

**THE COLLECTION OF DECISIONS AND ORDINANCES
OF THE UNIVERSITY OF SOUTH BOHEMIA IN ČESKÉ BUDĚJOVICE**

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**Rector's Ordinance Issuing Rules for Creating, Approving and Publishing Strategic
Documents of the University of South Bohemia in České Budějovice**

In relation to the quality assurance of educational, creative and related activities, I am hereby issuing the Rules for the Creation, Approval and Publication of Strategic Documents of the University of South Bohemia in České Budějovice.

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Distribution list: members of USB management, the Deans of the faculties, directors of other part of the USB

Annex

Rules for Creating, Approving and Publishing Strategic Documents of the University of South Bohemia in České Budějovice

Article 1

Introductory Provisions

- (1) These rules set out the processes for creating, approving and publishing the main strategic documents of the University of South Bohemia in České Budějovice (hereinafter the USB), its faculties and other parts of the USB, with particular reference to the USB Strategic Plan and the annual Plan for the Implementation of the USB Strategic Plan, and the involvement of the members of the academic community of the USB and other relevant experts in these processes.
- (2) When preparing each individual strategic document, it is necessary to adapt the application of these rules to best match the input of the strategic document and the needs of its preparation.
- (3) If the process of creating, approving and publishing a strategic document is defined by legal regulations or other standards by which the USB is bound, the requirements of those standards are respected.
- (4) A project approach is applied to the preparation of the strategic document and the preparation of this document is considered a project.
- (5) The aim of the project of strategic document creation (hereinafter referred to as the “project”) and the measure of its success is to create the strategic document in the required quality, scope, within a stipulated time limit and within a pre-defined budget.

Article 2

Basic Terms

- (1) A **strategic document** is a document prepared as a comprehensive set of measures aimed at achieving objectives in (a) defined field(s). A strategic document includes a problem definition and a summary of underlying data and analyses, it defines the mission, the vision (i.e. the future desirable situation in the given field) and applied values, and defines objectives to be accomplished, including responsibility for the implementation of steps leading to their accomplishment. Furthermore, it contains specific and targeted measures to be taken to accomplish the objectives, and it defines an implementation plan, including its actors, the time and anticipated financial framework of implementation, metrics and indicators to measure the success and progress of the implementation process. It also defines the methods, forms and outputs of both interim and final evaluations.
- (2) The **Plan of Preparatory Work** is a document that contains a brief justification and the context for the preparation of strategic document development and defines individual activities that must be implemented at this stage, including their scope (e.g. which analyses will be conducted, to which level of detail, etc.). It also determines the implementers of activities, the schedule for the implementation of such activities, and the required budget. The Plan of Preparatory Work is created if strategic documents of a more complex nature are to be prepared. During the creation of smaller-scale strategic documents, the Plan of Preparatory Work may be informal (such as minutes of a meeting).
- (3) The **Input Report** is a document summarising key findings obtained during preparatory work on strategic document creation. It contains mainly an overview and evaluation of input data and performed analyses and it formulates a preliminary vision. It also describes the project framework, i.e. it defines the main activities required for strategic document creation and the

scope of strategic documents and the project's organizational structure, it summarizes the results of a risk analysis conducted in relation to strategic document creation, proposals for measures to minimize these risks, a framework time schedule, and a project budget. Based on the Input Report, the Contracting Authority of the strategic document decides on the next steps of its preparation. For smaller-scale strategic documents, the Input Report can be very brief, its project portion can only describe the basic parameters of the project.

- (4) The **Project Management Documentation** is based on the Input Report and includes mainly the following: a list of strategic document creation actors, the description of the project's organizational structure (and where appropriate, the definition of competence, authority and responsibility of executive staff within the structures in relation to other USB management and organizational structures), the description of objectives (expected outcomes), the scope, hierarchical structure, time schedule and budget of strategic document creation, a plan for the use of any external suppliers for sub-activities, and the description of continuous monitoring and evaluation processes of strategic document creation.
- (5) The **USB Strategic Plan** is a basic USB strategic document that is prepared for a period of five years following the year in which the USB Strategic Plan is discussed and approved, in accordance with long-term and strategic intentions of the Ministry of Education, Youth and Sports (hereinafter referred to as the "MEYS") in relation to the field of higher education. An obligatory annex to the USB Strategic Plan is the USB Investment Programme covering at least the same time period as the USB Strategic Plan. The USB Strategic Plan is a starting point for the preparation of strategic objectives for the development of faculties and other parts of the USB.
- (6) The **Plan for Implementation of the USB Strategic Plan** is always prepared for one calendar year. It is based on the USB Strategic Plan and takes into account the strategic plans of individual faculties and other parts of the USB. It also takes into account the Implementation Plan of the MEYS Strategic Plan for the year. The USB Plan for Implementation of the USB Strategic Plan for the first year of the five-year period covered by the USB Strategic Plan is prepared in the same year as the relevant five-year USB Strategic Plan and is discussed, approved and submitted to the MEYS together with the Strategic Plan. The USB Plan for Implementation of the USB Strategic Plan is seen as an implementation plan of the USB Strategic Plan for a year in which it specifies the schedule of activities planned in the USB Strategic Plan, takes into account shifts in priorities and the schedule of activities planned at the university-wide level and at the level of individual faculties and other parts of the USB. A mandatory annex to the Plan for Implementation of the USB Strategic Plan is the Updated USB Investment Programme for the respective year. The Plan for Implementation of the USB Strategic Plan is a starting point for the preparation of plans for the implementation of strategic plans at individual faculties and other parts of the USB.

Article 3

Organizational Structure of a Strategic Document Creation

- (1) The organizational structure of strategic document creation contains mainly a description of competence, authorities and responsibilities during the project preparation and implementation.
- (2) **The Contracting Authority of a strategic document:**
 - a) Appoints an Administrator to create a strategic document;
 - b) Approves the Input Report, including the process of strategic document creation;
 - c) Decides on the selection of strategic objectives to be further elaborated;
 - d) Approves the mission, vision, values and objectives of the strategy document;
 - e) Approves a draft strategic document, including a proposal for its implementation, and submits it for discussion and approval by selected USB boards;
 - f) For the USB Strategic Plan and the Plan for Implementation of the USB Strategic Plan, the role of the Contracting Authority is assumed by the Rector.

- (3) **The Steering Committee for the creation of strategic documents:**
- a) Approves project management documentation;
 - b) Is regularly informed by the Administrator and the Coordinator of the project's progress, benefits, risks, and changes;
 - c) Approves major changes to the project;
 - d) Approves a draft strategic document and submits it to the Contracting Authority;
 - e) Deals with escalated problems;
 - f) For the USB Strategic Plan and the Plan for Implementation of the USB Strategic Plan, the role of the Steering Committee is assumed by the USB Management.
- (4) **The Administrator of strategic document creation:**
- a) Appoints a Coordinator for the creation of a strategic document;
 - b) Is responsible for developing a Plan of Preparatory Work and approves it;
 - c) Is responsible for preparing the Input Report;
 - d) Is responsible for the creation of the strategic document;
 - e) Ensures compliance of outputs with the requirements of the strategic document's Contracting Authority;
 - f) Draws up a budget and ensures effective, economical and efficient use of funds allocated to finance the creation of a strategic document;
 - g) Is responsible for staffing the organizational structure for the creation of a strategic document;
 - h) Is responsible for creating and approving project management documentation;
 - i) Organizes the work of the Steering Committee for the creation of a strategic document;
 - j) Is responsible for approving the strategic document;
 - k) Informs the Contracting Authority of the progress of strategic document creation;
 - l) For the USB Strategic Plan and the Plan for Implementation of the USB Strategic Plan, the role of the Administrator is assumed by an authorized member of the USB Management. For the USB Investment Plan and Updated USB Investment Plan, the role of the Administrator is assumed by the USB Bursar.
- (5) **Th Coordinator for the creation of strategic documents:**
- a) Coordinates the preparation of a Plan of Preparatory Work;
 - b) Is responsible for the management of preparatory work and the implementation of activities under the Plan of Preparatory Work;
 - c) Identifies needs for changes to the Plan of Preparatory Work or the management documentation;
 - d) Coordinates the preparation of an Input Report;
 - e) Coordinates the preparation of Project Management Documentation;
 - f) Is responsible for managing the project and implementing activities in line with the Project Management Documentation;
 - g) Is responsible for drafting different parts of the strategic document and compiling a final document;
 - h) Supervises a proper succession of activities and efficient management of resources;
 - i) Leads the Strategic Document Creation Team, delegates work and supports team members;
 - j) Coordinates the activities of the Work Group(s);
 - k) For the USB Strategic Plan and the Plan for Implementation of the USB Strategic Plan, the role of the Coordinator is assumed by an authorized member of the USB Rectorate.
- (6) The Coordinator's mandate is clearly defined and unequivocally communicated in order to ensure transparency and to avoid any doubts both as to the commissioning of the actual strategic document development and as to the identity and competence of the Coordinator.
- (7) **Strategic Document Creation Team:**
- a) Creates a Plan of Preparatory Work;
 - b) Performs activities according to the Plan of Preparatory Work;

- c) Prepares the Input Report;
- d) Prepares Project Management Documentation;
- e) Performs activities according to the Project Management Documentation, mainly:
 - Processes analyses,
 - Verifies the vision,
 - Prepares and evaluate strategic goal options,
 - Works with the system of sub-objectives and strategic measures to accomplish them,
 - Prepares a plan for implementing and funding strategic measures,
 - Works with indicators sets and defines the manner and plan for monitoring and evaluating the indicators,
 - Proposes criteria, a method and a plan for evaluating the implementation of the proposed strategy,
 - Organizes a comment procedure and ensures that comments are settled,
- f) Performs tasks defined by the Coordinator for strategic document creation;
- g) For the USB Strategic Plan and the Plan for Implementation of the USB Strategic Plan, the role of the Strategic Document Development Team is assumed by employees of the USB Rectorate managed by an employee in the role of a Coordinator.

(8) Work Group:

- a) Provides consultations during the preparation of Project Management Documentation;
 - b) Participates in defining the concept, the method of processing, and the overall form of the strategic document;
 - c) Participates in defining the mission, vision, values, global and strategic objectives of the strategic document;
 - d) Participates in selected project activities, especially in:
 - The implementation of analyses,
 - Vision verification,
 - The compilation and evaluation of strategic objective options,
 - The processing of a system of sub-objectives and strategic measures to accomplish them,
 - The processing of a plan for the implementation and financing of strategic measures,
 - The processing of an indicator system and the determination of a method and plan for monitoring and evaluating the indicators;
 - The design of criteria, method and plan to evaluate the implementation of the proposed strategy;
 - The implementation of a comment procedure.
- (9) The Contracting Authority, the Steering Committee, the Administrator, and the Coordinator make sure that the composition of the working group or groups corresponds to the content of the strategic document under preparation and supports the functional involvement of the academic community representatives and other relevant experts. The number and size of the working groups correspond to the complexity of the issue that is being solved.
- (10) Work Groups may include both USB employees and external experts if the nature of a strategic document requires so. The involvement of USB employees into a Work Group and in the fulfilment of tasks performed by the Work Group is approved by their direct superior.
- (11) In the case of the USB Strategic Plan and the Plan for the Implementation of the USB Strategic Plan, members of the main working group are always deans of faculties and directors of other USB constituent parts or their authorized representatives.

Article 4
Commenting and Approving Strategic Documents

- (1) The process, form and order of commenting on and approving a strategic document is determined by the Administrator before the commencement of the preparation of a strategic document. The commenting and approval processes must allow for all members of the academic community that are affected by the proposed strategy and other relevant specialists to be involved.
- (2) The comments received within the framework of the individual commenting rounds or in the approval process are collected by the Coordinator who, in cooperation with the Administrator, prepares a proposal for their settlement. The proposal for the settlement of comments is approved by the Steering Committee; in case of any disputes the Contracting Authority has the final word.
- (3) The commenting process of the draft USB Strategic Plan is done in three rounds with the version of the draft containing comments from the previous round always forwarded to the next round of commenting. The rounds are as follows:
 - a) Commenting at the USB management level;
 - b) Commenting at the Work Group level;
 - c) Commenting at the level of the USB Academic Senate, the USB Scientific Board, and the USB Board of Trustees.
- (4) A draft USB Strategic Plan submitted by the Rector is approved and deliberated at the following levels:
 - a) Approval at the USB management level;
 - b) Approval at the Rector's Advisory Board level;
 - c) Deliberation at the level of the USB Scientific Board;
 - d) Approval at the USB Academic Senate level;
 - e) Approval at the level of the USB Board of Trustees.
- (5) The commenting process of the annual Plan for the Implementation of the USB Strategic Plan is done in three rounds with the version of the draft containing comments from the previous round always forwarded to the next round of commenting. The rounds are as follows:
 - a) Commenting at the USB management level;
 - b) Commenting at the level of the main Work Group.
- (6) A draft Plan for Implementation of the USB Strategic Plan submitted by the Rector is approved and deliberated at the following levels:
 - a) Approval at the USB management level;
 - b) Approval at the USB Rector's Advisory Board level;
 - c) Approval at the USB Academic Senate level;
 - d) Deliberation at the USB Board of Trustees.
- (7) If, during the period of validity of the approved USB Strategic Plan, changes are made by the USB, individual faculties of the USB or other parts of the USB or due to external circumstances that significantly interfere with the concept or content of the USB Strategic Plan, the Rector of USB is informed about these changes without delay, and will decide on the next steps.
- (8) By analogy with Articles 4 (3) to (6), the Dean of a faculty modifies the functional process of commenting and approving the Strategic Plan of the Faculty and the annual Implementation Plan of the Strategic Plan of the Faculty supporting the involvement of academic staff members at the faculty and other relevant experts.

Article 5
Publication of Strategic Documents

- (1) Strategic documents of the USB, individual faculties of the USB and other parts of the USB are published, after discussion and approval by relevant bodies or designated actors, in the public part of the University, on faculty websites, or websites of other constituent parts of the USB so that these documents are freely accessible. The publishing of these documents is provided by the Administrator.
- (2) Unless otherwise specified by the Contracting Authority, the supporting documents for the preparation of strategic documents (e.g. analyses, assessments, surveys and other quantitative and qualitative data) are considered non-public.
- (3) The USB Strategic Plan and the annual Plan for the Implementation of the USB Strategic Plan, including all relevant annexes, are published in the public part of the University's website after submitting these documents to the MEYS.

Article 6
Final Provisions

- (1) The rules for creating, approving and publishing the USB strategy documents are subject to regular review and are adjusted as necessary to reflect current developments in higher education, legislative requirements, and requirements of supervisory bodies, while taking into account both past experience and external and internal critical stimuli.
- (2) Suggestions to adapt the rules for the creation, approval and publication of USB strategic documents are sent by individual submitters to the Vice-Rector in charge of USB development and internal assessment on a continuous basis.