will continue in the following year through the implementation of planned activities of OP RDE projects ('USB Development – ESF') as well as allocated institution's own resources from the Institutional Plan.

Increasing the number and quality of joint degree programmes in foreign languages

- In the context of harnessing the potential of the European region Dunaj-Vltava, the cooperation with the Bavarian-Czech Academic Agency will continue and joint Czech-Bavarian projects will be executed at faculties.
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Responsibility Vice-Rector for International Relations, Vice-Rector for Student Affairs

Objective 3.3 Simplification of the process of recognising foreign education

Activities planned for 2021

Irrelevant for 2021

Objective 3.4 Creating an international environment and promotion abroad

Activities planned for 2021

Development of international marketing

- Acquisition journeys and online meetings with the purpose of developing cooperation will take place in 2021. Conclusion of several University-wide memoranda of understanding in support of educational and research activity and mobilities of USB students are planned.
- Multi-language documents, or needed foreign language versions of texts, will continue to be created in 2021. Concurrently, foreign language courses offered to international students will be supported.
- In the context of harnessing the potential of the European region Dunaj-Vltava, the cooperation with the Bavarian-Czech Academic Agency will continue and joint Czech-Bavarian projects will be executed at faculties.
- Cooperation with AIESEC (using the offer of international AIESEC internships) will continue to be supported as well as the integration of their services into the system of managed internships.

Development of services for international students and staff

- The support for activities of the European student network (ESN USB Budweis) at USB under the aegis of the administrator in the position of the welcome officer will continue. Active students working in ESN USB Budweis will be supported by a scholarship from the scholarship fund.
- Outputs of the project 'USB Development – ESF', specifically the implementation of a guide book for students and staff in a foreign language version, will be used in 2021 for the needs of support for international students and the course of employment.
- The activity of the so-called Emergency call designated for the support for international students arriving and studying at USB will continue at USB in 2021. The line will be available 24/7.

Responsibility Vice-Rector for International Relations, Vice-Rector for Internal Management and Public Affairs

Objective 3.5 Strategic management of internationalisation

Activities planned for 2021

Support for comprehensive internationalisation at the institutional level

- The commencement of work related to the evaluation of recommendations in the context of international evaluations of IEP and MICHE (in connection with the support for internationalisation) will occur in 2021.
- A project with the aim to increase the number of bilingual information systems within USB infrastructures will be in preparation in 2021.
- Establishment of a position of a special administrator for coordination of translations.

Responsibility Vice-Rector for International Relations, Vice-Rector for Internal Management and Public Affairs, Vice-Rector for Development

Expected funding sources

- Operational Programmes for the Czech Republic for 2014–2020 (or 2021–2027)
- Institutional Plan (2021)
- Centralised development programmes (2021)
- Institution's own resources
- Institutional and special-purpose resources
- Foreign resources

4 Openness

Objective 4.1 Marketing

Activities planned for 2021

Advancing the reputation of the University

- The implementation of set communication strategies and their updating will continue in 2021, chiefly it will be a unification of the visual as well as content presentation of constituent parts of the University on the website or the update and visual change of materials for the promotion of studies at USB. In 2021 the University will be executing marketing and promotion activities arising from the updated action plan of the marketing strategy that was created at the end of 2020 with the aim of building the USB brand as a modern provider of quality education and increasing the awareness of this brand. One of its parts is also the unification of the visual as well as content presentation of constituent parts of the University on the website or the update and visual change of materials for the promotion of studies at USB.
- The implementation of the new web presentation of the University and faculties will be executed in the first half of 2021; the launch of the new web presentation is planned for June 2021.
- In the context of expanding marketing with respect to the multi-media needs of the University, remaining technical equipment for the needs of the University TV studio will be purchased in 2021. Concurrently, new modern marketing methods will be monitored and used if suitable.
- The University will continue cooperating with PSch, SSch, and HVS through the promotion of university studies at schools, planning events with the support of USB, organising events 'Den s univerzitou' [A Day with the University] and 'Den otevřených dveří v online formě' [Open Day Online]. Attention will be paid to maintaining a high standard of quality of professional activity provided to schools (e.g. activities of the MEVPIS centre, lectures and seminars, personal visits from experts to schools, children's or junior universities).
- To improve the promotion of the University, the cooperation of the Marketing Office and the USB Technology Transfer Office with the aim of creating a coherent B2B presentation of the US offer in the following years will continue to be developed this year as well.
- A marketing survey with the aim of identifying the needs of relevant target groups and ascertaining the awareness of the brand in these groups is planned for 2021. This survey will build on surveys executed in previous years.
- The University will continue to maintain as well as develop mutual cooperation with key partners with influence on the development of education, such as the City Authority of České Budějovice, Regional Authority of the South Bohemian Region, local authorities, ministries, SSch, HVS, HEI, Chamber of Commerce, JAIP, SBSTP, LAG Associations, *Institut certifikace účetních ČR* [Institute of Certification of Accountants of the Czech Republic], Association of Chartered Certified Accountants, etc.
- Even in 2021 will the use of social media networks with the focus on building a profile on the professional network LinkedIn and more intensive use of the social media network Twitter be developed.
- Based on experiences with the operation of the newly established USB Career Centre, the University will assess the need for an establishment of a USB Contact Point.
- The University will continue to develop the cooperation in the context of communication platforms with employers with the aim of supporting the employability of graduates of the University (cooperation under projects, student professional activities, summer schools, engaging practitioners in LLL programmes, assessment centre for students with ČSOB, management shadowing, professional internships, EURES European Jobday as well as professional events). The systemic development of support for activities of the University from private resources will be supported by creation and evaluation of a plan of fundraising activities in 2021.

Internal communication as an instrument of bolstering the positive attitude towards USB

- An evaluation of the Concept of the internal communication strategy, which was created in 2020, is planned for 2021. Individual activities stemming from this strategy will be launched after its approval.
- Concurrently, traditional as well as new informal social events intended for USB employees as well will be organised this year, e.g. concerts (some taking place online if necessary – e.g. Concert of the vocal trio Sestry Havelkovy that will take place as a substitute for the traditional USB ball that could not be organised due to the epidemic situation), Maypole celebration, Commencement of the academic year, Advent concert, etc. Concurrently, the event to celebrate the 30th anniversary of the establishment of the University of South Bohemia is planned.

Responsibility

Rector, Vice-Rector for Internal Management and Public Relations

Objective 4.2 Public Relations

Activities planned for 2021

Development of communication with the public

- The University will continue to improve the accuracy of communication with the public and its surroundings, e.g. through creating a uniform website presentation of USB, campaigns promoting the LLL web portal, regularly issuing press releases, regularly publishing articles about science and research at USB on www.sciencezoom.cz or regularly issuing University magazines.
- Long-term cooperation with regional and national media will be enhanced through the USB Marketing Office.
- The University of South Bohemia, should the epidemic situation allow it, is planning to organise an event to celebrate the 30th anniversary of the establishment of the University of South Bohemia apart from traditional events for the general public. An expansion of cooperation, particularly with the Statutory City of České Budějovice and the Regional Authority of the South Bohemian Region, are planned in the context of this event.

Open science

- Prestigious professional monographs will be published by the USB Publishing House as well as texts intended for instruction. Its own activity will be co-creating an awareness of the results of research work at USB among the professional as well as the non-professional public. The University will continue its publishing activity of specialised web portals (e.g. www.sciencezoom.cz; elearning.jcu.cz; eknihovna.jcu.cz; czv.jcu.cz; www.jctt.cz) as well.
- Popularisation events – e.g. the Europe-wide Researcher's Night, *Akademické půlhodinky* [Academic Half-hours] (popularisation lectures for the public), *Den s univerzitou* [A Day with the University] – will be organised in the following year should the epidemic situation allow it. In the event of an unfavourable pandemic situation, some of these events will take place online.

Development of communication with graduates

- A connection between the administration of the USB Alumni Club and the Marketing Office of the USB Rectorate will be secured. The University will continue to build a University-wide coordination platform for communication with its own graduates, inter alia, through the strategic project 'USB Development – ESF' and an update of the database of graduates and employers, questionnaire surveys, roundtables, and primarily through targeted communication and presentation. Newsletters for graduates will continue to be used within the University-wide graduate club; the web platform for the needs of graduates will be maintained in the current state in 2020 and its connection with systems and databases of the University will be further optimised.
- Discounts for members of the Alumni Club will be provided through the commercial centre.
- Graduate licences of the office system will continue to be available to members of the graduate club and they will be provided with a University email account.
- To increase the number of members in the Alumni Club at all USB faculties, the University will organise *Setkání absolventů JU* [USB Graduate Gathering] that will take place in the context of the celebration of the 30th anniversary of the establishment of the University of South Bohemia.

Responsibility Vice-Rector for Internal Management and Public Affairs

Objective 4.3 Fundraising

Activities planned for 2021

- In 2021 the University will create a systemic solution of coordination of fundraising activities of faculties and the University as a whole on the basis of an analysis of the current situation and current activities executed at individual constituent parts in this area.
- Among steps planned in this area, cooperation with the Student Union of the University of South Bohemia may be mentioned. The Student Union applied for funding from the Statutory City of České Budějovice in cooperation with the University for organising social events for the general public and for organising the event planned for the 30th anniversary of the establishment of the University of South Bohemia.
- The University will also continue to maintain and develop the cooperation with partners in this area, such as the company *Budějovický Budvar, n.p.* Concurrently, the University will be proactively approaching the expansion of the network of such partners by, e.g. renting advertising space, in individual media that are available, or in the context of social events that are organised, etc.

Responsibility Vice-Rector for Internal Management and Public Affairs

Objective 4.4 Social responsibility

Activities planned for 2021

- The University of South Bohemia, specifically its Faculty of Economics, will perform an assessment of the 'Program rozvoje Jihočeského kraje na období 2021–2027' [Development Programme of the South Bohemian Region for 2021–2027] as a relevant partner in addressing issues of the region.
 - The University will support new technologies in the area of building management (intelligent management of lighting reacting to the intensity of the daylight and the current use of rooms).
 - Three electric cars will be purchased and intensively use in transportation in the context of implementing measures supporting sustainable development.
 - USB will be developing virtual reality technologies as an environmentally friendly platform for instruction and communication.
 - Furthermore, USB will be promoting the creation of optimal conditions for the employment of disadvantaged citizens, promoting employment opportunities.
 - In 2021, in the context of support for barrier-free USB, premises accessible in such a manner will be expanded.
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Responsibility

Rector, Vice-Rector for Development, Vice-Rector for Internal Management and Public Affairs, Bursar

Expected funding sources

- Operational Programmes for the Czech Republic for 2014–2020 (or 2021–2027)
- Institutional Plan (2021)
- Institution's own resources
- Institutional and special-purpose resources
- Foreign resources

5

Management

Objective 5.1 Change of the environment and the setting of processes in connection with the strategic management of the institution

Activities planned for 2021

Financial stability

- The University will continue to develop the current methodology of allocating the institutional part of resources of the budget through the implementation of the methodology of monitoring performance and quality, R&D evaluation, etc. A methodology of allocating the institutional part of resources for 2021 and 2022 will be prepared in relation to the methodology of R&D evaluation in the segment of higher education institutions and in relation to the development of strategic tools formulating R&D (Methodology 17+, institutional accreditations, quality evaluations, evaluation of infrastructures, grants, etc.).
- Effective use of financial instruments of a development potential (e.g. SF EU, programme funding, programmes in support of strategic management, centralised development programmes, foreign grants and projects, etc.).
- Systemic use and updates of the Fund of strategic priorities as a long-term and conceptual instrument of USB development, incl. the support for interdisciplinary cooperation and joint projects of multiple constituent parts.
- Creation of the concept of the USB fund focused on the support for innovations of degree programmes that will contribute to the modernisation of instruction, improving support services, and the implementation of initiatives coming from students or individual staff members in an administratively non-burdening manner.
- Preparation of analyses and subsequently the conditions for the use of innovative technologies in the system of management, strategic planning, and the effective management of activities in the areas of funding and economic activities (decision-making based on data, the development of SW for the administration of immovables).
- Creation of rules for drawing on reserves and managing central strategic instruments (Fund of strategic priorities, etc.) and the continuing centralisation and digitalisation of activities of management and administration of USB.
- Development of an electronic commercial centre of USB with the aim of including further commodities including the immaterial ones.

Automation/digitalisation of activities and operational remits

- Introducing an electronic organisational structure including the structure of workplaces that is the necessary prerequisite for the digitalisation of further processes – attendance sheets, holiday sheets, travel orders.
- Digitalisation of remits of travel orders and holiday/attendance sheets in relation to the organisational structure.
- Analysis of the current state of internal regulations from the perspective of crisis management of USB.
- Development of a database of USB projects, its connection with systems IS Stag, Verso, and the preparation of an accompanying methodology for users.
- Pilot project of process management at a selected constituent part that will present the possibilities and the potential of this instrument in full.
- Digitalisation of study remits.

Data-based decision-making

- Further development of the data warehouse, particularly in the area of science and research.

Quality system

- Development of instruments for monitoring and ensuring quality (IEB USB activity, greater engagement of the AS USB and BT USB in the preparation and discussion concerning strategic management of USB).
 - Implementation of recommendations of evaluation panels (IEP M17+), preparation of further development of activities of international boards at USB, development of foreign language documentation at USB.
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Responsibility

Rector, Vice-Rector for Internal Management and Public Affairs, Vice-Rector for Internal Evaluation, Bursar

Objective 5.2 Human resources

Activities planned for 2021

Incentive system

- The annual evaluation of academic staff members and the assessment of the efficiency of the ASPE system will take place.
- Creating an attractive environment for current and potential USB employees (stabilisation and incentive programmes, pay conditions, objective and transparent evaluation of staff, employee care, gender policy, benefits, etc.), making the transfer from the private sphere to academic careers easier.
- The execution of the activity SA 1.2 of the strategic project 'USB Development – ESF – will be completed, inc. setting feedback mechanisms.
- The offer of benefits including measures for the possible support of its development will be stabilised.

Staffing policy

- Updates to the internal regulations and measures in relation to the amendment of legislation (Labour Code).
 - A proposal for payroll regulations of academic as well as non-academic staff will be prepared.
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Responsibility Rector, Vice-Rector for Internal Evaluation, Bursar

Objective 5.3 Infrastructure development and renovation

Activities planned for 2021

Technological development and upgrade of IT, ICT, etc.

- Continual development of the electronic support for instruction including, e.g. increasing the efficiency of administration of online education by connecting IS Verso LLL and LMS Moodle, the development of eKnihovna at USB (expanding the portfolio of electronic study materials). An upgrade of the obsolete IT equipment for the needs of support for distance forms of instruction and studies, particularly part-time forms of studies, lifelong learning or employee development, will be executed.
 - The efficient offer of services at the University will be supported primarily by the upgrade and development of the client equipment of operational remits, the development of the USB information system, the mutual cooperation of HEI during the digitalisation of processes and the technical development of economic, administrative, and study remits.
 - Development of data and management reporting in accordance with the 5.1 objective – Decision-making based on data.
 - Upgrade and development of the server and computer infrastructure, infrastructure of the computer network and the infrastructure of the wireless network of USB, the mobile application for IS STAG will take place in 2021 in accordance with the needs of the operation and current technological trends.
 - The development of the identity management system at USB (IDM) in relation to the introduction of the digital organisational structure will continue (see objective 5.1).
 - Upgrade and development of the infrastructure of data repositories.
 - Technical development of the digital commercial centre of USB (support for other forms of payments and shipping).
 - Implementation of the new web presentation of USB including needed adjustments of connected systems.
 - Purchasing and a pilot implementation of the editorial system at USB for electronic journals.
 - Implementation of measures stemming from obligations given by law on cybernetic security.
 - Modifications and improvements to EIS Verso and iFIS (in relation to CDP outputs).
 - Further expansion of digital requests in IS/STAG (currently already in use at FSC USB).
 - Implementation of the digital student certificate.
 - Preparation of materials for the Single Digital Gateway.
 - Connecting IS STAG to the University repository of DSpace outputs (graduation theses will be published there).
 - Implementation of connection of IS STAG and EWP.
 - One staff member will be added to CIT who will be devoted to the administration of the University groupware solution so that the ongoing unification of these services was sufficiently secured from the perspective of staffing.
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- Modifications of IT services in connection with pandemic situations (online environment for communication, data repositories), a continual development of the electronic support for instruction will be ongoing, executed upgrade of IT equipment for the needs of support for distance forms of instruction and studies or employee development.
- Efficient offer of services at the University will be supported chiefly by the upgrade and development of the client equipment of operation remits, development of the USB information system, mutual cooperation of HEIs during the digitalisation of processes and the technical development of economic, administrative, and study remits, bolstering the wireless infrastructure of places or work or the digitalisation of documents and their updates.
- Stabilisation and development of staffing of IT services and support for stabilisation and development of informatics as a degree programme.

Implementation of the investment strategy

- Development, building, and modernisation of educational and research premises in accordance with the strategic development of USB.
 - Implementation of investments in accordance with PIA (primarily the K4 dormitory renovation, Start of the renovation of the USB Lecture Hall (Bobík), Start of the construction of the Chemistry pavilion of FAG, initial work on the renovation of the Mlýnská stoka building, gradual revitalisation of the USB campus, renovation of buildings of FED).
 - The material-technical upgrade of equipment, incl. purchasing machinery and instrumentation, will be executed at individual constituent parts of USB.
 - Upgrade and renovation of immovables in accordance with current needs and barrier-free operation.
 - Periodical evaluations of the energy optimisation of operations through the system of building administration in relation to the energy management ('green university') will be performed.
 - Creating conditions for the establishment and operation of the USB Primary School at FED.
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Responsibility

Rector, Vice-Rector for Internal Management and Public Affairs, Vice-Rector for Student Affairs, Bursar

Expected funding sources

- Operational Programmes for the Czech Republic for 2014–2020 (or 2021–2027)
- Institutional Plan (2021)
- Centralised development programmes (2021)
- MEYS programme funding
- Institution's own resources
- Institutional and special-purpose resources
- Foreign resources

Abbreviations and acronyms

AIESEC	Association Internationale des Étudiants en Sciences Économiques et Commerciales
ASPE	Academic staff performance evaluation
AS USB	Academic Senate of the University of South Bohemia
B2B	Business to Business
BC	British Centre
BI	Business Intelligence – Technology of processing structured data from relational databases
BT	Board of Trustees
CDP	Centralised development programmes
CENAKVA	South Bohemian Research Centre of Aquaculture and Biodiversity of Hydrocenoses
DDP	Doctoral degree programme
EAIE	European Association for International Education
eIDAS	Electronic identification and trust services for electronic transactions in the European Single Market
ERDF	European Regional Development Fund
ESF	European Social Fund
EWP	Erasmus Without Paper
ESF	Evropský sociální fond
EWP	Erasmus Without Paper
FAG	Faculty of Agriculture
FAR	Faculty of Arts
FEC	Faculty of Economics
FED	Faculty of Education
FFPW	Faculty of Fisheries and Protection of Waters
FHSS	Faculty of Health and Social Sciences
FSC	Faculty of Science
FTH	Faculty of Theology
GC	Goethe Centre
GDPR	General Data Protection Regulation – regulation of the European Parliament and the Council of the European Union EU 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data
HEI	Higher education institution
HVS	Higher vocational school
ICT	Information and communication technologies
IEEAIC	International Environmental Educational, Advisory and Information Centre of Water Protection Vodňany
IP	Institutional Plan
IPSP	Implementation Plan of the Strategic Plan
IS	Information System
ISC	International student club
MEVPIS	Mezinárodní environmentální vzdělávací, poradenské a informační středisko ochrany vod Vodňany
IT	Information technologies
JAIP	Jihočeská agentura pro podporu inovačního podnikání [South Bohemian Agency for Support for Innovative Entrepreneurial Activities]
KA	Key activity
LAG	Local action group

LCDRO	Long-term conceptual development of a research organisation
LLL	Lifelong learning
LMS	Learning Management System
MEYS	Ministry of Education, Youth and Sports
NAB	National Accreditation Bureau for Higher Education
OP RDE	Operational Programme Research, Development and Education program
OP RDI	Operational Programme Research and Development for Innovation
PA	Priority axis
PEOS	Performance evaluation of other staff
PSch	Primary school
R&D	Research and development
R&D&I	Research, development and innovation
ROD	Research organisation development
SA	Sub-activity
SBSTP	South Bohemian Science and Technology Park
SCHF	Simulation Centre for Health-oriented Fields of the Faculty of Health and Social Sciences of the University of South Bohemia in České Budějovice
SEC	Study and Examination Code
SEI	Student evaluation of instruction
SP	Strategic Plan
SSch	Secondary school
STAG	Study remit information system
TA CR	Technology Agency of the Czech Republic
TTO	Technology Transfer Office
USB	University of South Bohemia in České Budějovice





The Implementation Plan of the Strategic Plan of the University of South Bohemia in České Budějovice for 2021:

- 1) was discussed by the Scientific Board of the University of South Bohemia in České Budějovice on 17 March 2021,
- 2) was approved by the Academic Senate of the University of South Bohemia in České Budějovice on 23 March 2021,
- 3) was approved by the Board of Trustees University of South Bohemia in České Budějovice on 25 March 2021.

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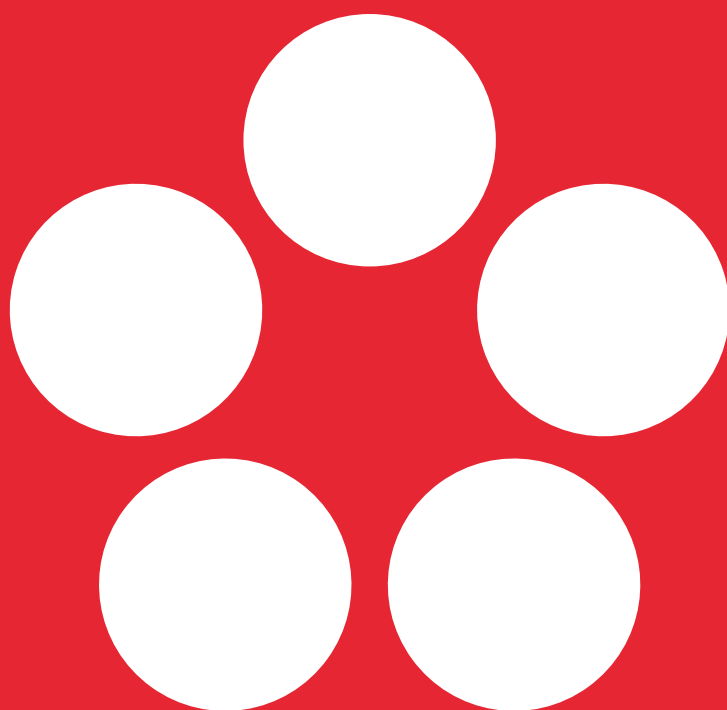
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