Teologická fakulta
Faculty of Theology

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

Strategic Plan
Faculty of Theology
University of South Bohemia in České Budějovice

2021-2030

Discussed by the Scientific Board of the USB Faculty of Theology on 11 November 2021

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Faculty of Theology

The USB Faculty of Theology was founded in 1991 as part of the then-nascent University of South Bohemia in České Budějovice. The faculty builds on the cultural and educational tradition of higher theological and philosophical studies in the South Bohemian metropolis, which dates back to the early nineteenth century.

In its scientific and pedagogical activities, the USB Faculty of Theology focuses on the areas of theology and religious education, religious studies, and philosophy, as well as social work and education that the faculty cultivates and develops on the basis of Christian, social, and democratic values.

Prospective students can choose from an offer of bachelor's, master's and doctoral degree programmes and also lifelong learning programmes.

Graduates of the faculty find employment in both churches and Church organisations focusing at helping, educational, didactic, and cultural activities, as well as in the public sector, especially as social workers in social welfare establishments and educators at leisure activity centres, journalists, as staff in public administration and local government, or in culture and tourism.

Milestones in the development of the USB Faculty of Theology

- **1803** Establishment of the Bishop's Seminary in today's Kněžská Street

- **1804** Start of instruction at the Philosophical Lyceum and Institute of Theology in České Budějovice

- **1950** Forceful closure of the Bishop's Seminary, which then in turn hosted a barracks, university dormitories and the regional political school

- **1991** on 8 November, the Faculty of Theology of University of South Bohemia located in the building of the former seminary was founded

- **2012** The faculty became a fully accredited facility in the field of theology with habilitation and professorship rights

- **2018** Institutional accreditation was obtained in the areas of education No 10 Philosophy, Religious Studies, Theology, and No 24 Social Work

Visions and values of the USB Faculty of Theology

We wish to be

- a professionally and socially recognised faculty offering attractive degree programmes, high-quality scientific results and a contribution to society,

- a faculty that successfully manages new challenges of the post-pandemic era and is primarily present in the digital space and using modern technologies while preserving the best traditions of humanities and social sciences,

- a faculty engaged in the international network of important scientific and educational institutions and organisations from the sphere of application.

Value foundations and values of the USB Faculty of Theology

- **Christianity** – interest in Christianity and respect for Christianity

- **Human dignity** – concern for human beings and respect for human beings

- **Justice/openness** – fairness that is ready to render accounts

- **Critical thinking** – in relation to oneself, one's work and studies: the ability to ask oneself the right questions, to be critical of information and one's mind, and to be able to seek answers to those questions

- **Loyalty** – to the faculty's mission demonstrated by the willingness to do one's work well, pro-actively and with efficiency

Presentation of the purpose and structure of the Strategic Plan of the USB Faculty of Theology

The faculty's Strategic Plan heralds its future development. However, its purpose and intent are not to create a commitment that must be satisfied irrespective of the future development of the University and society in the upcoming decade. The essence of the plan is to set objectives and priorities that the faculty intends to observe and pursue when the suitable conditions arise and the necessary sources are available.

These objectives and priorities follow the above-mentioned vision. They are steps leading to that vision and are guided by the values outlined above, which provide orientation and direction in decision-making.

A Strategic Plan of a public higher education institution (i.e. a university), which draws on the Strategic Plan of the Ministry of Education, Youth and Sports, has an impact on determining the contributions to educational and creative activities of a public higher education institution (Section 18(3) of Act No 111/1998, on Higher Education Institutions). A Strategic Plan of a constituent part of a public higher education institution (i.e. a faculty) is derived from the University-wide Strategic Plan. Such document is discussed by the faculty's Scientific Board and approved by the faculty's Academic Senate (Sections 27(1)(h) and 30(1)(a) of Act No 111/1198, on Higher Education Institutions). The faculty's Strategic Plan is also taken into account during accreditation procedures and project applications or applications for special-purpose financial support for the faculty's activities.

The structure of the Strategic Plan of the USB Faculty of Theology 2021–2030 corresponds to the structure of the USB Strategic Plan. Thus, it has adopted five strategic areas:

1. **Education**
2. **Research**
3. **Internationalisation**
4. **Openness**
5. **Management**

The individual strategic areas are delineated in detail in the main part of the Strategic Plan of the USB Faculty of Theology. These topics must be perceived synergistically because all concurrently and inseparably serve the development of the faculty. The de facto sixth strategic area, which affects all other areas, is **digitalisation**.

1. In the area of **Education,** the Strategic Plan of the USB Faculty of Theology envisages the support and further development of all current degree programmes in the areas of education for which the faculty is currently accredited.

Obtaining accreditations for higher levels of studies is a part of their development (e.g. DDP in the area of teaching and non-teaching pedagogy or the NMgr. programme Religious Studies), including, as appropriate, accreditations for bachelor's and specialised consecutive master's programmes (e.g. in English, double/join/multiple degrees, online programmes). It will also be important to maintain the existing institutional accreditations in the areas of education 10 and 24, bolster area No 24 by an institutional accreditation for the doctoral degree level and participate in obtaining the institutional accreditation for area No 19 Non-teaching Pedagogy within USB. It is also necessary to aspire to obtain programme accreditations at the doctoral degree level for pedagogical programmes.

2. The strategic area of **Research** primarily consists in the support for the so-called research incubators and teams of excellence led by experienced academics from the USB Faculty of Theology, which will be composed of postdoctoral researchers from the Czech Republic and abroad as well as other academics from the faculty and students in doctoral studies. Focus is also set on the further development of the current and prospective new doctoral studies and their internationalisation, an objective to be fostered also by the so-called School of Doctoral Studies of the University of South Bohemia. Emphasis is placed on the support for applied research, support for research project applications and the digital support for scientific activities (e.g. an option to stream conferences and seminars). The internationalisation of scientific activities at the USB Faculty of Theology is also a substantial part of this strategic area.

3. The strategic area of **Internationalisation** is directed towards the support for outgoing and incoming student mobilities, and the acquisition of language competencies of students and academics alike, including the support for language competencies in Czech for work in the case of foreigners working or studying at the USB Faculty of Theology. Essentially, internalisation is also about boosting the language and other competencies of other staff. It is important to improve their professionality in the areas of the support they provide to academics – e.g. when submitting project applications in foreign countries. Last but not least, strategic objectives of internationalisation include international marketing and popularisation of results of scientific work and the involvement of the USB Faculty of Theology and its departments in networks of international cooperation of research organisations and organisations from the application sphere. The internationalisation of scientific work is addressed in the strategic area No 2 – Research.

4. **Openness** is a broad strategic area encompassing not only the PR and marketing of the USB Faculty of Theology as such, its degree programmes and other activities. This area is closely intertwined with the area of Education, chiefly as regards LLL courses and professional training of students. Similarly, Openness is also interconnected with Education, since LLL serves as a major tool for applying knowledge of humanities and social sciences to the practice in the respective fields of the application sphere. Importantly, this area includes topics linked to social and environmental issues, and therefore the social and environmental responsibility of the faculty and its academic community.

5. The strategic area **Management** summarises the objectives related to the financial and personnel stability of the USB Faculty of Theology, also in the sense of ensuring the personnel stability with respect to accreditations, ensuring professional quality support staff in sufficient numbers, and procuring technical equipment for scientific and research work and teaching and for popularisation activities.

6. The cross-cutting area of **Digitalisation** is the much-needed response to changes that have occurred for society and higher education due to the pandemic of Covid-19 in 2020. First and foremost, this area concerns the support for online and hybrid forms of teaching, the use of modern technology in scientific and research work in humanities and social sciences, as well as the digitalisation of administrative and management processes. Digitalisation is closely linked to internationalisation since online communication has replaced mobilities to a certain extent. Another important link is that with Openness for the reason that the objectives of this strategic area should also be pursued digitally. In other words, as a faculty, we wish to be present in the digital space, in particular in the way we communicate with the public, in the availability of LLL instruction and courses and the accessibility of our own scientific results.

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Strategic Plan of the USB Faculty of Theology 2021–2030

Strategic areas of the USB Faculty of Theology

1   Education

   The strategic area of Education conveys the objectives of the Strategic Plan of the USB Faculty of Theology that are based on the strategic objectives of USB. The objectives are further assigned individual instruments leading to the achievement of the same and the expected sub-outputs.

In the strategic area of Education, the USB Faculty of Theology is engaged in its four major areas of education – AE 10 Philosophy, Religious Studies, Theology, AE 19 Non-teaching Pedagogy, AE 24 Social Work and AE 30 Teacher training.

The individual instruments and outputs have been designed in a way allowing the development of all areas of education, or the relevant degree programmes and for increasing their quality both in terms of the contents of the education and their forms and methods as well as the competencies of educators.

Last but not least, the strategic area of Education takes into account the administrative support extended to educators, the aim of which is to relieve them of administrative tasks in favour of their educational activity.

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
		Bolstering the professional profile of academically-oriented NMgr. programmes	
		Developing a system of substantive quality checks of education	
1.1	**Quality of education**	**Bolstering the personal responsibility for quality and compliance with standards in education**	1. Personnel optimisation of the Student Affairs Office 2. Differentiation of roles and competences of the Vice-Dean for Studies, the Vice-Dean for Internal Evaluation, the Head of the Student Affairs Office, study affairs officers and the administrative support for the study remit 3. Systemic support for degree programme guarantors in the preparation for re/accreditation, promotion of the admission procedure 4. Care provided to students and graduates and in communication with potential employers
		Bolstering the material importance of the academic community institution	
		Developing care for students at risk of dropping out	1. Development of the faculty's pastoral psychological counselling centre, engagement of tutors from among students of the faculty's NMgr. programmes 2. Coordinating support for active students who experience difficulties in their studies; reinforcing the importance of the institution of the pedagogical advisor or the advisory role of the programme guarantor; engagement of tutors from among students of the faculty's NMgr. programmes 3. Support for lifelong learning for unsuccessful students (certification of completed subjects, etc.)

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
		Systemic support for educators	1. Technical and methodological and didactic support for the implementation of new forms of instruction: Operative support for instruction by **IT** staff and improvement of **IT** competencies of teachers 2. Systemic support for identifying and sharing examples of good practices
		Effective organisation supporting the essence of educational activities	1. Alignment, comparison, and streamlining of administrative conditions of studies across the faculty (including any amendments to the relevant internal guidelines) 2. Improvement of efforts directed at the quality of the admission procedure (monitoring the quality of applicants and the quality of admitted students) 3. Include the evaluation of the quality of support services for educators in feedback mechanisms 4. Include the evaluation of the quality of the learning environment, facilities, and equipment in the teaching evaluation criteria by students 5. Increasing the number of students enrolled in studies out of the total number of successful applicants

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
1.2	Link to practical application	**Qualifications framework and learning outputs as part of standards**	1. Refining the internal structure of degree programmes in terms of linking the Qualifications Framework for Higher Education, graduate profiles, and the volume of knowledge that the student is expected to learn in individual subjects
		Linking the academically-oriented degree programmes with the research practice	1. Promoting research-oriented teaching – reinforcement of the role of diploma seminars of NMgr. fields of study 2. Boosting the cooperation with institutes of the Czech Academy of Sciences on the basis of jointly accredited doctoral degree programmes 3. Deepening the cooperation with institutes of the Czech Academy of Sciences on the basis of supervising NMgr. theses of talented students
		Linking the professionally-oriented degree programmes with institutions enabling professional employment	1. Cooperation with professional employment organisations when defining the needs of education and its implementation as such 2. Boosting the cooperation with professional employment organisations for graduates based on the supervising and consulting graduation theses 3. Boosting the cooperation with professional employment organisations for graduates on the basis of professional training
		Development of professionally-oriented bachelor's studies	1. Development of cooperation with selected **HPSs**, or including the transformation of educational programmes of HPSs into professional bachelor's programmes accredited by the faculty 2. Application of cooperation with professional employment organisations with the aim of feedback to graduates 3. Cooperation with professional employment organisations in preparing accreditations and re-accreditations, definitions of graduate profiles, etc.
		Bolstering the relevance of the graduate profiles of degree programmes	1. Adjustments to degree programmes in relation to the socio-economic needs of society and future development (care of the elderly, hospice care, administration of church property, chaplaincy, prevention of abuse of power and sexual abuse, promotion of democratic structures in society, etc.) 2. Adjustment to LLL courses according to socio-economic needs of society and future development 3. Boosting the link between the thesis topics and practice in the professional degree programmes 4. Boosting the cooperation with other faculties of USB with respect to the relevancy of profiles of degree programmes
		Support for active learning	1. Supporting the informal learning of students – enhancing professional training, study trips, and guest lectures and inputs of experts from the sphere of application into instruction 2. Promotion of research-oriented teaching – boosting the role of diploma seminars of NMgr. fields of study 3. Innovation of AV technology and IT for instruction and the use of virtual reality as a teaching tool

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
1.3	Modern education infrastructure	Infrastructure for hybrid education	1. Equipping selected classrooms in the buildings on Kněžská and Mlýnská with high-quality cameras and AV technology and IT for streaming the ongoing lessons or LLL courses
		Development of information, advisory and support services for prospective students and students	1. Systemic networking, coordination and support for the staff who provide information, advisory, and support services 2. Development of the faculty's pastoral psychological counselling centre 3. Engagement of tutors from among students of NMgr. programmes of the faculty
		Development, modernisation, and innovation of premises/equipment for degree programmes	1. Complete renovation of the building on 8 Kněžská, especially the removal of serious communication barriers 2. Support for and cooperation on the formation of education centres located on the premises of employers collaborating in the professional training of students 3. Equipping selected classrooms in the buildings on Kněžská and Mlýnská with high-quality cameras and AV technology and IT for streaming the ongoing lessons or LLL courses 4. Innovation of AV technology and IT to use virtual reality as a teaching tool
		Digitalisation of study remits	1. Digitalisation of remits necessary for the implementation of distance learning forms, including the development of digitalisation of remits within the full-time and part-time forms of studies (enrolment, applications, study confirmation, electronic diploma, etc.)
		Building modern study field faculties linking instruction and research	1. Professional profiling of individual departments of the faculty with respect to the degree programmes provided by the departments (professional/academic) 2. Consequently, as appropriate, the adjustment of structures of expert facilities of the faculty 3. Innovation of AV technology and IT to use virtual reality as a teaching tool

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
1.4	Efficiency and quality of doctoral studies	Financial stability of DDP	1. Optimising the financial security of DDP students
		Quality of DDP	1. Bolstering the role of individual doctoral seminars as a platform for collaborative learning 2. Bolstering the tools for acquiring competencies for academic writing in English (so-called academic writing) 3. Development of tools of quality checks of self-study in relation to the progress in obtaining erudition 4. Promoting the role of living foreign languages within DDP studies

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
1.5	Flexible forms of education	Development of distance education	1. Accreditation of the programme Theology in AE 10 as a distance programme 2. Equipping selected classrooms in the buildings on Kněžská and Mlýnská with quality cameras and AV technology and IT for streaming the ongoing lessons or LLL courses
		Flexible organisation of studies	1. Systemic solution to the permeability and transition between the various forms of studies and between the LLL studies and programmes 2. Increasing the flexibility of the organisation of studies 3. Differentiation of the roles and responsibilities of the Vice-Dean for Studies, Vice-Dean for Internal Evaluation, the Head of the Student Affairs Office, student affairs officers and the administrative support of the study remit
		Instruction/study materials and support materials	1. Achieving better availability, relevance, and quality of instruction/study materials supporting flexible forms of learning 2. Increasing the level of online courses in LMS Moodle and MS Teams 3. Improving the availability of interactive online textbooks (development and facilitation of the use of the eLibrary system)

Obj. code in USB SP	Objective	Tool (Policy)	Expected output
1.6	Development and professionalism of lifelong learning	Development of the LLL system and LLL programmes for the public	1. Development of LLL courses, including distance programmes (online university) 2. Expanding the offer of LLL programmes by retraining courses 3. Bolstering the link between LLL programmes and degree programmes 4. Bolstering the link between LLL and PR activities 5. Bolstering the link between LLL and research and scientific activities
		Further education for USB students and staff	1. Training academic staff in the framework of further development of language and IT skills 2. Active learning of the staff through active and operative support provided by IT staff and the language department – 'learn as you go' by application of the tutorial principle
		Promoting the cooperation between USB constituent parts in the context of LLL activities	1. Bolstering the current systemic approach to the preparation and delivery of LLL courses 2. Active cooperation on the creation of the LLL 'information centre' at USB (improvement of the central promotion of the offer of LLL programmes and their coordination) 3. Raising awareness of LLL activities at the faculty 4. Encouraging the systemic marketing activities in the area of LLL (identifying the demand, improving the relevance of the offer, searching for opportunities, obtaining feedback)

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
1.7	Graduates	Improving interaction with graduates	1. Bolstering feedback from graduates 2. Use of feedback from graduates for preparing accreditations and re-accreditations 3. The faculty's pastoral psychological counselling centre as a service designed for graduates and a platform for professional cooperation with graduates

Responsibility: *Vice-Dean for Education and Studies; Vice-Dean for Science; Vice-Dean for Development*

2   Research

     The strategic area of Research conveys the objectives of the Strategic Plan of the USB Faculty of Theology that are based on the strategic objectives of USB. The objectives are further assigned individual instruments leading to the achievement of these objectives and the expected sub-outputs.

In the strategic area of Research, the USB Faculty of Theology is engaged in the scientific and research support for its degree programmes and in project and publication activities as well as excellency in scientific and research work.

The individual instruments and outputs have been designed in a way ensuring the development of all areas of education, or the relevant degree programmes, enabling their growth to provide for higher levels of studies and academic qualifications (doctoral studies, habilitation and appointment procedures). Similar tools and outputs of the strategic area of Research observe, in synergy with the strategic area of Internationalisation, the promotion of the international relevancy of research work at the USB Faculty of Theology.

Last but not least, the strategic area of Research takes into account the administrative support extended to educators, the aim of which is to relieve them of administrative tasks in favour of their scientific and research activities, including the preparation for and implementation of research projects of the basic, applied and contract research.

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
2.1	Research excellence	**Bolstering the international status of research executed at USB**	1. Increasing the language competencies of educators and PhD students with respect to academic writing in English through long-term English courses, residential intensive English courses and applications of AI tools 2. Accreditation of English versions of all DDPs at the faculty 3. Development of a system of incentive instruments for employees successful in international comparison (successful themes, grants, engagement in renowned consortia, etc.) 4. Central support of the Project Office and the Science Office especially for the preparation and implementation of international projects 5. Flexible management of the redistribution of the long-term conceptual development of LCDRO at the faculty in connection with the internal research evaluation 6. Bolstering international relevance of scholarly journals published and co-published by the faculty
		Support for teams of excellence	1. Targeting a predefined allocation of funds from the LCDRO budgeting system for excellent teams (the faculty's research centres), or the use of other appropriate sources 2. Support for innovative teams (experienced academic and postdoctoral researchers, or other staff), focused on obtaining grant support for their research and scientific activities 3. Further enhancing academic competencies and qualifications of postdoctoral researchers and assistant professors – accreditation of habilitation and appointment procedures of AE 10 Philosophy
		Implementation of HRS4R	1. Amendment of the faculty's Career Regulations in relation to the support and development for researchers and academics

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
2.2	Social relevance of research	Open science	1. Equipping selected classrooms in the buildings on Kněžská and Mlýnská with high-quality cameras and AV equipment and IT for streaming ongoing conferences and PhD seminars 2. Cooperation on the preparation and implementation of the University's project database, shared data repository 3. (open access, open database, open science, EOSC, etc.), shared interface for internal competitions (GA USB, SPF, SMSP, etc.)
		Support for projects linked to the region and the socio-economic needs of society	1. Systemic development of support of the Project Office for filing applications for applied research projects in social work, education and ethics, i.e. research projects of the South Bohemian Region, NAKI, InterReg, etc. 2. Creating a system of procedural, financial etc. support for projects responding to the needs of the region and society (climate, drought, pandemics, ageing of the population, public health, etc.)

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
2.3	Support and development of research infrastructures	System of redistribution of LCDRO in connection with the internal evaluation of research	1. Allocation of funds from the budgeting and allocation system of the LCDRO to support research projects of innovative working groups (an experienced academic with a team of postdocs) and new research teams (the faculty's centres of excellence) focused on obtaining grant support for their research and scientific activities
		Research, modernisation, and upgrade of research infrastructure	1. Renovation and modernisation of the faculty's library with a view of creating facilities enabling the provision of modern library services
		Research incubator	2. Gradual reinforcement of the existing research teams to enable the subsequent division of such teams for the development of new working groups (an experienced academic with a team of postdoctoral researchers) for applied ethics, religious studies, Church history, etc., directed towards, inter alia, obtaining grant support for their research and scientific activities

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
2.4	**Systemic support of young researchers**	**Systemic support for the creation and retention of jobs for young researchers**	1. Systematising and linking emerging support tools at the USB level (teams of excellence, postdoctoral positions, Career Regulations, etc.) and their application in the faculty's environment
		University postdoctoral positions	1. Use of regular support for the creation of postdoctoral positions from central funds at the USB level 2. The faculty's own (internal) competition for postdoctoral positions
		Award for young researchers	1. Application of competition projects for the USB Award for Excellent Young Researchers
		Systematisation of support for student projects	1. Systematic development of support of the Project Office for filing student applications for applied research projects in social work, education and ethics, i.e. research projects of South Bohemian Region, NAKI, InterReg, etc.
		Development of doctoral studies	1. Accreditation of DDP APE (Applied Ethics) in AE 10 2. Accreditation of DDP FIVY (Philosophy of Education) in AE 19 and AE 10 3. Accreditation of DDP RELI (Religious Studies) in AE 10 4. Accreditation of all DDPs at the faculty in English

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
2.5	**Technology (knowledge) transfer**	**Systemic support for cooperation with practice**	1. Systematic development of support of the Project Office for filing applications for applied research projects in social work, education and ethics, i.e. research projects of South Bohemian Region, NAKI, InterReg, etc. 2. Building a platform of cooperation with the application sphere as regards professional training also for the field of research
		Development of application potential at USB	1. Further development of LLL as the main application tool of humanities and social sciences

Responsibility: *Vice-Dean for Science*

3   Internationalisation

The strategic area of Internationalisation conveys the objectives of the Strategic Plan of the USB Faculty of Theology that are based on the strategic objectives of USB. The objectives are further assigned individual instruments leading to the achievement of the objectives and the expected sub-outputs.

In the strategic area of Internationalisation, the USB Faculty of Theology focuses on the international dimension of its educational activities and the international relevance of its scientific and research work.

The individual instruments and outputs have been designed so as to advance the international dimension of all areas of education or the corresponding degree programmes, to enable their development to ensure higher levels of studies and academic qualifications (doctoral studies, habilitation and appointment procedures) and to reinforce the internal relevance of scientific and research activities, including project activities.

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
3.1	Development of global competencies of students and staff	Support for language and intercultural preparation of USB students and staff	1. Enhancing language competencies of teachers and PhD students to obtain competencies for academic writing in English through long-term English courses, residential intensive English courses and applications of AI tools 2. Bolstering the importance of the use of foreign languages in DDPs 3. Systematic improvement of students' language competencies within degree programmes 4. Systematic development of the offer of further education in foreign languages 5. Systematic development of competencies in the Czech language in the case of foreign staff and PhD students from abroad
		Development of international mobilities of USB students and staff	1. Broadening the offer of types and forms of international mobilities 2. Support for short-term mobilities for students with special needs 3. Support for mobilities to non-EU countries 4. Support for voluntary placements (e.g. Erasmus+ Youth, European Solidarity Corps) 5. Digitalisation of foreign mobilities – e.g. the application Erasmus Without Paper, European Student Card, use of Single Digital Gateway
		Development of professional competences of staff in the area of internationalisation	1. Increasing the language competencies of educators and PhD students to obtain competencies for academic writing in English through long-term English courses, residential intensive English courses and the use of AI tools

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
3.2	Internationalisation of USB degree programmes	Increasing the number and quality of degree programmes (DP) offered in foreign languages	1. Accreditation of NMgr. PHIL (Philosophy) in AE 10 2. Accreditation of NMgr. SWCS (Social Work in Civil Society) in AE 24, or in cooperation with the USB Faculty of Economics and USB Faculty of Health and Social Sciences 3. Accreditation of all DDPs in English
		Increasing the number and quality of joint degree programmes in foreign languages	1. Accreditation of NMgr. SWCS (Social Work in Civil Society) in AE 24, or in cooperation with the USB Faculty of Economics and USB Faculty of Health and Social Sciences
		Incorporating foreign mobilities of students into DPs (so-called mobility windows)	1. Creating mobility windows in individual DPs according to their focus and with respect to deadlines of re/accreditations
		Internationalisation of degree programmes accredited in the Czech language	1. Accreditation of all DDPs in English

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
3.3	Simplification of the recognition process of foreign education	Automatic recognition of results of studies completed abroad	1. Creating and implementing a system of automatic recognition of education and results of studies completed abroad

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
3.4	Creating an international environment and promotion abroad	Development of international marketing	1. Expanding the English version of the faculty's website 2. Use of social networks and other online platforms for international marketing 3. Increasing language competencies of the faculty's staff in charge of marketing and promotion
		Development of services for international students and staff	1. Reinforcement of the staff of the International Cooperation Office to 1.0 FTE 2. Systematisation of processes executed under incoming mobilities – cooperation between the International Relations Office and departments
		Bolstering cooperation with foreign students and graduates	1. Systematic involvement of foreign students, academic and professional staff, or graduates, in the faculty's activities

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
3.5	**Strategic management of internationalisation**	**Support for comprehensive internationalisation at the institutional level**	1. Establishment of the International Board of the USB Faculty of Theology 2. Creating new links of international cooperation (entry into new cooperation agreements) 3. Boosting the importance of the existing links of international cooperation (activation of existing contracts in the form of research and development projects and cooperation in instruction) 4. Bolstering and development of cooperation with pontifical universities in Rome S. Accreditation of NMgr. degree programmes PHIL (Philosophy) and SWCS (Social Work in Civil Society) in English 6. Accreditation of all DDPs in English

Responsibility: *Vice-Dean for International Relations, Vice-Dean for Science, Vice-Dean for Education and Studies*

4 Openness

The strategic area Openness conveys the objectives of the Strategic Plan of the USB Faculty of Theology that are based on the strategic objectives of USB. The objectives are further assigned individual instruments leading to the achievement of the objectives and the expected sub-outputs.

In the strategic area of Openness, the USB Faculty of Theology focuses on the so-called third role of public higher education institutions, i.e. openness towards the general public, the region and the city, civil society and churches. Moreover, Openness stands for support for inclusion in education, support for students with disabilities or students coming from disadvantaged backgrounds – also in the international sense – and last but not least, Openness in the sense of faculty buildings as part of the public space of the regional metropolis.

The individual instruments and outputs are designed to bolster the Openness of all other areas of the USB Faculty of Theology, especially in the areas of Education, Research, and Internationalisation

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
4.1	**Marketing**	**Fostering the University's good reputation**	1. Regularly updated marketing strategy directed towards the individual targeted groups of the faculty in education, science, and LLL 2. Systematic campaign focused on the admission procedure 3. Regular innovations and updates of the faculty's web presentation 4. Extending the cooperation with partner primary and secondary schools 5. Promotion of the faculty as an interdisciplinary and transdisciplinary research organisation
		Internal communication as an instrument of reinforcing the positive attitude to USB	1. Regularly updated of the internal communication strategy towards other parts of USB, including the subsequent implementation of such strategy 2. Regular organisation of social and cultural activities in relation to other parts of the faculty

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
4.2	**Public Relations**	**Development of communication with the public**	1. Bolstering the area of expert podcasts such as the already running philosophical podcast PoKafi, i.e. podcasts for theology, religious studies, history, social work and education 2. Promotion of the faculty as an interdisciplinary and transdisciplinary research organisation 3. Support for cultural and social events organised by the region or the city, civil society organisations, providers of social services, schools and churches (such as Dvorky, Researchers' Night, Night of Churches, etc.)
		Open science	1. Equipping selected classrooms in the buildings on Kněžská and Mlýnská with high-quality cameras and AV equipment and IT for streaming ongoing conferences and PhD seminars 2. Promotion of the faculty as an interdisciplinary and transdisciplinary research organisation 3. Development of a database of the faculty's experts for PR stimulating topics 4. Support for cultural and social events (e.g. 'Researchers' Night')

	Development of communication with graduates		1. Creation of a database of the faculty's graduates 2. Systematisation of cooperation with the faculty's key graduates (stakeholders in science, education, culture, public space, and politics)

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
4.3	**Fundraising**	**Improvement of the fundraising conception**	1. Building strategic partnerships with application sector organisations 2. Development of the Project Office (improving languages competencies and competencies of project and financial management) 3. Systematic solution for the coordination of the faculty's fundraising activities

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
4.4	**Social responsibility**	**Boosting activities arising from the social responsibility of USB**	1. Complete renovation of the building at 8 Kněžská, especially with the view of the removal of serious communication barriers 2. Innovation of childcare facilities for children of the faculty's students and staff in the Kněžská building and the creation of such facilities in the Mlýnská building 3. Monitoring the development of principles of democracy and social responsibility during re/accreditation procedures of study programmes, project-based learning and other activities directed especially at students 4. Organisation of cultural and social programmes in the context of civil society (Night of Churches, Researchers' Night, Dvorky) 5. Facilitating fair-trade activities and minimising the use of disposable plastic products 6. Creation of optimal conditions for students with special needs 7. Campus CBCENTRUM – generation of management tools for socially and environmentally responsible operation of the Kněžská and Mlýnská buildings

Responsibility: *Vice-Dean for Development*

5 Management

The strategic area of Management conveys the objectives of the Strategic Plan of the USB Faculty of Theology that are based on the strategic objectives of USB. The objectives are further assigned individual instruments leading to the achievement of the objectives and the expected sub-outputs.

In the strategic area of Management, the USB Faculty of Theology focuses on management support of its major activities – education, science, and the third role of universities, or emphasis is on the managerial support for strategic areas mentioned above.

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
5.1	**Transformation of the environment and setting processes in relation to the strategic management of the institution**	**Financial stability**	1. Maintaining a balanced budget that allows for further development 2. Optimisation and stabilisation of the budget allocation methodology to ensure the faculty's long-term economic stability 3. Budgetary priority of high-quality scientific and research work and excellence in research 4. Use of development project and project calls with respect to the faculty's financial stability and its improvement 5. Orientation towards project support of research and project activities 6. Application of the faculty funds to support further development
		Automation/digitalisation of activities and operational remits	1. Equipping selected classrooms in the buildings on Kněžská and Mlýnská with high-quality cameras and AV equipment and IT for streaming ongoing lessons, LLL, or conferences 2. Development of digitisation of remits and processes (records of grants and projects, travel orders, applications in IS STAG, tuition fees, approval of internal documents, holidays, absences, digitisation of the ERASMUS+ programme, etc.) 3. Digitalisation of administrative remits and process streamlining
		Data-based decision-making	1. Innovation and implementation of the academic staff evaluation system – use of ASPE, RIV, CEP, etc. as a basis for qualified planning and decision-making by the method of job interviews 2. Orientation of the Project Office to monitoring plans and calls suitable for the performance of the investment strategy
		Quality system	1. Clarification and updating of the wording of Value-Based Foundations of the USB Faculty of Theology in the sense of discussing the SP of the USB Faculty of Theology by its Scientific Board on 11 November 2021 2. Development of instruments for quality monitoring and assurance (student evaluation of instruction, ASPE, PEOS) 3. Development of internal mechanisms of distribution of funds supporting the priority area of development, innovation of own mechanisms for remuneration of academic staff 4. Reinforcing the faculty's back office: Optimisation of competences of specialised officers and secretaries of departments, supplementing full-time positions, eliminating 'remit overlap' in a single position 5. Financial, managerial, and project support of research teams of excellence in relation to systemic measures & tools for supporting high-quality teams

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
			6. Boosting the importance of the faculty's accreditation board in the re/accreditation process 7. Formation of the faculty's International Board 8. Implementation of the new USB Wage Regulations in the faculty's environment 9. Implementation of the faculty's amended Career and Incentive Regulations

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
5.2	Human resources	Incentive system	1. Remuneration of academic and other staff according to their actual results and long-term contribution to the quality of the University's activities (education and creative activities, third role) 2. Development of an attractive environment for the current and prospective employees from the Czech Republic and abroad (salary conditions) 3. Creation of a benefits system for the faculty's staff (use of offers of commercial entities, as suitable and acceptable for the faculty) 4. Facilitation of the transfer from practice to academic careers for prospective teachers in professional study programmes 5. Enhancing language competences of teachers and PhD students to obtain competences for academic writing in English through long-term English courses, residential intensive English courses and applications of AI tools 6. Active learning of staff through active and operational support provided by IT staff and the Language Department – 'learning on the job' on the principle of tutorials 7. Application of the USB Career and Incentive Regulations in the faculty's environment - implementation of the faculty's amended Career and Incentive Regulations
		Personnel policy	1. Reinforcement of staff for teaching and scientific work in applied ethics and social work, religious studies, and sociology 2. Support for young and early career researchers 3. Optimisation of the back office in line with the principle of one officer = one remit, elimination of 'remit overlap' in a single position 4. Ensuring generational continuity of academic staff 5. Application of the USB Career and Incentive Regulations in the faculty's environment – implementation of the faculty's amended Career and Incentive Regulations

Obj. code in SP USB	Objective	Instrument (Policy)	Expected output
5.3	**Development and upgrade of infrastructure**	**Technological development and renovation of IT, ICT, etc.**	1. Equipping selected classrooms in the buildings on Kněžská and Mlýnská with high-quality cameras and AV equipment and IT for streaming ongoing lessons, LLL, or conferences
		Implementation of the investment strategy (investment plan)	1. Complete renovation of the Mlýnská building, especially with the view of the removal of serious communication barriers 2. Complete renovation of the building at 8 Kněžská, especially with the view of the removal of serious communication barriers

Responsibility: *Dean; Vice-Dean for Development, Secretary*