



Fakulta rybnářství
a ochrany vod
Faculty of Fisheries
and Protection
of Waters

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

The Concept of the Candidate for the Position of Dean for the Period of 2024-2028

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1 INTRODUCTION AND BASELINE

The Faculty of Fisheries and Protection of Waters of the University of South Bohemia in České Budějovice (hereinafter referred to as the FFPW USB) is the smallest and youngest faculty of this university, which is focused on high-quality applied and basic research as well as teaching students of Bachelor's, Master's and Doctoral degree programmes in the field of fishery and protection of waters. The FFPW USB is one of the most efficient faculties within the university in terms of scientific and commercial activities, including cooperation with enterprises and companies. This is largely attributable to the fact that our faculty was established in 2009 primarily on the basis of the Research Institute of Fish Culture and Hydrobiology (RIFCH), which had traditionally been focused on scientific performance. The very successful and long-standing tradition of high-quality research at the RIFCH was effectively implemented into the emerging FFPW USB, which was not burdened with extensive administration and complicated approval processes at its establishment. Due to these reasons, the FFPW USB has long been perceived as a dynamically developing prestigious faculty with a stable and very good economic and technical background.

At the end of 2023, the FFPW USB had a total of 234 employees, which included 47 academic, 54 research, 41 doctoral, 42 administrative and 50 technical positions. The number of research and academic positions increased by 19 compared to 2017, while in the case of Ph.D. students, there was a decrease of 7 positions. As regards technical and administrative positions, there was an increase of 4 and 9 positions, respectively. At the beginning of October 2023 (i.e. the beginning of the 2023/2024 academic year), there were a total of 119 Bachelor's and 37 Master's students in full-time and combined studies at the FFPW USB.

Nowadays, the FFPW USB is in good economic condition with an annual budget of around CZK 290 million. In 2023, the FFPW USB budget consisted of CZK 122 million from purposely acquired and funded projects, CZK 94 million from the long-term conceptual development of a research organisation – abbreviated as DKRVO in Czech (including DKRVO CENAKVA), CZK 60 million from the contribution to teaching and student scholarships, and CZK 14 million from additional activities. Looking at the budget, it is clear that FFPW USB receives about 74 % of its funds from scientific and research activities, 21 % from teaching and educational activities, and 5 % from commercial activities related to fish culture and production, fish products, sample analyses and service activities in the field of fishery and protection of water.

In 2022, the FFPW USB successfully ensured the funding of the CENAKVA Large Research Infrastructure (LRI) for the years 2023-2029 with a great necessity and need to integrate the CENAKVA LRI within the European Strategic Forum for Research Infrastructures (ESFRI) into the already established (DANUBIUS) or emerging (INFRADEV) European Research Infrastructure Consortia (ERIC).

As in the whole country, in the years 2022-2023 we had to cope with high energy costs and high inflation at the FFPW USB. Being an energy-intensive faculty (FFPW had a 26.8% and 37.8% share in the total natural gas and electricity costs at the USB respectively), the FFPW USB was affected by high energy costs quite dramatically, when the annual energy costs increased from CZK 6 million before the crisis to CZK 9 million. This situation highlighted the need to address technical innovations of energy-intensive facilities at the FFPW USB, to



rethink the energy saving system and other alternative sources of heat in individual buildings of the faculty. Further support should be provided for the already started acquisition of alternative sources of electricity in the form of solar panels with the utmost use of appropriate subsidy schemes.

High inflation between 2022 and 2023 undoubtedly raised additional operating costs for the faculty, which are very difficult to enumerate accurately. On the other hand, high inflation reduced the value of saved finances in various funds (FFP and FRIM) and it will be rather appropriate to use them more extensively in the future for planned investments that are not eligible for project funding. At the same time, high and prolonged inflation brought the need for salary increases for low-income technical positions at the beginning of 2023. Consequently at the end of 2023, the FFPW USB, as well as the entire USB, saw an across-the-board increase in salaries in the wage rate as of 1 January 2024 by 6-8%, with the need to increase salaries for all employees at the FFPW USB in the following years, but with a greater progression in the case of young, responsible and active employees and post-docs with excellent performance, depending on the financial possibilities of the FFPW USB.

Actually, the financial motivation system of remunerating active employees and Ph.D. students is already working very well at the FFPW USB (e.g. doctoral scholarships to support R&D activities for a maximum of two best first-author publications; rewards for RIV points, a granted national or a submitted international project, and economic activity; rewards to a team of researchers for the project they are working on; and an increase in the responsible investigator's performance bonus for the project implementation). I would like to extend the above-mentioned remuneration system to possibly include the remuneration of employees who are active guarantors and teachers of courses at the FFPW USB and at the same time are actively involved in scientific publishing, and their salary is fully covered from the implemented projects where these employees act as responsible or key investigators.

During the period of 2022-2023, it became necessary to focus on more precise and conceptual maintenance at the FFPW USB, as well as on repairs and partial construction innovations of some buildings in the near future (e.g. to diversify the heat source and revise the existing heating system at the main building of the Dean's Office and the RIFCH in Vodňany; to introduce recycling of drainage water at the Genetic Fisheries Centre - GFC; to remove non-functioning heat interchangers from the roof of the ZR building of the Institute of Aquaculture and Protection of Waters - IAPW; to renovate the potentially damaged roof and to completely revise and efficiently adjust the ZR building's air-handling system).

2 VISION

If I am elected, I intend to manage the FFPW USB actively and as openly as possible towards all staff and students. Furthermore, I want to carry out all my actions transparently, thoughtfully, and conceptually with high efficiency and added value. On the other hand, I want to approach my function at the FFPW USB with a certain sense of humility and empathy, which will allow me to listen to the opinions of key, responsible and performance-active colleagues working outside the management and the office of the FFPW USB Dean, with whom I would



like to meet individually on a regular basis. Subsequently, I am going to use these views in various decision-making processes in the faculty management, thus eliminating a certain isolation of the FFPW USB Dean and his disconnection from the reality of the daily routine and life at the faculty.

Within my potential Dean's mandate at the FFPW USB, I would like to improve communication among the FFPW USB staff throughout the faculty, support the accomplishment of high-quality science and teaching, and develop a long-term strategy for the operation and improved maintenance of all faculty buildings and facilities, including a developed strategy for a more economical and efficient use of energy resources in individual facilities. Furthermore, my other priority will be to support the development of the CENAKVA LRI as much as possible towards its inclusion in at least two European Research Infrastructure Consortia (ERIC) focused on protection of waters and aquaculture as well as aquatic organisms. I will also actively support the preparation of proposals for the EU and other international projects as well as large national projects from the OP JAK (ITI and Intersectoral Cooperation) and OP TAK (Applications) programmes, and foreign stays of Bachelor's and Master's students through the Erasmus+ programme. The key challenge of the future FFPW USB Dean, which I am planning to fully undertake, will be to obtain financial project support for previously well-considered new construction investments that would improve or extend the experimental facilities of individual institutes and hence laboratories and departments (e.g. construction of a RAS hall at the IAPW in České Budějovice; modernization of the "Model" building at the Experimental Fish Culture Facility - EFCF; construction of a porta cabin system at the GFC; increase of accommodation capacity for students, long- and short-term foreign visits in Vodňany, etc.). In addition to the annual evaluation of individual employees, I want to implement a comprehensive assessment of teams (individual scientific laboratories) into the functioning of the FFPW USB in terms of scientific performance (publications and projects), teaching (classes taught and students supervised) and the volume of commercial activity, in order to identify emerging problems with the performance of some laboratories and institutes thoughtfully and in the long term. In view of the very low number of staff at the Institute of Complex Systems (ICS) and their relatively low performance, I intend to initiate an organisational merger of this institute with the IAPW in the future.

A detailed concept of the ways to achieve the aforementioned objectives is presented below in the individual areas of the FFPW USB operation.

3 DETAILED CONCEPT

3.1 Internal Structure and Management

In terms of the internal structure and management of the faculty, I would like to apply a democratically multi-level management system based on the responsibility, motivation, and activities of individual managing staff members, similar to my predecessor. However, at the same time, I wish to improve communication among staff throughout the FFPW USB and between the different levels of management and between the different categories of staff.



The aim is to inform all employees objectively about the faculty's intentions, goals, visions, and future direction. Only well-informed employees, who are sufficiently acquainted with the intended and implemented partial changes, can identify with the development and direction of the faculty, perform more efficiently and be generally more satisfied. I consider the research laboratories of the individual faculty institutes to be the cornerstones of the faculty, and their quality and activity determine the quality of science and research, student teaching, and the amount of institutional and earmarked funds received.

In order to maintain the continuity of the successful operation and development of the FFPW USB, it will be necessary to immediately cooperate closely with the current FFPW USB Dean during the transition period provided that I am elected, with the aim to prepare together the faculty budget for 2024 and for me to continually take over all the functions and responsibilities. I expect to be attending all meetings concerning the management of the FFPW USB, including economic meetings, on a regular basis during this transition period. At the beginning of my potential mandate, it will be essential to carry out the following steps leading to the future successful functioning of the FFPW USB:

- Re-appointment of all officials and assistants.
- Alteration of the structure of the FFPW USB Research Board.
- Review of regulations and decisions.
- Review of the FFPW USB structure with the aforementioned organisational merger of the IAPW and the ICS.
- Handover of the function and responsibilities of the Head of the Laboratory of Intensive Aquaculture and Director of the IAPW.
- Review of the structure of the International Board of the Faculty and CENAKVA (IBFC) and the Commercialization and Social Relevance Board of the FFPW USB and CENAKVA (CSR) in collaboration with the Director of the CENAKVA LRI.

3.1.1 FFPW USB Management

There are no significant changes planned in the FFPW USB management structure, as I want to maintain the positions of four vice-deans. Three positions of vice-deans will remain the same: Vice-Dean for Student Affairs, Vice-Dean for Science and Research and Vice-Dean for International Relations. If I am elected, the position of the Vice-Dean for Development will be renamed as the Vice-Dean for Open Access and Data Management, so that the name of this department is more in line with its current and planned activities. Then of course I expect the position of the Faculty Registrar as well as the directors of the RIFCH, IAPW and ICS to be in the management, with the subsequent planned merger of the latter two institutes under the leadership of the director of the IAPW.

As part of the improved communication throughout the faculty, I want to organize one joint meeting of the FFPW USB management (as opposed to the current meetings of the management itself and the Dean's Board meetings), which will be attended by all the above-mentioned officials, plus the head of the CENAKVA Research Programme, the Quality Coordinator, the head of the Management Section and, of course, the Chairman or Chairwoman of the FFPW USB Academic Senate. The frequency of the FFPW USB management



meetings will be three-weekly, with good continuous acquaintance of all members of the management.

Within the Dean's office, I would like to establish four positions of the Dean's assistants for administration, IT and commercialization as well as building and facility management, in order to improve the upkeep and maintenance of all buildings and to significantly expand the FFPW's activities in the field of commercialization of our various products and trademarks. I want to closely address the faculty's presentation on the website and social media with the head of MEVPIS, in a similar way as it has been handled so far, but preferably with improved quality and increased frequency of posts, especially on Facebook and Instagram.

3.1.2 CENAKVA LRI

It is very satisfying that the CENAKVA LRI is securing its place on the roadmap of national Large Research Infrastructures. As already mentioned, the CENAKVA LRI, owing to its director, Assoc. prof. Vladimír Žlábek, Ph.D., received a stable national funding from the Ministry of Education, Youth and Sports for the years 2023-2026 with the necessity to include CENAKVA in one of the European Research Infrastructure Consortia (ERIC) within the ESFRI for further future funding. Thanks to the activities of its director, CENAKVA can now become a member of the DANUBIUS RI - International Centre for Advanced Studies on River-Sea Systems consortium and offer our paid services to partners within our scientific research activities, capacities and infrastructures, which are selected by the CENAKVA Research Programme's heads. Nevertheless, membership in such a consortium obliges CENAKVA and therefore the FFPW USB to implement the consortium's principles and rules concerning open access (already known to us from the AQUAEXCEL project) and especially regarding the storage, processing and sharing of data with other research teams, which we have been trying to establish at the faculty for a year now without much efficiency. Therefore, it is very important and essential for the further development of CENAKVA and its long-term sustainable funding after 2026 to implement comprehensive principles and rules of data management at the FFPW USB in mutual cooperation between individual laboratories, the Data Steward, CENAKVA management, the Vice Dean for Open Access and Data Management and the Vice Dean for Science and Research. As the potentially elected FFPW USB Dean, I will support the implementation of data management principles and rules to the maximum extent possible. A further activity of CENAKVA's Deputy Director and the Vice-Dean for Development Ing. Petr Císař, Ph.D. from the end of 2023 is the potential involvement of the CENAKVA LRI in another emerging European consortium INFRADEV within the ESFRI, which is a rather administratively lengthy process. As a potential Dean of the FFPW USB I will also fully support this activity.

3.1.3 Research Institute of Fish Culture and Hydrobiology (RIFCH)

The RIFCH is in good economic and performance condition, including the Director's office, 7 research laboratories and two service centres. A total of 34 academic, 39 scientific and research, 31 doctoral and 27 technical positions were staffed at the RIFCH at the end of 2023. In my opinion, the following needs are currently the most limiting for the further development and operation of the RIFCH, which must be addressed with the start of the new FFPW USB



Dean: resolve the problems with the heating system and systematic maintenance of the main building; review the accommodation capacities and the reservation system in Vodňany; increase the capacity of accommodation for students and visitors with the possibility of accomplishing additional rental housing at the FFPW USB for new employees; address the insufficient experimental use of the "Model" at the EFCF; resolve the inadequate breeding experimental capacity of the Laboratory of Molecular, Cellular and Quantitative Genetics; address the limited working space of the Laboratory of Germ Cells; rethink the size of the Laboratory of Freshwater Ecosystems; and consider the possible creation of a new specialized laboratory with a promising yet currently missing focus.

3.1.4 Institute of Aquaculture and Protection of Waters (IAPW)

The IAPW is roughly one-third the size of the RIFCH in terms of staffed and active academic (8), scientific and research (11), doctoral (8) and technical (12) positions, comprising the Director's office, two research laboratories and one working unit in the form of the Fish and Aquaculture Products Processing and Sale Facility (FPSF). Both scientific and research laboratories are very active in terms of publications, granted projects and teaching. At present, the following issues need to be addressed at the IAPW: optimise the condition of the ZR building; create a new experimental capacity for the Laboratory for Controlled Reproduction and Intensive Fish Culture from scratch; find a new head of the FPSF as of 1 April 2024; restructure the commercial activities of this facility in a new and more efficient way; and put the newly acquired experimental extruder into operation.

3.1.5 Institute of Complex Systems (ICS)

The ICS is the smallest and relatively very isolated institute at the FFPW USB, comprising only two comparatively small laboratories and the Director's office with the following number of academic (4), scientific and research (3), doctoral (2) and technical (7) positions. The entire ICS is smaller than some of the research laboratories at the RIFCH and IAPW. Within the evaluation of the teams in terms of the conducted publishing, project, teaching, and economic activities, both ICS laboratories ranked at the bottom of the ranking of all the FFPW USB laboratories for their performance in 2022. With regard to the long-term decreasing number of employees at the ICS and its rather low performance in relation to other institutes at the FFPW USB, I want to actively initiate an organizational merger of the IAPW and the ICS in the future. The objective of this merger, where the existing ICS laboratories would continue to be located in Nové Hradky, is to reduce the isolation of the ICS from the rest of the faculty, more efficient management of the two relatively small institutes, and better interconnection and potential collaboration of the existing teams from the IAPW and the ICS. The newly created institute from the two existing institutes could be named the "Institute of Aquaculture and Complex Systems - IACS", but obviously this needs to be subject to a longer discussion and debate.

3.2 Educational Activities and Personal Approach to Students



Currently, the Bachelor's degree programmes "Fishery" and "Protection of Waters", and the Master's degree programme "Fishery and Protection of Waters" are available at the FFPW USB. The Master's degree programme can also be studied in English. In addition to that, the faculty also offers the possibility of studying the Ph.D. degree programmes "Fishery" and "Protection of Aquatic Ecosystems" in both Czech and English versions.

I intend to encourage high-quality teaching in all the above-mentioned degree programmes and levels by highly qualified teachers, who have their expertise backed up by their teaching skills, as well as their publishing and project activities. It will also remain very important to gradually ensure the successful re-accreditation of the individual programmes taught at the FFPW USB. The emergence of further programmes shall not be a priority at the FFPW USB in the forthcoming years.

If elected, I will continue to support the active and above-standard professional approach of academic and scientific staff towards active and talented students not only within the framework of teaching, but also during the completion of qualifying theses, the implementation of various experiments and studies, professional excursions and field trips, and in supporting students to go on study stays at foreign universities or to do work training in foreign leading institutions and production companies within the ERASMUS+ programme. Personally, I have been very active in the above-mentioned activities since 2004, especially in connection with the supervision of qualifying theses and the organisation of foreign internships and stays for Master's students. I regard the student evaluation of teaching as an important basis for the evaluation of staff at our faculty. I perceive students as our clients and partners, who must acquire high quality, new and innovative theoretical and practical skills and education in the course of their studies at the FFPW USB.

Within the framework of student education at the FFPW USB, I see the following important steps that need to be carried out in order to further improve the quality of teaching:

- In 2024, it is necessary to complete the re-accreditation of the Bachelor's degree programme "Fishery" from an academic to a professional degree programme. This means that the study will be reorganized, the theoretical scope of teaching will be reduced, and the length of practical training will be increased (10-12 weeks for the entire duration of the study) in high-quality and advanced production enterprises.
- The FFPW USB seeks to focus more on dual education, where students within the framework of their studies will study or work (as part of their practical experience) in excellent and innovative companies in order to prepare students for their professional career, to increase the chance of students to get a quality and prestigious work position in the Czech Republic or abroad.
- The FFPW USB should obtain at least two positions within the USB as members of the USB Internal Evaluation Board in order to have a quality participation in the accreditation and re-accreditation of degree programmes at the whole USB and to further improve the quality of students' own education not only at the FFPW USB but also at the whole USB.



- To maximize the support of practical training of students during teaching, professional excursions, practical experience and internships in the FFPW USB research laboratories, high-quality and leading companies and institutions in the Czech Republic and abroad.
- To continue searching for and granting the title of the FFPW USB Faculty School to secondary and higher vocational schools in the Czech Republic and Slovakia in order to attract good-quality potential students from the partner schools.
- To attract a higher number of students, it will still be very important to directly address secondary school students through personal visits by academic and scientific staff accompanied by an employee of the Department of Student Affairs and recruitment of students at individual schools, to organize Open Days at all faculty institutes, to address potential students through various posts and videos on social media, as well as on other online platforms, at various exhibitions, conferences and seminars.
- To facilitate the adaptation of newly admitted Bachelor's students and to possibly prevent the early termination of their studies in the first year, I will initiate the introduction of an adaptation course for the newly enrolled Bachelor's students at the FFPW USB with the aim to familiarize students with the basic operation as well as the faculty facilities and equipment. The adaptation course should be organized by selected academic staff, Ph.D. students from all faculty institutes and staff of the Department of Student Affairs.
- The Department of Student Affairs is the most important and usually the first part of the FFPW USB, which mediates contact and information transfer between the faculty and individual students. It is therefore very important that the Department of Student Affairs works at a high and professional level.
- If elected, I would like to do my utmost to support the promotion of our English-taught Master's degree programme "Fishery and Protection of Waters" abroad, with the aim of enrolling 5-10 interested and motivated applicants from different countries each year.
- At present, the entire FFPW USB is struggling with the problem of attracting new high-quality doctoral students, especially of the Czech nationality. For this reason, it is necessary to more effectively recruit our graduates or graduates of other Czech universities with a similar focus for Ph.D. studies, advertise our Ph.D. studies in Czech and English on our website, social media and also in selected professional journals (e.g. Magazine Aquaculture Europe).
- For capacity reasons, it is necessary to consult in advance with the heads of the laboratories and the respective directors of the institutes when listing dissertation topics and accepting doctoral students, and subsequently, after accepting the students, to consistently ensure the compliance with their obligations and to use the established motivation tools.
- The annual organisation of the International Summer School in both Vodňany and Nové Hradky plays an important role in attracting doctoral students, which must be maintained despite insufficient project funding, with the aim of seeking alternative sources of funding, perhaps in the form of sponsorship.
- A large number of our faculty graduates currently hold important positions in various government, fishing, water management and conservation institutions and companies, and therefore, if elected, I would be active in establishing closer contacts with selected graduates in order to use these potential partners for our teaching, project and commercial activities.



- I want to continue to support students' school and extra-curricular activities through scholarships and other support.

3.3 Science and Research

The basic precondition for the implementation of good quality applied and basic science and research are well-functioning research laboratories at the FFPW USB, with reliable heads and staff, sufficient and balanced funding, and modern technical and instrumental equipment. As I mentioned above, research laboratories are the cornerstones of the faculty, where their quality and activity determine the quality of science and research as well as the volume of funds received at the FFPW USB. For this reason, it is necessary to evaluate the laboratories annually in terms of team and individual performance (performance of individual employees). The purpose of this evaluation is to motivate employees and laboratories to achieve high-quality teaching, scientific and commercial activities and results. At the same time, the evaluation of laboratories and individual staff members should provide a comprehensive picture of the condition of individual teams in order to encourage (motivate) cooperation among individual staff members, laboratories, departments and institutes as much as possible. The effort and goal of the faculty Science and Research Department should be to reduce the overlapping and competition and, on the contrary, to promote cooperation among individual laboratories and institutes. It is important to constantly encourage and initiate the following activities within the science and research:

- To regularly and, if possible, evenly among laboratories and institutes obtain high-quality research projects and contracts, both from national (GAČR, NAZV, TAČR, MEYS, MoE etc.) and European funding (Horizon 2020, ESFRI, Interreg, LIFE, OP Fisheries, OP JAK, OP TAK etc.).
- I want to place great emphasis on winning foreign projects, not only European ones. As for the foreign projects, I would like to maintain financial motivation even for submitting project proposals.
- It will be necessary to review the entire system of preparation and submission of individual types of projects, including the preparation, checks and submission of reports for the implemented projects at the FFPW USB and to clarify all responsibilities and connections within the planning, managerial, technical and economic support from the Management Section, the Registrar, the Economic Office and the Vice-Dean for Science and Research.
- In addition to winning scientific projects, it is necessary to continuously emphasize the publication of scientific results in the highest quality scientific journals (D1/Q1) in terms of the AIS (Article Influence Score) and the creation of meaningful results of applied research (methodologies, technologies, patents etc.), which are of great importance for the completion of the won and implemented projects.
- I want to continue to internally evaluate the quality of published articles according to the AIS journals, following the current principles of national evaluation according to Methodology 17+.
- Within the preparation and submission of individual proposals for applied projects, it will be essential in the future to coordinate the generation and publication of individual applied research results and to avoid the duplication of similarly focused or topically similar results that will be generated.



- I would very much like to return to the regular physical (printed) publication of quality and meaningful applied research results (especially methodologies and technologies) with the aim of finding a suitable funding source for this activity.
- I intend to have the publication results of the FFPW USB presented within the framework of the evaluation of results according to Methodology 17+ in Module 1 with the same strategy as it has been carried out so far, i.e. to present scientific results that characterize us well in terms of expertise, have a significant share of faculty authors, are up-to-date and are published in the best journals according to the AIS; in the case of applied results to select those that show maximum social relevance or have a clearly identifiable economic impact.
- I want to continue to use the Commercialization and Social Relevance Board of the FFPW USB and CENAKVA to evaluate the social relevance and impact of our results and activities on the non-academic sphere (e.g. impact on the economy, society, culture, public administration, services, health, environmental protection, and improvement of living standards).
- If elected, I will encourage to have interesting research results and other activities at the FFPW USB made public via various media (website, streaming and film posts, podcasts, social media posts, etc.).

3.4 Foreign Relations (Internationalization)

Within the international relations at the FFPW USB, I will support the openness and high activity of all laboratories throughout the faculty to develop various international collaborations, such as: mobilities, joint projects, organization of seminars/conferences, joint experiments, publications and many more to a great extent. The highly diversified foreign relations resulting from the laboratories must be summarized and information about them must be processed at the Department for Foreign Relations at the FFPW USB.

In the context of foreign relations, as the potential FFPW USB Dean, I want to support as much as possible the organization of the annual FAO workshop, which has been organized at the FFPW USB four times since 2019. As I stated above, what I consider very important is to continue the annual organization of the International Summer School in Vodňany and Nové Hradky in order to possibly attract new high-quality Ph.D. students or new young co-workers.

Regarding international relations, I will continue to support international sabbaticals and postdoctoral stays at various FFPW USB laboratories, which are nowadays planned and organized through individual CENAKVA RPs. At the same time, I will encourage the placement of our post-docs in high quality foreign institutes with subsequent arrangements for their return phase back to the FFPW USB. This is very important and crucial for the further development of the faculty, as well as the recruitment of quality post-docs from other departments in the Czech Republic and abroad, for which it is ideal to make maximum use of the Rector's post-doctoral call.

Owing to my rich personal experience, I want to make the most of my international contacts with academic and scientific staff from Europe, Kazakhstan, Vietnam and the USA, as well as my personal close contacts in the European Aquaculture Society, World Aquaculture Society and European Percid Fish Culture for the development of the FFPW USB.



3.5 Commercialisation, Economic Activity and Cooperation with Enterprises and Companies

At present, I feel that the economic activity at the FFPW USB is done out of inertia from the time of the first phase of CENAKVA (2010-2014), when we needed to report a volume of contract research of about CZK 10 million per year for the mandatory project indicators. Since then, we have not increased the volume of economic activity much (taking into account inflation over 10-14 years), as it amounted to CZK 14 million in 2023 (approx. 5% of the annual budget). This stagnation may be due to several reasons: we have limited and therefore exhausted capacity for non-priority economic activity; we do not have the need to increase our own revenues dramatically; we are unable to effectively handle our commercial ideas, trademarks, and patents in order to commercialize them; and in some cases we are unable to carry out our economic activity cost-effectively and with a well-calculated reasonable profit. In my opinion, our current level of economic activity is the result of a combination of the various factors mentioned above. I personally think that I can make such a qualified estimation, as for 15 years I have been acting as a regular producer and seller of quality stock pikeperch for intensive RAS farms all over Europe, with an annual volume of CZK 1.4 - 1.8 million with a profit of 30-50%. In my potential position as FFPW USB Dean, I will not strongly urge any FFPW USB departments to increase their economic activity. This activity must be voluntary, especially in the case of research laboratories at the FFPW USB, and primarily driven by the need for own funds or the established system of remuneration.

However, where I would like to be active as the FFPW USB Dean is in encouraging the commercialization of our developed selected products and trademarks such as Sturgeon Friendly Caviar - daytime and nighttime cream, preserved Black Caviar, Trout Friendly Cosmetics, Blatná fish soup, Rožumberk salad, carp pâté of various kinds and various preserved fish meat. The aim of my intended support is to streamline and increase the production of selected long shelf-life products at the FFPW USB and to promote their subsequent retail sale at the FPSF in České Budějovice, but also in various shops of our partners, at markets, at ceremonial pond harvests and on various web platforms (e.g. Slevomat). This vision aims to upgrade the commercial activities of the FPSF at the IAPW. Another alternative to this vision could be to team up with a strong investor and set up a spin-off company to manufacture and sell selected products, with the faculty owning a majority stake. These activities can of course be combined with the sale of non-exclusive licences allowing the production and sale of individual products by other companies. All these efforts can generate increased economic activity, publicity and awareness of the faculty's innovative activities related to fish processing and the production of fish products, which will be of great benefit to society as a whole.

Besides the mentioned economic and commercial activities, I will as a potential Dean actively support and motivate the FFPW USB employees to implement contract research and innovative cooperation with production enterprises and companies in the field of fishery and protection of water in order to develop and apply in practice modern methods of fish culture, production and processing as well as innovative methods of monitoring micropollutants in



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water, improved wastewater treatment technology and other innovative procedures and methods used in waterworks engineering and protection of water.

Vodňany, 9th January 2024

prof. Tomáš Polícar, Ph.D.