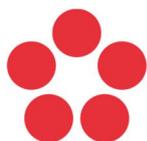


Implementation Plan of the Strategic Plan

University of South Bohemia
in České Budějovice

2021-
2026



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

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Vision

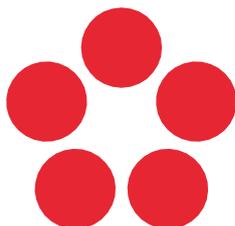
The University of South Bohemia aims to be:

- a sought-after, friendly university with a motivating study and work environment
- a competitive university on a European and global scale
- a university with a distinctive identity, beneficial to the city and the region
- an academic institution that supports students and staff

Mission

As a leading centre of education, independent knowledge and creative activity, the University of South Bohemia in České Budějovice (USB) is focused on the scientific, cultural, social and economic development of society and, through its activities, fulfils the mission of a university under 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 areas.

The main mission of USB as a research organisation is to independently conduct basic and applied research or experimental development and to publicly disseminate the results of these activities in the form of teaching, publications or knowledge transfer. Educational and related scientific and research, development and innovation, artistic and other creative activities are developed at USB in the fields of natural sciences, agriculture, humanities, social sciences and health sciences at an international level. In addition to educational and creative activities, USB also carries out supplementary activities to help fulfil its 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 responsive institution and sets ambitious 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 provides a free environment for expressing and fulfilling their ideas.

Openness

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

Internationalisation

The University of South Bohemia builds on international cooperation in fulfilling its mission.



Content_____

Fulfilment of the vision for 2026_5

Planned activities for 2026_6

List of abbreviations_32

Annexe 1 – Interim report on the use of SPSM funds in 2025_34

Annexe 2 – Investment Activity Plan for 2026 (separate document)

Fulfilment of the vision for 2026

The Implementation Plan of the Strategic Plan of the University of South Bohemia in České Budějovice for 2026 (hereinafter referred to as 'IPSP 2026') 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 priorities set and prepare key measures for 2026.

The Implementation Plan of the Strategic Plan of the University of South Bohemia for 2026 is organised, like the Strategic Plan itself, into five priority areas: education, research, internationalisation, openness, and management. In addition to 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 the University. The individual priority objectives are supplemented by the most significant planned activities (expected measures) for 2026 at the University-wide level.

For the period 2026–2030, the Ministry of Education, Youth and Sports transformed the Support Programme for the Strategic Management of Higher Education Institutions (SPSM) according to the principle of dialogue-based funding. The result of the dialogue is the conclusion of a Strategic Commitment, and the funded activities will no longer be marked with a specific symbol in the IPSP as in the previous period. The IPSP 2026 is accompanied by a report with an interim evaluation of the use of funds from the SPSM in 2025.

A separate annexe to the IPSP 2026 is the USB Investment Activity Plan for 2026 (IAP 2026).

1

Education

Objective 1.1 Quality of education

Planned activities for 2026

Establishment of a system for substantive quality control of education

- Updating measures for evaluating bachelor's, master's and doctoral degree programmes during their implementation in conjunction with the Internal Evaluation Board (IEB) and the School of Doctoral Studies (SDS).

Adjustment of the USB budget methodology for education

- Implementation of the established methodology and possible discussion of future adjustments caused by changes in legislation or with regard to the recommendations of the evaluation panels implemented in the previous year.

Strengthening personal responsibility for quality and compliance with standards in education

- Systemic support for degree programme guarantors in the area of re/accreditation preparation by updating measures to ensure quality and evaluation of degree programmes.

Strengthening the substantive significance of the academic community

- Plan to use student evaluation of instruction as a feedback tool and link it to the internal evaluation of degree programmes and faculties.

Development of care for students at risk of academic failure

- Systematically increase study success and reduce failure rates through early risk identification, targeted support and uniform rules across USB.
- Introduce a standard for regular reports for vice-deans for student affairs at USB faculties; provide training in data handling, interpretation methodology and personal data protection principles. Review critical subjects with high failure rates (analysis, didactic adjustments, support seminars).
- As part of the early identification of academic failure, set rules for monitoring low attendance (attendance, activity in hybrid and distance learning) and for evaluating long-term inactivity in studies, including establishing a clear definition of inactivity.
- Through micro-certificates within LLL, provide students at risk or those who have not completed their studies with the opportunity to obtain recognised competencies that will enable them to continue their accredited studies (re-entry) or to gain valuable output that can be used in the labour market, thereby reducing overall academic failure.

Systemic support for educators

- Strengthen technical, methodological and didactic support for the introduction of new forms of instruction (hybrid, distance learning, activation methods, use of AI and digital tools).
- Focus in particular on the development of pedagogical competencies, IT skills, and language training to enhance the quality of teaching and internationalisation.
- Develop a community of practice through workshops, peer learning and open lessons; create a database of examples of good practices available to all faculties.
- Support the concept of a learning organisation through team instruction and mentoring of junior colleagues.
- Support the well-being of educators through supervision and counselling in the area of coping with the demands of instruction and burnout prevention.

Effective organisation supporting the purpose of educational activities

- Complete the unification and simplification of study conditions across USB through the new USB Study and Examination Regulations (SER USB), which will set binding uniform rules for all constituent parts.
- Introduce monitoring of the quality of applicants and admitted students as a basis for further development of the admission process.
- Support the involvement of doctoral students and gifted students in instruction within a clearly defined scope and with methodological support.
- Expand student feedback on the organisation of studies and reflect the results in faculty quality plans.
- Strengthen targeted work with applicants through University marketing activities and specific measures at the faculty level.

Responsibility

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



Objective 1.2 Link to practice

Planned activities for 2026

Qualifications framework and learning outcomes as part of standards

- Refining the internal structure of degree programmes in terms of the continuity of the Higher Education Qualifications Framework, graduate profiles and what students are expected to learn in individual courses, as well as new requirements arising from the amendment to the Higher Education Act and new standards of the National Accreditation Bureau for Tertiary Education (NAB).

Linking academically oriented degree programmes with research practice

- Deepening cooperation with the institutes of the Czech Academy of Sciences (CAS) on the basis of jointly accredited doctoral degree programmes in the implementation of SDS activities.

Linking professionally oriented degree programmes with institutions enabling professional employment

- Continuous implementation of the internship system within degree programmes.

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

- Incorporate rules for the recognition of prior learning documented by the European Train Control System – ECTS (including micro-certificates as formal educational modules) and professional internships completed within another degree programme, mobility or LLL into the new USB Study and Examination Regulations. This measure is crucial to ensure that micro-certificates awarded with ECTS do not become mere certificates, but also have real value in USB's accredited programmes.

Development of professionally oriented bachelor's programmes

- Within the framework of teacher training programmes, implement the transition from academic to professional programmes as part of re/accreditation.

Strengthening the relevance of the profile of degree programme graduates

- Introduce new degree programmes in line with the socio-economic needs of society and future megatrends.
- Implement degree programmes of strategic importance for USB that have been supported by the USB Strategic Priorities Fund.

Support for active learning

- Develop teaching and learning methods with an emphasis on activity-oriented instruction (activation methods, project-based teaching, teamwork, use of digital tools and AI elements).
- Strengthen the link between theory and practice by incorporating practical tasks, internships, projects and cooperation with the application sphere directly into instruction so that students better understand theory and are more motivated.
- Support informal learning among students by developing entrepreneurship, involvement in student associations and projects, and strengthening the links between these activities and accredited degree programmes.

Responsibility

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

Objective 1.3 Modern educational infrastructure

Planned activities for 2026

Development of information, counselling and support services for prospective students and current students

- Expand and modernise student-oriented services – in particular the University Counselling Centre, Career Centre, Student Affairs Office and the newly strengthened Centre for Equal Opportunities in Education (replacing SCSSN), whose activities will be expanded to include support for inclusion and equal access to education.
- Ensure better coordination and availability of services – systematically link counselling and support centres, introduce a unified overview of services available online, and strengthen information sharing between faculties and central offices.
- Support individualised student care – use digital tools (online booking systems, anonymous chat, e-counselling) and expand the range of support offered, including crisis intervention and prevention of academic failure.

Building, modernising and innovating spaces/equipment for degree programmes

- The specification of tools at the level of USB faculty activities focused on the innovation of spaces and equipment for degree programmes, including instrumentation, is outlined in the annexe to the IPSP USB – USB Investment Activity Plan for 2026 (renovation of the Faculty of Science building, facilities for the field of Informatics in the VTP premises, etc.).
- Activities related to the modernisation and innovation of educational infrastructure, beyond the scope of the measures specifically mentioned in IAP 2026, are continuously implemented by faculties or central offices according to the financing schedule from relevant programme or own resources.

Digitisation of study remits

- The digitisation of remits necessary for the implementation of distance learning will continue, including the development of digitisation of remits within the framework of full-time and combined forms of studies, such as online enrolment, applications, confirmations of studies, electronic diplomas, electronic student files and electronic protocols on the course of the final state examination (FSE), a unified digital gateway and Once-Only Technical System (OOTS – a system for the cross-border exchange of official documents), etc.

Building modern field of study units linking instruction and research

- Develop and systematically establish educational infrastructure within individual fields – laboratories, studios, field stations and specialised centres that will serve both instruction and research.
- Support student involvement in research activities through projects, internships and the use of modern infrastructure in the framework of degree programmes.

Responsibility Rector, Vice-Rector for Student Affairs, Bursar



Objective 1.4 Effectiveness and quality of doctoral studies

Planned activities for 2026

Financial stability of doctoral degree programmes (DDP)

- Ensure full implementation of doctoral study income in accordance with the amendment to the Higher Education Act and the USB Scholarship Regulations so that full-time doctoral students have stable and predictable financial conditions for their studies within the standard period of studies.
- As part of the implementation of SDS activities, set up project support to ensure support for individuals and team activities with the aim of ensuring quality and excellence across DDPs at USB.

Harmonise the standards governing the implementation of doctoral degree programmes at USB

- Unify doctoral study regulations and related measures across USB faculties to ensure comparable conditions, requirements and comfort of studies for all doctoral students, regardless of faculty or field of study.
- Harmonise procedures in areas such as admission rules, study progress assessment, supervisor responsibilities and student rights, in accordance with the amendment to the Higher Education Act and USB internal regulations.
- Issue and implement measures introducing rules for internal evaluation of DDPs within the SDS, also in cooperation with the IEB.

Responsibility

Rector, Director of the School of Doctoral Studies

Objective 1.5 Flexible forms of education

Planned activities for 2026

Development of distance learning

- Accredite new distance learning degree programmes at national and international level, with an emphasis on quality and sustainability.
- Expand USB's offer on the international market through recognised digital platforms and partner universities.
- Increase the availability and quality of digital study aids (interactive materials, multimedia content, online support services) that effectively replace in-person participation in instruction and support active learning.

Flexible organisation of studies

- Increase the flexibility of study plans – wider use of elective courses, block and modular teaching, hybrid forms and online tools.
- Introduce permeability between different forms of study (full-time, part-time, distance) and between accredited studies and LLL programmes, including the recognition of selected modules/micro-certificates.
- Support the sharing of experiences and examples of good practice in the implementation of blended and flexible instruction.

Teaching/learning materials and support

- Continue to develop the availability, relevance and quality of teaching and learning materials that support flexible forms of education.
- Continue to improve the quality level of online courses in LMS Moodle and MS Teams.
- Expand and support the use of the eLibrary system for interactive online scripts and modern study aids.

Micro-certificates and short educational modules

- Develop the range of micro-certificates and short courses with ECTS credits that will be recognised in accredited degree programmes.
- Use micro-certificates as a tool to reduce study failure rates and as a means of supporting lifelong learning and returning to studies.

Responsibility Vice-Rector for Student Affairs



Objective 1.6 Development and professionalisation of LLL

Planned activities for 2026

Development of the LLL system and LLL programmes for the public

- Expand the range of LLL programmes to include new professional and retraining courses, including programmes leading to micro-certificates with ECTS credits, which may be recognised in accredited degree programmes.
- Improve the accessibility of LLL through distance and online forms ('online university') to make the offer flexible and open to interested parties outside the region.
- Strengthen the link between LLL and strategic areas of the University of South Bohemia – connect courses with current socio-economic needs (e.g. healthcare, social care, sustainability, digitalisation) and with the University's research activities.
- Ensure the digitisation and recording of courses leading to micro-certificates in IS STAG so that they are fully integrated into the USB study remit from an administrative point of view.

Further education for USB students and staff

- Develop the pedagogical competencies of academic staff – continue to offer training in modern instruction methods, assessment and the use of digital technologies in instruction.
- Strengthen the digital and language skills of staff and students through courses and online modules that support internationalisation and readiness for changes in the labour market.
- Support professional and interest-based education for students and staff – offer development programmes focused on soft skills, leadership, project management and entrepreneurship.
- Include elements of well-being and mental health in LLL – workshops focused on stress management, burnout prevention and supporting a balance between study/work and personal life.
- Link LLL with LLL and micro-certificates – accredit selected courses for students and employees as micro-certificates with ECTS, which will be usable within the flexible education system of USB.

Strengthening cooperation between USB constituent parts within the framework of LLL activities

- Deepen cooperation between faculties and non-faculty parts of USB (e.g. British Centre, Goethe Centre, Academic Library) in the preparation and implementation of LLL programmes with the aim of creating an interdisciplinary and attractive offer.
- Ensure centralised registration and digitisation of LLL programmes in IS STAG, including courses leading to micro-certificates, so that the offer is clear and uniformly managed.
- Strengthen the promotion and marketing of LLL – coordinate communication across faculties and use common tools (website, social networks, PR campaigns) to reach the public, graduates and employers.

Responsibility

Vice-Rector for Student Affairs, Vice-Rector for External Relations, Sustainability and Human Resource Development, Vice-Rector for Development

Objective 1.7 Graduates

Planned activities for 2026

Increasing interaction with graduates

- The services provided by the USB Career Centre will be further developed, for example, services for students in the transition phase between studies and job search.

Responsibility Vice-Rector for External Relations, Sustainability and Human Resources Development

Expected sources of funding

- Czech Republic Operational Programmes for 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Cooperation Programmes
- Czech Republic Operational Programmes 2021–2027, Cross-border Cooperation Programmes, Transnational and International Cooperation Programmes
- Horizon 2020 (expiring programme) and the new Horizon EUROPE (9th RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility/National Recovery Plan; EC Community programmes, including Digital EU; React-eu, etc.
- Programme to support strategic management of higher education institutions for 2026–2030
- National Recovery Plan for Higher Education
- Programme funding by the Ministry of Education, Youth and Sports
- Own resources
- Institutional and earmarked funds, systemic support
- Other supplementary resources (funds from local authorities/cities, regions, donations, foundations, etc.)
- Resources from the Integrated Territorial Investment of the České Budějovice Agglomeration (ITI)

2 Research

Objective 2.1 Research excellence

Planned activities for 2026

Strengthening the international standing of research carried out at USB

- Revision of support for University postdoctoral positions in connection with European grants (openness to employees).
- Revision of the internal evaluation of science and research at USB in relation to CoARA (Coalition for Advancing Research Assessment) and the approved USB Action Plan (including the evaluation of activities in the field of open science and co-creation of public policies).
- Improving internal evaluation systems for academic and scientific staff (EAS) in relation to the activities of the Internal Evaluation Board.
- Further development of the EU Desk, a central support unit for EU-supported projects.

Support for excellent teams

- Revision of the USB Grant Agency – a tool for supporting excellence.
- Revision of support for University postdoctoral positions in connection with European grants.

Implementation of HRS4R

- Support for the creation or implementation of career rules in connection with the support and development of scientific and academic staff, as well as the comprehensive establishment of career development plans at USB.
- There will be a discussion on clarifying and setting up processes linking doctoral programmes to career regulations.
- USB will begin implementing the new action plan for the implementation of HRS4R formulated in 2025 (e.g. AI in research practice, research security, etc.).

Responsibility Vice-Rector for Research, Vice-Rector for External Relations, Sustainability and Human Resources Development

Objective 2.2 Social relevance of research

Planned activities for 2026

Open science

- Full operation of a shared interface for internal competitions (development and testing in autumn 2025).
- Web infohub on open science at USB.
- Creation of an institutional data repository.
- Creation of a methodology for working with (open) research data at USB.

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

- Revision of the USB Grant Agency – a tool for supporting interdisciplinary projects/projects with strong social relevance.

Responsibility Vice-Rector for Research

Objective 2.3 Support and development of research infrastructures

Planned activities for 2026

System for redistributing LCDRO funds in connection with internal research evaluation

- Implementation of the established methodology and possible discussion of future adjustments caused by changes in legislation or with regard to the recommendations of the evaluation panels implemented in the previous year.

Development, modernisation, and renewal of research infrastructure

- This will be ensured primarily through the implementation of central and faculty activities across OP JAK.

Scientific incubator

- Partially covered by institutional postdoctoral positions.
- Revision of the USB Grant Agency to include the aforementioned support system.

Responsibility Vice-Rector for Research, Vice-Rector for Development

Objective 2.4 Systemic support for young researchers

Planned activities for 2026

Systemic support for the creation and maintenance of jobs for young researchers, University postdoctoral positions

- Revision of institutional support for postdoctoral positions (possibility of team building, submission of a prestigious European project at the end of the support period).
- Resumption of discussions on further tools to support new teams with potential for excellence.

University postdoctoral positions

- Continuation of support according to new rules – see previous bullet point.

Award for young scientists

- The USB School of Doctoral Studies will establish an Award for Excellent Doctoral Students and Junior Scientists.
- Partially fulfilled within the framework of the currently awarded scientific prizes, which were introduced two years ago and recognise, among other things, excellent qualification theses by USB students.

Systematisation of support for student projects

- The existing USB Grant Agency will be revised in connection with the establishment of the USB School of Doctoral Studies and the new Science and Research Act.

Development of doctoral studies

Activities of the USB School of Doctoral Studies:

- A central website on doctoral studies at USB will be created.
- A guide for doctoral programme applicants, doctoral students and their (potential) supervisors will be created.
- A University-wide strategy for the USB School of Doctoral Studies will be created, including quality metrics and support tools.
- The existing USB Grant Agency will be revised.
- A questionnaire survey among doctoral students will be conducted.
- Continuation of the creation of a catalogue of courses and their systematisation for the development of transferable skills.
- Implementation of measures to ensure the quality of doctoral studies at USB by issuing measures for the internal evaluation of doctoral degree programmes at USB (cooperation between SDS and IEB).

Responsibility Rector, Vice-Rector for Research, Director of the School of Doctoral Studies

Objective 2.5 Technology (knowledge) transfer

Planned activities for 2026

Systemic support for cooperation with industry

- Revision of the strategy and process of knowledge and technology transfer and the associated protection of intellectual property and practical use of science and research at USB.
- Commencement of the creation of a methodology and online tool for monitoring the social impact in the field of technology transfer.

Development of application potential at USB

- Ensuring functional, professional and systemic support for the administration of intellectual property protection, the entire commercialisation process and cooperation with practice through the USB Technology Transfer Office (TTO).
- Continuous development of competencies in the field of intellectual property protection through the education of TTO employees, who will subsequently spread awareness of intellectual property protection among scientists and researchers through the course 'Intellectual Property Protection,' guaranteed by TTO and available to all master's and doctoral students, the organisation of workshops for students and researchers with representatives from the application sphere, or through faculty meetings on the topics of knowledge and technology transfer within the 'Café at the Faculty' programme.
- The Rector's ordinances relating to the entire area of intellectual property, commercialisation and knowledge transfer (with the involvement of the faculties) will continue to be implemented and applied.
- Establishment and support of technology scouts or transfer coordinators at some research faculties of USB.
- Commencement of the creation of a methodology for the use of AI in the field of knowledge transfer.
- Support and further development of Proof-of-concept (PoC) activities through the TA CR SIGMA project or other providers for the development of PoC activities.
- Continuing support for the establishment of spin-off companies for suitable S&R results at USB and monitoring the development and active support of existing spin-off companies with USB participation.
- Implementation of WP 3 - Research and WP 4 - Incubator for cooperation with KKP with an emphasis on utilising the potential and objectives of the KreativEU alliance.

Responsibility Vice-Rector for Research

Expected sources of funding

- Czech Republic Operational Programmes for 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Cooperation Programmes
- Czech Republic Operational Programmes 2021–2027, Cross-border Cooperation Programmes, Transnational and International Cooperation Programmes
- Programme to support strategic management of higher education institutions for 2026–2030
- Own resources
- Institutional (long-term conceptual development of research organisations) and special-purpose funds (GA CR, TA CR, MEYS, MA, other agencies); systemic support (e.g. large research infrastructures)
- Foreign funds
- Horizon 2020 (expiring programme) and the new Horizon EUROPE (9th RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility/National Recovery Plan; EC Community programmes, including Digital EU; React-eu, etc.
- Other additional sources (funds from local authorities/cities, regions, donations, foundations, etc.)
- Resources from the 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)

3

Internationalisation

Objective 3.1 Development of global competencies of students and workers

Planned activities for 2026

Support for language and intercultural training for students and staff at USB

- Strengthening the promotion of the University's own capacities supporting intercultural preparation – Goethe Centre USB, British Centre USB, Go Abroad Officer, language centres, including offers within the framework of LLL and implemented projects.

Development of international mobility for USB students and staff

- Introduction of further elements of digitisation and implementation of the Erasmus Without Paper programme, including the European Student Card at USB, etc.
- Expanding partnerships, participating in trade fairs, conferences, internships and utilising national and international mobility support programmes.
- Implementation of WP 7 – Mobility activities with an emphasis on utilising the potential and objectives of the KreativEU alliance.
- Support for trips by USB students and staff from Erasmus+ programme funds and projects such as SPSM, OP JAK, Horizon EUROPE, etc.

Development of professional competencies of staff in the field of internationalisation.

- Developing the professional competencies of USB staff through participation in professional seminars, training courses, conferences and project meetings focusing on institutional resilience, digitalisation, security, cultural and international relations, with an emphasis on exploiting opportunities within the KreativEU alliance.

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

Objective 3.2 Internationalisation of USB degree programmes

Planned activities for 2026

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

- Implementation of the Rector's ordinances to include subjects taught in English as part of the preparation for the accreditation of degree programmes.

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

- Improving the quality of double/joint degree programmes implemented within the KreativEU alliance (WP2 – Education).

Integration of foreign student mobility into degree programmes (so-called mobility windows)

- Taking into account the existence of mobility windows in the process of evaluating the quality of degree programmes. Creating a tool to support the inclusion of mobility in the degree programme accreditation process. Utilising the potential of planned activities and objectives of WP 2 – Education) of the KreativEU alliance.

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



Objective 3.3 Simplification of the process of recognising foreign education

Planned activities for 2026

- Ensuring and monitoring the implementation of the Rector's ordinances for automatic recognition (transfer of study obligations) within the framework of foreign mobilities under the Erasmus+ programme by USB faculties.

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

Objective 3.4. Creating an international environment and promotion abroad

Planned activities for 2026

Development of international marketing

- The portfolio and presentation tools in English will continue to be updated on an ongoing basis, focusing on various target groups.
- Acquisition trips and online meetings will be held to develop cooperation with foreign partners.
- Ongoing support for cooperation with the ESN USB Budweis student association in the field of international marketing.
- Implementation of activities from work package WP8 – Communication and dissemination of the KreativEU alliance.

Development of services for foreign students and staff

- Support for the activities of the European Student Network (ESN USB Budweis) student association, continued support for the buddy system and support for language training for staff.
- Continuation of the implementation of a bilingual university environment (hardware, software, information systems, increased cooperation with the city of České Budějovice in the management of relevant bilingual documentation, etc.).
- Expansion of the Welcome Office's activities as part of the OP JAK ESF+ project.

Strengthening cooperation with foreign students and graduates

- Continuing support for cooperation with the ESN USB Budweis student association.

Responsibility Vice-Rector for International Relations, Vice-Rector for External Relations, Sustainability and Human Resources Development, Vice-Rector for Development

Objective 3.5 Strategic management of internationalisation

Planned activities for 2026

- Continuation of the project (WP1 – Management) of the Knowledge & Creativity – KreativEU alliance of European universities for the development of capacity, competencies and processes in the area of 8 work programmes including: education, research, incubator for cooperation with the cultural and creative industries, AI and sustainability support, international mobility, communication, dissemination and the creation of a joint KreativEU alliance campus.
- Gradual identification and removal of administrative and legislative barriers to studying within the KreativEU alliance (WP 2 – Education).
- Implementation of the recommendations of the evaluation panels held in 2025 (USB International Board, faculty international boards, MEP evaluation according to M25+, MICHE, site visit HR Excellence in Research) in the area of internationalisation.
- Support for international cooperation through USB membership in the European Strategy Forum on Research Infrastructures (ESFRI) consortia and strategic European partnerships (Horizon EUROPE programmes).
- Implementation of OP JAK project activities Research Environment, support for the activities of international boards, development of EU Desk activities.

Responsibility Vice-Rector for International Relations

Expected sources of funding

- Czech Republic Operational Programmes for 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Cooperation Programmes
- Czech Republic Operational Programmes 2021–2027, Cross-border Cooperation Programmes, Transnational and International Cooperation Programmes
- Programme to support strategic management of higher education institutions for 2026–2030
- Own resources
- Institutional (long-term conceptual development of research organisations) and special-purpose funds (GA CR, TA CR, MEYS, MA, other agencies)
- Horizon 2020 (expiring programme) and the new Horizon EUROPE (9th RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility / National Recovery Plan; EC Community programmes, including Digital EU; React-eu, etc.
- Other additional sources (funds from local authorities/cities, regions, donations, foundations, etc.)
- Resources of the 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)

4 Openness

Objective 4.1 Marketing

Planned activities for 2026

Promoting the University's reputation

- Revision of the marketing and communication strategy, optimisation of communication tools, creation of attractive content and targeting campaigns across different target groups.
- Continuing traditional cooperation with primary, secondary and higher vocational schools through the promotion of studies at schools, planning events with the support of USB, and organising the 'Day with the University' and 'Open Day' events. Attention will be paid to maintaining the high standard of professional activities provided to schools (e.g. activities of the MEVPIS centre, lectures and seminars, personal visits by experts to schools, children's and junior universities).
- Developing mutual cooperation with key partners influencing the development of education, such as the České Budějovice City Council, the South Bohemian Regional Authority, local governments, ministries, secondary schools, higher vocational schools, universities, the Chamber of Commerce, etc.
- Cooperation with student associations (e.g. the Student Union of the University of South Bohemia, ESN USB Budweis, etc.), with which, in addition to co-organising traditional and new social events for USB students and the general public, a new web portal, studentskyzivot.cz, created with the support of USB by the Student Union of the University of South Bohemia, will be developed.

Internal communication as a tool for strengthening positive attitudes towards USB

- Organisation of traditional and new informal social events also intended for USB employees, such as the USB Representative Ball, the Opening of the Academic Year, the Advent Concert, sports challenges, etc.

Responsibility Rector, Vice-Rector for External Relations, Sustainability and Human Resources Development

Objective 4.2 Public Relations

Planned activities for 2026

Developing communication with the public

- The University will continue to refine its communication with the public and the surrounding community, in particular by using the newly built recording studio in the USB Auditorium to create podcasts and videocasts, etc., as well as through the unified USB website, the LLL web portal, regular press releases, regular publication of articles on science and research at USB, and regular publication of University magazines.
- Long-term cooperation with regional and national media will continue through the USB Marketing Office. Experts from USB will actively participate in society-wide discussions with their comments and expert opinions, for example in the popular Akademické půlhodinky (Academic Half-Hours) format.
- The University will continue to reach out to the public and those interested in studying at thematic exhibitions on education (Gaudeamus, Education and Craft).

Open science

- Activities will be carried out as part of the OP JAK project – Research Environment Focused on Open Science and the Popularisation of S&R.

Development of communication with graduates

- The processes of communication with graduates will be reviewed in accordance with existing capacities.

Responsibility Rector, Vice-Rector for External Relations, Sustainability and Human Resources Development



Objective 4.3 Fundraising

Planned activities for 2026

- The University will continue to maintain and develop cooperation with partners in this area, such as Budějovický Budvar, n. p, ČEZ, a.s. At the same time, the University will proactively expand its network of partners to include other important commercial and voluntary entities and associations.
- Ongoing implementation of activities in cooperation with associated regional partners of the KreativEU alliance.

Responsibility Rector, Vice-Rector for External Relations, Sustainability and Human Resources Development

Objective 4.4 Social responsibility

Planned activities for 2026

Strengthening activities arising from USB's social responsibility

- Activities supporting sustainable development and energy self-sufficiency will continue to be implemented, with an emphasis on energy savings, environmental protection, etc. (smart investments – rainwater management on campus, photovoltaic systems on the USB campus, electromobility, waste management, participation in national projects focused on these issues, communication campaigns, etc.).
- Public panel discussions on topics of interest to society as a whole will be organised. Furthermore, the social relevance of science and research will be promoted – open knowledge sharing, technology transfer and sharing of scientific infrastructure.
- USB will actively present faculty outputs with a clear link to social responsibility (biodiversity, ecosystems, management, disease prevention, etc.).
- University support for a healthy lifestyle and exercise (discussion on greater involvement of the Rectorate in supporting sport, etc.), traditional support for sporting events and development of a web section dedicated to University sport and sporting activities.
- The integration of sustainable development into the USB curriculum will continue to be supported – promotion of the Sustainability Management degree programme and new or revised subjects in connection with the implementation of the National Recovery Plan project.
- USB's cooperation and membership in organisations and associations focused on achieving sustainable development goals will continue to be supported and further developed.
- Cooperation with students and student associations will be deepened.
- Intensive communication on the topic of sustainability and green transformation will continue, not only within USB but also towards the public and partners.
- USB's current involvement in international rankings will be evaluated, and the setting and systematisation of active participation and data provision will be discussed.
- Activities aimed at publishing the University's ESG report and the USB Sustainability Report will continue.
- Implementation of WP 5 – AI and sustainability support and WP 6 – Joint campus with an emphasis on exploiting the potential and objectives of the KreativEU alliance.

Responsibility Rector, Vice-Rector for External Relations, Sustainability and Human Resources Development, Bursar

Expected sources of funding

- Czech Republic Operational Programmes for 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Cooperation Programmes
- Czech Republic Operational Programmes 2021–2027, Cross-border Cooperation Programmes, Transnational and International Cooperation Programmes
- Programme to support strategic management of higher education institutions for 2026–2030
- Institutional and special-purpose funds, systemic support
- Foreign funds
- Horizon 2020 (expiring programme) and the new Horizon EUROPE (9th RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility / National Recovery Plan; EC Community programmes, including Digital EU; React-eu, etc.
- Other additional sources (funds from local authorities/cities, regions, donations, foundations, etc.)
- Sources of 'Integrated Territorial Investment of the České Budějovice Agglomeration' (ITI)

5

Management

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

Planned activities for 2026

Financial stability

- Active approach to University evaluation tools with the aim of increasing USB's share of institutional support provided (qualitative indicators for budget allocation, IEP evaluation according to M25+, etc.). Continued support for excellent grants, progressive degree programmes, etc.
- Effective use of financial instruments for development potential (e.g. EU structural fund programmes, programme financing, strategic management support programmes, centralised development programmes, foreign grants and projects, etc.).
- Rationalisation of external revenues, e.g. in the form of contract research orders and LLL courses (now also micro-certificates).
- Allocation of capacity for controlling; creation of controlling tools
- Optimisation and stabilisation of the budget allocation methodology with the aim of ensuring the long-term economic stability of the institution (also in connection with a possible further adjustment of indicator A, financing of the actual number of students).
- Effective setting of conditions for capacity sharing.
- Systematic use and updating of the Strategic Priorities Fund as a long-term and conceptual tool for the development of USB, including support for interdisciplinary cooperation and joint projects involving multiple constituent parts.
- Implementation of a new Support Programme for the Strategic Management 2026–2030 focused on the key strategic priorities of USB as a whole.
- Development of capacities for the creation of analyses, preparation, discussion, implementation and evaluation of strategies, creation of conditions for the use of innovative technologies in the management and strategic planning system (with a greater emphasis on the interconnectedness of the entire USB).
- Optimisation of rules for drawing on reserves and managing central strategic tools (excellent teams, scientific incubators, strategic priority fund, etc.).
- Further centralisation of university management and administration activities in areas where this will be effective and economical.

Automation/digitisation of activities and operational remits

- Provision of electronic tools for the management and use of data warehouses.
- Development of the digitisation of remits and processes (records of grants and projects, travel orders, electronic applications in IS STAG, tuition fees, approval of internal documents, digitisation of the ERASMUS+ programme, etc.).
- Further development and effective use of the USB Commercial Centre.
- Digitisation of administrative remits and streamlining of processes, e.g. electronic delivery to students and applicants.

Data-driven decision-making

- Continuous expansion of a comprehensive business intelligence tool – data warehouse. Reports from the areas of financing and management (accounting, asset records, etc.) are also linked to it.
- Based on reports generated by the fixed assets module, specified indicators are evaluated (current numbers, age of assets, discarded assets, etc.).
- In addition to the aforementioned reporting from the data warehouse, there is also a transition to a new primary real estate system, or rather a merger of two current systems – Revisio and AMI. At the same time, University buildings continue to be added to existing servers and applications.
- The ongoing implementation of further measures to support the centralised recording of the cost and energy consumption of buildings, such as the expansion of the remote meter reading system, the installation of remotely controlled thermostatic heads, and the establishment of a control room.
- Furthermore, greater emphasis is being placed on the Investment Activity Plan, which is subject to more detailed and regular evaluation.

Quality system

- Further development of the student evaluation of instruction system within the relevant IS STAG module, improving its user-friendliness and more active use of the feedback obtained. Within the IS EAS, further partial



parametric adjustments will be made, and emphasis will be placed on more active use of the data obtained. Following the pilot deployment of IS EOS in electronic form, it will be extended to other departments and university workplaces. In cooperation with an external supplier, the system will be optimised for USB purposes based on user feedback.

- In connection with the new remits, the existing IEB evaluation processes have been modified, and IEB members have been provided with appropriate administrative, material and financial support, joint evaluation panels of the IEB and the USB School of Doctoral Studies were created, and transitional mechanisms for the evaluation of doctoral degree programmes were set up, mechanisms for cooperation between the IEB and the USB LLL Board in the evaluation of proposals for LLL courses leading to the acquisition of a micro-certificate were set up. Mutual cooperation between the above-mentioned bodies and their evaluation committees (panels) will continue in the next period, while the established mechanisms for cooperation in the area of accreditation and internal evaluation will be optimised.
- According to the schedule, the next phase of internal evaluation of degree programmes, faculties, other constituent parts and other units will take place. Minor adjustments to the established internal evaluation system and the functioning of the evaluation committees themselves are planned, based on feedback received from the individual participants in these evaluations.

Responsibility

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

Objective 5.2 Human resources

Planned activities for 2026

Motivational system

- An attractive environment will be created for current and potential USB employees (stabilisation, incentive and benefit programmes, wage conditions, objective and transparent evaluation and recruitment of employees, career paths), facilitating the transition from practice to academic careers, etc.

Personnel policy

- Full implementation of the new USB Salary Regulations and related improvements to the environment for evaluating and motivating USB employees.
- There will be ongoing updating and implementation of internal regulations and measures in connection with amendments to legislation – amendments to the Higher Education Act, the Research, Development, Innovation and Knowledge Transfer Act, the Transparent Remuneration Act, etc.
- The findings and recommendations of international evaluation panels (USB International Board, international faculty councils, MEP evaluation according to M25+, MICHE, site visit HR Excellence in Research, which took place in 2025) in the area of personnel policy will be evaluated and solutions to improve the identified processes will be proposed.

Support for wellbeing

- Restructuring of the remit in the newly created division of the Vice-Rector for External Relations, Sustainability and Human Resources Development with the aim of centralising, developing and communicating services in the area of employee and student wellbeing. The main topics include, for example, support for equal opportunities, social security including counselling, support for a healthy lifestyle, sport and sustainability culture (partly also covered by the activities of the USB Gender Equality Plan, the improved HRS4R implementation action plan and the USB Sustainability and Green Transformation Strategy).

Responsibility Rector, Vice-Rector for External Relations, Sustainability and Human Resources Development, Bursar



Objective 5.3 Infrastructure development and renewal

Planned activities for 2026

Technological development and renewal of IT, ICT, etc.

- Unification of primary data entry methodologies.
- Development of data and management reporting.
- Creation and optimisation of the University e-infrastructure (unification, greater interconnectivity), increasing user comfort. Development of integration services and production deployment of the integration platform.
- Increasing the capacity and security of electronic systems and the entire network.
- Increasing the number of remits in information systems available in foreign languages.
- Ensuring the security and availability of services and data.
- Further optimisation of IT infrastructure and services, including relevant changes in the organisational structure.
- Stabilisation and personnel development in the field of ICT, including ensuring substitutability for key remits and technologies.
- Supporting teaching through ICT.
- University repository of the results of teaching, scientific research and study activities and shared data storage (open access).
- Optimisation of IDM (identity management development).
- Development of the USB VVV cloud.

Implementation of the investment strategy

- Preparation and implementation of a new strategic framework for the following Programme funding by the Ministry of Education, Youth and Sports – definition of USB priorities.
- Development, construction and modernisation of educational and research facilities in line with the strategic development of USB (for more information, see the USB Investment Activity Plan for the period in question).
- Renovation and reconstruction of real estate in accordance with the current needs of USB.
- Comprehensive 'blue-green' modification of the USB campus (including solving the shortage of parking spaces).
- Full operation and utilisation of the newly built USB Auditorium.
- Modernisation and development of accommodation and catering facilities, support for sports, leisure activities and their facilities – completion of the reconstruction of the Na Sádkách sports complex, establishment of a comprehensive strategy for the development of sports at USB (including staffing, material and technical equipment, promotion and communication), completion of the renovation of the K3 Dormitory and the Refectory.
- Review of the state of USB parking areas, or construction of additional necessary capacity based on completed project documentation for new parking areas.
- Support for barrier-free access to the university – implementation of the USB Development project – ERDF specific needs – barrier-free access to other buildings, and the Refectory.
- Increasing the efficiency of building operation and management, increasing their security, unifying property management, advancing digitisation in investment planning – BIM protocols, a common data environment for investment management, upgrading the asset review system, equipping buildings with radio, cameras, building scanning, navigation systems, electronic information systems, etc.
- Establishment of a new archive in the currently renovated FSC building 'O'.

Responsibility Rector, Bursar

Expected sources of funding

- Czech Republic Operational Programmes for 2014–2020 and 2021–2027, European Territorial Cooperation Programmes, Transnational and International Cooperation Programmes
- Czech Republic Operational Programmes 2021–2027, Cross-border Cooperation Programmes, Transnational and International Cooperation Programmes
- Horizon 2020 (expiring programme) and the new Horizon EUROPE (9th RP; EU research and innovation programme 2021–2027)
- Just Transition Fund, Invest EU, Support and Recovery Facility / National Recovery Plan; EC Community programmes, including Digital EU; React-eu, etc.
- Programme to support strategic management of higher education institutions for the years 2026–2030
- National Recovery Plan for Higher Education
- Programme funding by the Ministry of Education, Youth and Sports
- Own resources
- Institutional and special-purpose funds, systemic support
- Foreign funds
- Other supplementary resources (funds from local authorities/cities, regions, donations, foundations, etc.)
- Resources from the Integrated Territorial Investment of the České Budějovice Agglomeration (ITI)



List of abbreviations

AI	Artificial Intelligence
CAS	Czech Academy of Sciences
CoARA	Coalition for Advancing Research Assessment
CR	Czech Republic
DDP	Doctoral degree programme
DP	Degree programme
EAS	Evaluation of Academic and Scientific Staff
ESFRI	European Strategy Forum on Research Infrastructures
ESG	Environmental; Social; Governance
ESN	European Student Network
ETCS	European Train Control System
EU	European Union
FSC	Faculty of Science
GA CR	Czech Science Foundation
HEI	Higher education institution
HR	Human Resources
HRS4R	Human Resources Strategy for Researchers
HVS	Higher vocational school
IAP	Investment Activity Plan
ICT	Information and Communication Technology
IDM	Identity Management
IEB	Internal Evaluation Board
IPSP	Strategic Plan Implementation Plan
IS	Information System
IT	Information technology
ITI	Integrated Territorial Investment
LCDRO	Long-term conceptual development of a research organisation
LLL	Lifelong Learning
LMS	Learning Management System
M25	Methodology for evaluating research organisations and targeted support programmes for research, development and innovation
MA	Ministry of Agriculture
MEYS	Ministry of Education, Youth and Sports
MICHE	Monitoring the internationalisation of Czech higher education
NAB	National Accreditation Bureau for Tertiary Education
OOTS	Once-Only Technical System
OP JAK	Jan Amos Komenský Operational Programme
PoC	Proof of Concept
PSch	Primary school
SCSSN	Support Centre for Students with Special Needs
SDS	School of Doctoral Studies
SER	Study and Examination Regulations
SFE	State Final Examination
SPSM	Support Programme for the Strategic Management of Higher Education Institutions

S&R	Science and Research
SSch	Secondary school
STAG	Study information system
TA CR	Technology Agency of the Czech Republic
TTO	Technology Transfer Office
USB	University of South Bohemia in České Budějovice



Annexe 1: Interim report on the use of SPSM funds in 2025

On 6 October 2025, monitoring of the implementation of the SPSM in 2025 was carried out in the form of an interim review of budget utilisation and an individual questionnaire survey.

Table: Overview of the use of funds from the SPSM contribution as of 6 October 2025.

PRIORITY OBJECTIVE SP2021+	Allocation of funds from the contribution for 2025 (rounded to the nearest thousand CZK)	Allocation of funds from the contribution for 2025 (in %)	Utilisation of funds from the 2025 contribution as of 6 October 2025 (rounded to the nearest thousand CZK)	Utilisation of funds from the 2025 contribution as of 6 October 2025 (in %)
1. Developing competencies directly relevant to life and application in the 21st century	4,612	12.1	2,690	11.7
2. Improve the accessibility and relevance of flexible forms of education	9,226	24.2	5,247	22.8
3. Increase the effectiveness and quality of doctoral studies	1,725	4.5	626	2.7
5. Build capacities for strategic management of higher education	5,111	13.4	2,034	8.8
6. Reduce the administrative burden on university staff so that they can devote themselves fully to their mission	6,875	18	3,913	17.0
Internationalisation of higher education institutions	6,865	18	5,219	22.7
Other priority objectives	3,766	9.9	3,274	14.2
Total	38,180	100	23,003	100
Share of investment expenditure in total allocation	5,009	13.4	3,184	13.8
Share of internal competition in total allocation	0	0	0	0

Funds consisting of unused contributions from the previous year are monitored separately for accounting purposes. Care is taken to ensure that funds from the fund continue to be used for their priority objectives and for the activities for which they were intended.

A detailed evaluation of individual measures, including their description and fulfilment of indicators, will be prepared in accordance with the instructions of the Ministry of Education, Youth and Sports in the Final Report on Achieving Objectives of the Strategic Plan of the University and the Use of Funds from the Strategic Management Support Programme for 2022–2025.



Implementation Plan of the Strategic Plan of the University of South Bohemia in České Budějovice for 2026:

- 1) Discussed by the Scientific Board of the University of South Bohemia in České Budějovice on 14 November 2025
- 2) Approved by the Academic Senate of the University of South Bohemia in České Budějovice on 18 November 2025
- 3) Approved by the Board of Trustees of the University of South Bohemia in České Budějovice on 1 December 2025

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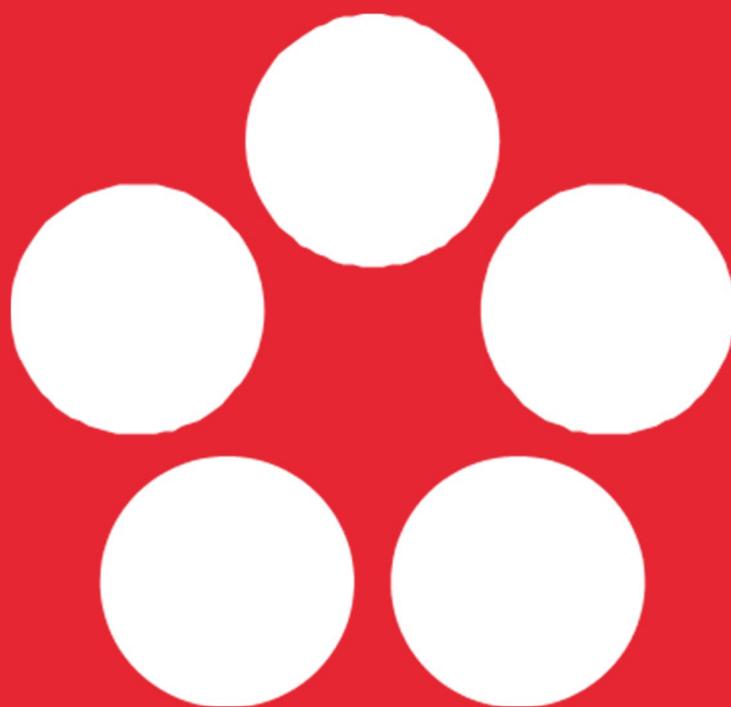
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