

Implementation Plan

University of South Bohemia
in České Budějovice

2025



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

www.jcu.cz

Vision

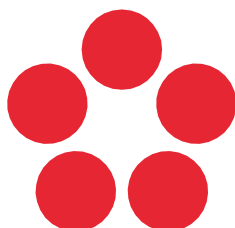
The University of South Bohemia wants to be:

- a sought-after friendly university with a motivating learning and working environment
- a competitive university in Europe and the world
- a university with an unmistakable identity that benefits the city and the region
- an academic institution supporting students and staff

Mission

The University of South Bohemia in České Budějovice (USB) as a top centre of education, independent knowledge and creative activity is oriented towards the scientific, cultural, social and economic development of society and its activities fulfil the mission of a university higher education institution according to Section 1 of the Higher Education Act: it develops education, supports independent knowledge and creative activity in research and development and actively fulfils its social responsibility in the cultural, economic, social and environmental field.

As a research organisation, USB's main mission is to independently conduct basic and applied research or experimental development and to publicly disseminate the results of these activities through instruction, publications or knowledge transfer. Educational and related scientific and research, development and innovation, artistic or other creative activities are developed at USB in the natural sciences, agriculture, humanities, social sciences and health-oriented disciplines, at an international level. In addition to educational and creative activities, USB also carries out complementary activities to help fulfil the USB mission.



Values

Professionalism

The University of South Bohemia relies on highly qualified and competent staff in all areas of its activities.

Ambition

The University of South Bohemia is a perceptive institution and sets high goals in all areas of its activities.

Responsibility

The University of South Bohemia is committed to social responsibility and the principles of sustainable living.

Integration

The University of South Bohemia connects internal and external partners and is a free environment for the expression and implementation of their ideas.

Openness

The University of South Bohemia subscribes to the principles of democracy and freedom and is open to accepting and sharing new ideas and approaches, as well as forging new partnerships.

Internationalisation

The University of South Bohemia relies on international cooperation to achieve its mission.

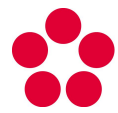


Table of Contents ---

Fulfilling the vision for 2025_5

Activities planned for 2025_6

List of abbreviations_28

Annexe 1 – Interim report on the use of SPSM funds in 2024_30


Annexe 2 – Investment Plan 2025 (separate document)

Fulfilling the vision for 2025

The Implementation Plan of the Strategic Plan of the University of South Bohemia in České Budějovice for 2025 (hereinafter referred to as 'IPSP 2025') is an integral part of the strategic management of the University of South Bohemia in České Budějovice (hereinafter referred to as 'USB').

It is based on the Strategic Plan of the University of South Bohemia in České Budějovice for the period 2021–2030 and its aim is to specify the set priorities and prepare key measures for 2025.

The Implementation Plan of the USB Strategic Plan for 2025 is organised, like the Strategic Plan, into five priority areas: education, research, internationalisation, openness and management. Beyond these five priority areas, one cross-cutting area has been identified – social responsibility – which is included in all the chapters below, as we consider social responsibility to be an extremely important attribute of all activities carried out at our University. The most important planned activities (expected actions) for 2025 at the University-wide level are added to each priority objective.

In order to support the implementation of selected strategic measures in the field of educational activities, management, internal processes and to a lesser extent the third role of higher education institutions, the Ministry of Education, Youth and Sports has announced the CR Support programme for strategic management of higher education institutions for 2022–2025 (SPSM). Selected activities to be funded by the SPSM in 2025 are marked with the symbol .

The IPSP 2025 is accompanied by a report with an interim evaluation of the use of SPSM funds.

A separate annexe to the IPSP 2025 is the USB Investment Plan for 2025 (IP).

1

Education

Objective 1.1 Quality of education

Activities planned for 2025

Establishment of a system of substantive quality control of education

- An analysis will be made of the conditions for the implementation of the state final examinations currently applied at USB faculties and the strengths and weaknesses of each option will be evaluated.
- In cooperation with members of the USB management and quality coordinators from individual faculties, a draft update of the internal regulation 'Rules of the Quality Assurance System' will be prepared, the experience with the newly set system of regular evaluation of faculties and degree programmes will be evaluated and the innovation of this system will be initiated (OP JAK).

Modification of the USB budget methodology for education

- Adjustments will be made to the quality criteria in the budget methodology.
- In connection with the forthcoming amendment to the Higher Education Act and the planned establishment of the School of Doctoral Studies, rules for periodic quality assessment of the DDP will be set.

Strengthening personal responsibility for quality and compliance with educational standards

- The portfolio of activities of the USB Career Centre will continue to be developed with a view to building systemic support for degree programme guarantors in the area of student and graduate care and communication with potential employers. The USB Career Centre will provide practical tools and advice to degree programme guarantors through workshops to facilitate effective work with graduates and connect them with potential employers.

Strengthening the substantive importance of the institution of academia

- The already existing communication concerning sharing and evaluating examples of good practices among the faculty Quality Coordinators will continue.

Developing care for learners at risk of academic failure

- The development of the portfolio of activities of the USB University Counselling Centre will continue. Support for students at risk of academic failure consists mainly of individual consultations, group therapy or workshops focused on stress management and the development of study strategies. The development of the portfolio of activities of the Support Centre for Students with Special Needs will also continue, particularly in the area of accessibility of educational materials and the provision of special adaptations for students with disabilities or handicaps. All this will be implemented with a view to building a system for the prevention of academic failure.
- Prevention of academic failure includes monitoring. Data analysis will be used to identify factors of academic failure manifested in USB degree programmes and to test the possibilities of predicting academic failure or early identification of students at risk of academic failure.

System support for educators

- Activities aimed at strengthening the teaching skills and abilities of educators will be supported, with particular emphasis on strengthening the skills necessary for instruction in foreign languages and the skills needed for distance learning. Support for the use of new technologies in teaching such as AI or virtual reality is also important.
- Technical and methodological support for academic staff in the use of flexible forms of education will continue. Following the establishment of the position of technical and methodological support at CIT in 2019, this position will be maintained, and its systemic use will be ensured, especially in the development of learning materials and courses for distance learning (IS STAG, LMS Moodle, MS Teams, eLibrary, etc.). The CIT staff member will be the administrator of the newly introduced technical resources for flexible forms of education and will provide technical and methodological support to academic staff, especially focused on the effective use of technology to support distance or combined learning.

Effective organisation that supports the purpose of educational activities

- Discussion will continue on the possibilities of gradual unification of the academic year schedule dates within USB, including possible further updating of the structure of the Rector's ordinances on the academic year schedule supporting convergence of study conditions across USB.
- Following the announced amendment to the Higher Education Act, the USB Study and Examination Regulations will be updated to simplify and clarify the study conditions across USB.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation and Accreditation, Vice-Rector for Research



Objective 1.2 Link to practice

Activities planned for 2025

Qualifications framework and learning outcomes as part of the standards

- As part of the preparation and updating of degree programme annotations, the new USB website will include a specification of the graduate profile in terms of expected learning outcomes in the annotation of all degree programmes.

Linking academically oriented degree programmes with research practice

- Cooperation with CAS departments will continue to be supported, e.g. joint lecture activities will be developed, involvement of experts in the development of new accreditations and in the implementation of existing ones, etc.

Linking vocationally oriented degree programmes with institutions enabling professional employment

- In cooperation with schools in the South Bohemian Region, the implementation of the system of internships in degree programmes preparing future teachers will continue.
- As part of the intra-University reflection on the approach to vocationally oriented degree programmes, an inter-faculty comparison of the different types of collaboration as applied in individual faculties or areas of education will be made.

Incorporate the issue of recognition of prior learning into the USB Study and Examination Regulations

- Following the announced amendment to the Higher Education Act, a new USB Study and Examination Code will be issued, the update of which will also include a more comprehensive and flexible solution to the issue of recognition of prior learning.

Development of professionally oriented bachelor's studies

- Following the NAB review, the experience of differentiating between academic and vocational programmes and their delivery (with emphasis on the use of practitioners and on students' work experience) will be discussed within USB management, quality coordinators, the Rector's Board and the IEB.

Strengthening the relevance profile of graduates of degree programmes

- The topic will be part of the regular evaluation of faculties and degree programmes.

Promoting active learning

- Activities leading to informal learning of students will be supported by developing instruction and learning methods with an emphasis on activity-oriented instruction, promoting entrepreneurship and student clubs.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation and Accreditation

Objective 1.3 Modern educational infrastructure

Activities planned for 2025

Development of information, counselling and support services for prospective students

- ◆ The development of services provided by the USB Career Centre will continue.
- The development of the services of the Support Centre for Students with Special Needs will continue, and an update of the Ordinance governing the support of students with special needs at USB is planned.
- ◆ The development of USB University Counselling Centre services will continue.
- Following the announced amendment to the Higher Education Act, the USB Scholarship Regulations will be updated and the USB student scholarship support system will be updated.
- ◆ Building, upgrading and innovation of premises/equipment for degree programmes will be supported in 2025, especially in accordance with the IP, e.g. renovation of the USB Lecture Hall, completion and implementation of the FED USB Dukelská building, preparatory works for the renovation of the Mlýnská stoka building, implementation of the renovation of the FED USB Stadium, renovation of the FSC USB building (building O), preparation for the construction of the Vltava IV FHSS USB building, etc.
- A concretisation of other instruments at the level of USB faculty investments is in the annexe IPSP USB – The USB Investment Plan for 2025.
- Support and development of the infrastructure acquired within the OP will be ensured in accordance with the conditions of sustainability by the faculties that own this infrastructure, in the form of modernisation of instruction, projects for infrastructure development, or reinvestment in instrumental and infrastructural equipment for educational purposes.

Digitisation of student affairs remits

- Extension of electronic enrolment to other USB faculties.
- Extension of the offer of introductory compulsory training necessary for the start of studies in a digital form.
- Extension of electronic applications in IS STAG to other USB faculties.
- The implementation of the connection of IS STAG to the Erasmus Without Paper (EWP) system including LA will be finalised.
- The connection of the STAG IS to the Basic Registers Information System (BRIS) will be put into pilot operation.

Building modern disciplinary workplaces linking instruction and research

- Analysis and discussion of the possibilities of sectoral anchoring of educational infrastructures.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Development and Public Relations, Bursar, Rector

Objective 1.4 Efficiency and quality of doctoral studies

Activities planned for 2025

Financial stability of the DDPs

- Following the announced amendment to the Higher Education Act, discussions will continue on the system of payment of scholarships to DDP students with the possible incorporation of consensus adjustments aimed at harmonising the financial conditions of studies in DDPs across USB, including a possible update of the USB Scholarship Regulations.

Alignment of standards governing the implementation of DDPs at USB

- In connection with the update of the USB Study and Examination Regulations, which will be required by the forthcoming amendment to the Higher Education Act, the text section on the conditions of doctoral studies will be updated.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Research



Objective 1.5 Flexible forms of education

Activities planned for 2025

Development of distance education

- Activities aimed at expanding the portfolio of forms of study at USB to include distance learning will be supported, both towards the creation of pilot degree programmes in the distance learning form and towards ensuring an adequate administrative framework (e.g. enrolment and others, see above).

Flexible study organisation

- The update of the USB Study and Examination Regulations forced by the announced amendment to the Higher Education Act will be used to increase the flexibility of the organisation of studies.

Instruction/learning materials and support

- Support will continue to increase the availability, relevance and quality of instruction and learning materials supporting flexible forms of education.

Responsibility Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation and Accreditation

Objective 1.6 Development and professionalisation of LLL

Activities planned for 2025

Development of the LLL system and LLL programmes for the public

- The further development of the LLL system and LLL programmes for the public will be supported with an emphasis on improving the accessibility and relevance of LLL programmes, especially through the use of flexible forms of education (creation of an online university programme, partial online courses) and increased use of interactive instruction and learning materials.
- In terms of systemic linkage between LLL activities and degree programmes, development activities will also include further development of FEAS and other qualification programmes.
- The development of the USB Goethe Centre will be further supported, including in connection with the strengthening of the linguistic and intercultural competencies of students and participants in LLL programmes (see also the link to Objective 3.1).
- The LLL module will be developed on a new platform enabling more efficient administration and connection to the USB Commercial Centre, and the LMS Moodle portal will be continuously updated as part of the development of flexible forms of learning in LLL programmes.

Further education for USB students and staff

- Support for further training of USB staff will continue, focusing, among other things, on strengthening the professional competencies of staff with regard to the possibilities of using information and other support systems (IS STAG, LMS Moodle, eLibrary, Merlingo, MS Teams, etc.) in order to expand, streamline and improve their use.
- The activities of the language and digital skills education system will also continue, particularly with regard to the need to implement flexible forms of education.
- The development of training for USB staff also includes activities aimed at strengthening pedagogical competencies (see section 1.1).

Strengthening cooperation between USB components in the framework of LLL activities

- Support for LLL coordinator positions will continue as an effective tool to strengthen the cooperation of USB units in LLL activities. Support for these staff will be implemented taking into account the capacities of individual USB units and the new demands arising from the need to make greater use of flexible forms of education.
- We will also continue to support the cooperation of USB units in the implementation of LLL programmes and the sharing of examples of good practices (including through the active involvement of all USB units in the LLL Council), making the system of LLL programmes more transparent and efficient in relation to other USB educational and cultural activities.
- In connection with the issue of awarding microcertificates for LLL courses, the USB Lifelong Learning Regulations will be updated.

Responsibility Vice-Rector for Student Affairs

Objective 1.7 Alumni

Activities planned for 2025

Increasing interaction with alumni

- The services provided by the USB Career Centre will be further developed, including selected services for graduates or for students in the transition phase between studies and job search.
- There will be events for the USB Alumni Club.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation and Accreditation, Vice-Rector for Development and Public Relations

Expected sources of funding

- Operational Programmes CR 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Cooperation Programmes
- Operational Programmes CR 2021–2027, Cross-border cooperation programmes, Transnational and International Cooperation Programmes
- Horizon 2020 (ongoing) and the new Horizon EUROPE (FP9; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility/National Recovery Plan; EC Community Programmes incl. Digital EU; React-eu etc.
- Support programme for strategic management of higher education institutions for 2022–2025
- Support programme for the development of higher education
- Programme funding of the MEYS
- Own resources
- Institutional and earmarked funds, systemic support
- Other additional sources (local government/city, regional, donations, foundations, etc.)
- Sources of the 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)

2

Research

Objective 2.1 Research excellence

Activities planned for 2025

Strengthening the international status of research conducted at USB

- Establishment of the EU Office platform, University-wide support for international scientific projects.

Supporting excellent teams

- Launch of the implementation of the USB Research Strategy – a tool to support interdisciplinarity.
- Management courses for senior researchers.
- Initiation of a review of the internal evaluation of science and research at USB.

HRS4R implementation

- Move into the recovery phase and start implementing the Improved Action Plan.

Responsibility Vice-Rector for Research, Vice-Rector for International Relations, Vice-Rector for Development and Public Relations

Objective 2.2 Social relevance of research

Activities planned for 2025

Open Science

- Establishment of a central position of research data manager (data steward) at USB.
- Launch of the implementation of the USB Research Strategy – Open Science Strategy.
- Development of an institutional data repository.
- Establishment of data and metadata management measures for USB doctoral students.

Support for projects linked to the region and the socio-economic needs of society

- Reflecting on the societal relevance of research in the USB Academic and Scientific Staff Evaluation System (EAS)
- Discussion of the social relevance of the topic as a compulsory part of the dissertation.
- Science communication courses for researchers, academics and students.

Responsibility Vice-Rector for Research, Vice-Rector for International Relations, Vice-Rector for Internal Evaluation and Accreditation

Objective 2.3 Support and development of research infrastructures

Activities planned for 2025

Development, modernisation and renewal of research infrastructure

- Conceptual support and development of the CENAKVA research infrastructures and the Centre for Polar Ecology from LCDRO funds.

Responsibility Vice-Rector for Research

Objective 2.4 Systemic support for young researchers

Activities planned for 2025

Systemic support for the creation and retention of jobs for young researchers, university postdoctoral positions

- Continued development and support of a system of university postdoctoral positions to attract young researchers from outside USB.
- Some of the faculties traditionally launch internal grant competitions, as does USB as a whole.

Development of doctoral studies

Activities of the USB School of Doctoral Studies:

- University-wide USB PhD conferences,
- A system of evaluation of the quality of DDPs at USB, follow-up support tools,
- A programme conference on the development of DDP at USB,
- A catalogue of courses reflecting the framework of research competencies and transferable skills,
- A questionnaire survey of faculties on various aspects of the start, progress and completion of doctoral studies at USB.
- As part of the operation of the School of Doctoral Studies, an audit of the current state of DDPs at USB will also be carried out (supervisors, access to doctoral students and to doctoral students, operation of the disciplinary boards, course of defences, publication activities of doctoral students). Discussion of the results with all DDP at USB stakeholders.

Responsibility Vice-Rector for Research, Vice-Rector for Internal Evaluation and Accreditation

Objective 2.5 Technology (knowledge) transfer

Activities planned for 2025

Systemic support of cooperation with practice and development of application potential at USB

- Functional, professional and systemic support for the administration of intellectual property protection, the entire commercialization process and cooperation with practice will continue to be provided by the Technology Transfer Office (TTO USB).
- USB will continue to develop competencies in the field of IP protection, both through individual training of all TTO USB employees, who will in turn spread awareness of IP protection among scientists and researchers, and through the 'C' course 'IP Protection', sponsored by the TTO USB and available to all Master and PhD students.
- The Rector's ordinances related to the whole broad area of intellectual property, commercialisation and knowledge transfer (with faculty involvement) will continue to be implemented.
- TTO USB will continue to develop systemic support for the promotion of S&R results into practice through its own website, social networks, databases of the national Transfera.cz platform and other foreign databases (e.g. IPI Singapore, HKTDC, DEIP), as well as through new portals – e.g. Busyman portal.
- TTO USB will support and develop Proof-of-concept activities through internal project calls from the TA CR SIGMA project on Proof-of-concept activities development.
- TTO USB will further develop a new format for meeting with researchers and academics at faculties – TTO Café at faculties.
- TTO USB will continue to develop its internal ODV tracking software tool with additional modules added as funding becomes available.
- TTO USB will implement and promote the newly created SPIN OFF TREND scripts of today.
- TTO USB will develop further opportunities to ensure the growth of technology transfer and knowledge transfer activities.
- TTO USB will strive to obtain additional financial resources for the development of TTO and support other connected activities for scientists and academics, develop the area of knowledge transfer, active cooperation with application practice, investors and other entities and network with regional, national and international innovation partners.

Responsibility Vice-Rector for Research

Expected sources of funding

- Operational Programmes CR 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Cooperation Programmes
- Operational Programmes CR 2021–2027, Cross-border cooperation programmes, Transnational and international programmes
- **+** Support programme for strategic management of higher education institutions for 2022–2025
- Own resources
- Support programme for the development of higher education
- Institutional (long-term conceptual development of research organisations) and earmarked funds (GA CR, TA CR, MEYS, MA, other agencies); systemic support (e.g. large research infrastructures)
- Foreign funds
- Horizon 2020 (ongoing) and the new Horizon EUROPE (FP9; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility/National Recovery Plan; EC Community Programmes incl. Digital EU; React-eu etc.
- Other additional sources (local government/city, regional, donations, foundations, etc.)
- Sources of the 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)

3

Internationalisation

Objective 3.1 Development of global competencies of students and staff

Activities planned for 2025

Support for language and intercultural training of USB students and staff

- Enhancing the language skills of academic and non-academic staff through LLL language courses for USB staff as well as language courses abroad, including online courses.
- Supporting the cooperation between the Goethe Centre USB and the departments or institutes FED USB and FAR USB in developing the language competencies of students.
- Implementation of courses focused on multicultural preparation for USB students through USB faculty.
- Ensuring a systematic offer of Czech language instruction for foreign students and staff through USB faculties.

Developing international mobilities of USB students and staff

- Introducing new elements of digitisation and implementation of Erasmus Without Paper, including the European Student Card at USB.
- Systemic support for students' trips abroad for study stays and internships, including students studying in double degree programmes at USB faculties. Financial support is primarily from the Erasmus+ programme or allocated own financial resources from SPSM and the scholarship fund of USB faculties. In addition, use of the OP JAK programme.
- Support for cooperation with partner universities outside the EU through the KA 171 Erasmus+ programme (International Credit Mobility).
- Support for USB student and staff trips from Erasmus+ and projects such as SPSM, OP RDE, Horizon EUROPE, etc.
- Increasing the number of foreign academic staff will be implemented by supporting the arrival of foreign post-docs and senior researchers at USB from mobility projects (financial sources such as Erasmus+, SPSM projects, OP RDE, Horizon EUROPE, etc.).
- Support and development of the activities of the International Relations Office in the framework of the professionalisation of the services provided, specifically the activities of the Go Abroad Officer and the Welcome Officer and the USB Development Project – ESF+.
- Using the potential of the Alliance of European Universities KreativEU to provide administrative and professional support for the development of USB internationalisation, including further development of mobility programmes.

Development of professional competencies of staff in the field of internationalisation

- Developing the professional competencies of USB staff through participation in professional seminars and training in the areas of HR, institutional resilience, digitalisation, security, cultural and international relations.

Responsibility Vice-Rector for International Relations, Vice-Rector for Student Affairs

Objective 3.2 Internationalisation of USB degree programmes

Activities planned for 2025

Increasing the number and quality of degree programmes (DP) offered in foreign languages

- Support for new foreign-language degree programmes, especially in the form of foreign-language versions of existing degree programmes.

Increasing the number and quality of joint degree programmes in foreign languages

- Increasing the quality of double/joint degree programmes implemented jointly with European universities.

Internationalisation of degree programmes accredited in the Czech language

- Supporting the language skills of foreign USB students through Czech language courses for foreigners.
- Systemic creation of courses taught in foreign languages for incoming students.

Responsibility Vice-Rector for International Relations, Vice-Rector for Student Affairs, Vice-Rector for Internal Evaluation and Accreditation



Objective 3.3 Simplify the process of recognition of foreign education

Activities planned for 2025

- Preparation of the Rector's ordinances for the recognition of the results of study abroad at USB, including updating the relevant provisions of the USB Study and Examination Regulations.
- Preparation of a systemic methodological guideline for the recognition of results of studies abroad at USB and its implementation at USB faculties.

Responsibility Vice-Rector for International Relations, Vice-Rector for Student Affairs

Objective 3.4 Creating an international environment and promotion abroad

Activities planned for 2025

Development of international marketing

- Conduct acquisition trips and online meetings to develop cooperation with foreign universities. Continuous conclusion of university-wide cooperation agreements (Memorandum of Understanding) to support education, research activities and mobility.
- Creation of multilingual documents or the necessary language versions of texts.
- Promotion of USB foreign language programs offered to international applicants and students in (in-person, online) presentations abroad.
- Strengthening cooperation with the Danube-Vltava European Region.
- Development of support for cooperation with the ESN USB Budweis student association in the framework of international marketing.
- Support for cooperation with KreativEU, especially in the framework of the eight work programmes of the project.
- Review participation in international educational and student fairs and online events (webinars, social media).
- Revision of cooperation with selected portals (e.g. within the Study in the Czech Republic initiative).

Developing services for international students and workers

- Supporting the activities of the European student network (ESN USB Budweis) at USB under the auspices of the Welcome Officer, including support for the USB buddy system.
- Expansion of the Welcome Office within the framework of the OP JAK project.
- Supporting cooperation with EURAXESS Czech Republic and the activities of the contact point at USB.

Strengthening cooperation with foreign students and graduates

- Encouraging the involvement of international students in USB activities and promoting USB abroad through international student ambassadors.
- Support the involvement of USB students going abroad in the international promotion of USB.

Responsibility Vice-Rector for International Relations, Vice-Rector for Development and Public Relations

Objective 3.5 Strategic management of internationalisation

Activities planned for 2025

- Using the Knowledge & Creativity Alliance of European Universities (KreativEU) project to develop capacity, competencies and processes in the area of 8 work programmes including education, research, incubator for collaboration with the cultural and creative industries, AI and sustainability support, international mobility, communication, dissemination and the creation of a joint KreativEU campus.
- Developing further USB cooperation with selected EU and non-EU universities.
- Promoting international cooperation through USB membership of ESFRI consortia and strategic European partnerships (HE programmes).
- Supporting the promotion of the services offered by USB research infrastructures to foreign users.
- Support for the establishment of a workplace providing assistance in the preparation of European and other international projects (EU desk) and expansion of Welcome Office services (students, employees) within the framework of the OP JAK project.

Responsibility Vice-Rector for International Relations, Vice-Rector for Development and Public Relations

Expected sources of funding

- Operational Programmes CR 2014–2020, European Territorial Cooperation Programmes, Transnational and International Programmes
- Operational Programmes CR 2021–2027, Cross-border cooperation programmes, Transnational and International Cooperation Programmes
- Support programme for strategic management of higher education institutions for 2022–2025
- Own resources
- Institutional (long-term conceptual development of research organizations) and special-purpose funds (GA CR, TA CR, MŠMT, MA, other Agencies)
- Horizon 2020 (ongoing) and the new Horizon EUROPE (FP9; EU research and innovation programme 2021–2027)
- Erasmus+ programme
- A project of the Knowledge & Creativity European University Alliance (KreativEU).
- Just Transition Fund, Invest EU, Support and Recovery Facility / National Recovery Plan; EC Community Programmes incl. Digital EU; React-eu etc.
- Other additional sources (local government funds /city, region, donations, foundations, etc.)
- Sources of the 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)

4 Openness

Objective 4.1 Marketing

Activities planned for 2025

Promoting the good name of the University

- In 2025, the University will implement marketing promotional activities resulting from the updated Marketing Strategy Action Plan, which was developed and will be approved at the end of 2024, with the aim of building the USB brand as a modern provider of quality education and increasing brand awareness.
- In 2025, a new visual advertising campaign will be created for and the remaining materials to promote studies at USB. In 2025, the implementation of set communication strategies and their updates will continue, especially graphic and content changes on the USB website.
- The use of social networks will continue to be developed in 2025, based on the content plan. Structured content will be directed to Facebook, Instagram, LinkedIn and the X network.
- In 2025, the University will focus on improving the functioning of the University e-shop and creating a new collection of promotional items.
- The University will continue its cooperation with PSch, SSch and HVS through the promotion of studies in schools, the planning of events with the support of USB, the implementation of the 'Day with the University' and the 'Open Day'. Attention will be paid to maintaining a high standard of quality in the professional activities provided to schools (e.g. activities of the MEVPIS centre, lectures and seminars, personal visits of experts in teaching in schools, children's or junior universities).
- To improve the promotion of the University, the collaboration between the Marketing Office and the USB Technology Transfer Office will continue to be developed in 2025 with the aim of expanding the USB B2B offering in the coming years.
- The University will continue to maintain and develop mutual cooperation with key partners with influence on the development of education, such as the Municipality of České Budějovice, the Regional Office of the South Bohemian Region, local governments, ministries, SSch, HVS, HEI, the Chamber of Commerce, JAIP, JVTP, MAS Association, Institute of Certification of Accountants CR, Association of Chartered Certified Accountants, etc.
- Furthermore, cooperation with student associations (e.g. the Student Union of the University of South Bohemia, ESN USB Budweis, etc.) will be expanded. In addition to co-organising traditional and new social events for USB students and the general public, the new web portal studentskyzivot.cz, which was created with the support of the USB by the Student Union of the University of South Bohemia, will be developed.
- The University will continue to develop cooperation within the framework of communication platforms with employers in order to support the employability of University graduates (cooperation within projects, student professional activities, summer schools, involvement of experts from practice in LLL programmes, assessment centre for students with CSOB, shadowing of managers, internships, EURES European Jobday and professional events).
- In 2025, the University will focus on promoting university sport for the purpose of leisure activities for students and as a way of enhancing the reputation of the University. Sports matches in the city of České Budějovice are planned.
- In 2025, the University will intensify its communication with important commercial partners such as ČEZ, a.s., Budějovický Budvar, n.p., ČSOB, a.s., etc.
- In 2025, the University will be intensively involved in cooperation with the project České Budějovice European Capital of Culture 2028.

Internal communication as a tool for strengthening a positive attitude towards USB

- At the same time, traditional and new informal social events for USB employees will be organised this year, such as the USB Representative Ball, the Opening of the Academic Year, the Advent Concert, etc.

Responsibility

Rector, Vice-Rector for Development and Public Relations



Objective 4.2 Public Relations

Activities planned for 2025

Development of communication with the public

- In 2025, the University will develop the activities of the spokesperson as the main contact with the public.
- The University will continue to refine its communication with the public and the environment, e.g. through a unified USB website, the LLL web portal, regular press releases, regular publication of articles on science and research at USB or regular publication of the University's journals.
- Long-term cooperation with regional and national media through the USB Marketing Office will continue. USB experts will actively participate in society-wide discussions with their comments and expert opinions.
- The University will continue to reach out to the public and those interested in studying at themed exhibitions on education (Gaudeamus, Education and Craft).

Open Science

- The USB Publishing House will publish prestigious professional monographs as well as texts intended for teaching, and this activity will help to create awareness of the results of research work at USB among the professional and lay public. The University will continue its publishing activities through specialised web portals (e.g. elearning.jcu.cz; knihovna.jcu.cz; czv.jcu.cz; www.jctt.cz).
- In 2025, popularisation events will be organised, such as the European-wide Researchers' Night, Academic Half Hours – popularisation lectures for the public, Day with the University, etc.

Developing communication with alumni

- The University will continue to build a University-wide coordination platform for communication with its own alumni through regular updates of the alumni and employer database, questionnaire surveys, roundtables, and especially targeted communication and presentations. The University-wide alumni club will continue to use the alumni newsletters, the web platform for alumni needs will be kept up-to-date in 2025 and its connection to the University's information systems will be further optimised.
- Discounts will be available for Alumni Club members within the commercial centre.
- In addition, alumni club members will be provided with alumni office system licenses and a University email account upon registration in the IDM system.

Responsibility Vice-Rector for Development and Public Relations

Objective 4.3 Fundraising

Activities planned for 2025

- The University will continue to maintain and develop its cooperation with partners in this area, such as Budějovický Budvar, n.p. At the same time, the University will proactively approach the expansion of its network of partners by other important commercial entities, e.g. by renting advertising space in the media at its disposal, within the framework of organised social events, etc.
- The cooperation with the Student Union of the University of South Bohemia will be maintained, with which the University regularly applies for financial support from the Statutory City of České Budějovice to organise social events for the general public. The City of České Budějovice will also contribute financially to the operation of the University Goethe Centre in 2025 together with the South Bohemian Region.

Responsibility Vice-Rector for Development and Public Relations

Objective 4.4 Social responsibility

Activities planned for 2025

Strengthening USB's corporate social responsibility activities

- The University will continue to support new technologies in the area of building management (intelligent lighting control responding to daylight intensity, shading and current room usage, etc.). Furthermore, the monitoring and regulation system will be developed to achieve the highest possible energy efficiency of USB buildings.
- Activities supporting sustainable development, energy self-sufficiency with an emphasis on energy saving, environmental protection, etc. will continue to be implemented (smart investments – rainwater management on campus, photovoltaic systems on the USB campus, electromobility, waste management, involvement in national projects focusing on these issues, etc.).
- Public panel discussions on society-wide topics will be organised.
- Sport and an active approach to life will continue to be encouraged at the University.
- Furthermore, the creation of optimal conditions for the employment of disadvantaged citizens will be promoted, including the provision of employment opportunities.
- In collaboration with the sphere of application, the profile of studies, and research, will be discussed to make it socially relevant. See, e.g. the new degree programme towards sustainability (NPO II).
- USB will actively present faculty outputs with a clear link to social responsibility (biodiversity, ecosystems, management, disease prevention, etc.).

Responsibility Rector, Vice-Rector for Development and Public Relations,

Expected sources of funding

- Operational Programmes CR 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Programmes
- Operational Programmes CR 2021–2027, Cross-border cooperation programmes, Transnational and International Cooperation Programmes
- Support programme for strategic management of higher education institutions for 2022–2025
- Support programme for the development of higher education
- Institutional and earmarked funds, systemic support
- Foreign funds
- Horizon 2020 (ongoing) and the new Horizon EUROPE (FP9; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility/National Recovery Plan; EC Community Programmes incl. Digital EU; React-eu etc.
- Other additional sources (local government funds /city, region, donations, foundations, etc.)
- Sources of the 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)

5

Management

Objective 5.1 Transforming the environment and setting up processes in relation to the strategic management of the institution

Activities planned for 2025

Financial stability

- ⊕ At USB, the current methodology for the allocation of the institutional part of the budget will continue to be developed through the implementation of the performance and quality monitoring methodology, S&R evaluation, etc. The methodology of distribution of the institutional part of the funds set for previous years will be applied in relation to the methodology of S&R assessment in the HEI segment and in relation to the development of strategic instruments shaping S&R (M17+, institutional accreditation, quality assessment, infrastructure assessment, grants, etc.).
- ⊕ Effective use of financial instruments of development potential (e.g. EU SF, programme funding, strategic management support programme, higher education development programme, foreign grants and projects, etc.).
- Systemic use and updating of the Strategic Priorities Fund, the Support Programme for Strategic Management as a long-term and conceptual tool for USB development, including support for interdisciplinary cooperation and joint projects of several units, elimination of possible systemic inequalities in the remuneration of units, etc.
- Creation and setup of a USB fund concept aimed at supporting curriculum innovation, which will contribute in an administratively low-cost way to the modernisation of instruction, improvement of support services and the implementation of initiatives originating from students or individual staff.
- ⊕ Creation of analyses and subsequent conditions for the use of innovative technologies in the management system, strategic planning and effective management of activities in the field of financing and management (data-based decision-making, development of software for property management, prediction of student success).
- ⊕ Establishing rules for drawing on reserves and managing central strategic instruments (Strategic Priorities Fund, etc.) and the continued centralisation and digitisation of USB management and administration activities.
- Development of the USB e-commerce hub to include other commodities including intangibles (e.g. LLL courses).
- ⊕ Further centralisation of the University's management and administration activities, especially in the area of energy management, e.g. development of a metering and control system on the USB campus, efficient building passport, etc.

Automation/digitisation of activities and operational remits

- ⊕ The digitalisation of travel orders will be ensured in connection with the digitised organisational structure.
- Internal regulations and processes will be updated in terms of USB crisis management (especially with regard to security at USB).
- ⊕ The number of users of the project database at USB will be increased with a view to linking it to the new project collection scheme for internal grant competitions.
- Economic digital systems will be updated.
- ⊕ Digitisation of student affairs remits and training, especially in the field of OSH and cybersecurity at some faculties, will be implemented.
- The University will actively develop cooperation with South Bohemian innovation companies.
- ⊕ The digitisation of the accreditation process and its integration with the USB intranet will continue.
- ⊕ Greater emphasis will be placed on cybersecurity at USB, security regulations and guidelines will be implemented, and an information security management system will be implemented.

Decision-making based on data

- ⊕ The development of the data warehouse will continue to be supported in key areas of the USB with emphasis on education, science and research, quality assessment and associated operational remits.
- Data-driven decision-making/related communication will be actively approached to develop AI in the PHEI environment.
- ⊕ Existing software (e.g. M&R, EAS, EFAS, Revisio, etc.) will be used and upgraded to enhance the functionality and efficiency of building management with an emphasis on energy savings.

Quality system

- ⊕ The system of tools for monitoring and quality assurance will continue to be developed (USB IEB activities, greater involvement of the USB Academic Senate and the USB Board of Trustees in the preparation and discussion of USB strategic management).
- ⊕ Implementation of the recommendations of the evaluation panels (including IEP M17+), further development of the activities of the international councils at USB, development of foreign language documentation at USB will continue
- Preparation of internal mechanisms for the distribution of funds supporting priority development areas.

Responsibility

Rector, Vice-Rector for Development and Public Relations, Vice-Rector for Internal Evaluation and Accreditation, Bursar



Objective 5.2 Human Resources

Activities planned for 2025

Incentive system

- An attractive environment will be created for existing and potential USB employees (stabilisation and incentive programmes, salary conditions, objective and transparent staff evaluation, staff care, gender policy, benefits, safety, socially responsible behaviour, health care, etc.), facilitating the transition from industries to academic careers.
- The benefits offer will be stabilised, including measures to possibly support its development.
- A coherent internal system for staff development will be prepared in connection with the development of LLL.

Personnel policy

- The internal regulations and measures will be continuously updated in the context of legal amendments and current trends (well-being, safety, gender, etc.)
- There will be an evaluation of the implementation of the new wage regulations for academic and non-academic staff and the USB Career Regulations, evaluation of the suggestions of the USB International Board, implementation of support for wage cohesion, etc.
- Implementation of the HR Award Action Plan and the USB Gender Equality Plan.

Responsibility Rector, Bursar

Objective 5.3 Development and renewal of infrastructure

Activities planned for 2025

Technological development and renewal of IT, ICT, etc.

- ⊕ Further development of e-learning support, including e.g. increasing the efficiency of administration through the online environment.
 - Safety support through the use of the StuduJU application (call system, danger reports, news, etc.).
- ⊕ Central staff support for e-learning systems will be expanded.
- ⊕ Develop data and management reporting in line with objective 5.1 – Data-driven decision-making.
- ⊕ Continuous renewal of outdated IT equipment to support instruction and learning, especially part-time forms of studies, lifelong learning and staff development.
- ⊕ Continuous development of the USB computing cluster.
- ⊕ Development of services for users based on VoIP technology
- ⊕ Further technological development of the USB digital commercial centre.
- ⊕ The USB website and intranet will be expanded – implementation of other agendas (scientific boards, senates, etc.)
- ⊕ Personnel and software support for the implementation of measures resulting from the obligations under the Cyber Security Act. Including increasing the physical part of cyber security.
 - Supporting the work of the Cybersecurity Council.
- ⊕ Stabilization and development of IT services staffing.
 - Implementation of systems and processes related to the issuance of microcertificates.
 - Pilot implementation of an integration platform for IS USB interconnection.

Implementation of the investment strategy

- ⊕ Developing, building and upgrading educational and research facilities in line with the strategic development of the USB and the individual USB constituent parts.
- ⊕ Implementation of investment actions in accordance with the IP (e.g. continuation of the renovation of the USB Lecture Hall, execution of the construction of the Dukelská FED building, preparatory work for the renovation of the Mlýnský stoka building, implementation of the renovation of the FED Stadium, renovation of the FSC building (building O), preparation for the construction of the Vltava IV FHSS building, blue-green revitalization of the USB campus, modification of the Canteen, renovation of the Na Zlaté stoce 1619 building).
- ⊕ Material and technical renewal of equipment at individual USB units will be implemented, including the acquisition of machinery and instrumentation.
 - Ongoing renovation and renovation of the properties in accordance with current needs and barrier-free operation (activities planned in the ERDF project – SP – Dormitories, FED, FHSS).
- ⊕ Periodic evaluations of energy optimisation of operations will be carried out through a building management system linked to energy management ('green university').
 - Creation and implementation of a sustainability strategy with SMART University elements.
 - Purchase of equipment (including software) for strategic management of the organisation.

Responsibility

Rector, Vice-Rector for Development and Public Relations, Bursar

Expected sources of funding

- Operational Programmes CR 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Programmes
- Operational Programmes CR 2021–2027, Cross-border cooperation programmes, Transnational and International Cooperation Programmes
- Horizon 2020 (ongoing) and the new Horizon EUROPE (FP9; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility / National Recovery Plan; EC Community Programmes incl. Digital EU; React-eu etc.
- ⊕ Support programme for strategic management of higher education institutions 2022–2025
 - Support programme for the development of higher education
 - Programme funding of the MEYS
 - Own resources
 - Institutional and earmarked funds, systemic support
 - Foreign funds
 - Other additional sources (local government funds /city, region, donations, foundations, etc.)
 - Sources of the 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)



List of abbreviations

AI	Artificial Intelligence
B2B	Business to Business
BRIS	Basic Registers Information System
CAS	Czech Academy of Sciences
CENAKVA	South Bohemian Research Centre for Aquaculture and Biodiversity of Hydrocenoses
CIT	Centre of Information Technology
CR	Czech Republic
DDP	Doctoral degree programme
EAS	Electronic alarm systems
EAS	Evaluation of academic and research staff
EFAS	Electronic fire alarm system
ERDF	European Regional Development Fund
ESF	European Social Fund
ESFRI	European Strategic Forum on Research Infrastructures
ESN	European Student Network
EU	European Union
EURES	European Employment Service
EWP	Erasmus Without Paper
FAR	Faculty of Arts
FAT	Faculty of Agriculture and Technology
FEA	Further education of academic staff
FED	Faculty of Education
FFPW	Faculty of Fisheries and Protection of Waters
FHSS	Faculty of Health and Social Sciences
FSC	Faculty of Science
GA CR	Czech Science Foundation
HEI	Higher education institution
HKTDC	Hong Kong Trade Development Council
HR	Human Resources
HRS4R	Human Resources Strategy For Researchers
HVS	Higher vocational school
ICT	Information and communication technology
IDM	Identity Management
IEB	Internal Evaluation Board
IEP	International Evaluation Panel
IP	Investment Plan
IPSP	Implementation Plan of the Strategic Plan
IS	Information system
ITI	Integrated territorial investments
JAIP	South Bohemian Agency for Support of Innovative Entrepreneurship
JVTP	South Bohemian Science and Technology Park
KA	Key activity
LCDRO	Long-term conceptual development of the research organisation
LLL	Lifelong learning

LMS	Learning Management System
M17+	Methodology for the evaluation of research organisations and programmes of targeted support for research, development and innovation
MA	Ministry of Agriculture
MAS	Local action group
MEVPIS	International Environmental Educational, Advisory and Information Centre of Water Protection Vodňany
MEYS	Ministry of Education, Youth and Sports
M&R	Measurement and regulation
NAB	National Accreditation Bureau for Higher Education
OP JAK	Operational Programme Jan Amos Komenský
OP RDE	Operational Programme Research, Development and Education
PR	Public relations
PSch	Primary school
SF	Structural Fund
SPSM	Support programme for strategic management of higher education
S&R	Science and research
SSch	Secondary school
STAG	Student affairs information system
SW	Software
TA CR	Technology Agency of the Czech Republic
TT	Technology Transfer
USB	University of South Bohemia in České Budějovice



Annexe 1: Interim report on the use of SPSM funds in 2024

As of 23 August 2024, the monitoring of the implementation of the SPSM in 2024 was carried out in the form of an interim check of budget execution and an individual questionnaire survey. We expect the fulfilment of the set objectives and indicators of 2024.

Table: Summary of SPSM contribution disbursements as of 23.8.2024, estimated SPSM allocation for 2025.

PRIORITY OBJECTIVE SZ2021+	Allocation of the contribution for 2024 (rounded in thousands CZK)	Allocation of the contribution for 2024 (%)	Use of the 2024 contribution as of 26/8/2024 (rounded in thousands CZK)	Use of the 2024 contribution as of 26/8/2024 (%)	Estimated allocation of the contribution for 2025 (rounded in thousands CZK)	Forecast allocation of the contribution for 2025 (%)
1. Develop competencies directly relevant to life and practical application in the 21st century	4 662	12.2	1 821	4.7	4 612	12.1
2. Improve the availability and relevance of flexible forms of education	9 059	23.7	3 750	9.8	9 226	24.2
3. Increase the efficiency and quality of doctoral studies	1 725	4.5	61	0.15	1 725	4.5
5. Build capacity for strategic management of higher education	4 731	12.4	1 117	2.9	5 111	13.4
6. Reduce the administrative burden on University staff so that they can fully devote themselves to their mission	6 997	18.3	3 391	8.9	6 875	18
Internationalisation of universities	7 240	19	3 542	9.3	6 865	18
Other priority	3 766	9.9	2 335	6.1	3 766	9.9
Total	38 180	100	16 020	41.85	38 180	100
Share of investment expenditure in total allocation	6 669	17.5	1 593	4.2	5 600	15.7
Share of internal competition in the total allocation	0	0	0	0	0	0

Blocks of funds and orders are not recorded in the table. The estimated share of investment funds for 2025 shown may still change slightly before the grant application is submitted, subject to the maximum allocation for investment.

Funds made up of the unspent contribution of the previous year are tracked separately. Care is taken so that the funds continue to be spent within their priority objectives and on the activities for which they were intended.

The bulk of the fund's actions are under Priority Objectives 5 and 6, which are usually tenders and time-consuming activities and deliveries, or long-term or deferred mobilities (internationalisation).

Table: Summary of the unexpended SPSM funds as of 23 August 2024.

PRIORITY OBJECTIVE SZ2021+	Fund allocation for 2024 (rounded in thousands CZK)	Use of the Fund in 2024 as of 26/8/2024 (rounded in thousands CZK)	Remains to be used (rounded in thousands CZK)
1. Develop competencies directly relevant to life and practice in the 21st century	14	0.6	13.4
2. Improve the availability and relevance of flexible forms of education	910	439	471
3. Increase the efficiency and quality of doctoral studies	161	54	107
5. Build capacity for strategic management of higher education	2 445	73	2 372
6. Reduce the administrative burden on university staff so that they can fully devote themselves to their mission	1 338	1 263	75
Internationalisation of universities	2 002	354	1 648
Other priority	233	92	141
Total	7 103	2 275.6	4 827.4
Share of investment expenditure in total allocation	3 656	1 462	2 194
Share of internal competition in the total allocation	0	0	0

Detailed evaluation of individual measures, including their description and the fulfilment of indicators will be prepared according to the instructions of the MEYS in the Report on the achievement of the objectives of the strategic plan of the university and the use of funds from the Support programme for strategic management for the year 2024. After the evaluation of the OP JAK projects, an internal review of SPSM vs. OP JAK activities will be carried out to check from the perspective of the risk of double funding. The guarantors will then restructure the SPSM measures, if necessary, while respecting the prescribed allocations in the priority objectives and activities leading to their fulfilment according to the Call.



The Implementation Plan of the Strategic Plan of the University of South Bohemia in České Budějovice for the year 2025:

- 1) was discussed by the Scientific Board of the University of South Bohemia in České Budějovice on 30 October 2024,
- 2) was approved by the Academic Senate of the University of South Bohemia in České Budějovice on 12 November 2024,
- 3) was approved by the Board of Trustees of the University of South Bohemia in České Budějovice on 20 November 2024.

Published by: The University of South Bohemia in České Budějovice

Address: Branišovská 1645/31a, 370 05 České Budějovice

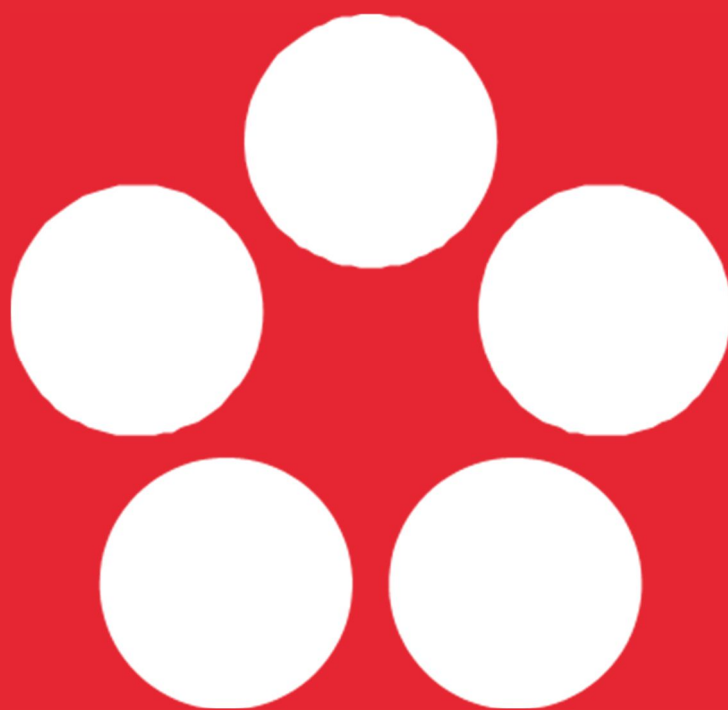
Edited by a collective of authors under the direction of PhDr. Pavel Král, Ph. D.,

USB Vice-Rector for Development and Public Relations

Edition: 1st edition 2024

© 2024 The University of South Bohemia in České Budějovice

www.jcu.cz



The University of South Bohemia in České Budějovice

www.jcu.cz