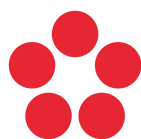


Strategic Plan

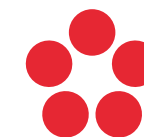
University of South Bohemia
in České Budějovice

2021–
2030



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

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Jihočeská univerzita
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University of South Bohemia
in České Budějovice

The University of South Bohemia in České Budějovice is a young and fast-growing university that will be celebrating its 30th birthday in 2021, which will also be the publishing year of the USB Strategic Plan for the next 10 years. The profile of USB and its eight faculties is that of an important research institution oriented towards natural sciences, humanities, and social sciences. Due to its almost 2 000 employees, it is also among important employers in the South Bohemian Region. In recent years the University has been dynamically developing owing to extensive capital construction and revitalisation of public premises on USB campus. USB contributes to the development of scientific knowledge, creative human potential, and advanced technologies as well as to the improvement of the quality of life and prosperity of society in the region as an internationally respected educational institution.

There are almost 9 000 students pursuing bachelor's, master's and doctoral degree programmes in more than 220 fields. The University has become an important centre of research and development in South Bohemia over the course of its existence. New buildings equipped with the most modern equipment and laboratory technology guarantee top-class results. The research orientation of the University is also confirmed by comparative rankings of universities. For example, the University succeeded in The Times Higher Education (THE) World University Rankings in 2020 again and placed in the global 800–1 000 range. The University also placed in the 201–250 range in the specific THE evaluation of so-called young universities – universities established in the last 50 years – and USB also took first place among evaluated higher education institutions in the Czech Republic.

The University can pride itself on important publications and high-quality research. As the only university established after 1989, USB has received the best possible assessment from the Research, Development and Innovation Council of the Government of the Czech Republic (R&D&I Council) in 2020. Researchers of the University of South Bohemia publish results of their scientific work in the most prestigious scientific journals such as Nature, Science, or PNAS. The University actively cooperates with more than 400 universities around the world. Large research infrastructures CENAKVA in Vodňany or the Centre for Polar Ecology that has its own polar station at Svalbard have also been building their status of importance.

Vision

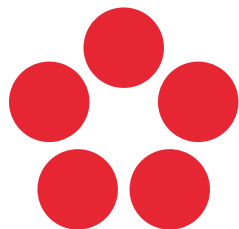
The University of South Bohemia aspires to be:

- 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 the 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 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 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.

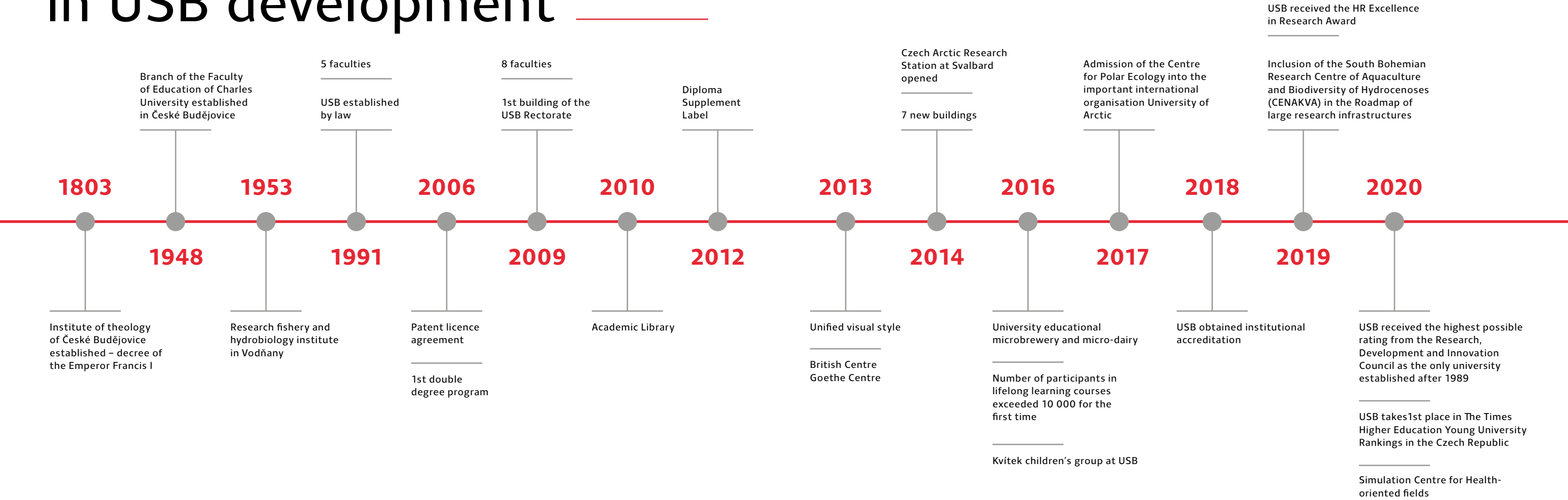
Openness

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.

Milestones in USB development



1992	2 949 students 87 m CZK turnover 732 employees
2013	12 878 students 1 441 m CZK turnover 1 838 employees
2019	8 829 students 1 795 m CZK turnover 1 878 employees



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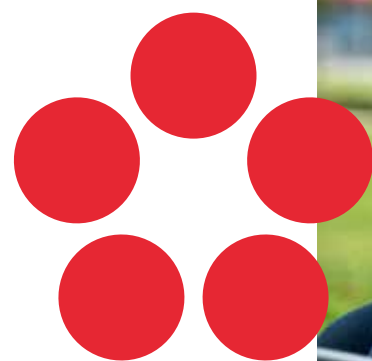
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Annexe No 2 - USB Investment Plan 2021–2030
(separate document)

Note from the Rector of USB



The Strategic Plan of the University of South Bohemia in České Budějovice (USB) is an anchored vision of the academic community of USB – particularly of its management, Board of Trustees, Academic Senate and other academic bodies – concerning the development and the course of USB in the next 10 years. The idea of the mission, vision, values, role and individual objectives of the strategy underwent a thorough discussion at all faculties and constituent parts of USB. It stems out of wishes and ideas of the academic community about the further course of the University, however, it is also realistically adjusted by the external environment within which the University operates and, the expectations and challenges which it must face and meet. Therefore, a range of strategic documents at the level of the South Bohemian Region of the Czech Republic – particularly the MEYS Strategic Plan, which is further developed with USB conditions in mind by this document – was taken into account during the preparation of the current strategic documents of USB.

USB also drafts its strategic plans, component faculty plans as well as University-wide plans, following conceptions and outlooks of the European Union, in relation to the current programme period of the EU, but it also exceeds them in some areas as well since it is aware of its panhuman and global commitments as well as our social and environmental responsibility.

By this strategic document, USB is making a general commitment for the entire next decade, however well it understands that some goals and instruments may change or update with the passage of time. After all, events of the year 2020 showed to many that we must prepare for challenges, incidents, and issues that we may not have thought of in the past. A global civilisation provides benefits, but it also has its pitfalls, which will only be more closely analysed in upcoming years. Guidance will be sought, which will be much more flexible than what we have been used to over the past decades of relatively peaceful development.

Even today it is clear already that a more advanced digitalisation of administrative work that USB management has set as one of the objectives of strategic management right at the start of their appointments is one of the important instruments of administration of any modern institution – higher education institutions are no exception – while online elements are going to penetrate education as such more as well as the entire spectrum of activities of higher education institutions.

Our University shall enter the fourth decade of its existence with this Strategic Plan. I believe that it will be a just as successful period as the previous decades from the perspective of the existence of USB. Gradually, as is clear from the milestones outlined in this Strategic Plan and also in the USB Long-term plan for 2016–2020 that preceded this plan, USB has become one of the best Czech universities that demonstrably belong among the respected universities in the international and global comparison today. Thus, the quality of research, creative and pedagogical work at USB bears comparison in terms of international quality benchmarks as well as work with human resources in general. For that, an expression of gratitude is due to all academic as well as non-academic employees of the University, their mutual cooperation for the sake of science and education in southern Bohemia. Their professional as well as human maturity and the respect that they have gained are the foundation upon which USB can build into the next decade in creative and educational activity as well as while creating project applications and implementing projects of various focus as well as sources of financing. It is precisely the diversification of financing that is one of the crucial conditions of further development of USB.

The comparative advantage of USB is its broad portfolio of degree programmes that touch a number of areas of education just as the spectrum of scientific fields and areas of creative activity as a whole is broad. The eight faculties of USB include natural sciences, environmental, agricultural, healthcare, social, artistic fields as well as humanities and social sciences, however, the great role of the preparation of future teachers at USB for all types of schools and school facilities

cannot be omitted. The broad positioning of USB allows it to pursue not only educational or research and artistic activities in many fields but also to approach a number of topics in an interdisciplinary manner, understand the significance of transferrable competencies for life as well as global changes in the economic and even psychosocial dimension and to react to them. USB has been steadily demonstrating that it does not omit even the third role of universities, i.e. benefiting the region as well as society as a whole. Therefore, in 2020 all faculties, their employees as well as students, showed during the pandemic situation that USB is a part of the critical infrastructure of the state.

USB prepared its Strategic Plan following the current structure of its strategic materials, the division in basic chapters is then traditional to a certain extent (Education, Research, Internationalisation, Openness, Management). It allows to assess the continuity of objectives and visions of USB about its course and also to verify how these visions are put into practice.

The initial position of USB for further development in the third decade of the 21st century is excellent. The number of prospective students is sufficient and it is also a stable and attractive employer for academic as well as non-academic workers. At the same time, USB is aware of the fact that buildings and machines are not its core wealth – however much it increasingly needs them – but high-quality students, academic, scientific as well as other staff members, and the academic community as a cohesive, educated and a value-oriented whole are the most valuable. However, that does in no way decrease the need of responsible considerations of investments. Even these priorities have been projected in the USB Strategic Plan for the next decade.

The venerable academic formula Vivat, crescat, floreat is then the task and commitment for the entirety of USB as well as its individual faculties, other constituent parts and every one of us.

Bohumil Jiroušek
USB Rector

Note from the Chair of the USB Board of Trustees

USB Strategic Plan 2021–2030 builds on similar strategic documents in which the USB management has been continually developing or setting new priority themes, visions, and objectives since the beginning of the establishment of the University already. The effort to develop USB, or every university, belongs in a ‘genetic core’ of a kind of every high-quality educational and scientific institution, one of which USB is capable of being and aspires to be. The advance in the area of learning and educating is an integral part of it and is among its daily activities.

The Strategic Plan integrates these efforts in one document and sets priority objectives that were agreed upon by the USB management in cooperation with the entire academic community. The priority objectives are further elaborated into specific instruments in order to achieve them.

This document defines the USB strategy as a whole for the next 10 years and it is a joint shared vision of the development of individual constituent parts of the university as well. It takes into account the specific situation of USB in the south of Bohemia, stresses its history and formation in the past years and decades. It also reacts to current as well as future challenges and sets ambitious targets for improvement in areas considered priority areas by USB. Concurrently, it is aware of its personnel, capacity and financial limits. Therefore, ambitious visions are detailed as specific comprehensible and realistic activities in the document.

May we be successful in fulfilling them in the next ten years!

Miroslav Šimek
Chair of the Board of Trustees of USB

Note from the Chair of the USB Academic Senate

The Academic Senate of USB is an autonomous representative body pursuant to Act No 111/1998, on Higher Education Institutions, the function, authority, and responsibilities of which are clearly defined.

The USB Academic Senate (AS USB) substantially influences the course of USB, participates in strategic decisions and their implementation to a large extent in the form of engaging in the preparation, commenting on, and approving strategic documents, internal regulation or, for example, the budget proposal.

The Senate consists of figures elected from among academic staff members and students of all USB faculties. Therefore, it logically is a University-wide platform for exchanging information and sharing experiences, on the basis of which recommendations towards the USB management and other bodies may arise. Personally, I would welcome it if it was possible to actively support and shape the fulfilment of objectives defined in the USB Strategic Plan 2021–2030 with the help of strong figures from the Senate as it is, for example, with increasing the efficiency of degree programmes/fields by identification and removal of overlaps in instruction across USB. As a member of the Academic Senate of several years and its newly elected Chair, I will continue to make sure that the Senate serves its purpose well and efficiently and represents the interests of members of the academic community and also scientific and non-academic staff members and the general public in keeping with the mission of USB and its priority objectives set in the USB Strategic Plan 2021–2030.

Rudolf Hrubý
Chair of the Academic Senate of USB

Introducing the USB Strategic Plan 2021–2030

The USB Strategic Plan 2021–2030 (SP USB 2021+) builds on binding principles of the Strategic Plan of the Ministry for Higher Education for the period from 2021 and its annexe Internationalisation of Higher Education Strategy for the period from 2021 formulating objectives and measures for bolstering the international dimension of the activity of higher education institutions.

The author of the Strategic Plan of the Ministry for Higher Education for the period from 2021 is the Ministry of Education, Youth and Sports, which is developing general priorities formulated by the framework documents – particularly the 2030+ Educational Policy Strategy and the Innovation Strategy of the Czech Republic – through this strategy and adding further topics specific to the higher education sector.

The long-term task of the binding principles of the Strategic Plan of the Ministry for Higher Education for the period from 2021 is to create such conditions that all higher education institutions, i.e. including USB, provide high-quality education to students in full-time, part-time (combined) and distance form of studies as well as via lifelong learning courses accessible to the general public; implement research, development, artistic and other creative and professional activities the outputs of which will support the social, economic and cultural development of the country. Last but not least, the task is to create conditions allowing higher education institutions to be active actors in society, open to cooperation, discussion and sharing knowledge. Six segmented priority objectives have been derived from the ideal including the definition of measures that USB should adopt and, furthermore, develop with respect to its own profile and context.

Priority objectives of the Strategic Plan of the Ministry for Higher Education for the period from 2021:

- developing competencies directly relevant to life and practice in the 21st century,
- improving the availability and relevance of flexible forms of education,
- improving the efficiency and quality of doctoral studies,
- bolstering strategic management and the effective use of capacities in research and development at higher education institutions,
- building capacity for the strategic management of higher education,
- reducing the administrative burden on the staff of higher education institutions so that they can fully pursue their mission.

SP USB 2021+ is divided into five priority areas reflecting the ministerial objectives outlined above – Education, Research, Internationalisation, Openness, Management – in order to meet its previously set objectives, visions, missions and values. A cross-topic area was also set in addition to the five priority areas, i.e. Social responsibility, which is contained in all chapters below since we consider social responsibility to be an enormously important attribute of all activity performed at our University. Under SP USB 2021+, we have developed the priority areas to the level of sub-objectives and specific instruments for their achievement, including the link to superior strategic documents (programmes), responsibility, anticipated source of funding of activities and monitored parameters.

The SP USB 2021+ is perceived as a fundamental instrument of university management, thus, intensive cooperation between the USB management, management of USB faculties, USB Academic Senate, and the USB Board of Trustees was already ongoing during the preparation of the strategic document. SP USB 2021+ is the result of a long and intensive discussion defining the joint commitment of those responsible that is necessary for achieving the formulated objectives, vision, mission and values. The USB management expects that an independent continuous and final evaluation of the implementation of the SP USB 2021+ in 2025 and 2030 will be provided by a supplier independent of the USB management.



Programme to support the strategic management of higher education institutions for 2022–2025

The Ministry of Education, Youth and Sports of the Czech Republic announced the Programme to support the strategic management of higher education institutions for 2022–2025 (PSSM) to support the implementation of selected strategic measures in the areas of educational activity, management, internal processes, and, to a smaller extent, also the third role of higher education institutions. The designation of key planned measures and activities directly in the strategic plan of the higher education institutions is a condition for receiving support from PSSM. USB management assessed and determined areas and activities that are suitable for systemic development via PSSM for the purpose of increasing the quality of current processes.

As is clear from Annexe No 1 – Table of the estimated allocation of resources from PSSM – the resources will be used to support and systemically develop processes achieving objectives set in the areas of Education, Internationalisation, Management, and cross-sectionally also objectives connected particularly with the topics of digitalisation and social responsibility.

Specific instruments and their expected outputs including the anticipated funding of activities by PSSM are indicated by  and always highlighted in colour in the SP USB 2021+.

Michal Hojdekr
Vice-Rector for Development of USB



1 Education



The University of South Bohemia in České Budějovice has long held a position among the best higher education institutions in the Czech Republic. It offers an environment of a modern education institution; it is the principal centre of education, science and research in the south of Bohemia. The University's offer includes a wide spectrum of attractive and promising fields in the areas of natural sciences, humanities, and social sciences at all levels of higher education. USB is also the holder in an institutional accreditation for nine areas of education, which confirms its long-term and systematic effort to ensure the quality of the performed educational activity.

The goal of the University will continue to be the effort to maintain and increase quality by permanent innovations, including the care for the quality of infrastructure and facilities for students as well as educators. The continuation and enhancement of set trends directed towards modern forms of education and the connection of instruction with research and practical training, including international and cross-border cooperation, will also be important.

In the time of turbulent global influences, e.g. currently the Covid-19 epidemic, the development of distance forms of education –whether in the context of degree programmes or lifelong learning programmes – has shown itself to be a particularly pressing challenge.

The effort to accommodate the needs of diverse groups of students with different motivations, requisites and expectations while still remaining an institution demanding high standards of studies and instruction and simultaneously being an open and forthcoming institution that supports academic as well as other employees, offers modern information, counselling and support services to prospective students, students, and graduates is also a challenge for the University.

In order to maintain the quality of education at USB, attention will necessarily have to continue to be paid to the offer of degree programmes and the maintenance of profiles of individual degree programmes so that their graduates succeed with honour even around the world, the future of which is increasing more difficult to predict. The challenge from the point of view of social responsibility of the University in this sense also remains to be the ability to react to the demand for the development of technically and technologically oriented fields, the availability of which in the region is insufficient. The pressure on an efficient and simultaneously flexible organisation of educational activity and the emphasis on the permeability and interconnection of higher education studies with other forms of lifelong learning are a clear trend of the coming years.

Objective 1.1 Education quality

After several years of experience with the operation of the self-evaluation mechanism introduced in the context of institutional accreditation, we are able to differentiate methods and instruments that operate well and also identify the gaps in the system that we need to fill. By introducing measures under objective 1.1, we expect an increase in efficiency in favour of the growth in the quality of activities, a clear increase in the inter-faculty connection in the direction of the University-wide education quality strategy and connecting instruments for increasing quality with the budget not only with regard to past results but particularly in the sense of allocation of resources towards the direction that is the most needed for the preservation and development of the quality of education activity.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Developing a system of objective verification of education quality	A proposal of criteria for monitoring quality at the input (admission procedures), during (implementation of degree programmes), and at the output (state final examinations, incl. final theses proving the achievement of the graduate profile); implementation of the criteria during objective quality verification (not reducing the quality assessment to the quality of reporting)	VZ_01_V_H - VZ_08_V_H	1.B
	Bolstering the importance of study field evaluation committees and collegial feedback	VZ_01_V_H - VZ_08_V_H	
	Systemic solution (removing) duplications and overlaps in connection to instruction	VZ_01_V_H - VZ_08_V_H	
Adjustment of the methodology of the USB budget for the area of education	Including a substantive review of the quality of education in the methodology of the USB budget	VZ_01_V_D	1.B 5.B
	Update of the methodology for the allocation of the educational activity grant (indicator A) according to optimal field structure and the scope of related educational activity	VZ_01_V_D	
Bolstering personal responsibility for the quality and maintenance of standards in education	Delimiting personnel and professional competences in connection to ensuring the quality of executed degree programmes, particularly with emphasis on the harmonisation of personnel management and the field (professional) aspect	VZ_01_V_H - VZ_08_V_H	1.C
	Systemic support of guarantors of degree programmes in the area of preparations of re/accreditations, promotions, admissions, student and graduate care, and when communicating with potential employers	VZ_01_V_H - VZ_08_V_H	
Accounting for the quality of pedagogical work as a criterium in habilitation and appointment procedures	Analysis of the criteria of habilitation and appointment procedures at USB (pedagogical and research activity)		1.A
Bolstering the objective importance of the institute of an academic community	Development of the functioning of the academic community in the area of increasing the quality of activities	VZ_01_V_H - VZ_08_V_H	1.B 3.C 5.B
	Development of student evaluation of instruction (bolstering qualitative feedback)	VZ_01_V_H - VZ_08_V_H	
	Bolstering the collegial role of students in the assurance of the quality of educational activity	VZ_01_V_H - VZ_08_V_H	

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Development of care for students threatened by learning failures	Support of sharing information about the course of studies within degree programmes and years of studies	VZ_06_V_H - VZ_08_V_H	2.F Other priority objectives (II)
	Timely identifying and potentially decreasing the number of 'pseudo students'	VZ_06_V_H - VZ_08_V_H	
	Coordination of the support for the actively studying students showing difficulties in their studies; bolstering the importance of the institute of a pedagogical advisor, or the counselling role of the guarantor of the degree programme	VZ_06_V_H - VZ_08_V_H VZ_02_V_D	
	Decreasing the share of those who unsuccessfully terminate studies	VZ_06_V_H - VZ_08_V_H VZ_03_V_D	
	Support for lifelong learning of unsuccessful students (certification of duly completed courses etc.)	VZ_06_V_H - VZ_08_V_H	
	Decreasing the share of students who will complete their studies later than during the standard length of studies	VZ_06_V_H - VZ_08_V_H VZ_03_V_D	
Systemic support of educators	Technical-methodological and didactic support during the implementation of new forms of instruction	VZ_04_V_D VZ_05_V_D	1.A 5.B
	Creating opportunities for collegial sharing of experiences; support for the concept of an organisation that learns	VZ_06_V_D	
	Systemic support for the identification and sharing of examples of good practices		
Effective organisation supporting the intent of educational activities	Harmonisation of the academic year calendar within the entire USB		1.B 1.C Other priority objectives (II)
	Harmonisation, comparison, and simplification of study requirements across USB (incl. potential adjustments to corresponding internal regulations)		
	Increasing the care for the quality of admission procedures (monitoring the quality of applicants and the quality of admitted students, or a uniform basis of the admission procedure, the transferability of the results of admission procedures between degree programmes)	VZ_01_V_H - VZ_08_V_H	
	Including the evaluation of the organisation of studies by students and educators in the feedback mechanisms	VZ_01_V_H - VZ_09_V_H VZ_07_V_D	
	Including the evaluation of the quality of support services for educators in the feedback mechanisms	VZ_01_V_H - VZ_08_V_H VZ_07_V_D	
	Including the evaluation of the study environment, facilities, and equipment in the criteria of student evaluation of instruction	VZ_01_V_H - VZ_09_V_H VZ_07_V_D	
	Systemic engagement of doctoral students and talented students of NMgr. and Bc. degree programmes in instruction		
	Systemic care for the quality of external educators	VZ_05_V_D	
	Increasing the share of students enrolled in studies out of the total number of admitted students	VZ_02_V_H - VZ_03_V_H	
	Increasing the interconnection of PR activities, marketing activities, commercialisation activities, and educational activities under individual areas of education and degree programmes	VZ_08_V_D - VZ_10_V_D	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Student Affairs and the Vice-Rector for Internal Evaluation.

Objective 1.2 Connection to practical training

On the basis of existing experience as well as recommendations of the International Evaluation Panel under the M17+ evaluation, we will support a greater differentiation of academic and professional degree programmes and subsequently also better University-wide coordination of cooperation with partners in professional education (practical training locations, large recipients of our graduates, professional associations, etc.). We expect an increase in the utility and targeting of education for practical application in professionally oriented programmes.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Framework of qualifications and learning outputs as a part of standards	Increasing the accuracy of the internal structure of degree programmes from the perspective of continuity of the Framework of qualifications of higher education, graduate profiles, and that what students should learn in individual courses		1.B 1.C
➤ Linking academically oriented degree programmes with the research experience	➤ Support for research-oriented instruction (trend inquiry/ research-based teaching/learning)		1.C
	➤ Intensifying the cooperation with CAS institutes on the basis of jointly accredited doctoral degree programmes		
➤ Linking professionally oriented degree programmes with institutions allowing professional application	➤ Cooperation with institutions of the professional application when defining the needs of education and its actual execution: assigning graduation theses, organising practical training, feedback for graduates, cooperation during the preparation of reaccreditations, definitions of graduate profiles, etc.	VZ_07_V_D	1.C
Integrating issues of results of prior learning into the USB SEC	Addressing issues of recognising results of prior learning in the USB SEC		2.E
➤ Development of professionally oriented bachelor's studies	➤ Developing cooperation with HVS and wherever both sides display an interest in integration, transforming educational programmes of HVS into professional bachelor's degree programmes	VZ_11_V_D	1.D
➤ Bolstering the relevance of profiles of degree programme graduates	➤ Adjustment of degree programmes in connection with socio-economic needs of society and future mega-trends (water management, elderly care, etc.)	VZ_07_V_D	1.C
	➤ Including the criterium of a connection of topics of graduation theses to practice into the evaluation of the quality of professional degree programmes		
➤ Active learning support	➤ Continual development of methods of instructions and studies with emphasis on activity-oriented instruction		1.C
	➤ Analysis of the relationship of theory and practice in the structure of study plans; fulfilling the potential of practical training to motivate students to studies and a better understanding of the theory		
	➤ Support for informal student learning (support for the entrepreneurial spirit, student clubs, etc.)		

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Student Affairs and the Vice-Rector for Internal Evaluation.

Objective 1.3 Modern education infrastructure

The benefit of activities displayed below will be a higher interconnection, awareness, more efficient provision of support and services for prospective students and students. Furthermore, it will be securing top-notch facilities for modern education corresponding to the expectations of prospective students and the needs of studies, and the maintenance of competitiveness of education services of USB. Continuing digitalisation of the remit related to studies that we have been expecting to decrease the administrative burden on USB staff members in the long term, and to eliminate the need for students to be present in-person when addressing routine administrative tasks.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➤ Development of information, counselling, and support services for prospective students and students	➤ Development of services oriented towards students: SCSSN, University Psychological Counselling Centre, Career Centre, student affairs offices, education counsellors, bolstering the advisory role of guarantors of degree programmes, etc.	VZ_12_V_D - VZ_13_V_D	1.E Other priority objectives (II)
	➤ Systemic linking, coordination, and support for staff providing information, counselling, and support services		
➤ Building, refurbishment, and innovation of premises/equipment for degree programmes	➤ Building, refurbishment, and innovation of premises/ equipment for degree programmes	VZ_14_V_D	1.E 5.B
	➤ Conception of support, use, and building educational centres located on sites of employers, cooperation on the professional preparation of those who study		
	➤ System of monitoring of the use and sharing of premises across USB		
	➤ Analysis (or system of monitoring) of the real use of equipment for educational purposes		
➤ Digitalisation of the remit related to studies	➤ Digitalisation of the remit necessary for the execution of the distance form of studies, incl. the development of digitalisation of the remit related to studies in the context of full-time and part-time forms of studies (enrolment, applications, student certificate, electronic diploma, etc.)	VZ_15_V_D	6.A
➤ Building modern field facilities interconnecting instruction and research	➤ Study field placing in educational infrastructures		5.B

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Student Affairs and the Vice-Rector for Internal Management and Public Affairs, the Vice-Rector for Development, and the Bursar.

Objective 1.4 Efficiency and quality of doctoral studies

We are reacting to the need for inter-faculty coordination within existing needs (internal grants, infrastructure sharing, cooperation with CAS, etc.) by the establishment of the School of Doctoral Studies as well as in the expected calls (University-wide policy of doctoral scholarships and the like). We are anticipating a considerable impulse for greater efficiency of expended effort as well as money.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Financial stability of DDPs	➡ Optimisation of financial security of DDP students	VZ_02_V_H - VZ_08_V_H VZ_16_V_D	3.C
	➡ Including the indicator of the quality of DDP students in the criteria of evaluation of faculties under the methodology of the USB budget	VZ_01_V_D	
➡ Harmonisation of norms addressing the execution of DDPs at USB	➡ Harmonisation of codes of doctoral studies and other measures aiming at the achievement of comparable conditions (requirements and comfort) of doctoral studies across USB		3.D

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Student Affairs and the Vice-Rector for Internal Evaluation.

Objective 1.5 Flexible forms of education

The portfolio of educational services of USB will be expanded by adding degree programmes accredited in the distance form of studies. Under the part-time and full-time form of studies, we expect an increase in the quality of distance learning elements. High-quality study and instruction materials will support independent study activities of students and more efficient use of time in in-person instruction for truly intensive and mutually beneficial cooperation of students and educators.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Distance learning development	➡ Accreditation of national and international degree programmes in the distance form	VZ_10_V_H - VZ_11_V_H	2.A 2.B
	➡ Entering the international market with an offer of education using respected platforms	VZ_10_V_H - VZ_11_V_H	
	➡ Increasing accessibility, relevance, and quality of study support resources substituting student participation in instruction	VZ_10_V_H - VZ_11_V_H	
➡ Flexible organisation of studies	➡ Increasing the flexibility of the organisation of studies	VZ_04_V_D	2.A 2.D
	➡ Systemic solution of permeability and transfers between various forms of studies and studies and lifelong learning programmes	VZ_01_V_H - VZ_11_V_H	
	➡ Systemic support of sharing experience and examples of good practices when executing the part-time form of studies	VZ_01_V_H - VZ_11_V_H	
➡ Instruction/study materials and support materials	➡ Increasing the accessibility, relevance, and quality of instruction and study resources supporting flexible forms of education	VZ_01_V_H - VZ_11_V_H	2.C
	➡ Increasing the standard of online courses in LMS Moodle and MS Teams	VZ_01_V_H - VZ_11_V_H	
	➡ Increasing the accessibility of interactive online university textbooks (the development and support for the use of the eKnihovna system)	VZ_10_V_H - VZ_11_V_H	
	➡ Evaluation of the quality of instruction/study resources and study support resources		

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Student Affairs.

Objective 1.6 Development and professionalisation of LLL

USB offers a number of lifelong learning activities through its individual constituent parts in the form of one-time educational activities as well as long-term courses intended for all age groups. We anticipate an increase in the number of LLL courses as well as the actively engaged attendees of the courses not only from among employees and students of USB but also from among the general public.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Development of the LLL system and LLL programmes for the public	➡ Development of LLL programmes, incl. distance programmes (online university)	VZ_10_V_H - VZ_11_V_H	2.B 2.F 2.G
	➡ Expansion of the offer of LLL programmes by professional degrees (MBA and the like)	VZ_10_V_H - VZ_11_V_H VZ_17_V_D	
	➡ Expansion of the offer of LLL programmes by retraining courses	VZ_10_V_H - VZ_11_V_H VZ_17_V_D	
	➡ Authorisation to performing exams under the National Register of Qualifications	VZ_10_V_H - VZ_11_V_H	
	➡ Bolstering the interconnection of LLL programmes and degree programmes	VZ_10_V_H - VZ_11_V_H	
	➡ Bolstering the interconnection of LLL programmes and PR activities	VZ_10_V_H - VZ_11_V_H VZ_17_V_D	
	➡ Bolstering the interconnection of LLL programmes and scientific-research activities	VZ_10_V_H - VZ_11_V_H VZ_17_V_D	
➡ Further learning for students and employees of USB	➡ Education of academic staff members (development of pedagogical competencies, incl. language and IT skills)	VZ_18_V_D	1.A 5.D
	➡ Development of professional and leisure learning for students and employees	VZ_19_V_D	
➡ Bolstering cooperation of USB constituent parts in the context of LLL activities	➡ Bolstering the systemic engagement of non-faculty constituent parts of USB (BC, GC, AL) in the execution of educational activities in the context of degree programmes and LLL programmes	VZ_01_V_H - VZ_11_V_H VZ_17_V_D	2.G
	➡ Creating the 'information centre' of USB (bolstering the central promotion of the offer of LLL programmes)	VZ_10_V_H - VZ_11_V_H VZ_17_V_D VZ_20_V_D	
	➡ Bolstering systemic marketing activities in the area of LLL (discovering demand, increasing the relevance of the offer, seeking opportunities, obtaining feedback)	VZ_01_V_H - VZ_11_V_H VZ_017_V_D	
	➡ Support of faculty LLL coordinators (increasing the awareness of individual constituent parts of USB about LLL activities, bolstering a systemic approach)	VZ_10_V_H - VZ_11_V_H VZ_17_V_D	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Student Affairs.

Objective 1.7 Graduates

In the context of bolstering the social relevance of activities, USB will focus its activities on bolstering the role of graduates in the system of assuring the quality of the educational quality of USB, systemic cooperation with graduates as partners and stakeholders, and the development of information, counselling, and support services for graduates.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➤ Increasing interaction with graduates	➤ Including feedback from graduates among the criteria of the methodology of the budget	VZ_21_V_D	1.C Other priority objectives (II)
	➤ Development of information, counselling, and support services for graduates		

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Student Affairs and the Vice-Rector for Internal Management and Public Affairs.

Funding sources – Education

Institutional sources (grant from the state budget for educational and creative activity; support of research, experimental development and innovation from public resources, etc.), subsidies, ancillary activity revenues, other income or grants – from the state budget, state funds, the National fund, municipal budgets and budgets of regions, income from gifts and inheritance, etc., can be included among the basic sources of funding of instruments (policies) leading to the achievement of set objectives in the priority area Education. **Specifically, we expect that it will be particularly the following sources of funding for achieving the defined objectives:**

- Operational programmes 2014–2020 for the Czech Republic, European territorial cooperation programmes, transnational and interregional cooperation programmes
- Operational programmes 2021–2027 for the Czech Republic, cross-border cooperation programmes, transnational and interregional cooperation programmes
- Horizon 2020 (about to be completed) and the new Horizon EUROPE (9.RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Recovery and Resilience Facility/National Recovery Plan 2020–2023; EC community programmes (incl. Digital EU; REACT-EU, etc.)
- Institutional plan (2021)
- Programme to support the strategic management of Higher education institutions for 2022–2025
- MEYS programme funding
- Institution’s own resources
- Institutional and special-purpose resources, systemic support
- Foreign resources
- Other supplementary sources (resources of autonomous bodies/cities, regions, gifts, foundations, etc.)
- Sources ‘Integrated territorial investments of the Agglomeration of České Budějovice’ (IZI)



Indicators – Education

USB makes use of the method of monitoring values of predefined input and target parameters/indicators in the context of monitoring the achievement of set objectives, instruments, expected outputs, and particularly the evaluation of their impact on the quality of the activity of the higher education institution. These indicators are further divided into **public indicators** and non-public indicators (these serve to the management of USB and corresponding USB faculties for the management of data. Public indicators are further divided into core and supplementary for clarity (tables below). Indicators of achievement of planned objectives of the SP USB 2021+ and their expected outputs outlined above can be defined by indicators (public – core, supplementary, non-public) or by the actual nature of the expected method (its definition, description). In order to efficiently evaluate the SP USB, a direct connection to a public indicator is displayed with relevant objectives. Beyond the abovementioned, it is expected that independent evaluation of the implementation of the Strategic plan of USB for 2021–2030 will be secured in 2025 and 2030. USB will be the recipient of the evaluation report and the supplier of the report will be independent of the USB management.

Public indicators – core – Education

Code	Monitored parameter	Benchmark	Target value		Operational objective SP MEYS 2021+
		2018	2025	2030	
VZ_01_V_H	Number of applications for studies	8 791	10 000	10 000	1.C
VZ_02_V_H	Number of admitted students in BDPs, MDPs, CMDPs, and DDPs	5 192	5 300	5 300	1.C
VZ_03_V_H	Number of enrolled students in BDPs, MDPs, CMDPs, and DDPs	3 750	3 900	4 000	1.C
VZ_04_V_H	Number of students in in BDPs, MDPs, CMDPs, and DDPs	9 263	9 600	10 000	1.C
VZ_05_V_H	Number of students in BDPs, MDPs, CMDPs, and DDPs in the part-time form of studies	2 355	2 400	2 500	2.A
VZ_06_V_H	Share of students in BDPs in meeting the requirements for continuing their studies in the second year	58.3 %	60.0 %	62.0 %	1.C
VZ_07_V_H	Number of graduates of BDPs, MDPs, CMDPs, and DDPs	2 420	2 520	2 650	1.C
VZ_08_V_H	Average/standard length of studies of graduates in total in BDPs, MDPs, CMDPs, and DDPs	1.05	1.04	1.03	1.C
VZ_09_V_H	Student participation in student evaluation of instruction	35.2 %	40.0 %	45.0 %	1.B
VZ_10_V_H	Number of LLL courses	467	500	550	2.B 2.G
VZ_11_V_H	Number of attendees in LLL courses	9 991	10 500	11 000	2.B 2.G

Public indicators – supplementary – Education

Code	Monitored parameter	Target value	Operational objective SP MEYS 2021+
VZ_01_V_D	Updated methodology of the USB budget		1.B 5.B
VZ_02_V_D	Creation of an overview of support services for USB students		Other priority objectives (II)
VZ_03_V_D	Increase in the rate of successful completion of studies	+ 5 % (initial value 2020, target value 2030)	1.B
VZ_04_V_D	Existence of a methodology for online, flexible, or hybrid instruction		1.A 2.A
VZ_05_V_D	Technical support/execution of courses		1.A 2.C
VZ_06_V_D	Increase in the number of interdisciplinary and inter-faculty educational events		1.A 5.B
VZ_07_V_D	Number of established University-wide mechanisms for obtaining feedback from main target groups	+ 5 mechanisms (initial value 2020, target value 2030)	1.B
VZ_08_V_D	Number of events promoting studies at USB among SSch students and the general public	min. 45 events annually	Other priority objectives (II)
VZ_09_V_D	Number of participations at education fairs	min. 10 participations	Other priority objectives (II)
VZ_10_V_D	Publishing the University magazine Journal	min. 5 volumes annually	Other priority objectives (II)
VZ_11_V_D	Number of cooperating HVS	min. 10 institutions	1.D
VZ_12_V_D	Increasing the number of clients of the University Psychological Counselling Centre and the Career Centre	min. by10 % (initial value 2020, target value 2030)	Other priority objectives (II)
VZ_13_V_D	Increasing the number of information, counselling, and support services for prospective students, students, and graduates	min. by 10 % (initial value 2020, target value 2030)	Other priority objectives (II)
VZ_14_V_D	Constructed, modernised, and innovated premises	link to USB INP	1.E 5.B
VZ_15_V_D	Digitalised remits	min. 5 digitalised administrative work areas	6.A
VZ_16_V_D	Total amount of scholarships disbursed to students	min. increase of 12 % (initial value 2020, target value 2030)	1.C
VZ_17_V_D	Revenue from LLL courses	min. increase of 10 % (initial value 2020, target value 2030)	2.B 2.G
VZ_18_V_D	Courses executed for academic staff	min. 25 courses	1.A 5.D
VZ_19_V_D	Courses executed for students and employees	min. 20 courses	1.A 5.D
VZ_20_V_D	Establishment of a USB information centre		2.G
VZ_21_V_D	Increasing the number of members of the USB Alumni Club	min. by 15 % (initial value 2020, target value 2030)	1.C Other priority objectives (II)

2 Research



The University of South Bohemia in České Budějovice belongs among research-oriented universities and it is a respected centre of university science and research in the Czech Republic as well as on the global scale in some areas. Research at USB focuses particularly on questions of natural and social sciences and humanities. Its close cooperation with institutes of the Czech Academy of Sciences is an important aspect of the scientific-research activity of the University. The quality of science at USB is demonstrated by a number of individual awards of scientific staff, the success in national as well as international grant competitions or the volume of the institutional support for research.

Since July 2019 USB has also been a holder of the HR Excellence in Research Award, the prestigious award committing research institutions to the creation of friendly work conditions, professional development, and transparent procedures of hiring research staff.

High-quality science has been an indispensable part of HEIs of the university type from time immemorial. Today's science is additionally unimaginable without international cooperation.

The principal benefit, with impact on academic staff as well as students, will be the bolstering of the international standing of science and research performed at USB, particularly by the creation and development of incentive and support instruments of a University-wide nature, whether they will be financial (review of systems of evaluation of academic staff, support for excellent teams), or procedural, and administrative (administration of international projects, creation of career structures, and the implementation of HR Award objectives). Bolstering the excellence of research as such is not possible without supporting and developing research infrastructures (Objective 2.3) and high-quality doctoral students (Objective 2.4) and it will mean bolstering its social relevance (Objective 2.2) as well as higher quality applied research (Objective 2.5).

Although USB will continue to build especially on its traditions and strong disciplines, it will remain open to new trends in its research but also to the needs of the practice and society to be able to think and act across the boundaries of the definition of traditional areas of research and education.

Objective 2.1 Research excellence

USB’s objective for the following period will be the effort to maintain its current standing in science and research but also to continue to further bolster it. USB will provide systemic support to the excellence and social relevance of research, in particular, by creating or updating a number of incentive instruments, including a higher rate of participation of University teams in international projects.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Bolstering the international standing of research performed at USB	Establishing a system of incentive instruments for employees successful in international comparisons (successful topic, grant, engagement in established consortiums, etc.)	VYZ_01_V_H - VYZ_15_V_H VYZ_01_V_D - VYZ_02_V_D	4.A 4.D
	Improving systems of international evaluation of academic and scientific staff (ASPE) in connection to the activity of the Internal Evaluation Board	VYZ_03_V_D	
	Central grant support, particularly for international projects (administration, availability of legal expertise, etc.)	VYZ_01_V - VYZ_03_V VYZ_04_V_D	
	Flexible management of redistribution of LCDRO at USB in connection with the internal evaluation of research	VYZ_05_V_D	
Support for excellent teams	Aiming at predefined allocations of resources from the system of preparation of the LCDRO budget for excellent teams, or using other appropriate sources as well	VYZ_01_V_H - VYZ_15_V_H VYZ_05_V_D - VYZ_06_V_D	4.A
HRS4R implementation	Creation of career structures in connection with supporting and developing scientific and academic staff	VYZ_07_V_D	3.D
	Setting and achieving objectives of the HR Award Action Plan for the period until 2024	VYZ_08_V_D	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Research, the Vice-Rector for Internal Evaluation, and the Vice-Rector for Development.

Objective 2.2 Social relevance of research

The social relevance of research is one of the foundational pillars of HEI evaluation. It is, therefore, necessary to adequately grasp this concept and to support it in a systemic manner across the entire USB. The objective is the preparation of the strategic plan of the social relevance of research at USB, starting with original ideas, the incentive for their creation, through funding parameters, to the monitoring of impacts of executed projects. The University-wide strategy of socially relevant activities at USB, which individual faculties will commit to and potentially develop it, will have an impact on academic staff and students of USB as well as the public. We will concurrently further support the openness of science by focusing on an intelligible presentation of important results of research to the general public as well as by making the results of our scientific staff accessible to the scientific public via open science instruments. In this context, the intent of the University to support transferrable skills such as communication, presentation, active approach, or creative thinking more needs to be mentioned as well.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Open science	Creation of a project database, shared data storage (open access, open database, open science, EOSC, etc.), shared interface for internal competitions (GA USB, FSP, PSSM, etc.)	VYZ_09_V_D - VYZ_11_V_D	6.A Other priority objectives (II)
Support for projects related to the region and socioeconomic needs of society	Creation of a system of procedural, financial, and other support for projects reacting to the needs of the region and society (climate, drought, pandemic, virology (COVID-19) and the like)	VYZ_01_V_H - VYZ_15_V_H VYZ_05_V_D	4.C Other priority objectives (II)

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Research, the Vice-Rector for Internal Evaluation, and the Vice-Rector for Internal Management and Public Affairs.

Objective 2.3 Supporting and developing research infrastructures

The reaction to current scientific topics is an important parameter of a modern scientific institution. USB will continue to further develop a functioning as well as the new research infrastructures, including the support for young and talented research staff members in the formation and start of their scientific teams. The preparation of a strategy of systemic support of priority directions of research will be a part of the activity. We would like to move USB towards the top of current global research this way, particularly when it comes to today’s global challenges, such as crises of democracies, the growth of populism, the climactic change, or the decrease in biodiversity. These activities will again have a University-wide overlap with a clear impact on academic staff and students of USB as well as indirectly on the public.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
System of LCDRO redistribution in connection with the internal evaluation of research	Allocation of resources from the system of preparation of the budget and the division of LCDRO to research infrastructures	VYZ_01_V_H - VYZ_15_V_H	4.B
Development, modernisation and research infrastructure improvement	Support for large research infrastructures in the Czech Republic (CENAKVA) and other important research infrastructures across USB (Centre for Polar Ecology)	VYZ_01_V_H - VYZ_15_V_H VYZ_12_V_D	4.A
	Support for instrument equipment of progressive S&R units (laboratories, teams)	VYZ_01_V_H - VYZ_15_V_H	
Scientific incubator	Establishment of a system of support of priority directions of S&R activity by forming new teams, or units	VYZ_01_V_H - VYZ_15_V_H	4.A

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Research, and the Vice-Rector for Development.

Objective 2.4 Systemic support for young research staff

The systemic support for young research staff, including students, underpins competitive science and research. Apart from the continuing creation of innovative support instruments for young research staff and students, we want to further support the creation of post-doctoral positions funded by central resources. One of the core objectives is the establishment of the USB School of Doctoral Studies. We see the principal benefit of the systematisation of doctoral studies in further internationalisation and, in general, especially in the bolstering of the quality of doctoral studies. The participation of the majority of research units in educational activities undoubtedly belongs among activities related to the School of Doctoral Studies, but also the creation of conditions for students in doctoral studies that will allow them to effectively focus on their research work. That will have an impact on the doctoral students themselves as well as the corresponding research units.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Systemic support for the creation and maintenance of work positions for young research staff	Systematisation and connecting support instruments that are being created (excellent teams, post-doctoral positions, the career structure, etc.)	VYZ_01_V_H - VYZ_15_V_H	3.D
University post-doctoral positions	Regular support for the creation of post-doctoral positions funded from central resources	VYZ_13_V_D	3.C
Award for young scientists	Creation of a format of an Award for excellent young research staff members	VYZ_14_V_D	3.B
Systematisation of support for student projects	GA USB Establishment of a system of support for student projects from LCDRO instead of GA USB		4.A
🔗 Development of doctoral studies	🔗 Support and adjustment of the internal system in such a way that the overwhelming majority of research units was engaged in educational activity as well		3.C 4.A
	🔗 Establishment of the USB School of Doctoral Studies	VYZ_15_V_D - VYZ_19_V_D	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Research, and the Vice-Rector for Internal Evaluation.

Objective 2.5 Technology (knowledge) transfer

Despite the fact that USB has long had experience with the transfer of knowledge and technologies between the academic and non-academic spheres, this area remains a great challenge for the University of South Bohemia. The principal benefit of the achievement of this objective for USB will be setting intelligible, efficient, and incentivising conditions for the support of applied research, including the support for the entrepreneurial spirit. We expect that revisions of the setting of processes leading to the commercialisation of scientific results of academic staff members of USB will be continually performed and a plan for the inclusion of students in applied research will concurrently be created. Only the comprehensive approach to applied research at USB, including its connection to basic research, can provide USB with instruments leading to USB becoming a sought-after partner for cooperation with companies, and a strong regional player as a result.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
🔗 Systemic support for cooperation with the sphere of application	🔗 Adjustment of the internal policy of USB (resource allocation, setting research priorities, etc.) according to the needs of the public and the private spheres	VYZ_01_V_H - VYZ_15_V_H	1.C 4.C 5.B
Development of the application potential at USB	Bolstering the commercialisation of S&R results	VYZ_01_V_H - VYZ_15_V_H VYZ_20_V_D - VYZ_21_V_D	Other priority objectives (II)

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Rector, the Vice-Rector for Research, and the Vice-Rector for Development.

Funding sources – Research

Institutional sources (grant from the state budget for educational and creative activity; support of research, experimental development and innovation from public resources, etc.), subsidies, ancillary activity revenues, other income or grants – from the state budget, state funds, the National fund, municipal budgets and budgets of regions, income from gifts and inheritance, etc., can be included among the basic sources of funding of instruments (policies) leading to the achievement of set objectives in the priority area Research. **Specifically, we expect that it will be particularly the following sources of funding for achieving the defined objectives:**

- Operational programmes 2014–2020 for the Czech Republic, European territorial cooperation programmes, transnational and interregional cooperation programmes
- Operational programmes 2021–2027 for the Czech Republic, cross-border cooperation programmes, transnational and interregional cooperation programmes
- Institutional plan (2021)
- Horizon 2020 (about to be completed) and the new Horizon EUROPE (9.RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Recovery and Resilience Facility/National Recovery Plan 2020–2023; EC community programmes (incl. Digital EU; REACT-EU, etc.)
- 🔗 Programme to support the strategic management of Higher education institutions for 2022–2025
- MEYS programme funding
- Institution's own resources
- Institutional (long-term conceptual development of research organisations) and special-purpose resources (GA CR, TA CR, MEYS, MFA, other agencies), systemic support (e.g. large research infrastructures)
- Foreign resources
- Other supplementary sources (resources of autonomous bodies/cities, regions, gifts, foundations, etc.)
- Sources 'Integrated territorial investments of the Agglomeration of České Budějovice' (IZI)



Indicators – Research

USB makes use of the method of monitoring values of predefined input and target parameters/indicators in the context of monitoring the achievement of set objectives, instruments, expected outputs, and particularly the evaluation of their impact on the quality of the activity of the higher education institution. These indicators are further divided into **public indicators** and non-public indicators (these serve to the management of USB and corresponding USB faculties for the management of data. Public indicators are further divided into core and supplementary for clarity (tables below). Indicators of achievement of planned objectives of the SP USB 2021+ and their expected outputs outlined above can be defined by indicators (public – core, supplementary, non-public) or by the actual nature of the expected method (its definition, description). In order to efficiently evaluate the SP USB, a direct connection to a public indicator is displayed with relevant objectives.

Beyond the abovementioned, it is expected that independent evaluation of the implementation of the Strategic plan of USB for 2021–2030 will be secured in 2025 and 2030. USB will be the recipient of the evaluation report and the supplier of the report will be independent of the USB management.

Public indicators – core – Research

Code	Monitored parameter	Benchmark	Target value		Operational objective SP MEYS 2021+
		2018	2025	2030	
VYZ_01_V_H	Number of projects submitted to foreign grant agencies	50	60	70	4.D
VYZ_02_V_H	Success rate of submitted and accepted projects at foreign grant agencies	15.2 %	18 %	23 %	4.D
VYZ_03_V_H	Volume of resources obtained from foreign grants (CZK, thousands)	30 279,0	45 000,0	55 000,0	4.D
VYZ_04_V_H	Number of submitted projects to national grant agencies	120	140	150	4.A
VYZ_05_V_H	Success rate of submitted and accepted projects at national grant agencies	25.8 %	27.0 %	30.0 %	4.A
VYZ_06_V_H	Volume of resources obtained from national grant agencies (CZK, thousands)	163 457	190 000	225 000	4.A
VYZ_07_V_H	Number of submitted applications of applied outputs of research (patents, utility, industrial patterns, trademarks)	17	25	35	4.C
VYZ_08_V_H	Number of applied outputs of research (patents, utility, industrial patterns, trademarks)	16	23	32	4.C
VYZ_09_V_H	Revenues of contractual research, development, and innovations (cooperation with the sphere of application; CZK, thousands)	8 373,1	10 000,0	12 000,0	4.C
VYZ_10_V_H	Revenues from the sale of intellectual property licences (CZK, thousands)	260	570	800	4.C
VYZ_11_V_H	Number of RIV results	1393	1 600	1 800	4.C
VYZ_12_V_H	Number of RUV results	66	80	100	4.C
VYZ_13_V_H	Number of OBD results	1674	1 900	2 150	4.C
VYZ_14_V_H	Number of SCOPUS results	767	860	1 000	4.C
VYZ_15_V_H	Number of WoS results	740	840	930	4.C

Public indicators – supplementary – Research

Code	Monitored parameter	Target value	Operational objective SP MEYS 2021+
VYZ_01_V_D	Existence of a methodological procedure	link to taking into account the recommendations of external evaluations	4.A 4.D
VYZ_02_V_D	Support for the establishment and implementation of external evaluations outside IEP	e.g. establishment of international faculty boards	4.A 4.D
VYZ_03_V_D	Updated system of internal evaluation (ASPE)		4.D
VYZ_04_V_D	Establishment of a ‘unit’ for the support of international projects		4.A 4.D
VYZ_05_V_D	Update to the methodology of the USB budget		4.A 5.B
VYZ_06_V_D	Existence of a methodological procedure (implementation) for defining cross-area research priorities of USB and the formation of University teams		4.A
VYZ_07_V_D	Creation of career structures		3.D
VYZ_08_V_D	Update and implementation of the Action Plan (HR Award) 2021–2024		3.D
VYZ_09_V_D	Creation of a project database		4.A 6.A
VYZ_10_V_D	Creation of storage of shared data		4.A 6.A
VYZ_11_V_D	Creation of an interface for internal competitions		4.A 6.A
VYZ_12_V_D	Supported infrastructure		4.A
VYZ_13_V_D	Number of ‘external’ post-doctoral researchers	min. increase of 10 positions (initial value 2020, target value 2030)	3.C
VYZ_14_V_D	Creation of the Award for excellent young scientific staff		3.B
VYZ_15_V_D	Establishment and support for the USB School of Doctoral Studies		3.C
VYZ_16_V_D	Existence of the system of development of DDPs at USB		3.C
VYZ_17_V_D	Support for holding University-wide conferences, courses for DDPs	min. 5 events	3.C
VYZ_18_V_D	Creation and implementation of a system of evaluation of DDPs at USB		3.C
VYZ_19_V_D	Increase in the quality of outputs of basic and applied research of DDPs		3.C
VYZ_20_V_D	Rector’s ordinance defining the conditions of establishing spin-off companies		1.C 4.C Other priority objectives (II)
VYZ_21_V_D	Establishing spin-off companies at USB	min. 1	1.C 4.C Other priority objectives (II)

3 Internationalisation



Over the 29 years of its existence, the University of South Bohemia in České Budějovice has significantly engaged in the international space on the European as well as the global scale. Nowadays, USB cooperates with almost 400 universities around the world. Therefore, bolstering international cooperation in the areas of education, research as well as the internal environment of the University to become an important university with high-quality facilities for Czech as well as international students, scientists, and educators is an important part of the mission of USB.

USB annually increased the number of students as well as staff members of the university dispatched abroad over the last five years. The number of international students, educators, and staff coming to the University of South Bohemia also grew. The objective is to maintain this trend in the upcoming period as well.

International activities are of great importance when increasing the quality and international standards in education and research. The University of South Bohemia also offers the option of obtaining a joint/double degree, i.e. a diploma from USB as well as a foreign partner university at selected faculties. Given the location, cross-border cooperation and harnessing the potential of the European region Dunaj–Vltava are important to USB. However, the international cooperation of USB is not limited only to this region but takes place with the majority of European countries as well as universities and professional facilities in the USA, Canada, South America, countries in Asia and Africa.

Under cross-border cooperation, the University of South Bohemia cooperates most intensively with the partner Johannes Kepler University Linz and the University of Passau. The University is entitled to provide the prestigious DS Label certificate to graduates.

The execution of the Erasmus+ programme and the participation in the new programme period of the European Union 2021–2027 are important instruments of international cooperation, instruction modernisation, and the USB development. Under further cooperation of higher education institutions in the European region as well as the support for common educational policy in the non-European space, bolstering the presence of USB in the international community of universities and other top-notch educational and research facilities will be the objective of USB.

The priority area of Internationalisation and its development at USB is fully complementary with the binding Strategy for the internationalisation of higher education for the period from 2021 formulating objectives and measures for bolstering the international dimension of the activity of higher education institutions (MEYS framework strategy). Just as with other areas of the strategic plan, internationalisation at USB will be developed with respect to the challenges of the current times, e.g. digitalisation, sustainability, and the support for activities with positive impacts on society (volunteering, fair trade, etc.).

Objective 3.1 Development of global competencies of students and staff

Students, academic as well non-academic staff members are offered a broad network of partner universities for cooperation and execution of mobilities abroad that USB supports by all available means. Mobilities are perceived as a necessary step towards enhancing the pedagogical qualification and professional knowledge of educators as well as towards enhancing knowledge and inter-cultural skills of students. In the upcoming period 2021–2030, USB will support distance forms of studies abroad for Czech students as well. The offer of international mobilities of various types and forms will be expanded (incl. virtual mobilities that are being newly created). There will be an increase in the number of short-term mobilities, mobilities to non-European countries will be supported. Apart from the development of mobilities, USB will rather intensively focus on supporting and developing professional competencies of the academic community of USB under the Strategic Plan.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Support for language and inter-cultural preparation of students and staff of USB	➡ Systematic development of language competencies of students in the context of degree programmes (increasing the share of professional courses taught in foreign languages, securing access to foreign-language study resources, allowing the preparation of graduation theses in foreign languages, etc.)	INT_03_V_H - INT_05_V_H INT_09_V_H INT_01_V_D	I.1.A
	➡ Systematic development of the offer of further education in the area of foreign languages		
	➡ Systemic use of capacities of BC USB and GC USB to ensure the level of language competencies of students/ graduates		
	➡ Systematic offer of instruction of Czech for foreign students and staff		
	➡ Execution of courses of inter-cultural communication (understanding cultures of countries of partner institutions, etc.), particularly for students and staff members preparing for international mobilities and for educators and other staff working with international students and staff members	INT_02_V_D	
➡ Development of international mobilities of student and staff of USB	➡ Expanding the offer of types and forms of international mobilities	INT_03_V_H - INT_05_V_H	I.1.B
	➡ Support for short-term mobilities, mobilities for students with special needs	INT_03_V_H - INT_05_V_H	
	➡ Support for mobilities to non-European countries	INT_03_V_H - INT_05_V_H	
	➡ Increasing the quality of activities of the Go Abroad centre for students and staff of USB (help with preparation of going abroad)		
	➡ Support for volunteering (e.g. Erasmus+ Youth, European Solidarity Corps)		
	➡ Digitalisation of international mobilities – e.g. the Erasmus Without Paper application, European Student Card, the use of the Single Digital Gateway	INT_03_V_D	
➡ Development of professional competencies of staff in the area of internationalisation	➡ Developing professional competencies of USB staff in the area of internationalisation		I.1.C

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for International Relations.

Objective 3.2 Internationalisation of USB degree programmes

The internationalisation of degree programmes of USB is one of the fundamental elements of building international capacities for the institutional culture of USB. Under this objective, USB will focus particularly on increasing the quality of joint/double degree programmes offered in the upcoming five years. It is also an objective to increase the number of prestigious double/joint degree programmes executed with partner universities over the course of the next ten years. Securing systemic instruction of the Czech language for international students is an important objective of USB internationalisation as well as adjustments of degree programmes allowing internships abroad of USB students, increasing language competencies of academic as well as non-academic staff members, increasing the number and quality of degree programmes and degree programmes offered in foreign languages etc.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Increasing the number and quality of degree programmes offered in foreign languages	➡ Increasing the share of international students	INT_01_V_H - INT_02_V_H INT_06_V_H INT_04_V_D	I.2.A
	➡ Increasing the offer and quality of degree programmes. Systematic monitoring of the quality of foreign language courses and degree programmes (ensuring a comparable level with programmes in the Czech language)		
➡ Increasing the number and quality of joint degree programmes in foreign languages	➡ Increasing the number and quality of joint degree/double degree programmes	INT_08_V_H	I.2.A
	➡ Increasing the number and quality of projects of cooperation in the context of European universities	INT_05_V_D INT_11_V_D	
➡ Integrating international mobilities of students in degree programmes (so-called mobility windows)	➡ Integrating mobilities as a part of study plans		I.2.B
➡ Internationalisation of degree programmes accredited in the Czech language	➡ Increasing the number and quality of degree programmes taught in foreign languages. Systemic creation of an offer of courses for arriving students	INT_08_V_H - INT_09_V_H INT_01_V_D	I.2.B

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for International Relations, and the Vice-Rector for Student Affairs.

Objective 3.3 Simplification of the process of recognising foreign education

On the basis of expected domestic legislative or methodological changes concerning the process of recognition of foreign education, USB will create a methodological guideline and ensure its efficient implementation. In the context of recognising results of foreign education, the effort of USB will aim at a system that will sufficiently accentuate the comparability of fields studied abroad and courses with their own connection to the graduate profile.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Automatic recognition of results of studies abroad	Implementation of automatic recognition of education and results of studies abroad		I.3.A

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for International Relations, and the Vice-Rector for Student Affairs.

Objective 3.4 Creating an international environment and promotion abroad

The development of international marketing and ensuring efficient marketing campaigns focused on acquiring international students from traditional as well as new locations, but also campaigns focused on Czech students that will support international mobilities as an important instrument for personal growth and employability are important aspects for the internationalisation of the University and increasing the share of international students. Among objectives for the following period 2021–2030, there will be activities aiming at further development and professionalisation of services of the international unit at the central as well as faculty level, and the development of University-wide services ensuring comprehensive support for students, academic as well as non-academic staff members of USB who depart for study stays at a foreign partner institution, or students and staff arriving at USB. The student club ESN USB Budweis, the activity of which USB wishes to continue to develop and support, provides support to international students as well.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Development of international marketing	➡ Development of systematic cooperation with selected portals and recruitment agencies (e.g. under the Study in the Czech Republic initiative)	INT_01_V_H - INT_02_V_H INT_06_V_H	I.4.A
	➡ Expansion of the portfolio and an increase in the quality of presentation instruments in ENG	INT_01_V_H - INT_02_V_H INT_06_V_H INT_05_V_D	
	➡ Attendance at foreign education fairs and offered online events (webinars, social media)	INT_01_V_H - INT_02_V_H INT_06_V_H INT_06_V_D	
	➡ Creating a system of continuous monitoring of the demand for degree programmes accredited in foreign languages, incl. setting processes ensuring adequate reactions to identified trends		
	➡ Support for cooperation with international students and graduates when promoting USB (USB ambassadors, surveys among international students, cooperation during fairs, recruitment events, etc.)		
➡ Development of services for international students and staff	➡ Establishment and development of cooperation with EURAXESS Czech Republic, international student clubs (support services that ease the activity of international staff members and students in the Czech Republic, integration activities)	INT_01_V_H - INT_02_V_H INT_06_V_H - INT_07_V_H INT_07_V_D	I.4.B
	➡ Support for the international student club ESN Budweis		
	➡ Support for the buddy system at USB		
	➡ Development of language competencies (Czech for international students/staff)		
	➡ Establishment of a University school with English as the language of instruction (support for international staff and their family members)	INT_08_V_D	
	➡ Expanding adequate accommodation options (expanding capacities) and related services (e.g. ability of D&R personnel to communicate in ENG) for international students		
	➡ Systemic support for procedures related to handling visas and submitting applications for studies in foreign language degree programmes	INT_01_V_H - INT_02_V_H INT_06_V_H	
	➡ Continuing in introducing the bilingual environment of the University (hardware, software, information systems, increased cooperation with the city of České Budějovice in managing relevant bilingual documentation, etc.)		
	➡ Development of information, counselling, and support services for international prospective students		

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Bolstering cooperation with international students and graduates	➡ Systematic engagement of international students and staff in USB activities (student blog, surveys among international students, volunteers at information events, etc.)		I.4.C

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for International Relations, and the Vice-Rector for Internal Management and Public Affairs.

Objective 3.5 Strategic management of internationalisation

USB will continue to support comprehensive development of internationalisation in the form of strategic management of the institution as one of the modern and fast developing universities. Results and recommendations of independent evaluation bodies, e.g. results of the MEP M17+ evaluation, MICHE monitoring from 2020, etc., will be used as basic instruments of the strategic management of USB. USB will utilise these specific recommendations to remove weaknesses, threats, and to support opportunities in the strategic management of internationalisation at the institutional level. Apart from mobilities of students and employees, and support for strategic partnerships, USB will focus more on the option of engaging in European higher education inter-university cooperation in the new programme period.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Support for comprehensive internationalisation at the institutional level	➡ Creation of an institutional strategy of internationalisation in accordance with the mission of a higher education institution (objectives, processes, sources, responsibilities, evaluations, quality evaluations)		I.5.A I.5.B
	➡ Development of cooperation with international agencies and organisations in connection with the evaluation of the activity of USB (e.g. internationalisation monitoring MICHE, etc.)	INT_09_V_D	
	➡ Participating in consortiums of European universities and other strategic platforms	INT_10_V_D INT_11_V_D	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for International Relations, the Vice-Rector for Internal Management and Public Affairs, and the Vice-Rector for Development.



Funding sources – Internationalisation

Institutional sources (grant from the state budget for educational and creative activity; support of research, experimental development and innovation from public resources, etc.), subsidies, ancillary activity revenues, other income or grants – from the state budget, state funds, the National fund, municipal budgets and budgets of regions, income from gifts and inheritance, etc., can be included among the basic sources of funding of instruments (policies) leading to the achievement of set objectives in the priority area Internationalisation.

Specifically, we expect that it will be particularly the following sources of funding for achieving the defined objectives:

- Operational programmes 2014–2020 for the Czech Republic, European territorial cooperation programmes, transnational and interregional cooperation programmes
- Operational programmes 2021–2027 for the Czech Republic, cross-border cooperation programmes, transnational and interregional cooperation programmes
- Institutional plan (2021)
- Horizon 2020 (about to be completed) and the new Horizon EUROPE (9.RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Recovery and Resilience Facility/National Recovery Plan 2020–2023; EC community programmes (incl. Digital EU; REACT-EU, etc.)
- ✦ Programme to support the strategic management of Higher education institutions for 2022–2025
- Institution's own resources
- Institutional and special-purpose resources, systemic support
- Institutional (long-term conceptual development of research organisations) and special-purpose resources (GA CR, TA CR, MEYS, MFA, other agencies)
- Foreign resources
- Other supplementary sources (resources of autonomous bodies/cities, regions, gifts, foundations, etc.)
- Sources 'Integrated territorial investments of the Agglomeration of České Budějovice' (IZI)

Indicators – Internationalisation

USB makes use of the method of monitoring values of predefined input and target parameters/indicators in the context of monitoring the achievement of set objectives, instruments, expected outputs, and particularly the evaluation of their impact on the quality of the activity of the higher education institution. These indicators are further divided into **public indicators** and non-public indicators (these serve to the management of USB and corresponding USB faculties for the management of data. Public indicators are further divided into core and supplementary for clarity (tables below). Indicators of achievement of planned objectives of the SP USB 2021+ and their expected outputs outlined above can be defined by indicators (public – core, supplementary, non-public) or by the actual nature of the expected method (its definition, description). In order to efficiently evaluate the SP USB, a direct connection to a public indicator is displayed with relevant objectives.

Beyond the abovementioned, it is expected that independent evaluation of the implementation of the Strategic plan of USB for 2021–2030 will be secured in 2025 and 2030. USB will be the recipient of the evaluation report and the supplier of the report will be independent of the USB management.

Public indicators – core – Internationalisation

Code	Monitored parameter	Benchmark	Target value		Operational objective SP MEYS 2021+
		2018	2025	2030	
INT_01_V_H	Number of international students in BDPs, MDPs, CMDPs, and DDPs, who arrived for at least a 14-day stay or internship under mobility programmes	218	250	280	I.2.A I.4.A I.4.B
INT_02_V_H	Number of international students in BDPs, MDPs, CMDPs, and DDPs, who arrived for at least a 30-day stay or internship under mobility programmes	183	200	220	I.2.A I.4.A I.4.B
INT_03_V_H	Number of international students in BDPs, MDPs, CMDPs, and DDPs, who departed for at least a 14-day stay or internship under mobility programmes	268	290	320	I.1.A I.1.B
INT_04_V_H	Number of international students in BDPs, MDPs, CMDPs, and DDPs, who departed for at least a 30-day stay or internship under mobility programmes	246	270	300	I.1.A I.1.B
INT_05_V_H	Number of employees who departed for at least a 14-day stay or internship abroad	102	130	160	I.1.A I.1.B
INT_06_V_H	Number of international students in BDPs, MDPs, CMDPs, and DDPs	598	630	650	I.2.A I.4.A I.4.B
INT_07_V_H	Number of international scientific and academic staff members (FTE)	80,85	87	95	I.2.B I.4.B
INT_08_V_H	Number of joint/double/multiple degree programmes	9	11	12	I.2.A I.2.B
INT_09_V_H	Number of courses taught only in a foreign language	318	330	350	I.1.A I.2.B

Public indicators – supplementary – Internationalisation

Code	Monitored parameter	Target value	Operational objective SP MEYS 2021+
INT_01_V_D	Share of courses taught in a foreign language in the total number of courses	min. increase of 5 % (initial value 2020, target value 2030)	I.1.A I.2.B
INT_02_V_D	Execution of courses of inter-cultural communication	min. 9 courses	I.1.A
INT_03_V_D	Digitalised remits	Erasmus Without Paper, European Student Card, Single Digital Gateway	I.1.B
INT_04_V_D	Share of international students in the total number	min. increase of 3 % (initial value 2020, target value 2030)	I.2.A
INT_05_V_D	Number of agreements with international partners	min. increase of 20 agreements (initial value 2020, target value 2030)	I.2.A I.4.A
INT_06_V_D	Number of participations in fairs abroad	min. 2 events/annum	I.4.B
INT_07_V_D	Share of international scientific and academic staff members in the total number of scientific and academic staff members	min. increase of 3 % (initial value 2020, target value 2030)	I.4.B
INT_08_V_D	Establishment of a University school		I.4.B
INT_09_V_D	Implementation of appropriate recommendations into the USB environment		I.5.A
INT_10_V_D	USB part of the European universities consortium		I.5.B
INT_11_V_D	Creation of COIL (Collaborative Online International Learning) courses and other online courses in foreign languages	min. 4 courses	I.2.A I.5.A I.5.B

4 Openness



The University of South Bohemia in České Budějovice is the most important educational and research organisation in southern Bohemia that is also among the largest employers in České Budějovice as well as in the entire region. The University cooperates in the context of a broad spectrum of functioning partnerships and communication platforms and political representation at the national, regional, and municipal levels. Last but not least, it also cooperates with other higher education and research institutions in the Czech Republic and abroad.

Particularly activities that were omitted in the past years will be a great challenge for the University in the upcoming period as well. The current objective of USB is, therefore, particularly to support systematic cooperation with employers in areas of education as well as research and innovation, and to create a coherent presentation of the offer of options of the cooperation for new partners. Building and expanding relationships with graduates, particularly on the basis of the USB Alumni Club with emphasis on providing further services for the group in the area of further education, providing discounted services, etc., are other important objectives. The goal is that the majority of graduates understand membership in the USB Alumni Club as a prestigious matter and as something that will primarily enrich them themselves.

Last but not least, the University will continue to support activities that will lead towards the building of the reputation of the University, establishing new partnerships, and bolstering

the existing partnerships. First and foremost, these will be activities that are beneficial society-wide and accessible to the public in the areas of culture, health, and favourable welfare. The objective of USB is to further develop efficient communication towards prospective students from the Czech Republic as well as abroad, and towards other target groups (students, graduates, potential employers, recipients of S&R results and other stakeholders). Internal communication and bolstering the awareness of the sense of togetherness in the academic community as well as other staff with the University plays an important role. In this respect regularly holding inter-faculty professional, cultural, sports as well as social activities with an overlap to the public space, the organisation of which USB wishes to continue to support, is surely also relevant. It is also important that USB implements the conception of regular support for cultural, social, and sports events in the upcoming period that will continue to contribute to the positive view of the University. Emphasis will also be put on linking activities aimed at various target groups in this period; the relatively newly created USB Career Centre is a promise of further development in the area.

In conclusion, it is necessary to mention the important role of the University in the interpretation of affairs of society-wide importance when the University comments on the current situation as well as moods that are influenced by events at the local as well as the global levels. In this context, USB is aware of its role and emphasises expertise, larger perspective and impartiality.

Objective 4.1 Marketing

USB regularly updates the University as well as faculty web and other media presentations, the purpose of which is to promote studies and other services, and also inform the public about the current events at USB. Marketing services at a professional level oriented at various target groups including international marketing and lifelong learning marketing are offered throughout the University while respecting the distinct needs and objectives of individual constituent parts. It is necessary to further develop and support the increasingly more important areas of social media. More attention will also be paid to the media presentation of the successes of the University in the areas of education, science, and research, including building a network of USB experts with respect to the communication of socially important topics that USB pursues professionally in the context of its activity. The developed intranet is a key instrument of internal communication covering all faculties and their regular administrative work so that experience sharing is allowed at all constituent parts of the University.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Advancing the reputation of the University	Regularly updated marketing strategy towards individual target groups	OTEV_01_V_D	1.C 5.B Other priority objectives (II)
	Regular innovation and updates of the web presentation of the University (creation of a responsive web, synergy of the web and the intranet, etc.)	OTEV_02_V_H-OTEV_04_V_H OTEV_02_V_D	
	Expansion of marketing with respect to the multimedia needs of USB, application of modern marketing methods.		
	Deepening cooperation with partner primary and secondary schools (increasing the number of partner schools and the efficiency of cooperation)	OTEV_03_V_D-OTEV_04_V_D	
	Setting and targeted promotion of USB as the supplier of research/contractual research for current and new clients	OTEV_02_V_H OTEV_04_V_H	
	Execution of regular marketing surveys		
	Efficient and coherent presentation of the B2B offer of USB	OTEV_02_V_H	
	Development of a network of key partners	OTEV_02_V_H OTEV_04_V_H	
	Supporting and developing social media networks	OTEV_05_V_H	
	➡ Building the USB brand	OTEV_05_V_D	
	➡ Establishment of the USB Contact point	OTEV_06_V_D	
➡ Internal communication as an instrument of bolstering the positive attitude towards USB	Regular analysis of internal communication within USB		5.B
	Regular updates of the strategy for internal communication including its following implementation	OTEV_07_V_D	
	Regular organisation of inter-faculty social activities	OTEV_08_V_D	
	➡ Introducing an integrated internal communication system using modern technologies		
	Establishment of an integrated environment for the needs of communication at the department, faculty, and University levels		

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Rector, and the Vice-Rector for Internal Management and Public Affairs.

Objective 4.2 Public relations

Communication with the public and the surroundings is a very important element of strategic management of an institution from the perspective of USB, particularly in connection with the achievement of the mission in the context of the third role of the University and its social responsibility. We will support public relations by the creation of a coherent presentation of the B2B offer together with establishing efficient cooperation with municipalities. Naturally, it will still be necessary to promote USB as a supplier for contractual research for current as well as new clients, and to present major successes of the University in the media, etc. USB will continue to develop communication with graduates. Graduates of degree programmes are associated in the University-wide Alumni Club; individual faculties then have their coordinators for this area. However, the Club currently covers only a small percentage of all graduates while older faculties have logically been more successful. We expect a growth in the number of graduates that are a part of the University Alumni Club chiefly due to the development of services and benefits. The fact that the membership will begin to be perceived as a prestigious matter will also be another reason for the growing number of graduates in the Alumni Club.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Development of communication with the public	Raising awareness of the public about the activity of the University and bolstering the positive perception of the society-wide role of USB	OTEV_02_V_H OTEV_04_V_H OTEV_05_V_H	5.B Other priority objectives (II)
	Setting efficient cooperation with municipalities (South Bohemian Region and the like)	OTEV_09_V_D	
	Increasing the number of media partners and presentations	OTEV_02_V_H OTEV_04_V_H	
	Creating the database of experts on major PR topic		
	Increasing support for the organisation of cultural, social, or sports events	OTEV_08_V_D	
➡ Open science	➡ Systemic promotion, popularisation, and making results of S&R accessible to the public	OTEV_02_V_H-OTEV_05_V_H	Other priority objectives (II)
Development of communication with graduates	Expansion of the membership of the USB Alumni Club	OTEV_01_V_H	1.C
	Development of benefits for members of the USB Alumni Club	OTEV_01_V_H	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector for Internal Management and Public Affairs.

Objective 4.3 Fundraising

Bolstering the role of USB as a partner when addressing socially important problems will also lead to opening new options when seeking sources supporting the activity of USB. Therefore, systematic and conceptually approached fundraising is also one of the strategic areas of further development of USB in the upcoming period.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Improvement in the fundraising conception	Analysis of the current situation (fundraising options and their actual use), identification of opportunities for further development		Other priority objectives (II)
	Identification of target groups and suitable communication channels and strategies for the area of fundraising		
	Systemic solution of the coordination of fundraising activities of faculties and the University as a whole		
	Increasing the rate of engagement of the USB Alumni Club in fundraising		
	Building strategic partnerships	OTEV_10_V_D	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Vice-Rector Internal Management and Public Affairs.

Objective 4.4 Social responsibility

Social responsibility is one of the fundamental values of USB as well. USB is aware of the fact that social responsibility is a very current and important topic in the business sector, where it has been addressed for a number of years, but also in the university environment as well and in a number of national and supranational institutions. USB wishes to develop and will develop a concept of social responsibility and sustainability that it will continuously implement in the management processes of the University in economic, social, and environmental areas. USB will make use of its potential when experienced scientists with needed facilities meet a promising young generation, which is more and more interested in issues of sustainable development, on academic grounds. A unique environment is created for the creation of innovative proposals of solutions to more and more burning questions that society will address rather sooner than later and critically assess its present approach to the lifestyle and resources that it has available.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
⬇ Bolstering activities arising from social responsibility	⬇ Develop principles of democracy and social responsibility in the young generation		5.B Other priority objectives (II)
	⬇ Bolstering the active role of USB in the social and cultural dialogue		
	Building awareness of USB as a reliable partner in the region (educator, employer, entity cultivating the public space)		
	⬇ Economically and ecologically frugal university	UD_01_V_H - UD_06_V_H UD_01_V_D	
	⬇ Support for new technologies (intelligent solutions supporting sustainable development		
	Bolstering awareness of USB as a relevant partner in addressing issues of the city and the region (bolstering cooperation with representations of cities and the region)		
	Support for fair trade activities		
	Creating optimal conditions for the employment of disadvantaged citizens, facilitating job opportunities, cooperating with employers		
	Bolstering the role of USB in seeking solutions to current problems (adaptability to megatrends: diseases of civilisation, globalisation, economic growth, food security, virtualisation, pandemic, etc.)		
	⬇ Implementation of measures supporting sustainable development (energy saving, waste handling, environmental protection, educational and public enlightenment events, etc.)	UD_01_V_H - UD_06_V_H UD_02_V_D - UD_04_V_D	
	⬇ Support for barrier-free USB		

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Rector, the Vice-Rector for Development, the Vice-Rector for Internal Management and Public Affairs, and the Bursar.

Funding sources – Openness

Institutional sources (grant from the state budget for educational and creative activity; support of research, experimental development and innovation from public resources, etc.), subsidies, ancillary activity revenues, other income or grants – from the state budget, state funds, the National fund, municipal budgets and budgets of regions, income from gifts and inheritance, etc., can be included among the basic sources of funding of instruments (policies) leading to the achievement of set objectives in the priority area Openness. Specifically, we expect that it will be particularly the following sources of funding for achieving the defined objectives:

- Operational programmes 2014–2020 for the Czech Republic, European territorial cooperation programmes, transnational and interregional cooperation programmes
- Operational programmes 2021–2027 for the Czech Republic, cross-border cooperation programmes, transnational and interregional cooperation programmes
- Institutional plan (2021)
- Horizon 2020 (about to be completed) and the new Horizon EUROPE (9.RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Recovery and Resilience Facility/National Recovery Plan 2020–2023; EC community programmes (incl. Digital EU; REACT-EU, etc.)
- ⬇ Programme to support the strategic management of Higher education institutions for 2022–2025
- Institution’s own resources
- Institutional and special-purpose resources, systemic support
- Foreign resources
- Other supplementary sources (resources of autonomous bodies/cities, regions, gifts, foundations, etc.)
- Sources ‘Integrated territorial investments of the Agglomeration of České Budějovice’ (IZI)



Indicators – Openness

USB makes use of the method of monitoring values of predefined input and target parameters/indicators in the context of monitoring the achievement of set objectives, instruments, expected outputs, and particularly the evaluation of their impact on the quality of the activity of the higher education institution. These indicators are further divided into **public indicators** and non-public indicators (these serve to the management of USB and corresponding USB faculties for the management of data. Public indicators are further divided into core and supplementary for clarity (tables below). Indicators of achievement of planned objectives of the SP USB 2021+ and their expected outputs outlined above can be defined by indicators (public – core, supplementary, non-public) or by the actual nature of the expected method (its definition, description). In order to efficiently evaluate the SP USB, a direct connection to a public indicator is displayed with relevant objectives. Beyond the abovementioned, it is expected that independent evaluation of the implementation of the Strategic plan of USB for 2021–2030 will be secured in 2025 and 2030. USB will be the recipient of the evaluation report and the supplier of the report will be independent of the USB management.

Public indicators – core – Openness

Code	Monitored parameter	Benchmark	Target value		Operational objective SP MEYS 2021+
		2018	2025	2030	
OTEV_01_V_H	Number of graduates actively utilising the offer of services of the Alumni Club	1 314	1 800	2 300	1.C
OTEV_02_V_H	Number of reports/posts about the University in the media	1 614	2000	2 300	Other priority objectives (II)
OTEV_03_V_H	Number of attendees of the Open Day	2 881	3 200	3 500	Other priority objectives (II)
OTEV_04_V_H	Traffic on the USB website (excluding faculty websites)	214 612	350 000	400 000	Other priority objectives (II)
OTEV_05_V_H	Number of subscribers to social media of USB – Facebook, Instagram, Twitter (excluding faculty social media networks)	9 056 (initial value excluding Instagram data)	18 350	21 050	Other priority objectives (II)

Public indicator – supplementary – Openness

Code	Monitored parameter	Target value	Operational objective SP MEYS 2021+
OTEV_01_V_D	Marketing strategy		5.B
OTEV_02_V_D	Creation of a new website, intranet		5.B
OTEV_03_V_D	Number of agreements of cooperation with partner primary and secondary schools	min. increase of 5 % (initial value 2020, target value 2030)	1.C
OTEV_04_V_D	Number of agreements with places of work where students attend practical training	min. increase of 5 % (initial value 2020, target value 2030)	1.C
OTEV_05_V_D	Update to the manual for the unified visual style of USB		5.B
OTEV_06_V_D	Establishment of the USB Contact Point		5.B
OTEV_07_V_D	Strategy creation and implementation		5.B
OTEV_08_V_D	Number of organised, or co-organised, cultural, social, and sports events	min. 15 events	Other priority objectives (II)
OTEV_09_V_D	Graduate unemployment	lower by 0.5 % at least (initial value 2020, target value 2030)	Other priority objectives (II)
OTEV_10_V_D	Number of agreements of cooperation with strategic partners	min. 5 new agreements	Other priority objectives (II)

Public indicator – core – Sustainability

Code	Monitored parameter	Benchmark	Target value		Operational objective SP MEYS 2021+
		2018	2025	2030	
UD_01_V_H	Total electric power consumption [kWh]	7 097 867	6 955 910 (-2 %)	6 813 952 (-4 %)	Other priority objectives (II)
UD_02_V_H	Total thermal energy consumption [GJ]	30 366	29 759 (-2 %)	29 151 (-4 %)	Other priority objectives (II)
UD_03_V_H	Total gas consumption [m³]	88 863	87 085 (-2 %)	85 308 (-4 %)	Other priority objectives (II)
UD_04_V_H	Total water consumption [m³]	59 956	58 757 (-2 %)	57 558 (-4 %)	Other priority objectives (II)
UD_05_V_H	Number of executed projects and other strategic measures of the central nature for the purpose of decreasing consumption and the efficient use of energies (electric power, thermal power, gas, water)	Not monitored University-wide as of the initial year	10	20	Other priority objectives (II)
UD_06_V_H	Ratio of sorted waste to mixed waste	35.8 %	37.8 %	40.8 %	Other priority objectives (II)

Public indicators – supplementary – Sustainability

Code	Monitored parameter	Target value	Operational objective SP MEYS 2021+
UD_01_V_D	Implementation of the principle of socially responsible awarding of public contracts		Other priority objectives (II)
UD_02_V_D	Establishment of a position of a manager of sustainable development		Other priority objectives (II)
UD_03_V_D	Execution of educational activities in the area of sustainable development	min. 5 activities	Other priority objectives (II)
UD_04_V_D	Support for the promotion of a healthy lifestyle (sports activity, diet, etc.)		Other priority objectives (II)

5 Management



The University of South Bohemia in České Budějovice is entering the fourth decade of its existence with this Strategic Plan. Considering its growth, USB is aware of the need for progress in the area of management of USB as a united institution. Since its foundation, the number of students at USB has increased significantly as well as the results of scientific and other creative activity and the operating budget and the number of important investments (renovations and constructions of buildings) executed as well. From the perspective of management of the University, it is essential to also substantially change the instrumentation and technologies that become obsolete rather quickly in the current increasingly faster world. If USB wishes to maintain its paramount position among scientific institutions in the Czech Republic and on the global scale in many fields, it must necessarily pay attention to the dynamic development and renovation of its infrastructure. Information technologies, the more substantial bolstering of which even with respect to potential risks and needs of the University online environment (pandemic, cyber threats, distance learning, home office, remote accesses, intranet development, etc.) and process management principles that are starting to be gradually applied at USB, are also a fundamental part of the area of management.

The continuing development and professionalisation of quality and efficiency of the institutional environment, the economic, personnel, and investment management of the University, particularly with respect to the – in many respects uncertain – situation of the

university environment in terms of economic changes after the pandemic of 2020, changing local as well as global perspectives on the functioning of the world, external influences, but also with respect to the social responsibility of the University and its long-term value orientation, are principal challenges for USB. This situation puts a great emphasis on the imperative reactions of the USB management and the management of its constituent parts to the external conditions while maintaining the quality of decision-making. The objective of USB is to continue to develop decision-making based on data, build data warehouses and seeks instruments allowing quick use of the data.

With the help of the Programme to support the strategic management of higher education institutions with which this Strategic Plan (until 2025) is compatible, it will be possible to meet the requirements of process management, digitalisation, and automation of administrative work and operational activities and other tasks mentioned in this chapter.

A number of investments focused on the development, construction, and modernisation of educational, research, and operational premises following the strategic development of USB in accordance with the long-term investment plan and current needs of USB await the University in the next decade with the long-term objective to approach the standard of western European universities in mind.

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

Questions of a more advanced centralisation of remits, financial stability, further development of an efficient use of financial tools and the budget in connection with the strategic priorities of the University (large research infrastructures and excellent teams inter alia) are a substantial part of the strategy for the next decade. One of the main cross-objective tasks through all priority objectives is to advance in the digitalisation and digitisation of administrative work areas, and, therefore, fully utilise their potential in practice so that the administrative burden on academic employees in particular is lessened.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➤ Financial stability	➤ Active approach to instruments for the evaluation of a higher education institution with the aim to increase the share of USB in the provided institutional support (qualitative indicators of budget allocation, M17+, etc.)	RIZ_01_V_D	4.A 5.A 5.B 6.C
	➤ Efficient use of financial instrument of the development potential (e.g. SF EF as OP JAK, OP K, OP Employment plus, etc., programme funding, programmes in support of strategic management, centralised development programmes, foreign grants and projects, etc.)	RIZ_01_V_D	
	Increasing external incomes, e.g. in the form of contractual research orders and professional LLL courses	RIZ_02_V_D	
	➤ Earmarking capacities for controlling, creation of controlling instruments		
	Optimisation and stabilisation of the methodology of budget allocation with the aim to ensure a long-term economic stability of the institution		
	Efficient setting of conditions for sharing capacities, incl. the motor pool		
	Systemic use and updates of the Fund of strategic priorities as a long-term and conceptual instrument of the development of USB, incl. support for interdisciplinary cooperation and joint projects of a number of constituent parts		
	➤ Creation of a concept and introduction of a fund from the institution's own resources focused on the support for innovations of degree programmes; the fund will in an administratively undemanding manner contribute to the modernisation of instruction, improvement of support services and execution of initiatives coming from students or individual staff members	RIZ_03_V_D	
	➤ Development of capacities to create analyses, preparation, discussion, implementation, and evaluation of strategies, creating conditions for the use of innovative technologies in the system of management and strategic planning		
	➤ Optimisation of rules for drawing upon reserves and the management of central strategic instruments (excellent teams, scientific incubators, the fund for strategic priorities, etc.)		
	➤ Further centralisation of activities of management and administration of the University in activities and areas where it will be efficient and economical		

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➤ Automation/ digitalisation of activities and operational remits	➤ Securing electronic instruments for management and the use of data warehouses (intranet, data storage)		6.A
	➤ Development of digitisation of remits and processes (grant and project records, travel orders, requests in IS STAG, study fees, approving internal documents, holidays, absences, digitalisation of the ERASMUS+ programme, etc.)	RIZ_04_V_D	
	➤ Digitisation of the organisation structure and the structure of workplaces	RIZ_05_V_D	
	➤ Mapping, process standardisation, implementation and development of process management as a preparation of lean management of the institution		
	➤ Conception and subsequent implementation of managed documents		
	Elaboration of the concept and the establishment of the USB Business Centre		
	➤ Digitalisation of administrative remits and the increase in efficiency in processes (support for students in establishing and using data repositories for administrative decisions)	RIZ_06_V_D	
	Active cooperation with South Bohemian innovation firms, platforms – digitalisation and development of digital skills (e.g. Digi Hub)		
	➤ Digitisation of the accreditation process	RIZ_07_V_D	
➤ Data-based decision- making	➤ Efficient management of activities in the area of funding and management (development and support for records, unification through SW applications allowing effective financial management, investment management, and property administration, increasing the accuracy of the methodology of full costs, etc.)	RIZ_08_V_D	5.B
	➤ Evaluating the state and use of immovable property even in connection with the efficiency of newly planned investment projects		
	Earmarking capacities for monitoring plans and challenges suitable for the implementation of the investment strategy		
	➤ Using the current SW applications (e.g. MaR, EZS, EPS, Revisio, AMI, etc.) more when evaluating immovable properties with the aim of expanding their functionalities (significance)		
	➤ Records of the costs and energy performance of buildings, continuous application of efficient measures		

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➡ Quality system	➡ Development of instruments for monitoring and ensuring quality (student evaluation of instruction, ASPE, PEOS)		4.A 5.A 5.B 6.A
	Development of internal mechanisms of dividing financial resources supporting the priority areas of development, creating own mechanisms for remunerating academic staff	RIZ_09_V_D	
	Optimisation of competences of University-wide departmental and faculty units under an executed and planned centralisation of administrative work areas		
	Monitoring and evaluation of research teams in connection with systemic measures and instruments in support of high-quality teams (incl. new topics, disciplines)	RIZ_09_V_D	
	➡ Developing and supporting activities of internal and external evaluation panels: USB IEB, international boards (panels), etc.		
	➡ Systematic engagement of the USB Board of Trustees in the discussion about the strategic principles of USB (support for quality, strategic priorities) and in the creation of conceptual documents from the initial phase of their preparation, including the formulation of fundamental principles and priority objectives		
	➡ Securing an independent external evaluation of the implementation of the USB Strategic Plan (achievement of set objectives, the impact of executed activities, etc.)	RIZ_10_V_D	
	➡ Implementation of recommendations of evaluation panels (IEP M17+, etc.): taking these recommendations into account during reviews of internal processes and during the strategic allocation of resources, etc.		

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Rector, the Vice-Rector for Internal Management and Public Affairs, the Vice-Rector for Internal Evaluation, and the Bursar.

Objective 5.2 Human resources

Further development of personnel policy is a part of building institutional culture as well as creating conditions for the care for academic as well as non-academic staff and their personal as well as professional growth, including keeping and further building the newly obtained HR Award. We see an appropriate grasp of issues of gender policy of USB and its setting as a potential of development in the area of management of human resources.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
Incentive system	Expansion of capacities of care for human resources, development of support services for employees	RIZ_11_V_D	5.D
	Remunerating academic staff according to their current results and long-term contribution to the quality of activities of the University (educational, creative as well as the third role)		
	Creating an attractive environment for current and potential employees from the Czech Republic and abroad (stabilisation and incentive programmes, salary conditions, objective and transparent evaluation of staff, employee care, benefits, etc.), making the transition from the private sphere into academic careers easier	RIZ_02_V_H RIZ_11_V_D - RIZ_12_V_D	
	Establishment of a complete internal system for the development of employees following the development of LLL		
➡ Staffing policy	Ensuring generational continuity of academic staff and continuous changes on the level of middle management (incentives for training successors, support for the development of managerial competencies of successful staff members of the middle-aged and younger generations, etc.)	RIZ_05_V_H	5.D
	Preventing academic ‘inbreeding’ (filling work positions on the basis of open competitions, e.g. using the Euraxess platform, methodological support for faculties when making open competitions public and their promotion and administration, etc.)		
	Support for nominations of external experts (incl. foreign experts) when filling the middle and higher managerial positions		
	Support for young and starting staff (connection to Career Code, Development Strategy, mentoring, etc.)	RIZ_04_V_H	
	Development of support for managing staff members in the area of labour law		
	Updating the payroll regulations depending on the development of salaries in the Czech Republic	RIZ_13_V_D	
	Active formation of gender policy	RIZ_06_V_H - RIZ_07_V_H RIZ_14_V_D - RIZ_16_V_D	
	➡ Continual development of HR (HR Award), innovation of processes and regulations aiming at complete cultivation of the area (connection to evaluation NAB, IEP M17+, etc.)	RIZ_11_V_D	

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Rector, Vice-Rector for Internal Evaluation, and the Bursar.

Objective 5.3 Infrastructure development and renovation

The creation of a University intranet and its integration with intranets of individual faculties are among important tasks in the area of management of information technologies (IT). Another key activity is the development of internal communication using modern groupware instruments, which should lead to an increase in the accessibility of this communication and a more efficient sharing of information at the faculty as well as the University levels. In connection with obtaining key information for management, emphasis will be put on the unification of methodology for entering primary data and the development of managerial reporting; there will be another expansion of the USB data warehouse in this area. Further development and optimisation of the University electronic infrastructure and services aim primarily at increasing the user comfort, uniting and increasing the mutual interconnection of individual remits. Ensuring the accessibility and security of IT services and the need for a stabilisation and development of their personnel is a key factor here. A repository for collecting, facilitating, and sharing electronic materials in accordance with the open access policy to scientific information will be developed in the next period to increase the comfort of academic users when storing the results of pedagogical, scientific-research, and study activity. We will focus on its connection to national and supranational repositories in the further development of this instrument as well as on its extension to storing and sharing scientific data. Identity management (IDM) will also be an important area of development of IT management. Further entities and services that USB wishes to provide to its students, employees, and graduates will be included in the IDM. With respect to the amount of movable as well as immovable assets, USB puts emphasis on its economical use, but also on its optimal power performance and environmental impact while maintaining and increasing standards for premises and technologies of a top-notch educational and creative activity.

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➦ Technological development and upgrade of IT, ICT, etc.	Unification of methodologies of entering primary data		5.B 6.A 6.C
	➦ Development of data and managerial reporting		
	➦ Establishment and optimisation of the University e-infrastructure (unification, greater interconnection), increasing the comfort of its use		
	➦ Increasing the capacity and security of used electronic systems as well as the entire network		
	➦ Increasing the number of remits in information systems available in foreign languages		
	➦ Unifying email and groupware services and the communication environment of the University		
	➦ Ensuring the security and accessibility of services and data		
	➦ Optimisation of the IT infrastructure and services including corresponding changes in the organisational structure		
	➦ Modernisation of the USB telephone network in accordance with current communication standards		
	➦ Stabilisation and personnel development in the ICT area including securing substitutability in key remits and technologies		
	➦ Support for stabilisation and development of informatics as a degree programme		
	➦ Instruction support via ICT		
	➦ University repository of results of pedagogical, scientific-research, and study activity and a storage of shared data (open access)	RIZ_17_V_D	
	➦ IDM optimisation (development of identity management)		

Instrument (policy)	Expected output	Public indicator/ verification source	Operational objective SP MEYS 2021+
➦ Implementation of the investment strategy (investment plan)	➦ Development, building, and modernisation of educational and research premises in accordance with the strategic development of USB	RIZ_18_V_D	5.B
	➦ Upgrade and renovation of immovables in accordance with the current needs of USB	RIZ_18_V_D	
	➦ Creation of a strategy for necessary future reinvestments in equipment (Equipment repairs and maintenance fund)		
	➦ Modernisation and development of accommodation and catering capacities, support for sports, leisure activities and their facilities	RIZ_18_V_D	
	➦ Modernisation and maintenance of development areas (e.g. revitalisation of undeveloped plots, parking capacities)	RIZ_18_V_D	
	➦ Support for barrier-free accesses at the University	RIZ_18_V_D	
	➦ Increasing efficiency in the operation and administration of buildings, increasing their security, unifying the administration of immovables		
	➦ Optimisation of the use Na Zlaté stoce 1619		
	➦ Creation of a concept and a potential establishment of a faculty health-oriented unit/facility		
	➦ Securing storage space and file rooms; establishment of a central archive	RIZ_18_V_D	
	➦ Development of purposefully oriented premises in the centre of České Budějovice		
	➦ Establishment of a University primary school (FED USB)		

Responsibility

The responsibility for achieving the set objectives using defined instruments is borne by the Rector, the Vice-Rector for Internal Management and Public Affairs, the Vice-Rector for Student Affairs, and the Bursar.

Funding sources – Management

Institutional sources (grant from the state budget for educational and creative activity; support of research, experimental development and innovation from public resources, etc.), subsidies, ancillary activity revenues, other income or grants – from the state budget, state funds, the National fund, municipal budgets and budgets of regions, income from gifts and inheritance, etc., can be included among the basic sources of funding of instruments (policies) leading to the achievement of set objectives in the priority area Management.

Specifically, we expect that it will be particularly the following sources of funding for achieving the defined objectives:

- Operational programmes 2014–2020 for the Czech Republic, European territorial cooperation programmes, transnational and interregional cooperation programmes
- Operational programmes 2021–2027 for the Czech Republic, cross-border cooperation programmes, transnational and interregional cooperation programmes
- Institutional plan (2021)
- Horizon 2020 (about to be completed) and the new Horizon EUROPE (9.RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Recovery and Resilience Facility/National Recovery Plan 2020–2023; EC community programmes (incl. Digital EU; REACT-EU, etc.)
- ➦ Programme to support the strategic management of Higher education institutions for 2022–2025
- MEYS programme funding
- Institution's own resources
- Institutional (long-term conceptual development of research organisations) and special-purpose resources (GA CR, TA CR, MEYS, MFA, other agencies), systemic support (e.g. large research infrastructures)
- Foreign resources
- Other supplementary sources (resources of autonomous bodies/cities, regions, gifts, foundations, etc.)
- Sources 'Integrated territorial investments of the Agglomeration of České Budějovice' (IZI)

Indicators – Management

USB makes use of the method of monitoring values of predefined input and target parameters/indicators in the context of monitoring the achievement of set objectives, instruments, expected outputs, and particularly the evaluation of their impact on the quality of the activity of the higher education institution. These indicators are further divided into **public indicators** and non-public indicators (these serve to the management of USB and corresponding USB faculties for the management of data. Public indicators are further divided into core and supplementary for clarity (tables below). Indicators of achievement of planned objectives of the SP USB 2021+ and their expected outputs outlined above can be defined by indicators (public – core, supplementary, non-public) or by the actual nature of the expected method (its definition, description). In order to efficiently evaluate the SP USB, a direct connection to a public indicator is displayed with relevant objectives. Beyond the abovementioned, it is expected that independent evaluation of the implementation of the Strategic plan of USB for 2021–2030 will be secured in 2025 and 2030. USB will be the recipient of the evaluation report and the supplier of the report will be independent of the USB management.

Public indicators – core – Management

Code	Monitored parameter	Benchmark	Target value		Operational objective SP MEYS 2021+
		2018	2025	2030	
RIZ_01_V_H	Net profit in total (in thousands of CZK)	8 932	9 000	9 000	5.B
RIZ_02_V_H	Average employee salary (CZK)	36 922	45 000	50 000	5.D
RIZ_03_V_H	Number of employees – individuals	1 872	2 000	2 100	5.D
RIZ_04_V_H	Number of employees – calculated (FTE)	1 437,32	1 520	1 590	5.D
RIZ_05_V_H	Average age of employees	45	45	45	5.D
RIZ_06_V_H	Share of women in the total number of academic and scientific staff members – individuals	40.66 %	42 %	45 %	5.D
RIZ_07_V_H	Share of women in the total number of academic and scientific staff members – calculated (FTE)	40.13 %	41.5 %	42.9 %	5.D

Public indicators – supplementary – Management

Code	Monitored parameter	Target value	Operational objective SP MEYS 2021+
RIZ_01_V_D	Total USB income	min. increase of 5 %	5.B
RIZ_02_V_D	Income volume from ancillary activity	min. increase of 9 %	5.B
RIZ_03_V_D	Creation of the concept and the introduction of a fund for support for innovations of degree programmes		6.C
RIZ_04_V_D	Digitisation of administrative work areas and processes	project database, travel orders, requests in IS STAG, tuition fees, approving internal documents, holidays, ERASMUS+	6.A
RIZ_05_V_D	Digitisation of the organisational structure and the structure of workplaces		6.A
RIZ_06_V_D	Using data repositories by students for administrative decisions	at least 1 % of students will be using a data repository	6.A
RIZ_07_V_D	Digitisation of the accreditation process		6.A
RIZ_08_V_D	Operating costs per m2 of usable surface area	min. decrease of costs by 2 %	5.B
RIZ_09_V_D	Updated methodology of the USB budget		5.B
RIZ_10_V_D	Performance of an external evaluation of the implementation of the Strategic Plan	2 events	5.A
RIZ_11_V_D	Update and implementation of the Action Plan (HR Award) for 2021–2024		5.D
RIZ_12_V_D	Share of personnel costs in the total costs	maintain the current ratio (56 %) at least with the view of a growing trend of the indicator of the increase in personnel costs	5.D
RIZ_13_V_D	Updated USB Payroll Regulations		5.D
RIZ_14_V_D	Design and implementation of the USB Gender Equality Plan		5.D
RIZ_15_V_D	Representation of women in USB management (USB management, management of constituent parts of USB, USB Board of Trustees, USB Academic Senate, academic senates of constituent parts of USB, USB Scientific Board, scientific boards of constituent parts of USB)	min. increase of 10 %	5.D
RIZ_16_V_D	Support for the representation of women in management positions at USB	min. increase of 10 %	5.D
RIZ_17_V_D	Establishment of a repository		6.C



Annexe No 1

Table of the estimated allocation of resources from the Programme to support the strategic management of higher education institutions for 2022–2025 (Programme)

The tables below specify the estimated allocation of resources from the Programme that will be intended for the support for the implementation of measures as per individual priority objectives of the Strategic plan of the Ministry for the Area of Higher Education Institutions for 2022–2025. The allocations are indicated in percentages (table No 1) and in the estimated volume of the maximum amount of the grant for USB in the programme period 2022–2025 (table No 2).

Table No 1

SP2021+ PRIORITY OBJECTIVES AND CORRESPONDING OPERATIONAL OBJECTIVES RELEVANT FOR THE SUPPORT FROM RESOURCES OF THE PROGRAMME		Resources allocation (%)
1. DEVELOPING COMPETENCIES DIRECTLY RELEVANT FOR LIFE AND PRACTICAL APPLICATION IN THE 21ST CENTURY		10
1.A	Supporting the development of competencies of staff for instruction and the creation of new degree programmes	
1.B	Developing methods of assuring the quality of education and verifying learning results	
1.C	Bolstering the connection of studies and practical application and preparation for future employment	
1.D	Further developing professional profiles of studies and bolstering their prestige	
1.E	Supporting the building of infrastructure for interactive methods of education and integration of those who study	
2. IMPROVING ACCESSIBILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION		25
2.A	Improving the use of distance method of education in full-time degree programmes	
2.B	Bolstering the incentive of higher education institutions to develop the offer and to innovate the methods of flexible forms of education, including education provided online	
2.D	Allowing better harmonisation of studies with family and work life, and creating conditions for successful studies in the part-time form	
2.E	Improving the recognition of results of prior learning in further studies	
2.F	Increasing the information value of documents concerning achieved results of learning in lifelong learning for employers	
2.G	Promoting the offer of lifelong learning through the career counselling provided to those studying as well as the general public and in cooperation with the Labour Office	
3. INCREASING THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES		5
3.C	Bolstering the quality, openness, and internationalisation of doctoral studies	
3.D	Improving conditions for successful studies, including the support for harmonising studies and family life, and bolstering social integration of doctoral students	
5. BUILDING CAPACITIES FOR STRATEGIC MANAGEMENT OF HIGHER EDUCATION		15
5.A	Creation of a financial instrument for the implementation of key strategic priorities at the level of higher education institutions	
5.B	Bolstering strategic management at higher education institutions	
5.D	Bolstering strategic management of human resources at higher education institutions	
6. DECREASING THE ADMINISTRATIVE BURDEN ON STAFF OF HIGHER EDUCATION INSTITUTIONS TO ALLOW THEM TO FULLY PURSUE THEIR MISSION		15
6.A	Simplifying the transfer of information to the public administration and improving the accessibility and circulation of information using continuing digitalisation of remits	
6.C	Supporting the development of professional apparatus providing support services for academic staff and the operation of schools	

SP2021+ PRIORITY OBJECTIVES AND CORRESPONDING OPERATIONAL OBJECTIVES RELEVANT FOR THE SUPPORT FROM RESOURCES OF THE PROGRAMME	Resources allocation (%)
INTERNATIONALISATION OF HIGHER EDUCATION INSTITUTIONS	20
I.1. Developing global competencies of students and staff of higher education institutions	
I.1.A Language and intercultural preparation of students and staff of higher education institutions	
I.1.B Developing international mobilities of students and staff	
I.1.C Developing professional competencies of staff of higher education institutions in the area of internationalisation	
I.2. Internationalisation of degree programmes of higher education institutions	
I.2.A Increasing the number and quality of degree programmes offered in foreign languages and joint shared programmes	
I.2.B Including the international dimension into the structure of degree programmes, including so-called mobility windows	
I.3. Simplifying the process of recognition of foreign education	
I.3.A Implementation of automatic recognition of education and results of studies abroad	
I.4. Creating an international environment at higher education institutions and promotion abroad	
I.4.A Supporting the development of international marketing of higher education institutions and the Czech Republic	
I.4.B Development of services offered to international students and staff	
I.4.C Working with international students and graduates	
I.5. Bolstering strategic management of internationalisation	
I.5.A Supporting comprehensive internationalisation at the institutional level	
I.5.B Supporting international cooperation of strategic partnerships and memberships in international networks/organisations	
OTHER PRIORITY OBJECTIVES OF SPHEI under the following areas:	10
II.1 Adapting the form of studies and support services to the changing characteristics of prospective students; career counselling and information support for prospective students when selecting degree programmes;	
II.2 Reacting to social, economic (including the need to work during studies to cover basic costs of living), cultural, geographic, health, and other barriers to access to studies and succeeding in studies; supporting those who are studying with special needs;	
II.3 Community dimension of higher education institutions; bolstering the sharing of the identity of the higher education institution; social integration of students as prevention of student failure; developing the social capital of students;	
II.4 Supporting particularly talented students	
II.5 Mental health of students and staff of higher education institutions, including the occupational syndrome	
II.6 Addressing problems of enrolment in studies only for the purpose of gaining student benefits, so-called ‘dead souls’ among students;	
II.7 Developing the entrepreneurial spirit of those who are studying; supporting start-ups and spin-offs;	
II.8 Sport and development of the physical culture of students as well as staff as a part of the mission of higher education institutions;	
II.9 Increasing the value of findings and their transfer into practice; the transfer of technologies; the role of higher education institutions in supporting innovations;	
II.10 Accessibility of results of creative activities to the general public; the popularisation of science;	
II.11 Utilising the professional facilities of higher education institutions to address social issues; engaging higher education institutions in the life of the civil society, and the support of civil activities of staff and students; volunteerism	
II.12 University of the Third Age and active life of seniors as a part of the mission of higher education institutions;	
II.13 Regional activities of higher education institutions and activities supporting keeping qualified personnel in structurally disadvantaged regions;	
II.14 Contribution of higher education institutions to the adaptation to climate change and ecological aspects of their operations, incl. decreasing the carbon footprint.	
SHARE OF INVESTMENT EXPENDITURES IN THE TOTAL ALLOCATION	25
SHARE OF INTERNAL COMPETITION IN TOTAL ALLOCATION	0

Table No 2 (Note: rounded up to thousands of CZK)

SP2021+ PRIORITY OBJECTIVE AND CORRESPONDING OPERATIONAL OBJECTIVES RELEVANT FOR THE SUPPORT FROM RESOURCES OF THE PROGRAMME	Resources allocation (CZK, thousands)
1. DEVELOPING COMPETENCIES DIRECTLY RELEVANT FOR LIFE AND PRACTICE IN THE 21ST CENTURY 1.A Supporting the development of competencies of staff for instruction and creation of degree programmes 1.B Developing methods of quality assurance of education and the verification of results of learning 1.C Bolstering the link of studies and the practice and the preparation for future employment 1.D Further developing the professional profile of studies and bolster their prestige 1.E Supporting the building of infrastructure for interactive methods of education and the integration of those who are studying	15 272
2. IMPROVING ACCESSIBILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION 2.A Increasing the use of distance methods of education in full-time degree programmes 2.B Bolstering the incentive of higher education institutions to develop the offer and innovate methods of flexible forms of education, including the education provided online 2.D Enabling better harmonisation of studies with family and work life and creating conditions for successful studies in the part-time form 2.E Improving the recognition of results of prior learning in further studies 2.F Increasing the information value concerning achieved results of learning in lifelong learning for employees 2.G Promoting the offer of lifelong learning through career counselling provided to students as well as the general public and in cooperation with the Labour Office	38 180
3. INCREASING THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES 3.C Bolstering the quality, openness, and internationalisation of doctoral studies 3.D Improving conditions for successful studies, including the support for harmonising studies and family life, and bolstering the social integration of doctoral students	7 636
5. BUILDING CAPACITIES FOR STRATEGIC MANAGEMENT OF HIGHER EDUCATION 5.A Creating a financial instrument for the implementation of key strategic priorities at the level of higher education institutions 5.B Bolstering strategic management at higher education institutions 5.D Bolstering strategic management of human resources at higher education institutions	22 908
6. DECREASING THE ADMINISTRATIVE BURDEN ON STAFF OF HIGHER EDUCATION INSTITUTIONS SO THAT THEY MAY FULLY PURSUE THEIR MISSION 6.A Simplifying the transfer of information to the public administration and improving the accessibility and circulation of information using continuing digitalisation of remits 6.C Supporting the development of professional apparatus providing support services for academic staff and the operation of schools	22 908

SP2021+ PRIORITY OBJECTIVE AND CORRESPONDING OPERATIONAL OBJECTIVES RELEVANT FOR THE SUPPORT FROM RESOURCES OF THE PROGRAMME	Resources allocation (CZK, thousands)
INTERNATIONALISATION OF HIGHER EDUCATION INSTITUTIONS I.1. Developing global competencies of students and staff of higher education institutions I.1.A Supporting language and intercultural training of university students and staff I.1.B Developing international mobilities of students and staff I.1.C Developing professional competencies of staff of higher education institutions in the area of internationalisation I.2. Internationalisation of degree programmes of higher education institutions I.2.A Increasing the number and quality of degree programmes offered in foreign languages and joint degree programmes I.2.B Integrating the international dimension in the structure of degree programmes, including so-called mobility windows I.3. Simplifying the process of recognition of foreign education I.3.A Implementation of automatic recognition of education and results of studies abroad I.4. Creating an international environment at higher education institutions and promotion abroad I.4.A Supporting development of international marketing of higher education institutions and the Czech Republic I.4.B Developing services offered to international students and staff I.4.C Work with international students and graduates I.5. Bolstering strategic management of internationalisation I.5.A Supporting comprehensive internationalisation at the institutional level I.5.B Supporting international cooperation of strategic partnerships and membership in international networks/organisations	30 544
OTHER PRIORITY OBJECTIVES OF SPHEI under following areas: II.1 Adapting the form of studies and support services to the changing characteristics of applicants; career counselling and information support for applicants when selecting degree programmes II.2 Reacting to social, economic (including the necessity to work during studies to cover basic costs of living), cultural, geographical, health, and other barriers in access to studies and success in studies; supporting students with special needs; II.3 Community dimension of higher education institutions; bolstering the sharing of the identity of the higher education institution; social integration of students as prevention of study failures; development of the social capital of students; II.4 Supporting particularly talented students; II.5 Mental health of students and staff of higher education institutions, including the occupational syndrome; II.6 Addressing problems of enrolment in studies only for the purpose of gaining student benefits, so-called ‘dead souls’ among students; II.7 Developing the entrepreneurial spirit of those who are studying; supporting start-ups and spin-offs; II.8 Sport and development of the physical culture of students as well as staff as a part of the mission of higher education institutions; II.9 Increasing the value of findings and their transfer into practice; the transfer of technologies; the role of higher education institutions in supporting innovations; II.10 Accessibility of results of creative activities to the general public; the popularisation of science; II.11 Utilising the professional facilities of higher education institutions to address social issues; engaging higher education institutions in the life of the civil society, and the support of civil activities of staff and students; volunteerism II.12 University of the Third Age and active life of seniors as a part of the mission of higher education institutions; II.13 Regional activities of higher education institutions and activities supporting keeping qualified personnel in structurally disadvantaged regions; II.14 Contribution of higher education institutions to the adaptation to climate change and ecological aspects of their operations, incl. decreasing the carbon footprint.	15 272
SHARE OF INVESTMENT EXPENDITURES IN THE TOTAL ALLOCATION	38 180
SHARE OF INTERNAL COMPETITION IN TOTAL ALLOCATION	0

Abbreviations and acronyms

AL	Academic Library
ASPE	Academic staff performance evaluation
AS USB	Academic Senate of the University of South Bohemia
B2B	Business to Business
Bc.	Bachelor's
BC	British Centre
BDP	Bachelor's degree programme
BT	Board of Trustees
CAS	Czech Academy of Sciences
CB	České Budějovice
CENAKVA	South Bohemian Research Centre of Aquaculture and Biodiversity of Hydrocenoses
COIL	Collaborative Online International Learning
COVID-19	Infectious disease caused by the SARS-CoV-2 coronavirus
CU	Charles University
CZ	Czech Republic
D&R	Dormitories and Refectories
DDP	Doctoral degree programme
DP	Degree programme
ENG	English
EOSC	European Open Science Cloud
EPS	Fire detection and fire alarm system
ESS	Electronic security system
ESN USB	Erasmus Student Network International student club at USB under the Erasmus Student Network
EU	European Union
FED	Faculty of Education
FHSS	Faculty of Health and Social Science
FP	Framework programme
FSP	Fund of strategic priorities
FTE	Full time equivalent
GA CR	Grant Agency of the Czech Republic
GC	Goethe Centre
HEI	Higher education institution
HR	Human resources
HRS4R	Award of excellence of human resources in research
HVS	Higher vocational school
ICT	Information and communication technologies
IEB	Internal Evaluation Board
IEP	International evaluation panel
IS STAG	Information system designated for the administration of the study remit of the higher education university

IT	Information technologies
IZI	Integrated zoning investment
JAK	Jan Amos Komenský
LCDRO	Long-term conceptual development of a research organisation
LLL	Lifelong learning
LMS	Learning Management System
M17+	Methodology of Methodology for evaluating research organisations and research, development, and innovations purpose-tied support programmes evaluation
MDP	Master's degree programme
MEYS	Ministry of Education, Youth and Sports
MH	Ministry of Health
MICHE	Monitoring Internationalization of Czech Higher Education
MS	Microsoft
NAB	National Accreditation Bureau
NMgr.	Consecutive master's
NMSP	Consecutive master's degree programme
OBD	Personal Bibliographic Database
OP	Operational programme
PEOS	Performance evaluation of other staff
PNAS	Proceedings of the National Academy of Sciences
PR	Public relations
PSSM PHEI	Programme to support the strategic management of public higher education institutions
RDIB	Research, Development and Innovation Board
RIV	Information Register of R&D results
RUV	Register of Art Output
S&R	Science and research
SBR	South Bohemian Region
SCSSN	Support Centre for Students with Special Needs
SER	Study and Examination Regulations
SF	Structural fund
SP	Strategic plan
SSch	Secondary school
SW	Software
TA CR	Technology Agency of the Czech Republic
THE	The Times Higher Education
USB	University of South Bohemia in České Budějovice
WoS	Web of Science



The Strategic plan of the University of South Bohemia in České Budějovice for 2021–2030:

- 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 of the University of South Bohemia in České Budějovice on 25 March 2021.

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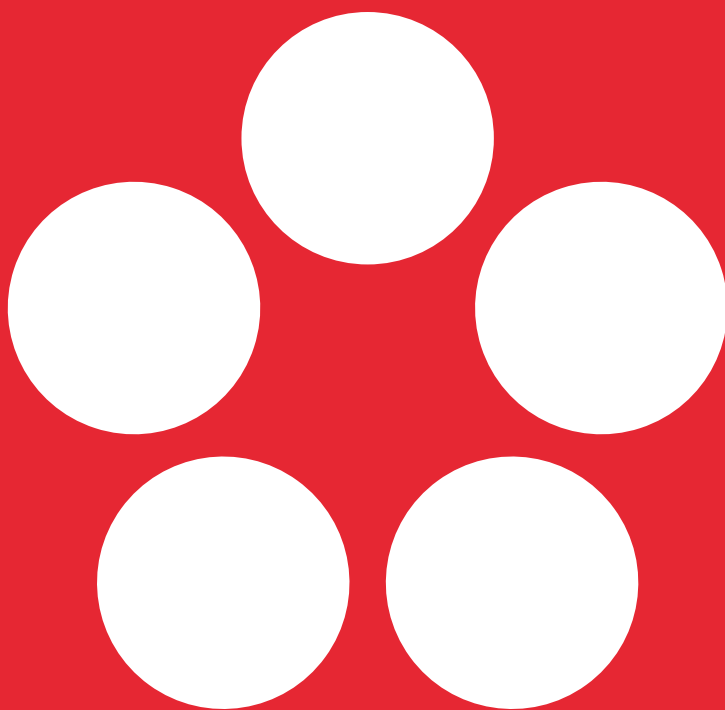
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