

2016-2020

Long-Term
Plan

of the University of South Bohemia
in České Budějovice
for 2016–2020



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

Vision

By 2020, the University of South Bohemia aspires to be:

- a university which is of benefit to both the city and the region
- a highly sought-after, friendly university, as well as one of the top universities in the Czech Republic
- a university able to compete on both the European and global levels

Values

Professional	The University of South Bohemia draws upon highly qualified and competent staff in all areas of its activities.
International	The University of South Bohemia builds upon international cooperation on the global level, placing particular emphasis on the Danube-Vltava Region.
Open	The University of South Bohemia is open to accepting and sharing new ideas and approaches, as well as to building new partnerships.
Ambitious	The University of South Bohemia is a responsive institution, setting ambitious goals in all its fields of activity.
Integrative	The University of South Bohemia brings together internal and external partners, providing an environment in which their ideas may be freely expressed and implemented.



Table of contents

Opening speech_6

Fulfilling the vision_10

Strategy_13

Indicators_49

Milestones at the University of South Bohemia_52

List of abbreviations_56



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Preface

The Long-Term Plan of the University of South Bohemia in České Budějovice for 2016–2020 represents our university's core strategic document for the new EU programming period. The significance of this document is highlighted by the fact that it will be used to create new opportunities for the university's development using funding from the new European structural funds operational programmes, including the Operational Programme Research, Development and Education. In the new programming period, a much closer connection is foreseen with the strategic documents of the South Bohemian Region as part of the National RIS3 strategy, which is why our university closely takes part in the applicable panels set up for this purpose by the South Bohemian Region (the Committee for Innovation in the South Bohemian Region; the Permanent Regional Conference for the South Bohemian Region). The newly-prepared Long-Term Plan will be fundamental to negotiations on further development and investment activities

with the Czech Ministry of Education, Youth and Sport, which is our university's educational authority as a public higher education institution, and, as a strategic document, it will also represent an annex to the envisaged investment development project of the university.

Due to the activities it has performed over the past twenty-five years, the University of South Bohemia is one of most respected regional public higher educational institutions in our country. We rank just below the traditional universities in a number of monitored quality parameters, which is encouraging, but it also generates greater expectations. The area of study at all 8 faculties of our university covers a broad range of educational, research and other creative areas, making our university typical in that it offers a balance of natural, environmental, agricultural, medical and social sciences and humanities. There is a lasting demand for studies at individual faculties

of the University of South Bohemia, in spite of the adverse demographic trends over the past few years. Qualified academic staff, respectable experts in the various branches of science, applied disciplines of research and development and other creative activities including art specialisations are a prerequisite for the further successful development of the university. In this respect, no university can afford to rest on its laurels. Having the best human resources management and motivational programmes are going to be a prerequisite for our university to achieve academic excellence. Let me emphasise again that academic excellence is the goal here, as it is a realistic one to achieve, as opposed to scientific excellence.

Now, on the eve of the next programming period, we find ourselves in a different situation compared to the one we were in before the start of the current programming period that is now



drawing to an end. This time we have the necessary experience in preparing and implementing projects funded from European structural funds, or as the case may be, funded as a part of different programmes of the MEYS of the Czech Republic, which will be useful in the upcoming programming period. Above all, the university has developed modern facilities with high-end equipment, which makes us an institution able to compete on the international level in a range of research fields.

Talented young people with doctoral degrees from our university, as well as students from other universities, including foreign ones, along with high-quality facilities and an environment of a university culture of discovery and creativity are going to be a prerequisite for us to achieve our ambitious goals. Neither the University of South Bohemia, nor any of its faculties can afford to relax their efforts, because the new methodology for evaluating the quality of public higher education institutions laid down in the new Higher Education Act simply will not tolerate inferior quality or efficiency in educational, research or other creative activities.

Historically, the University of South Bohemia in České Budějovice did not have a firm enough foundation required for the development of technical specialisations, which has proved to be a substantial drawback, limiting our university especially in terms of bringing about benefits for the city and the region. However, it is never too late. We embarked upon the necessary measures required to develop technical and technological specialisations here in South Bohemia. Mechatronics, the first professional specialisation, has already been launched and it is encouraging that it has reached out to students interested in this type of modern technical education linked to practical experience. Biotechnology, another professional specialisation, is being prepared. The integration of these two specialisations will be the basis for establishing the USB Technology Institute (Centre for Practical Training in Technological Specialisations, CPVTO in Czech), a higher education facility which is to become the basis for the new faculty of technology within a few years. Developing new degree programmes and specialisations focusing on professional specialisations for socially beneficial fields in our country is an opportunity to bring together several faculties of the university and strengthen inter-faculty ties. Technical and technological specialisations are just one example. Another example is the professional specialisation called

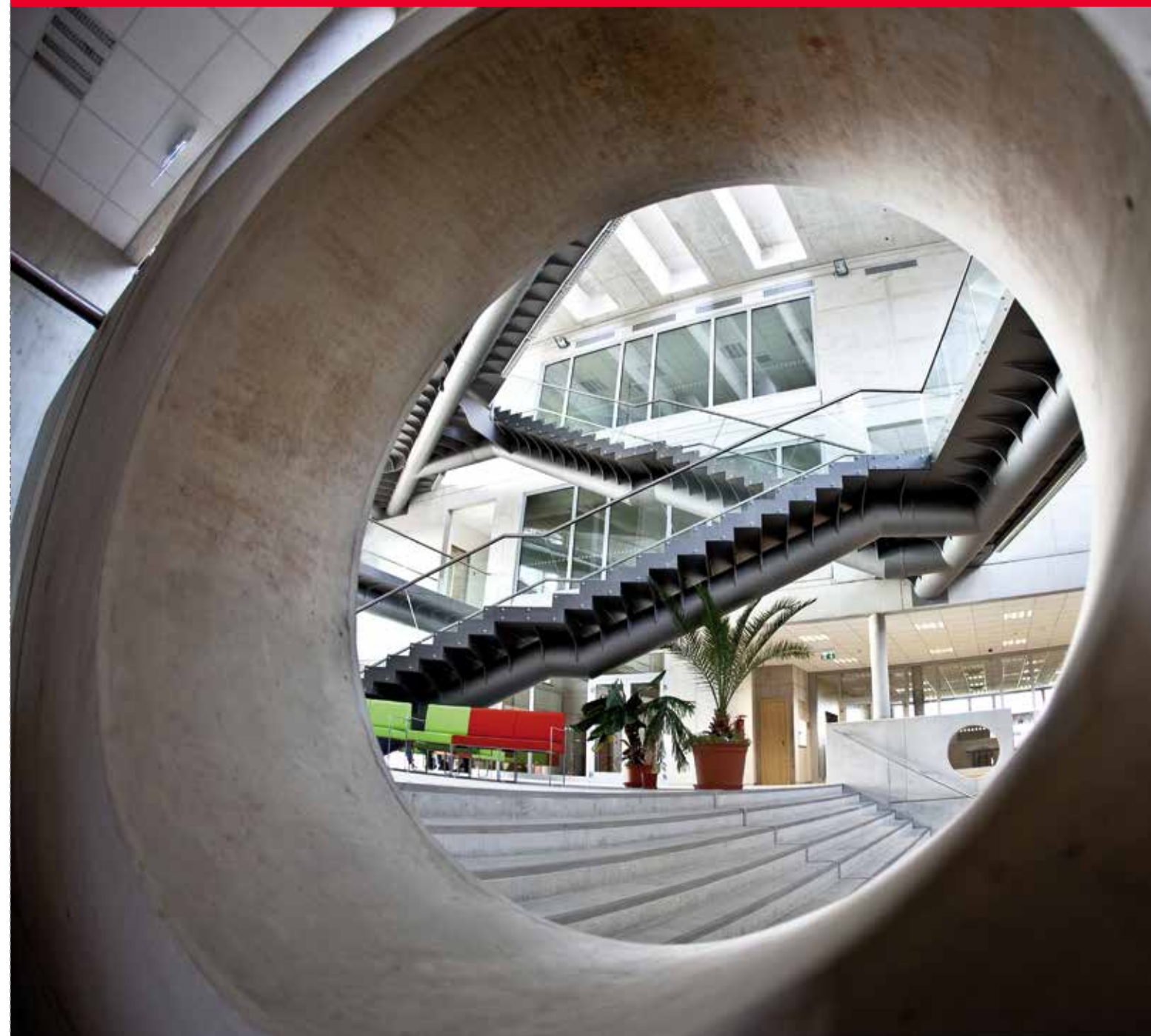
Renewal of the Cultural Landscape. In preparing its accreditation, the entire university has joined efforts and combined its capacities. We intend to help contribute to repaying our country's debt to the neglected border areas through this specialisation.

Its location in South Bohemia is one of the strategically favourable features of the University of South Bohemia, providing it with a great opportunity for establishing and developing cross-border cooperation with partner universities and colleges in Upper and Lower Austria, Vienna, Lower Bavaria, and Upper Palatinate. Several cases of unique cross-border degree programmes with a double or joint degree certificate have already been introduced, with others under preparation. The high level of interest on the part of our cross-border partners in further developing and intensifying cooperation in a number of specialisations and research activities is also significant. The interest of our partners in developing partnerships in technical and technological specialisations is particularly encouraging and obliging to us, enhanced by the new concept of Austrian and Bavarian technical higher education institutions (former higher professional schools).

In my view, the openness of our university is of utmost importance, and this will help lead to the university's future development. Just as cross-border openness and international cooperation in the broadest sense are a must at the University of South Bohemia, I also place equal emphasis on our openness to partner universities and higher education institutions in our country, provided that such openness is motivated by the qualitative enrichment of all cooperating partners. To me, this very approach seems to be the only way to enhance the quality and reputation of doctoral degree programmes and habilitation procedures, as well as the procedures for the appointment of full professorships.

The University of South Bohemia in České Budějovice meets all the conditions to maintain and strengthen its reputation as a respectable public higher education institution at home and abroad, with our students and teachers as members of academia being the most valuable asset of our university. My wish is for our academic community to stand firmly upon its democratic beliefs on fundamental issues as they pertain to the educational and research policies of our country and its social processes and to always be proud of our Alma Mater.

Libor Grubhoffer, Rector



Fulfilling the vision

It is the mission of the University of South Bohemia in České Budějovice (hereinafter "The University of South Bohemia" or "USB") to develop a high level of education, promote independent knowledge and creative activities in research and development and actively fulfil its social responsibility in the field of economic, social, cultural and environmental sustainability. These are the foundations upon which our visions and values rest.

The vision, mission and activities of our university are impacted by both internal and external influences. The Long-Term Plan of educational activities and activities focused on science, research, development and innovation, art and other creative activities at the University of South Bohemia in České Budějovice for 2016–2020 (hereinafter the "Long-Term Plan") is not just a reflection of our own desires and expectations, but also a reflection of the environment that the university is a part of. This environment is defined in greater detail in strategic and other documents (Long-Term Plan of MEYS for 2016–2020, Europe 2020, RIS3, OP RDE, etc.), which our vision and Long-Term Plan comply with.

As part of the Long-Term Plan, five strategic areas are defined: education, research, internationalisation, openness and management. The areas are further defined by specific objectives and tools to help achieve them. The Long-Term Plan will be supported by complementary strategies, projects and plans for individual strategic areas laying down the specific implementation process during the period in question.

Our commitment to fulfilling the Long-Term Plan is joint and democratic. The entire University of South Bohemia bears responsibility for its successful implementation.



Strategy



Education



Over the long term, The University of South Bohemia has ranked among the top higher education institutions in the Czech Republic. It offers an environment of a modern educational institution, and it is the main centre of education, science and research in South Bohemia. The University's offer includes a wide range of attractive and promising specialisations in the field of natural and social sciences and humanities at all levels of higher education. In a large number of specialisations, the university can boast of its high level of competitiveness on the national and international levels, made possible by its many years of tradition, continuous innovation, quality of infrastructure, facilities and teaching staff, the application of individual and other modern forms of teaching, the close interconnection between teaching and research, and international cross-border cooperation.

During these times demographic decline, unstable financing and turbulent global impacts, the university is aiming to optimize the structure of its selection of courses and its degree programme profile, increase the efficiency and quality of teaching by placing great emphasis on modern forms of teaching, including forms focusing on increasing the students' own responsibility for their study outcomes, to further develop student-oriented services, enhance the quality and attractiveness of the background and physical facilities and develop and professionalize life-long learning and other types of learning, with emphasis on permeability and the possibility to enrol in follow-up degree programmes.

All degree programmes at the university must correspond to the highest quality standards and relevant market requirements and societal demands.

It is going to be a major challenge for the university to adapt to the more varied groups of students in these modern times, groups with varied motivations, backgrounds and requirements. In order to maintain the quality of teaching, it is going to be necessary to respond to the students' needs and to adapt the teaching methods accordingly. This fact is also related to the increasing requirements, particularly regarding transferable competences of teachers, adequate study background and modern project and individual teaching methods.

The city, the region, major businesses and employers are calling for the development of specialisations in technological fields, which are in demand throughout the region and elsewhere. The ability to respond to these requirements will be a major challenge regarding the responsibility of the university to society as a whole.

	Objectives	Outputs
1.1	Creating the Technology Institute (Centre for Practical Training in Technological Specialisations, CPVTO)	I. The establishment and creation of the institute II. Drawing up the portfolio of degree programmes/specialisations – study profiling III. Development, approval and successful implementation of the project as a part of the OP RDE IV. Ensuring the funding, staffing and technical background V. Increase in the number of students of natural science-technological specialisations
1.2	Building, modernizing and upgrading facilities/equipment for degree programmes/specializations (education moving from theory to practice)	I. Number of m ² of new and modernised facilities II. Number of new and modernised classrooms, labs, etc. III. Increasing the student satisfaction rate with the study environment
1.3	Degree programmes/fields of study optimization	I. Laying down reviewed admission procedure conditions II. Increasing the graduate employment rate III. Increasing the number of students completing their studies in due form without any adverse effect on the quality of education IV. Number of inter-faculty specialisations V. Number of optional practical modules as a tool for the development of talented students, practical training (transferable competences, business administration, etc.) VI. Increase in the number of students of natural science-technological specialisations VII. Developing the classification of specialisations/degree programmes

	Objectives	Outputs
1.4	Increasing the efficiency and quality of teaching	<ol style="list-style-type: none"> I. Reducing the number of students per teacher II. Increasing the number of teaching hours of individual classes III. Increasing the number of students involved in research grants IV. The number of teachers completing a course on transferable competences V. Increasing the satisfaction rate of students as a part of the students' assessment of teaching VI. Establishing the position of student ombudsman
1.5	The development of student-oriented services	<ol style="list-style-type: none"> I. The number of students supported as part of the career centre II. The number of companies offering jobs/traineeships as part of the career centre III. The proportion of students with special needs out of the total number of students IV. The number of specific courses for LLL students V. The number of m² of refurbished dormitories VI. Reducing the drop-out rate VII. Establishing the "USB Point" – single information centre at the USB campus
1.6	The development and professionalization of lifelong learning and further studies	<ol style="list-style-type: none"> I. Establishing a university-wide LLL Institute and ensuring its stability and sustainability II. Yearly increase in the number of LLL courses participants III. Increasing revenues from LLL activities IV. Launching and regular repeating of the Children's University project V. Numbers of participants in the Children's University project



Objective 1.1 Establishing the Technology Institute (Centre for Practical Training in Technological Specialisations, CPVTO)

Tools to reach the objectives

- a) Putting together a portfolio of degree programmes/specialisations and its profile; analysis of placement and the manner of ensuring physical facilities and technical background; an inter-faculty consensus and the appointment of working groups, including a respected leader and manager; analysis of the demand by prospective students and the labour market – putting together a Graduates' profile
- b) Drawing up the strategic project in the OP RDE; ensuring investment and content preparation; specification of internal and external communication strategies; giving grounds for the establishment of the Technology Institute
- c) Analysis of existing capacities (physical facilities, human and research resources, etc.)
- d) Focus of specialisations (measuring instrumentation and information technology, biotechnology, mechatronics, etc.)

Responsibility Rector

Funding resources operational programmes, institutional plan, own resources, special-purpose funds outside of R&D

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.2, 1.1.3, 2.1.1, 2.1.5, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 4, PC 5

Objective 1.2 Building, modernizing and upgrading facilities/equipment for degree programmes/fields of study (education moving from theory to practice)

Tools to reach the objectives

- a) Creating conditions for modern teaching methods, its digitalisation and close connection to research and practice, by means of the following:
 - new facilities and equipment (only in specific and justified cases)
 - modernizing and innovating the existing facilities and refurbishing with new materials
- b) Creating conditions for project, interactive and simulated teaching methods, ensuring a great degree of interactivity, guaranteeing the quality of study conditions with high added value for all levels and forms of education, incl. specific demands and needs of various target groups
- c) Support and development of the infrastructure implemented as a part of PO4 OP RDI

Responsibility Dean

Funding resources operational programmes, institutional plan, financing from MEYS programmes, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.3, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4, PC 5

Objective 1.3 Degree programmes/fields of study optimization

Tools to reach the objectives

- a) Clarifying the structure of the offer of degree programmes/specialisations and the specification of the study profile using the classification of degree programmes/specialisations
- b) As far as bachelor degrees/specialisations are concerned, it is necessary to ensure their interdisciplinary nature, their differentiation and ensuing diversity in their study focus for the future profiling of the students
- c) For master degrees/specialisations, it is necessary to focus on clear profiling
- d) Ensuring a balance between the depth (theoretical prowess), diversity and breadth (general knowledge and corresponding transferable competences) of studies in order to increase the rate of graduate employment on the labour market
- e) A selection of internationally comparable, competitive degree programmes/specialisations enabling a higher rate of graduate employment (meeting the demands of the labour market and societal demand)
- f) Developing and innovating degree programmes/specialisations in cooperation with graduates, the labour market and in compliance with societal needs
- g) Increasing the quality of all degree programmes/specialisations
- h) Promoting inter-faculty specialisations while avoiding duplicity in teaching the same specialisation at several constituent parts of the USB
- i) A selection of optional practical modules as a tool for the development of talented students and their practical training (transferable competences, business administration, etc.)
- j) Introducing a transparent system to regulate the number of students at faculties as a modern, flexible management tool and setting up a system as a new mechanism to set aside funds to support strategic high quality specialisations
- k) Ensuring financial aid for new or newly developing technical specialisations and specialisations in demand in society
- l) Promoting eminent personalities and notable graduates as part of the promotion of studies at respective degree programmes/specializations
- m) Developing systematic and professional support to introduce mandatory short-term/long-term traineeships for students in target organisations as an integral part of regular studies and as a tool for increasing the employment rate of graduates
- n) Degree programme/specialisation optimization in a systemic manner not only in compliance with the Higher Education Act, as amended, but also in view of the proposed legislative amendments to the Higher Education Act, including the standards of the National Accreditation Agency and proposed changes in this area

Responsibility Dean, Vice-Rector for Studies

Funding resources operational programmes, institutional plan, institutional resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.3, 2.1.1, 2.1.5, 3.1.1-5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4, PC 5

Objective 1.4 Increasing the efficiency and quality of teaching

Tools to reach the objectives

- a) Active search for talented students and the selection of a portfolio of opportunities for further personal development, including setting up systemic incentive instruments
- b) A greater degree of involvement of students in teaching and research (such as opening student assistant positions)
- c) Introducing a higher number of individual teaching (increasing students' responsibility and freedom) and increasing expectations from students
- d) Introducing modern teaching methods
- e) Increasing the quality and optimization of curricula and the system of studies
- f) Emphasis on the evaluation of educational activities (such as interviews with teachers and students, class observations, etc.) in order to recommend making possible improvements and innovations in the future
- g) Strengthening teachers' teaching abilities and competences (transferable competences)
- h) Monitoring, evaluating and adjusting the quality of student admission procedures
- i) Monitoring, evaluating and reviewing standards and criteria to evaluate study outcomes – setting the requirements and conditions of theoretical and practical exams suited to the degree specialisation's market requirements and societal demand (in accordance with the profiles of the degree programmes)
- j) Enhancing the level of student assessments of teaching
- k) Introducing a three-tier control system: Teacher, Guarantor, Internal Quality Evaluation Board
- l) Thorough making periodical internal evaluations of the quality, efficiency and economical nature of the degree programmes/specialisations, incl. monitoring qualitative indicators, including the quality of human resources, physical and technical background, transparent processes (such as the student ombudsman), etc.
- m) Strengthening the ties between teaching and research in master's and doctoral specializations

Responsibility Dean, Vice-Rector for Studies, Vice-Rector for Academic Affairs

Funding resources operational programmes, institutional plan, institutional resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.3, 2.1.1, 2.1.4, 2.1.5, 3.1.4

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4, PC 5

Objective 1.5 The development of student-oriented services

Tools to reach the objectives

The aim here is to create a complex network with a selection of consultancy and support services focused on providing access to studies, the studies as such, establishing passing requirements for the studies preparing for the and subsequent transfer to practical life, with a focus on quality, responsibility and prevention, by means of the following:

- a) A complex portfolio of services for students with specific needs
- b) Professional/Career consulting on a professional level similar to an employment agency, with the involvement of graduates acting as consultants provided to candidates
- c) A selection of Lifelong Learning programmes for students, candidates, graduates etc.
- d) Raising the standard of accommodation and catering services
- e) A systematic and transparent selection of scholarship programmes (motivational, social, talent-based, academic etc.)
- f) Services focused on reducing student drop-outs through establishing their causes and preventing them in order to increase the graduation rate without decreasing the quality of education
- g) A selection of study and leisure (cultural/sports and other) activities focused on an active social life and healthy lifestyle
- h) Development of consultancy services in psychological counselling and pastoral activities
- i) Services focused on international students and strengthening the international environment at the USB - International Club
- j) Raising the standard of the Academic Library

Responsibility Dean, Chancellor, Vice-Rector for International Affairs, Vice-Rector for Academic Affairs

Funding resources operational programmes, institutional plan, financing from the MEYS programmes, institutional resources, own resources, funding from abroad

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.2, 2.1.3, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4

Objective 1.6 The development and professionalization of lifelong learning and further studies

Tools to reach the objectives

Systematisation and professionalisation of education for the general public:

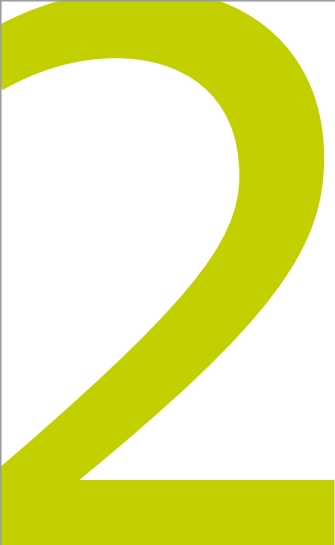
- a) LLL:
 - Conducting an analysis of the various possibilities of the legal personality of the university-wide LLL Institute
 - Conducting an analysis of the level of quality and interest in the existing courses and optimizing them to meet the market requirements, societal demand and capabilities of each faculty
 - Setting up attractive and efficient pricing of LLL courses
 - Ensuring professionalism and adequate staffing in terms of the organization of LLL in terms of the Guarantors and Lecturers of courses and workshops, with emphasis placed on the development of their transferable competences
 - Setting up a university-wide LLL Institute and ensuring a more efficient administration of the entire system
 - Establishing a single point of contact for the public and other institutions (Labour Office, Economic Chamber, trade union organizations, etc.), including facilities for holding courses
 - Focusing on alternative and efficient educational methods, such as virtual courses, etc.
 - Developing LLL programmes which proved successful at Czech and foreign universities
 - Incorporating LLL programmes within the National Framework of Qualifications, including setting up their levels in accordance with the national framework of qualifications and acquiring corresponding accreditation/authorization/certification for specific degree programmes/courses
 - Focusing on raising LLL to an international level, focusing on a foreign target group
 - Ensuring adequate professional marketing of the system and the selection of LLL courses for all target groups
- b) Children's University:
 - Establishing an attractive and popular system of interactive education (educational programme) for children aged 6–12 simulating university studies
 - Ensuring professionalism and adequate staffing in terms of the organization of the system in terms of the Guarantors and Lecturers of the courses and workshops, with emphasis placed on the development of their transferable competences

Responsibility Dean, Vice-Rector for Academic Affairs

Funding resources operational programmes, institutional plan, institutional resources, own resources, special-purpose funds outside of R&D

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.3, 3.1.4

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4



Research



The University of South Bohemia ranks among the best research-oriented universities, it is a respected centre of university science, and research not only in the Czech Republic, but also in certain fields on the European and global scales as well. The university focuses its research mainly on problematic areas of natural, social sciences, and humanities. An important component of the university's scientific and research activities is its close cooperation with various institutes of the Academy of Sciences of the Czech Republic. The quality of its research results is documented by the number of individual awards won by members of its research staff, success in grant competitions and the volume of institutional research support. Recently, a number of units have obtained top instrumental facilities with the support of EU funds, and new facilities have been constructed and existing ones have been modernized to meet the highest international standards. Thus, in conjunction with the quality of the members of its research staff, the conditions for further dynamic development of scientific results have been established.

However, implementing major projects funded from EU funds places greater strain on the administration. Two aspects seem to collide here – on one hand, conditions are being created for conducting quality research, while on the other hand, there is greater pressure regarding the quality of management and the elimination of administrative, financial and economical risks.

In the upcoming period, it will be the university's aim to continue using the EU projects efficiently and reasonably in order to further enhance the quality and standard of the research environment. A greater involvement of university teams in international projects will be promoted, with great emphasis placed on creating and maintaining job positions for young and talented members of the research staff and on creating an efficient and motivational internal research evaluation system.

Developing the conditions for working with science and industry professionals, transferring knowledge and fostering innovation remains a major challenge for the university. It will be indispensable to set up coherent, efficient and motivational conditions and, wherever possible, to promote the orientation of research towards the specific use of research outcomes in practice, thus supporting the local and national economy.

The university is going to build upon its traditions and strong points. However, these will only represent the foundation for its future development. In terms of research, the entire university must be open to new trends, meeting the needs of science and industry professionals and meeting societal needs to be able to think and act beyond the constraints of traditional areas of research and education.

In line with the above, the university will also focus on clearly presenting significant research outcomes to the general public. This also relates to the university's intention to promote transferable competences of the members of its research staff, such as communication, presentation, self-portrayal, etc.

	Objectives	Outputs
2.1	The DRO redistribution system as a modern and flexible management tool	I. The implemented system
2.2	Improving the international standing of research	I. Trend of raising/increasing funds acquired from foreign grants for funding research at the university II. Increasing the number of projects submitted in foreign grant agencies III. Increasing the proportion of foreign Research Fellows to equal the total number of Research Fellows IV. Establishing the portfolio of research programmes
2.3	Systemically supporting the creation and maintenance of jobs for young researchers	I. The number of new jobs for young researchers
2.4	Internal research evaluation system	I. The proportion of funds allocated to research compared to the total university budget
2.5	System support for cooperating with the science and industry professionals	I. Increasing the proportion of the university's revenues obtained from contractual/contracted research, development and innovation (cooperation with the professional field) and the sale of intellectual property licenses
2.6	The development, modernization and renewal of research infrastructure	I. Increasing international competitiveness in research and other creative activities
2.7	System support for the promotion of significant research outputs	I. The number of media outputs

Objective 2.1 The DRO redistribution system as a modern and flexible management tool

Tools to reach the objectives

- a) Providing a financial framework for launching new research activities to complement the model based solely on previous achievements and merits
- b) Developing a transparent and stable system of internal funding and budgeting for research, ensuring the development of university research with regard to the specific needs and capabilities of each branch
- c) Ensuring the support of new inter-faculty, inter-disciplinary and innovative research projects/teams

Responsibility Dean, Vice-Rector for Science

Funding resources operational programmes, institutional plan, institutional resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 5

Objective 2.2 Improving the international standing of research

Tools to reach the objectives

- a) Intensifying the involvement in foreign grants (such as HORIZON 2020)
- b) Creating conditions for the implementation of inter-faculty excellent and interdisciplinary research (across all units)
- c) Establishing and strengthening strategic partnerships with foreign research units/institutions
- d) Acquiring top foreign researchers to join research teams through an active staffing policy
- e) Setting up a distinct portfolio of research programmes, intelligible even to the general public
- f) Creating professional administrative conditions for providing methodological support
- g) Promoting and further developing the "CENAKVA" centre, a regional R&D centre funded by OP RDI resources

Responsibility Dean, Vice-Rector for Science

Funding resources operational programmes, institutional plan, institutional resources, foreign funding resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.1, 1.1.2, 1.1.3, 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 4, PC 5

Objective 2.3 System support for the creation and maintenance of jobs for young researchers

Tools to reach the objectives

- a) Developing system support for creating and sustaining jobs for young researchers
- b) Support of young workers five years within the completion of their Ph. D. degree, with a focus on graduates outside the university, foreign graduates and graduates with professional experience

Responsibility Dean, Vice-Rector for Science

Funding resources operational programmes, institutional resources, special-purpose funds for R&D, special-purpose funds outside of R&D, foreign funds

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.1, 1.1.3, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 3, PC 5

Objective 2.4 Internal research evaluation system

Tools to reach the objectives

- a) Reducing the gap between research ambitions and actual possibilities
- b) Pushing for more efficiency in making use of the members of the academic staff
- c) Optimization of remuneration of members of staff stemming from research evaluation results
- d) Creating an environment enabling a higher level of quality of research and other creative activities

Responsibility Dean, Vice-Rector for Science

Funding resources institutional plan, institutional resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 5

Objective 2.5 System support for cooperating with the science and industry professionals

Tools to reach the objectives

Ensuring an adequate amount and flexible administration of university resources necessary for developing and professionalizing the support of cooperation with the professional sector by means of the Technology Transfer Office:

- a) Stabilizing and further developing the Technology Transfer Office
- b) Further promoting the development and professionalization of the technological scouts
- c) Ensuring functional, professional and systemic support for administering cooperation with the professional field
- d) Promoting cooperation with companies, state and public administration bodies
- e) Promoting the transfer of research outcomes in practice
- f) Creating a clearly-defined, structured and priced selection of services in the fields of measurements, analyses, expert reports, consultancy, etc., establishing a statute for service centres providing such services
- g) Developing employee competences in the field of intellectual property protection and the awareness of business opportunities in each given field
- h) Setting up a staff remuneration system based on the results of evaluation of cooperating with organizations in the professional field / the results of transferring research outcomes to the professional field
- i) Ensuring a stabilized system of support during the initial steps of transferring research outcomes to the professional field
- j) Promoting the development of existing tools and creating new tools for working with the professional field, innovative entrepreneurship through industry platforms, technological parks, business incubators, co-working centres, etc.

Responsibility Dean, Vice-Rector for Science

Funding resources operational programmes, institutional plan, institutional resources, own resources, special-purpose funds for R&D, foreign funds

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.1, 1.1.2, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 4, PC 5

Objective 2.6 The development, modernization and renewal of research infrastructure

Tools to reach the objectives

- a) Promoting the development, modernization and renewal of research infrastructure in order to enhance its national and international competitiveness and the attractiveness of its research environment, with the contribution of grant funds and other resources
- b) Support and development of the infrastructure implemented as a part of PO4 OP RDI
- c) Promoting and further developing the "CENAKVA" centre, a regional R&D centre funded by OP RDI resources

Responsibility Dean, Vice-Rector for Science

Funding resources operational programmes, institutional plan, institutional resources, own resources, special-purpose funds for R&D, foreign funds

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.1, 1.1.2, 1.1.3, 2.1.5, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 4, PC 5

Objective 2.7 System support for the promotion of significant research outputs

Tools to reach the objectives

- a) Ensuring the systemic and professional promotion of significant research outcomes
- b) Ensuring improvement in transferable competences of Research Fellows (communication, presentation skills, self-portrayal, the media, etc.)

Responsibility Dean, Vice-Rector for Science

Funding resources operational programmes, institutional resources, institutional plan, own resources, special-purpose funds for R&D, foreign funds

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.3, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 4, PC 5

3 Internationalisation

Over the past 25 years, the University of South Bohemia has become actively involved on the international scene, both on the European and global levels. Today, the USB is cooperating with nearly 300 universities worldwide. The number of students and members of staff of the university posted abroad keep increasing every year. The number of foreign students, teachers and staff members heading to the USB is also on the rise. The university is entitled to award the prestigious DS Label Certificate to Graduates. In certain faculties, the University of South Bohemia also provides the possibility to obtain a joint/double degree, i.e. a degree certificate from our university and from a partner university abroad. Within the context of cross-border cooperation, the University of South Bohemia is working most intensively with its partner University of Johannes Kepler in Linz and the University of Passau. International activities are of utmost importance for quality enhancement and improving the international standard in education and research.

The university is going to concentrate its efforts on Making use of the potential of the Danube-Vltava European Region and the new EU programming period 2014–2020. It is going to be essential to set up high-quality and attractive conditions for foreign students and staff, to ensure an effective marketing campaign focused not only on attracting foreign students from traditional and new locations, but also a campaign focused on Czech students in support of international mobility as a significant tool for enhancing personal growth and employability.

In spite of all the efforts mentioned above, the international environment at the USB is not perfect. The university is therefore facing a number of challenges. The goals of the university for the upcoming period include activities directed towards the further development and professionalisation of the services provided by the Foreign Department at both the university and the faculty levels, setting up a systemic solution for the recruitment and admission procedures of foreign students and staff members, ensuring structured teaching of Czech for foreign students and improving the language skills of both academic and non-academic staff members, etc.

	Objectives	Outputs
3.1	Increasing the proportion of foreign students	I. Increasing the proportion of foreign students to the total number of students
3.2	Promoting foreign student mobility	I. Increasing the proportion of students in all degree programmes involved in foreign mobility programmes during their studies
3.3	Developing the selection of studies in foreign languages	I. Increasing the proportion of foreign students to the total number of students II. Increasing the proportion of foreign members of the academic staff III. Increasing the number of degree programmes/specializations taught in a foreign language IV. Increasing the number of "joint/double degree" programmes
3.4	Implementation of targeted marketing campaigns to promote internationalization	I. Increasing the proportion of foreign students to the total number of students II. Increasing the proportion of foreign members of the academic staff III. Increasing the number of degree programmes/specializations taught in a foreign language IV. Increasing the proportion of students in all degree programmes involved in foreign mobility programmes during their studies V. The number of partner agreements



Objective 3.1 Increasing the proportion of foreign students

Tools to reach the objectives

- Scholarship funds as a tool to support foreign students in their studies
- Developing and professionalizing the services of the international section – consultancy and administrative support of the admission process and the entire course of studies (an interactive Guidebook in several language versions, etc.)
- A systematic course structure for Czech as a foreign language for foreign students (rules for passing a Czech exam for foreign students in case they are enrolled in a Czech degree programme/specialisation)
- A system of recruitment and admissions procedures for foreign students (prospective students)
- Making use of the potential of the Danube-Vltava European Region and the new EU programming period

Responsibility Dean, Vice-Rector for International Affairs

Funding resources operational programmes, institutional plan, institutional resources, foreign funding resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4

Objective 3.2 Promoting foreign student mobility

Tools to reach the objectives

- Development of various types of financial aids for foreign mobilities for the students by means of programmes/scholarship funds
- Making an inventory of international contracts and purposefully developing new opportunities for foreign mobilities for students (agreements, joint degree programmes, foreign practicums/traineeships, etc.)
- Developing and professionalizing of services of the international section – consultancy and administrative support of the Coordinator of foreign mobilities, including responsibility for setting up and reviewing the study plan, etc.
- Systematic adjustment of degree programmes/specialisations enabling long-term foreign mobilities for students at every stage of their studies (recognition of degrees from abroad)
- Making use of the potential of the Danube-Vltava European Region and the new EU programming period
- Supporting the International Student Club – “students motivate students”
- Enabling the use of a “mobility window” in terms of accreditation/reaccreditation (recognition of 30 credits from a partner university)
- Promoting and intensifying cooperation with the AIESEC organisation

Responsibility Dean, Vice-Rector for International Affairs

Funding resources operational programmes, institutional plan, institutional resources, foreign funding resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4

Objective 3.3 Developing the selection of studies in foreign languages

Tools to reach the objectives

- Strengthening the language skills of members of both the academic and non-academic staff
- Increasing the number of foreign members of the academic staff
- Involvement of the members of both the academic and non-academic staff in foreign mobility (exchange) programmes
- Developing and professionalizing services of the international section – consultancy and administrative support of the admission process and the entire course of employment (an interactive Guidebook in several language versions, Euraxess, etc.)
- Making use of the potential of the Danube-Vltava European Region and the new EU programming period
- Support of new degree programmes taught in foreign languages, especially foreign-language versions of existing degree programmes

Responsibility Dean, Vice-Rector for International Affairs

Funding resources operational programmes, institutional plan, institutional resources, foreign funding resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4, PC 5

Objective 3.4 Implementation of a targeted marketing campaigns to promote internationalisation

Tools to reach the objectives

- Campaigns focused on both traditional and new regions (post-Soviet countries, China, India, etc.)
- Organising international summer/winter schools as an opportunity to attract potential students to bachelor/master’s/doctoral programmes
- Using personal connections of the university staff abroad
- Benefiting from the university’s own students/graduates abroad
- Cooperation with language centres - Alliance Francaise, Goethe Centre, The British Council
- Targeted marketing promotion focusing on Czech students, designated to support international mobility as a significant means of personal growth and employability
- Making use of the potential of the Danube-Vltava European Region and the new EU programming period

Responsibility Dean, Vice-Rector for International Affairs

Funding resources operational programmes, institutional plan, institutional resources, foreign funding resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3

4

Openness



The USB is the most significant educational and research organisation in South Bohemia, one of more major employers in the city of České Budějovice as well as in the entire region, and part of an extensive network of various relationships which have an impact on societal events. The university has at its disposal quite a wide range of working partnerships, functioning communication platforms with political representation on the national, regional and urban levels, and a top-notch network of partnerships with higher-education, research and other institutions in the Czech Republic and abroad. The university's weaknesses consist mainly in the fact that there are no systematic links to university graduates by means of the Alumni Club and the university only has a limited connection with employers at the university-wide level and in terms of degree programmes.

The weaknesses referred to above represent a major challenge for the university in the upcoming period. The university aims to support systematic cooperation with employers on all imaginable levels, both in the field of education and in the field of research and innovation. The university aims to promote building relationships with graduates and coordinate the establishment of technical and organisational conditions for the operation of a university-wide Alumni Club.

Last, but not least, the university is also going to support all activities advancing the university's reputation. The university is going to promote socially beneficial and publicly accessible activities in the field of culture, health and well-being. The university is going to further develop effective communication and self-portrayal towards potential students and the general and professional public.

The nation-wide environment and sentiments influenced by events on the national and global levels also need to be mentioned. The university's role in the interpretation of national and global events is increasingly important; it is expected to see things from a neutral perspective and be unbiased in interpreting significant societal issues. The university must be prepared to perform this role.

	Objectives	Outputs
4.1	Developing a network of key partners	I. Expanding institutionalized partnerships II. The proportion of unemployed graduates to the total number of graduates III. The number of long-term partnerships for economic support of the university's activities by "fundraising"
4.2	Building a university-wide Alumni Club	I. Establishing and launching a university-wide Alumni Club II. An attractive, interactive, user-friendly and functional web platform III. The number of graduates actively using Alumni Club services
4.3	Advancing the university's reputation	I. Improving public awareness of the university's activities and promoting a positive perception of its role in society
4.4	Developing marketing and communication activities with potential students	I. Increasing the number of long-term cooperating elementary schools, high schools and higher professional schools II. A systematic, clearly defined and structured presentation of degree programmes/specialisations, incl. a clear graduates' profile III. Increasing the proportion of enrolled students to the number of newly admitted students
4.5	Development of marketing and communication activities with the public and communities	I. Advancing the university's reputation II. Increasing the number of articles about the university in regional and nation-wide media III. Increasing the number of opinions given by experts on current societal issues in the media

Objective 4.1 Developing a network of key partners

Tools to reach the objectives

- a) Developing systematic cooperation and communication platforms with key partners who impact higher education: national, regional and municipal policy institutions, associations representing employees, professional associations, chambers, unions and groups/platforms, secondary schools networks, significant private and public corporations, including, but not limited to, by means of formal/informal periodic meetings
- b) Developing systematic cooperation and communication platforms with employers in order to support the employability of graduates of the university: involvement of employers in the system of career centre services, in the system of establishing, innovating and evaluating degree programmes/specialisations, in the system of Lifelong Learning Programme courses, in establishing conditions for short-term/long-term student traineeships, etc.
- c) Systematically developing support of the university's activities using private funding by "fundraising", also ensuring organizational, legal, ethical and economic aspects built upon a win-win strategy

Responsibility Rector, Dean, Chancellor

Funding resources operational programmes, institutional plan, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.1, 1.1.2, 2.1.1, 2.1.3, 2.1.4, 2.1.5, 3.1.4

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 4, PC 5

Objective 4.2 Building a university-wide Alumni Club

Tools to reach the objectives

- a) Analysis of how the alumni clubs in the Czech Republic and abroad function
- b) Building relationships with graduates at a university-wide coordination level
- c) Setting up a portfolio of the selection of services and activities available
- d) Establishing economic feasibility based on a win-win strategy
- e) Securing technical conditions for regular functioning and communication (web platform, linking to the systems and databases of the university)

Responsibility Dean, Vice-Rector for Academic Affairs

Funding resources operational programmes, institutional plan, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.4

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 4

Objective 4.3 Advancing the university's reputation

Tools to reach the objectives

Systematically supporting the broad involvement of the university in society-wide and publicly accessible activities:

- a) Round tables and lectures to popularize science to the general public, social events, exhibitions, anniversaries, concerts, sports events, student events, promotion activities, open campus days, talent contests, charity events, Havel's Place, etc.
- b) Developing services and consulting for the general public and the academic community, employees and university students (e.g. expert reports, studies, Centre of Prevention of Lifestyle Diseases etc.)

Responsibility Dean, Chancellor

Funding resources operational programmes, institutional plan, own resources, special-purpose funds outside of R&D

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 5

Objective 4.4 Developing marketing and communication activities with potential students

Tools to reach the objectives

- a) Drawing up a strategy for communicating with potential prospective students from the Czech Republic and from abroad
- b) Building upon the cooperation with elementary schools, secondary schools, higher professional schools incl. promoting professional activities
- c) Unifying electronic and printed supporting documentation of degree programmes/specialisations and presenting a clearly defined Graduates' profile and graduates' employability on the labour market

Responsibility Dean, Chancellor, Vice-Rector for Studies

Funding resources operational programmes, institutional plan, institutional resources, own resources, special-purpose funds outside of R&D

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.5, 3.1.4

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3

Objective 4.5 Development of marketing and communication activities with the public and communities

Tools to reach the objectives

Enhancing the media presentation of the university (studies, research, events at the university, etc.) on the national and international levels using the following:

- a) A clearly communicated profile, mission and university values
- b) Long-term cooperation with regional and nation-wide media
- c) Popularising science in an attractive manner (both regarding branches of science and specific outcomes), also supporting the establishment and activities of a regional science centre
- d) Specialized web portals (cooperation with the professional field, LLL, popularising science to the public, Alumni Club, etc.)
- e) An expert panel actively cooperating with the media
- f) In-house publishing activities in the field of books, magazines, as well as new media (electronic media and social networks) – publishing commercially viable books and course books

Responsibility Dean, Chancellor

Funding resources operational programmes, institutional plan, own resources, special-purpose funds outside of R&D

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.5, 3.1.4

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 5



Management



The University of South Bohemia has seen a period of vigorous development over the past 25 years. The development of the educational and research profile has been accompanied by rapid growth in the numbers of students, growth in the operational budget and over the past five years, extensive investments in structures, instrumental facilities and technology. This is a list of but a few of the most pronounced trends in the university's development. Other significant changes include the development of information technology, which is being integrated into the everyday functioning of the university, an increase in the number of employees at all levels and increasing requirements regarding their knowledge and competences and ever-increasing requirements regarding the quality and efficiency of the institutional, economic, personal and investment management of the university. Extensive investment and development projects of the order of CZK hundreds of millions, external influences, trends and requirements laid down for higher education institutions bring about significant existing and future risks requiring fundamental institutional transformations.

Further development and professionalization of the quality and efficiency of institutional, economic, personal and investment management of the university is a challenge for the upcoming period. During this period of unstable funding methods and turbulent changes in higher education, the university needs to look for tools to ensure high-quality and efficient functioning of the institution, enabling it to respond flexibly to new challenges and external influences.

The university must be able to make decisions based on relevant data, see to a high level of quality in all areas of its activities, including control mechanisms, and ensure an efficient, unified management system stable over the long term, ensuring the financial stability of the university.

The university is going to promote a systematic personnel policy and staff development, establish motivating working conditions and a pleasant environment and build on the promotion of a positive institutional culture.

The scope of intangible assets requires utmost care with regard to its condition, occupancy, energy efficiency, etc. It is also necessary to focus on increasing quality and on upgrading technologies as an environment for high-class education and research. The university cannot ignore the necessity to invest in other services and background for employees and students, such as residential halls, cafeteria, car parks, nursery facilities, etc. However, all investment projects need to be carefully evaluated as to their current feasibility, as well as their future sustainability and necessity.

In the upcoming period, the university is about to conduct a necessary review of all information technologies and systems. Information technologies need to serve us and help us achieve greater efficiency. The university shall not be held hostage by these support tools which are intended to aid the work of staff and students. The university is going to continue to promote further development of information technologies and systems, with emphasis on integrity, synergy, compatibility, efficiency and economy.

	Objectives	Outputs
INSTITUTION (management and economics)		
5.1	Data-based decision-making – moving from financial control to management control	I. Functioning management information system II. Appointing an independent board to establish, monitor and evaluate quality III. Setting up and implementing a system of managerial monitoring and evaluation
5.2	Quality system	IV. Setting up and implementing an indirect cost methodology (based on full costs)
5.3	Professionalization of support activities	V. Conducting relevant audits and adopting measures regarding the structure and organisation of support activities
5.4	Financial stability and the efficient management of financial resources	VI. Setting up and implementing a system for the risk monitoring of the implementation of major investment projects VII. Optimised rules for budget creation and allocation VIII. Optimised rules for the creation and allocation of provisions

	Objectives	Outputs
PEOPLE (employees and services)		
5.5	Personnel policy	I. Personnel policy: planning, employee incentive scheme, remuneration, further training and education, institutional culture, evaluation, interpersonal relationships
5.6	Employee incentive scheme	
5.7	Institutional culture	
INFRASTRUCTURE (buildings, structures and IT)		
5.8	Real estate management and administration	I. Operating costs per m ² II. Occupancy of facilities
5.9	The development of services and facilities for students and employees	III. Area per student IV. A booking system to help make use of the capacity of leisure facilities
5.10	Implementation of the investment strategy	V. Reducing the number of independent applications/systems VI. Reducing the average number of basic operations in information systems by students/staff members
5.11	Information technology and systems	



INSTITUTION

Objective 5.1 Data-based decision-making – moving from financial control on to management control

Tools to reach the objectives

- a) Building up a functional “online” data monitoring system – subsequent regular monitoring and evaluation of significant data/ factors (performance indicators) and their use in the strategic planning and management system (management tool for the coordination and overall direction of the institution)
- b) Ensuring professional and adequate staffing for the data monitoring system, with emphasis on the development of transferable competences

Responsibility Rector, Dean

Funding resources operational programmes, institutional plan, institutional resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4, PC 5, PC 6, PC 7

Objective 5.2 Quality system

Tools to reach the objectives

- a) Ensuring the concept of quality management and thorough monitoring of compliance with quality standards (student assessment of teaching, evaluation of academic/non-academic members of staff etc.) pursuant to the Higher Education Act in force and effect at the time, as well as with regard to the proposed legislative amendments to the Higher Education Act
- b) Translating significant quality indicators into faculty performance indicators, including the methods for their monitoring
- c) Appointing an independent committee to set up, monitor and evaluate quality, not only pursuant to the Higher Education Act in force and effect at the time, but also regarding the proposed legislative amendments to the Higher Education Act
- d) Ensuring professional and adequate staffing for the quality system, with emphasis on the development of transferable competences

Responsibility Rector, Dean

Funding resources operational programmes, institutional plan, institutional resources, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.1, 2.1.4, 2.1.5, 3.1.4

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 4, PC 5, PC 6, PC 7

Objective 5.3 Professionalization of support activities

Tools to reach the objectives

- Setting up and implementing the concept of quality assurance for administrative processes by means of the following:
 - Conducting a personnel audit, organisational and process analysis of the university
 - Proposing and implementing organisational restructuring and supporting project management in order to increase the efficiency of management structures
- Further centralisation of management and activities of the university in activities and areas where such centralisation will be efficient and economical in the long term
- Reflecting the significance of highly specialised activities for the management and administration of the university by implementing standards for working hours for specific activities
- Ensuring an efficient, unified, interconnected system of software applications for financial and technical institution management, stable over the long term

Responsibility Rector, Dean

Funding resources operational programmes, institutional plan, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 6, PC 7

Objective 5.4 Financial stability and the efficient management of financial resources

Tools to reach the objectives

- Optimisation of transparent rules for budget creation and allocation, taking into account the university's own needs
- Optimisation of transparent budget allocation, taking into account the current and upcoming changes in the funding and management of higher education by the state
- Optimisation of transparent methodology for inter-faculty settlement and indirect costs (based on full costs)
- Setting up a risk monitoring system for the implementation of major investments (an efficient assessment of investment plans as to their rate of return / sustainability)
- Increasing the efficiency and quality of the system for planning and purchasing by means of public procurement, including lowering error rates, managing commercial relations, etc.
- Monitoring and management of quality and performance indicators influencing the amount of funding
- Setting up technical, organisational and motivational conditions for the diversification of funding resources and for increasing revenues from other resources
- Optimisation of the system of the creation and use of financial provisions

Responsibility Dean, Bursar

Funding resources operational programmes, institutional plan, institutional resources, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4, PC 5, PC 6, PC 7

PEOPLE

Objective 5.5 Personnel policy

Tools to reach the objectives

- Systematic personnel planning, including an evaluation of these plans pursuant to the current and future needs in the field of ensuring efficient activities of the university in specific constituent parts
- Active recruitment of staff members from around the Czech Republic, from abroad and from the professional field, including a related stability programme for these members of staff
- Assessing the age structure of members of staff – ensuring generational continuity
- Setting up an internal programme for the further training and education of members of staff with regard to their individual development using its own resources (LLL), e-learning methods, or external services

Responsibility Dean, Chancellor

Funding resources operational programmes, institutional plan, institutional resources, own resources, special-purpose funds outside of R&D

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3, PC 4, PC 5, PC 6

Objective 5.6 Employee incentive scheme

Tools to reach the objectives

- Optimisation of the system of objective assessment of members of academic staff interconnected with plans/results of individual units and specific individual plans for professional development of members of academic staff (e.g. attestations)
- Creating a system to objectively assess members of the non-academic staff interconnected with plans/results of individual units and specific individual plans for the professional development of such staff members
- Optimisation of the rules for performance bonuses/extra payments for members of the academic staff in terms of the remuneration policy
- Setting up rules for performance bonuses/extra payments for members of the non-academic staff in terms of the remuneration policy
- Setting up / stabilising a staff welfare programme by means of social programmes, collective relations and other benefit programmes

Responsibility Dean, Chancellor

Funding resources operational programmes, institutional plan, institutional resources, own resources, special-purpose funds outside of R&D

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1

Objective 5.7 Institutional culture

Tools to reach the objectives

- Enhancing the employees' commitment to the vision and values of the university
- Building a friendly and motivating work environment
- Observing the compliance with Code of Conduct
- Ensuring an efficient and functional approach to information/regulations/rules

Responsibility Rector, Dean

Funding resources institutional plan, institutional resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.1.5

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 3



INFRASTRUCTURE

Objective 5.8 Real estate management and administration

Tools to reach the objectives

- Regular auditing of the condition and use of real estate with regard to its sustainability and other efficient use of such real estate
- Regular auditing of the energy performance of real estate in order to optimize energy management, construction work projects, replacement of heat generators, etc. and reflecting the obtained insight during the preparation and implementation of investment plans
- Auditing of the efficiency and cost-effectiveness of real estate management and drawing up / implementing the organisational and technical solutions

Responsibility Rector, Dean

Funding resources operational programmes, institutional plan, financing from MEYS programmes, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.4, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 6, PC 7

Objective 5.9 The development of services and facilities for students and employees

Tools to reach the objectives

- Modernisation and raising the standard of accommodation facilities for students
- Developing and raising the standard of accommodation services for university guests and members of staff as part of the stability programme
- Ensuring the university's own and commercial parking facilities
- Revitalizing undeveloped areas of the university campus
- Developing and launching the operation of a pre-school facility for the children of employees and students
- Developing and launching the operation of a building for students with specific needs and for student associations
- Development, modernisation and raising the standards of sports and leisure facilities, including booking systems
- Development, modernisation and raising the standards of other services for students and members of staff, such as a cafeteria, academic library, etc.
- Review of the accessibility of university facilities for persons with specific needs

Responsibility Rector, Dean

Funding resources operational programmes, institutional plan, financing from MEYS programmes, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 2.1.2, 2.1.4, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 4

Objective 5.10 Implementation of an investment strategy

Tools to reach the objectives

- Development, building, modernisation and renovation of educational and research facilities in compliance with the university investment strategy using EU operational programmes, the MEYS investment programme for the development of higher education infrastructure and the university's own resources
- Development and innovation of the educational and research facilities and equipment in compliance with the university investment strategy using EU operational programmes, the MEYS investment programme for the development of higher education infrastructure and the university's own resources
- Minor renovation and restoration of real estate in response to the current needs and funding possibilities of the university

Responsibility Rector, Dean

Funding resources operational programmes, institutional plan, financing from MEYS programmes, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.1, 1.1.2, 1.1.3, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 5, PC 7

Objective 5.11 Information technology and systems

Tools to reach the objectives

- Auditing of the existing condition of information technologies and systems (HW and SW, including software applications of financial and technical institution management) with regard to their development, sustainability and their further efficient use
- Further development of e-learning support of education (students, teachers and administration), including a redesign of the existing system in compliance with the unified visual style of the university
- Further development of distance learning education and studies options, particularly for purposes of combined forms of studies, Lifelong Learning, internal staff development, etc., including a redesign of the existing system in compliance with the unified visual style of the university
- Extension of applications, systems and document templates in bilingual versions
- The development and professionalisation of adequate tools for the record-keeping, sharing and storage of data, including comprehensive system security
- Further development and systematic ordering (integration) of tools and systems, enabling the efficient provision of services in the university and outside of it: computerisation of services for students and staff members, an electronic document system, file services, computerised administration (registration and management of traineeships, stays, projects etc.), funding systems, a real estate management system, a cafeteria system of RH&C, etc.
- Development of customer-focused services: user support, user training, tutorials, monitoring user-friendliness and user satisfaction
- Further development of IT infrastructure in compliance with existing technological trends
- Continuous development of information and physical security

Responsibility Rector, Dean, Vice-Rector for Science

Funding resources operational programmes, institutional plan, financing from MEYS programmes, own resources

Connection to the specific objective of the OP RDE (PA.IP.SO) 1.1.1, 1.1.2, 1.1.3, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1

Connection to the priority objective of the Long-Term Plan of the MEYS 2016–2020 PC 1, PC 2, PC 3, PC 4, PC 5, PC 6



Indicators



1. Education

Observed parameter	2014 (benchmark)	2018	2020
The number of students admitted for BDP, MDP, and CMDP	6 496	- 5% (a decrease relative to the base year)	- 9% (a decrease relative to the base year)
The proportion of BBP students meeting the requirements for continuing their studies in the second year	63.9%	66% (not an increase relative to the base year)	70% (not an increase relative to the base year)
The number of students per academic staff member	21.5	- 3% (a decrease relative to the base year)	- 7% (a decrease relative to the base year)
The number of LLL courses	315	3% (an increase relative to the base year)	5% (an increase relative to the base year)
The number of LLL course attendees	6 044	3% (an increase relative to the base year)	5% (an increase relative to the base year)
The participation of students in student assessments of teaching	30%	40% (not an increase relative to the base year)	50% (not an increase relative to the base year)
Providing assistance services to all students with special needs	a qualitative parameter	a qualitative parameter*	a qualitative parameter*
The number of students in technical specialisations	311	20% (an increase relative to the base year)	30% (an increase relative to the base year)
The average/standard length of graduates' studies in total in bachelor, master's, follow-up master's and doctoral degree programmes	1,03	1,025	1,02
The number of implemented university-wide mechanisms for obtaining feedback from major target groups	2	4	5

*Continuous improvement and expansion of the range of services to be provided to students with specific needs for the whole range of conditions.

2. Research

Observed parameter	2014 (benchmark)	2018	2020
The volume of funds obtained from foreign grants [CZK thous.]	22 475.8	5% (an increase relative to the base year)	7% (an increase relative to the base year)
The rate of success of submitted and accepted projects in foreign grant agencies	not monitored university-wide	10% (not an increase relative to the base year)	12% (not an increase relative to the base year)
The rate of success of submitted and accepted projects in national grant agencies	20.2%	24% (not an increase relative to the base year)	26% (not an increase relative to the base year)
Revenues from contractual/contracted research, development and innovation (cooperation with practice) and the sale of intellectual property licenses [thous. CZK]	14 383.1	5% (an increase relative to the base year)	7% (an increase relative to the base year)

3. Internationalisation

Observed parameter	2014 (benchmark)	2018	2020
The number of graduates who have had at least a 30-day stay or internship abroad as part of their studies	136	7% (an increase relative to the base year)	10% (an increase relative to the base year)
The number of foreign BDP, MDP, CMDP and DDP students who have come for at least a 30-day stay or an internship within mobility programmes	143	15% (an increase relative to the base year)	20% (an increase relative to the base year)
The share of degree programmes accredited as a "joint degree" in the total number of accredited degree programmes	6%	6% (not an increase relative to the base year)	6% (not an increase relative to the base year)
The share of graduates who are graduates of a degree programme in a foreign language in the total number of graduates	5,3 ‰	6,0 ‰ (not an increase relative to the base year)	6,2 ‰ (not an increase relative to the base year)

4. Openess

Observed parameter	2014 (benchmark)	2018	2020
The number of graduates actively using the selection of Alumni Club services	0	10% (not an increase relative to the base year)	15% (not an increase relative to the base year)

5. Management

Observed parameter	2014 (benchmark)	2018	2020
Total revenue per employee [thous. CZK]	1 070.83	1 150	1 200
The average wage of employees [CZK]	31 859	34 408	35 682
Area per student [m ²]	6.26	6.45	6.54

Milestones in The University

- 1803** The Institute of Theology in CB founded by a decree by Emperor Franz I.
- 1948** A branch of the Faculty of Education of Charles University
- 1953** Transfer of the Research Institute of Fish Culture and Hydrobiology to Vodnany
- 1960** Faculty of Economics and Management of University of Agriculture established in CB

2006

Prof. Dr. Karel Skalický, Th.D., is awarded the Order of Thomas Garrigue Masaryk

1. joint double-degree programme

The 1st licence agreement for patent exploitation

2009

8 faculties

The 1st USB Rectorate building

1991

The USB was established by law

1992

2 949 students
CZK 87 million turnover
732 staff members

of South Bohemia's history

2010

The Academic Library

2012

Diploma Supplement Label

2013

A unified visual style

2014

7 new buildings

The Czech Arctic Research Station opened in Svalbard

2013

12 878 students
CZK 1 441 million turnover
1 838 staff members



List of Acronyms

BDP	Bachelor's Degree Programme
CENAKVA centre	The South Bohemian Research Centre of Aquaculture and Biodiversity of Hydrocenoses
CPVTO	The Centre for Practical Training in Technological Specialisations, CPVTO
LLL	Lifelong Learning
CB	České Budějovice
CZECH	Czech language
CR	The Czech Republic
DS	Diploma Supplement (Supplement to a degree certificate)
DDP	Doctoral Degree Programme
LTP	Long-term plan
EU	The European Union
HW	Hardware
IP	Investment priority
IT	Information Technology
IR	Institutional resources (contribution per student ...)
USB	The University of South Bohemia in České Budějovice
RH&C	Residential halls and cafeterias
TTO	Technology Transfer Office
MDP	Master's degree programme
MEYS	The Ministry of Education, Youth and Sports
CMDP	Follow-up master's degree programme
OP	Operational Programmes
OP RDI	The Operational Programme Research and Development for Innovation
OP RDE	The Operational Programme Research, Development and Education
PO	Priority objective
PA	Priority axis
PROGFIN	Financial Programming of the MEYS
NIA PA	Net internal area – principal activity
RIS3	National Research and Innovation Strategy for Smart Specialisation
DRO	Development of Research Organisation
SO	Specific objective
SS	Secondary school
SW	Software
CU	Charles University in Prague
SPF outside of R&D	Special-purpose fund outside of Research and Development
SPF R&D	Special-purpose funds for Research and Development
R&D	Research and development
HPS	Higher professional school
HEI	Higher Education Institut
OR	Own resources (funds, donations, principal activity, supplementary activities, etc.)
ES	Elementary school
FF	Foreign funds (HORIZON 2020, Visegrad funds, etc.)

Long-term plan of educational and scientific, research, development, innovation, artistic and other creative activities of the University of South Bohemia in České Budějovice for 2016–2020:

- 1) discussed by the Scientific Board of the University of South Bohemia on 15 October 2015,
- 2) discussed by the Board of Trustees of the University of South Bohemia on 22 October 2015,
- 3) approved by the Academic Senate of the University of South Bohemia on 20 October 2015.

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1st edition: 2015

Vision

By 2020, the University of South Bohemia aspires to be:

- a university which is of benefit to both the city and the region
- a highly sought-after, friendly university, as well as one of the top universities in the Czech Republic
- a university able to compete on both the European and global levels

Values

Professional

International

Open

Ambitious

Integrative

