

Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2019

Introduction

The Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín (hereinafter referred to as 'TBU') for 2019 forms part of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of TBU for 2016-2020. The Implementation Plan specifies the objectives in relation to the long-term priorities and to Development Programmes announced by the Ministry of Education, Youth and Sports for 2019, in particular to the Implementation Plan of the Strategic Plan for Higher Education Institutions for 2019. Priorities of the Implementation Plan for 2019 are in accordance with alterations included in the amended version of the Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to Other Acts (Higher Education Act) and with the subsequently issued implementing decrees.

The Implementation Plan for 2019 specifies prioritized and secondary aims set in the document entitled Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of TBU for 2016-2020. The prioritized aims are the following:

1. Education
2. High-quality and relevant research, development, innovation and other creative activities
3. Quality assurance
4. Diversity and availability
5. Internationalization
6. Relevance
7. Development of the University infrastructure
8. External and internal communication of the University
9. Funding and organization

Priorities of the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2019

1. Education

Aim 1: Interconnect degree courses; create a modular system of education. Support the creation of interdisciplinary course units focusing on knowledge transfer and on management of innovation processes.

- Obtain the institutional accreditation for the selected fields of education.
- Enhance the institutional accreditation by adding other fields of education, as required.
- Incorporate course units focusing on students' generic competences (international communication, business skills, IT skills) into proposed accreditations of degree programmes.
- Continuously carry out the incorporation of proposals related to interdisciplinary course units focusing on knowledge transfer and on management of innovation processes and Industry 4.0 into the curricula of selected degree programmes.

Aim 2: Prepare and implement a new concept of language tuition at TBU.

- Implement a new concept of language tuition at TBU and incorporate it into all newly

submitted applications for accreditation of degree programmes at TBU in Zlín.

Aim 3: Prepare and obtain the accreditation of new degree programmes, and that of Bachelor's/follow-up Master's/doctoral programmes. Prepare the corresponding interdisciplinary degree programmes focusing on mechanical engineering according to the needs of regional machine-building companies.

- Prepare part-time degree programmes focusing on mechanical engineering, materials and technologies, to be carried out at the Faculty of Technology (FT), Faculty of Applied Informatics (FAI), Faculty of Management and Economics (FaME) and the University Institute (UNI).

Faculty of Technology

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Materials and Technologies* (CZ, FTM+PTM, academically oriented degree programme).
- BP in *Food Analysis and Technology* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Biomaterials and Cosmetics* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Biomaterials and Cosmetics* (EN, FTM+PTM, academically oriented degree programme).
- FUMP in *Polymer Engineering* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Polymer Engineering* (EN, FTM+PTM, academically oriented degree programme).
- FUMP in *Food Technology* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Food Technology* (EN, FTM+PTM, academically oriented degree programme).
- FUMP in *Food Chemistry and Chemistry of Bioactive Substances* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Food Chemistry and Chemistry of Bioactive Substances* (EN, FTM+PTM, academically oriented degree programme).
- FUMP in *Environmental Protection Engineering* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Environmental Protection Engineering* (EN, FTM+PTM, academically oriented degree programme).
- FUMP in *Production Engineering* (CZ, FTM+PTM, academically oriented degree programme).
- Enhancement of DP in *Process Engineering* (CZ, degree programme focusing on mechanical engineering according to the needs of regional machine-building companies).
- Enhancement of DP in *Process Engineering* (EN, degree programme focusing on mechanical engineering according to the needs of regional machine-building companies).

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- BP in *Process Engineering* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Biotechnology* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Biotechnology* (CZ, FTM+PTM, academically oriented degree programme).

- FUMP in *Process Engineering* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Materials Engineering* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Materials Engineering* (EN, FTM+PTM, academically oriented degree programme).
- DP in *Materials and Technologies* (CZ, FTM+PTM).
- DP in *Materials and Technologies* (EN, FTM+PTM).
- DP in *Technology of Macromolecular Compounds* (CZ, FTM+PTM).
- DP in *Technology of Macromolecular Compounds* (EN, FTM+PTM).
- DP in *Process Engineering* (CZ, FTM+PTM).
- DP in *Process Engineering* (EN, FTM+PTM).
- Habilitation procedure and professorial appointment procedure in the field of *Food Technology*.
- Habilitation procedure and professorial appointment procedure in the field of *Technology of Macromolecular Compounds*.
- Habilitation procedure and professorial appointment procedure in the field of *Tools and Processes*.

Faculty of Applied Informatics

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Applied Informatics in Automation in Industry* (CZ, FTM+PTM, academically oriented degree programme focusing on the needs of regional machine-building and technological companies).
- BP in *Applied Informatics in Automation in Industry* (EN, FTM, academically oriented degree programme focusing on the needs of regional machine-building and technological companies).
- BP in *Software Engineering* (CZ, FTM+PTM, academically oriented degree programme).
- BP in *Software Engineering* (EN, FTM, academically oriented degree programme).
- BP in *Security Technologies, Systems and Management* (CZ, FTM+PTM, academically oriented degree programme).
- BP in *Information Technologies in Administration* (CZ, FTM, academically oriented degree programme).
- FUMP in *Automatic Control and Informatics* (CZ, FTM+PTM, academically oriented degree programme focusing on the needs of regional machine-building and technological companies).
- FUMP in *Automatic Control and Informatics* (EN, FTM, academically oriented degree programme).
- FUMP in *Information Technologies* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Information Technologies* (EN, FTM, academically oriented degree programme).
- FUMP in *Security Technologies, Systems and Management* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Security Technologies, Systems and Management* (EN, FTM+PTM, academically oriented degree programme).

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- DP in *Automatic Control and Informatics* (CZ, FTM+PTM).
- DP in *Automatic Control and Informatics* (EN, FTM+PTM).
- DP in *Information Technologies* (CZ, FTM+PTM).
- DP in *Information Technologies* (EN, FTM+PTM).
- DP in *Security Technologies, Systems and Management* (CZ, FTM+PTM).
- DP in *Security Technologies, Systems and Management* (EN, FTM+PTM).

Faculty of Logistics and Crisis Management

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Population Protection* (CZ, FTM+PTM, academically oriented degree programme).
- BP in *Risk Control* (CZ, FTM+PTM, academically oriented degree programme).
- BP in *Environmental Security* (CZ, FTM, academically oriented degree programme).

Faculty of Management and Economics

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Economics and Management* (CZ, FTM+PTM, academically oriented degree programme).
- BP in *Economics and Management* (EN, FTM, academically oriented degree programme).
- BP in *Industrial Engineering* (CZ, FTM+PTM, career-oriented degree programme).
- FUMP in *Management in Healthcare* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Business Administration and Entrepreneurship* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Business Administration and Entrepreneurship* (EN, FTM, academically oriented degree programme).
- DP in *Industrial Engineering* (CZ, FTM+PTM).
- DP in *Industrial Engineering* (EN, FTM+PTM).
- Habilitation procedure and professorial appointment procedure in the field of *Enterprise Management and Economics*.

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- BP in *Finance and Financial Technologies* (CZ, FTM+PTM, career-oriented degree programme).
- BP in *Finance and Financial Technologies* (EN, FTM, career-oriented degree programme).
- BP in *Accounting and Taxes* (CZ, FTM+PTM, career-oriented degree programme).
- FUMP in *Management and Marketing* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Management and Marketing* (EN, FTM, academically oriented degree programme).
- FUMP in *Industrial Engineering* (CZ, FTM+PTM, career-oriented degree programme).
- DP in *Management and Economics* (CZ, FTM+PTM).
- DP in *Management and Economics* (EN, FTM+PTM).
- DP in *Finance* (CZ, FTM+PTM).
- DP in *Finance* (EN, FTM+PTM).

Faculty of Humanities

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *English for Business Administration* (CZ, philological course units taught in English, FTM, career-oriented degree programme).
- BP in *German for Business Administration* (CZ, philological course units taught in German, FTM, career-oriented degree programme).
- BP in *Midwifery* (CZ, FTM, career-oriented degree programme).
- BP in *General Nursing* (CZ, FTM+PTM, career-oriented degree programme).
- BP in *Health and Social Care Worker* (CZ, FTM+PTM, career-oriented degree programme).
- BP in *Andragogy* (CZ, PTM, academically oriented degree programme).
- BP in *Social Pedagogy* (CZ, FTM+PTM, academically oriented degree programme).
- BP in *Preschool Teacher Training* (CZ, FTM+PTM, career-oriented degree programme).
- MP in *Lower Primary School Teacher Training* (CZ, FTM, career-oriented degree programme).
- FUMP in *Pedagogy of Preschool Age* (CZ, FTM+PTM, academically oriented degree programme).
- FUMP in *Social Pedagogy* (CZ, FTM+PTM, academically oriented degree programme).
- DP in *Pedagogy* (CZ, FTM+PTM).

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- BP in *Chinese for Business Administration* (CZ, FTM, career-oriented degree programme).
- BP in *Optometry* (CZ, FTM+PTM, career-oriented degree programme).
- FUMP in *Anglophone Area Studies* (CZ, FTM, career-oriented degree programme).
- FUMP in *Nursing* (CZ, FTM+PTM, career-oriented degree programme).

Faculty of Multimedia Communications

a) Accreditation and implementation of degree programmes approved by the IEB:

- FUMP in *Arts Management* (CZ, FTM+PTM, career-oriented degree programme).

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- Restructuring of the degree programme in Theory and Practice of Audio-Visual Arts.
- Degree programme focusing on animation and audio-visual arts

Aim 4: Prepare and obtain the accreditation of follow-up Master's and doctoral programmes according to the needs of research institutions.

- Ensure that course unit guarantors have a sufficient amount of eligible activities in the given field so as to meet the accreditation requirements.
- Create optimum conditions for the implementation of projects funded by the Operational Programme "Research, Development and Education" and aimed at developing of research-oriented degree programmes.
- Take into consideration the needs of research institutions during the preparation of accreditations at the FT, FAI, FaME and the UNI
- Start the preparation of accreditations of doctoral programmes in the fields where significant knowledge potential is created (e.g. shoe materials and technologies,

energetic materials and devices).

Aim 5: Improve presentation, communication, IT, project and business skills and competences of students, support creativity, self-determination and dealing with difficult issues.

- Increase the number of international teachers and experts in classes.
- Incorporate classes in entrepreneurship into all newly submitted applications for accreditation of Bachelor's and follow-up Master's programmes.
- Incorporate courses units developing specific ICT skills of students into all newly submitted applications for accreditation of Bachelor's and follow-up Master's programmes.
- Support talented students and create a system of a publicly effective presentation of outputs produced by students within their R&D, creative and specialized activities, aimed to promote the image of TBU.
- Support interfaculty and interuniversity projects and projects implemented by the entire Faculty, with all of them aimed at developing skills, knowledge and communication skills and at supporting successful employability of graduates in business and industry.

Aim 6: Incorporate the National Qualification Framework of Tertiary Education into graduate profiles and into descriptions of learning outcomes at the relevant levels of study.

- Constantly incorporate the description of learning outcomes as specified in the National Qualification Framework of Tertiary Education into the graduate profile in all newly submitted applications for accreditation of degree programmes.

Aim 7: Support the participation of students in traineeships and internships in companies, and in R&D activities of the TBU component parts, actively search for opportunities for cooperation with business and industry. Increase the number of Bachelor's and Master's theses based on requirements of business and industry.

- Ensure a sufficient number of specialized traineeships in companies and placements in business and industry appropriate for the elaboration of Bachelor's and Master's theses.
- Continuously adapt practical training and specialized internships to the needs of the labour market.
- Organize Business Days 2019 – Job Opportunities Fair.
- Organize specialized lectures/workshops with participation by experts from business and industry.
- Collaborate with external partners in the sphere of career-oriented degree programmes.
- Improve the quality of selection of supervisors and external examiners of academic qualification theses, pay maximum attention to the issue of plagiarism in academic qualification theses.

2. High-quality and relevant research, development, innovation and other creative activities

Aim 1: Increase the quality of R&D and creative activities carried out at TBU with the aim of an interannual increase in the number of publication outputs indexed in monitored databases (registered for the purposes of the Information Register of R&D Results database) and an increase in the citation rate of the same outputs.

- Support the development of activities of the TBU University Press as a centre for publishing of specialist publications at TBU.
- Draw up a plan of activities of the TBU University Press.
- Improve the quality of activities and mutual collaboration between research teams and units of TBU.

- Improve the quality of periodicals published by TBU including the support of their inclusion in monitored databases.
- Increase the efficiency of projects funded by the Internal Grant Agency in terms of the eligible outputs generated and of defined fields of research carried out at the relevant component part.
- Continue to ensure access to prestigious electronic databases, and that both with funding provided by the CzechElib project and with the use of other financial resources.
- Continue to support the career and professional development of employees by developing competences of academic staff in the sphere of educational, R&D and other creative activities.
- Prepare a methodology for evaluation of R&D and creative activities in 2019 in accordance with the 17+ Methodology, Methodology for Individual National Projects and the TBU Strategic Project.
- Obtain the HR Award certificate.
- Establish a system of preparation and submission of project applications.

Aim 2: Carry out an assessment of results of artistic/creative activities included in the Register of Artistic Outputs (RAO) using the institutional evaluation system of pedagogical and R&D and creative activities.

- Take the assessment of results of artistic/creative activities included in the RAO into consideration when preparing the TBU Budget Rules 2019.

Aim 3: Increase the quality of the structure for transfer of R&D and innovation results to business and industry, in particular strengthen the involvement of TBU in applied R&D funded by non-public resources. Set a stable mechanism for the support of the development of the Technology Transfer Centre.

- Establish a stable mechanism for the funding of the TTC in compliance with the TBU Budget Rules, and using funding provided by the Institutional Plan.
- Provide permanent funding to the transfer of knowledge potential into the strategic areas of the Zlín Region, particularly in the field of technologies, materials, applied informatics and creative industry.
- Establish a research unit entitled “Shoe Research Institute” at the UNI and support activities thereof.
- Set up an accredited shoe laboratory in accordance with the Czech Technical Standard ČSN EN ISO/IEC 17025:2018 and support the development thereof.
- Set up food technology laboratories and support activities thereof.
- Prepare a project involving the establishment of laboratories studying biomaterials and cosmetics, environmental technologies, chemistry and food analysis and bioactive substances.
- Support activities of the “Sino-EU Joint Research Laboratory of New Energy Materials and Devices” implemented in cooperation with the East China University of Science and Technology, Shanghai.
- Support project activities aimed to extend long-lasting collaboration with external partners in areas covered by TBU.
- Ensure further development of research centres established with funding provided by projects implemented within the OP R&DfI.
- Prepare project applications to be submitted to Calls announced within the Operational Programme “Research, Development and Education” (OP RDE), in particular to the ESF II and ERDF II, and the Operational Programme “Enterprise and Innovations for Competitiveness” (OP EIC).
- Continue to implement the project entitled Commercialization at Tomas Bata University

in Zlín (TA CR GAMA).

Aim 4: Ensure the sustainability and development of research centres established with funding received from the OP R&DfI. Set a stable and transparent mechanism for the distribution of institutional funding in such a manner as to reflect the strategic importance of the research centres for further development of TBU.

- Ensure the sustainability of projects funded by the OP “Enterprise and Innovations” (ICT Technology Park) and the OP “R&DfI” in the Priority Axis 2 (Centre of Polymer Systems, Centre for Security, Information and Advanced Technologies), in the Priority Axis 3 (Development of the TTC at TBU in Zlín, STMFull: Full-text Databases for Research and Development) and in the Priority Axis 4 (Laboratory Centre of the Faculty of Technology).

Aim 5: Enhance the integration of the research infrastructure of TBU into international research networks and intensively participate in preparations and in the implementation of international research projects. Develop active participation in international scientific communities and associations. Build infrastructures used for the implementation of project activities.

- Develop the support for projects provided through the Institutional Plan and through participation in centralized development projects.
- Collaborate with cluster entities, with the aim of developing and supporting creative industries in the Zlín Region.
- Establish strategic partnerships with institutions abroad in the field of research.
- Develop project support intended for researchers and related to international research networks and projects (Horizon 2020, COST, etc.).

Aim 6: Recruit young researchers to be employed during the implementation of projects (postdoctoral employees) as potential human resources providing high-quality R&D and creative activities at TBU. Create grant incentives for young researchers in order to enable their career advancement.

- Support incentives intended for young researchers and funded by the Institutional Plan.
- Introduce a system of a continuous and active search for candidates for postdoctoral positions, recruitment and support of postdoctoral employees.
- Continue to carry out mobility programmes with funding provided by a project implemented within the OP RDE.

Aim 7: Create conditions for the establishment of interfaculty project research teams with the aim of increasing the potential and the outputs of R&D and creative activities.

- Create motivation tools in compliance with the rules of the TBU Budget, Strategic Development Fund and other resources.
- Continue to ensure the operation of the Project Department of TBU and support horizontal communication in research directions and project activities.

Aim 8: Create a system for H&R management in R&D which will form a basis for controlling and influencing the quality of R&D and creative activities, and that both in the individual component parts and at the institutional level.

- Use HR projects to create a system for the management of human resources in R&D.

Aim 9: Create an internal system of quality evaluation regarding the R&D and creative activities carried out by the relevant teams at TBU and enabling the identification of the teams’ strengths and weaknesses. The quality evaluation system shall be reflected in an increase in the quality of strategic management of the relevant research team.

- Implement an internal system of quality evaluation of R&D and creative activities in accordance with the quality and performance indicators set by the MEYS, taking into consideration the specificities of TBU.
- Support activities leading to a long-lasting increase in the quality of outputs of R&D and creative activities of the academic and research staff.
- Incorporate the project funded by the Operational Programme "Research, Development and Education" – Strategic Project, key activity 7, into the system of strategic management of TBU.
- Collaborate on the development of the system of quality evaluation in cooperation with higher education institutions with a similar specialization.
- Continue to set rules for the strategic management of the research organization in accordance with requirements set for the eligibility for the "HR Award".
- Ensure conditions for a successful implementation of the project "Development of Capacities for Research and Development at TBU ve Zlín" (Operational Programme "Research, Development and Education").

Aim 10: Develop collaboration with research institutions in the Czech Republic and with departments of the Academy of Sciences of the Czech Republic.

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3. Quality assurance

Aim 1: Complete the development of a comprehensive and efficient internal system of quality monitoring and assurance in all spheres of TBU activities. Ensure a regular collection and analysis of data relevant to the quality of all activities carried out at TBU, apply for inclusion in international rankings featuring higher education institutions in order to test the quality of results of the above-mentioned activities, and adopt the relevant measures depending on the results.

- Continue to develop and support the role of quality evaluation of tuition and of degree programmes, based on the analysis thereof, propose measures as to the improvement of the tuition quality.
- Add additional internal standards of quality of the educational activity in cooperation with other higher education institutions and in compliance with European standards set for educational activities.
- Regularly assess the quality of degree programmes by means of activities of the TBU IEB.
- Continue to participate in international evaluation of quality of higher education institutions.
- Prepare self-evaluation processes in arts-oriented degree programmes.
- Prepare a methodology for an employee satisfaction survey.

Aim 2: Use the financial tools available to influence the quality of activities carried out at TBU while applying the principle of effectiveness.

- Efficiently set the TBU Budget Rules, Strategic Development Fund and other financial tools in such a manner as to continue to influence the quality of activities.

Aim 3: Evaluate and increase the quality and relevance of full-time and part-time degree programmes with the aim of harmonizing graduate profiles in both modes of study.

- Implement the above-mentioned aim within the activities of the IEB.
- Ensure that high-quality classes are provided in a high-quality learning environment,

and that in all degree programmes.

Aim 4: Analyse and identify reasons for high drop-out rates. Use analyses, examples of good practice in order to propose measures leading to an increase in the success rate, focusing on maintaining the quality standards and taking into consideration the specific features of the relevant degree programmes/courses.

- Motivate students to complete their study commenced.
- Organize summer courses for course units with high drop-out rates.
- Support of the development of the Math Support Centre.

Aim 5: Systematically improve the quality of doctoral programmes, improve the conditions and funding intended for PhD students.

- Improve the quality of the selection of supervisors, consultants and lecturers in doctoral programmes.
- Carry out analyses of doctoral programmes with emphasis on its quality and adopt the necessary measures depending on the results thereof.
- Support an increase in the specialist and pedagogical skills of PhD students.
- In order to improve the quality of doctoral programmes, ensure a successful implementation of the projects “Developing Research-oriented Degree Programmes at FAI” and “Developing Research-oriented Degree Programmes at UNI” (both funded by the OP “Research, Development and Education”).

Aim 6: Support the involvement of students in all Master’s and doctoral programmes in research activities.

- Increase the offer of project positions and topics of Master’s and doctoral theses intended for students.
- Support activities of junior researchers and contests held within student research projects (SVOČ).

4. Diversity and availability

Aim 1: Set requirements for equal access to education provided to special needs/socially handicapped applicants/students.

- Actively collaborate with representatives of the Zlín Region and school-based counselling centres in the area of inclusive education.
- Increase the awareness among special needs applicants/students and create the corresponding technological, administrative and social facilities intended for special needs students.

Aim 2: Ensure the development of counselling services provided to applicants for study, students and staff.

- Improve the quality of services provided by the TBU Counselling Centre.
- Provide conditions for study and work suitable for persons returning to work after parental leave; ensure the operation and funding of the TBU Nursery School and of the TBU Counselling Centre.
- Increase the efficiency of the communication between Student Affairs Offices and applicants for study and with current students.

Aim 3: Support the production of graduates with specific knowledge and skills, and that by developing the individual talents of students.

- Individually involve talented student in R&D projects.

- Motivate students to participate in R&D, creative and sports activities.
- Support the participation of students in student competitions held in the Czech Republic and abroad.

Aim 4: Open the University to the general public. Ensure permeability between degree programmes and Lifelong Learning (LL) programmes. Enhance the offer of LL courses.

- Increase the offer and develop the quality of Lifelong Learning programmes in accordance with the needs of companies and interests of applicants.
- Develop courses offering career-oriented education.
- Support and motivate the participation by TBU Faculties in Lifelong Learning courses.
- Develop collaboration with the Regional Authority in Zlín in the field of retraining and career-oriented Lifelong Learning courses.
- Create conditions for the organization of attractive Lifelong Learning courses with the aim of making them competitive in the educational market of the region.

Aim 5: Develop systems of electronic study materials and systems for archiving of outputs of R&D and creative activities (R&D) generated at TBU.

- Continue to develop methods, technologies and content of electronic study supports and search for other options of their use in order to increase the efficiency and individualize the educational process.
- Develop electronic support systems working on a uniform software basis and use their potential for education of students and for communication with students.

Aim 6: Enhance and cultivate relations with employers of TBU graduates and involve them in the innovation of degree programmes, Lifelong Learning, cooperation in the sphere of R&D.

- Increase the involvement of external experts in the preparation of degree programmes. Include the communication with external partners as one of parameters of internal quality assurance.

Aim 7: Improve the quality and develop the University of the Third Age (U3A) as a service intended for the general public

- Innovate the offer and the number of courses offered by the U3A and intended for senior citizens.
- Strengthen the collaboration with Universities of the Third Age at other higher education institutions which joined the U3A Association of the Czech Republic, and that with the aim of exchanging courses and teachers within the U3A.
- Expand education offered within the U3A to new locations and introduce new forms (e.g. e-learning, Internet, etc.).
- Develop activities of the U3A in international organizations focusing on the education of seniors (AIUTA, EFOS, etc.).

5. Internationalization

Aim 1: Ensure that the majority of degree programme have an international character and that incoming students and guest teachers are integrated into the life of the academic community.

- Continue to create financial and organizational prerequisites for an increase in the mobility of students and academic staff.
- Support long-term employment of international academic staff at TBU.
- Establish strategic partnerships with institutions abroad for the individual degree programmes and defined research directions.

- Support the participation of international experts in educational and research activities.
- Support the organization of international conferences and workshops.
- Support the participation of TBU in higher education fairs.
- Support the membership of professional international associations, e.g. by means of a University project.
- Actively use opportunities to take advantage of the TBU Faculties' membership of international associations. Get involved in projects implemented by such associations.

Aim 2: Develop the international environment at the University so that all departments are able to provide services both in Czech and in English. Increase the efficiency of the management of internationalization activities.

- Continue to develop communication skills of employees in English, and that by offering courses and possibilities of staff mobility abroad.
- Organize Czech language courses for applicants from abroad with the aim of reaching the B2 level and subsequent studies in Czech.
- Intensify activities connected with the recruitment of international students to Czech language courses and with the online promotion of the same courses.
- Increase the number of Czech lessons for foreigners and improve the quality thereof.
- Create an assistance programme for newly arriving international students and staff.

Aim 3: Ensure that Bachelor's and follow-up Master's students participate in a study period/traineeship abroad during their studies, and that with the duration of no less than 30 days.

- Implement measures at TBU Faculties aimed to ensure study periods/traineeships with the duration of no less than 30 days.
- Carry out marketing activities aimed at increasing the interest in mobility.
- Organize Chinese language and culture summer camps in cooperation with Confucius Institute.

Aim 4: Ensure an increase in the number of international students coming to TBU to participate in a short-term study period of no less than 30 days.

- Provide accommodation of a sufficient quality and comprising a sufficient number of beds for international students.
- Create conditions for an increased interest of international students in mobility at TBU.
- Strengthen the communication in English with prospective students via social networks and promote degree programmes and courses offered at TBU on web portals and by means of webinars.
- Increase the number of international students participating in TBU Summer Schools.

Aim 5: Support academic mobility abroad to be offered to PhD students during their studies, prefer mobility longer than one month.

- Create conditions for mobility abroad of incoming/outgoing students and of project researchers.
- Provide counselling services to PhD students and to academic staff before their mobility takes place, with the aim of simplifying the acclimatization process in the target country.
- Prepare individual curricula for PhD students including the obligation to participate in mobility at an institution abroad, and that no less than once per the student's studies and with the duration of at least one month, or active participation in an international project.

Aim 6: Include study periods taken by students in curricula and in internal regulations so as to avoid any difficulties that could hinder students from completing their studies in the standard period of study.

- At the faculty level, create conditions suitable for the recognition of a part of studies completed at an educational institution abroad. Modify curricula, time schedules and internal regulations issued by TBU component parts in such a manner as to enable outgoing students to fulfil all of their academic requirements.

Aim 7: Support the accreditation and implementation of joint/double/multiple degree programmes.

- Identify other partners suitable for the implementation of joint degree programmes. When entering into partnership contracts, prefer partners who have experience in the implementation of joint degree programmes.

Aim 8: Ensure an increase in the number of graduates from degree programmes accredited in another language than Czech.

- Prepare a strategy for communication with international applicants for study at TBU.
- Extend the network of internal and external collaborators aimed to support the recruitment of international students.
- Increase the number of self-paying students in degree programmes accredited to be taught in English.
- Increase the attractiveness of and promote the portal enabling the submission of applications to degree programmes accredited to be taught in English
- Improve the efficiency of the procedure for admission of international students to TBU and incorporate it into the IS/STAG system.
- Use the "Student Mode", aimed at visa facilitation.
- Participate in activities organized by the Centre for International Cooperation in Education.

Aim 9: Support the establishment and sustainability of TBU centres abroad.

- Continue to support the activities of Bata Centre located in Vietnam.
- Analyse possibilities for an establishment of a TBU Centre in China.

Aim 10: Use the global Bata-related infrastructure for the needs of TBU.

- Actively collaborate in shoe design and shoe research.
- Promote TBU via the stores of the Bata company.

Aim 11: Develop international mobility of students and academic staff with particular emphasis on high-quality scientific collaboration, support the involvement of PhD students in projects implemented in cooperation with partners abroad and with renowned experts.

- Support an increase in the number of study periods/traineeships abroad to be taken by PhD students during their studies, and that by means of an individual approach to be adopted by supervisors and Heads of Departments.
- Support mobility of postdoctoral employees and researchers, with funding provided particularly by the Project Call "International Mobility of Researchers" (OP Research, Development and Education).

Aim 12: Recruit excellent students from universities abroad for studies in doctoral programmes and for postdoctoral fellowships.

- Enhance the tools aimed at informing international applicants about doctoral programmes, postdoctoral positions and educational courses offered.
- Use the mobility of academic staff at universities abroad to recruit applicants for

doctoral programmes.

6. Relevance

Aim 1: Support the career and professional development of TBU employees and enhance their competences in education as well as in R&D and creative activities and in other types of activities, including the valorisation of results.

- Support the education of the academic staff with the aim of enhancing the quality of their teaching competences.
- Develop the personnel structure of academics holding the degree of Ph.D., Assoc. Prof., Prof. in accordance with the methodology issued by the National Accreditation Bureau for Higher Education.
- Motivate academics to improve their language skills.
- Apply modern trends in human resource management (job sharing, home office, etc.).

Aim 2: Increase the employability of graduates in business and industry by means of cooperation with the relevant entities (employers, graduates, social partners, etc.) on the creation and innovation of degree programmes, by enhancing the quality of services provided by the TBU Job Centre, by supporting transferable competences of students, by encouraging business activities and by providing conditions for the establishment of start-up companies.

- Incorporate experience gained abroad into the activities of the TBU Job Centre, taking into consideration particularly the career counselling, and strengthen the international cooperation in career counselling services provided at higher education institutions.
- Intensely collaborate with employers and strengthen cooperation opportunities.
- Support business activities of students and students' involvement in contests.
- Provide appropriate conditions for the establishment of start-up companies and their placement in TBU technology parks.
- Support specialized student internships and excursions to companies and institutions..

Aim 3: Reflect the local, regional, national, cross-border as well as international circumstances, issues and societal challenges in educational, research, development, artistic and other activities of the University.

- Cooperate with public institutions on the formulation of strategies and dealing with issues focused on the development of the territory and with societal challenges.
- Develop cooperation with representatives of local and regional authorities.

Aim 4: Ensure that TBU performs a fundamental role within the methodological support of educational activities and within the training of teachers in the Zlín Region at all levels of the educational system, including the inclusive education.

- Propose and implement educational activities and training of teachers.
- Get regional teachers employed at a lower level of schools involved in projects funded by the MEYS.

7. Development of the University infrastructure

Aim 1: Complete the construction of the TBU Educational Complex, put the buildings into operation.

- Optimize the modes of operation of technological equipment located in these buildings, ensure the provision of the required equipment for the TBU Educational Complex.

Aim 2: Build up and open the Creative Industries Centre (technology park, specific creative

industry incubator).

- Support activities of the Creative Industries and Entrepreneurship Centre UPPER and its interconnection within TBU, the business sector and cluster initiatives.

Aim 3: Enhance the infrastructure used for education by implementing financially demanding investment projects, namely renovation and modernization projects.

- Optimize modes of operation of technological and software equipment after the completion of the construction part of the FaME project entitled “GEPOS” (Operational Programme “Research, Development and Education”).
- Ensure the creation of a laboratory infrastructure for an improvement in the quality of classes provided at the FT, and that by finalizing the construction project “RIFT - Renovation of the 2nd Underground Floor in the U2 Building” in accordance with the documents elaborated for the implementation of the construction (OP RDE), purchase the required laboratory equipment and optimize modes of operation of technological equipment.
- Purchase the required technological equipment for the educational exhibition gallery of the FMC and put it into operation, and that with funding provided through the implementation of the project entitled “ART GALLERY of TBU in Zlín” (funded by the OP RDE).
- Ensure the elaboration of further levels of project documentation for the construction project entitled “Complete Renovation of the U1 Building”.

Aim 4: Build up and develop e-infrastructures intended for the application of new technologies and techniques in teaching and learning and in research.

- Use state-of-the-art information and communication technology in order to innovate the educational environment on the U5 premises, in particular by implementing the construction project entitled “MoVI FAI” (Operational Programme “Research, Development and Education”).
- Ensure the preparedness as regards construction work and technology for installation and putting into operation of robotic lines in the U53 area.
- Build a laboratory for basic laboratory procedures to be used during studies in degree courses in Population Protection, Risk Control and Environmental Risk Management (FLCM).

Aim 5: Develop the TBU information system with the aim of fully computerizing its basic segments and reducing administrative work and costs.

- Launch a HR portal aimed at providing an easy access to the data included in the HR SAP system for employees.
- Complete a transition to the next generation electronic records management system.
- Start building up a trustworthy digital archive.

Aim 6: Cooperate with higher education institutions and share capacities in those parts of the information infrastructure in which the same electronic system – IS/STAG, SAP, OBD/GaP/IGA – is used.

- Continue to carry out modifications to the IS/STAG system necessary due to alterations to the Higher Education Act and the Decree on Personal Data Protection.
- Proceed in coordination with other higher education institutions when applying new EU directives in the higher education environment.
- Continue to carry out the necessary modifications to the information infrastructure in order to meet the requirements specified in EU directives.

Aim 7: Ensure the availability of electronic information resources based on modern tools intended

for effective search within their content.

- Continuously provide access to new possibilities of the library system for users.
- Finalize the virtualization process in study rooms. Offer additional services with a high added value to users.
- Increase the attractiveness of the information resource portal and ensure compatibility with mobile device access.
- Improve the quality of printed collections available in the Library and pay attention to an efficient protection thereof.

Aim 8: Ensure the economic independence of entrepreneurial behaviour of University entities, build entrepreneurial centres and incubators, support businesses run by TBU graduates and support the network of small and medium-sized companies on the regional level (clusters).

- Propose forms of transparent support of university entities and of future business environment.

Aim 9: Increase and improve the quality of accommodation offered to students, employees and participants in short-term mobility.

- Propose a concept of accommodation for students and international employees which will comply with the current requirements regarding the quality of accommodation services.
- Find a solution to the insufficient capacity as regards student accommodation, and that through a long-term rental of facilities.
- Order the elaboration of an architectural feasibility study for the construction of a new multifunctional building on the land where the U3 building is currently situated, including the provision of conditions for high-quality accommodation; prepare a financial analysis of the funding of the construction and sustainable operation thereof.
- Start the implementation of the investment project entitled “TBU – Renovation and Modernization of the U7 Building”.
- Purchase suitable flats so as to strengthen the housing stock in order to provide accommodation to external employees.
- Start the implementation of the construction project entitled “Renovation of the U12 Building - 5th Stage” (Renovation of the 2nd, 3rd and 4th above-ground floor, eastern part).

8. External and internal communication of the University

Aim 1: Strengthen the good reputation of TBU on the national and international level, promote TBU as a modern university and a top-quality higher education institution, foster a positive image of the University.

- Continue to present TBU as an entrepreneurial university.
- Present significant accomplishments achieved by the University, by its students and staff in the media.
- Develop the news portal “News from TBU”.

Aim 2: Ensure cooperation in the sphere of R&D and creative activities and of transfer of knowledge and innovations, and that through support of communication between the academic sphere and the private sector, public sector administration and the civil society.

- Participate in the implementation of the National RIS3 Strategy.

Aim 3: Use modern forms of communication in order to continue to improve the accessibility of well-arranged and reliable information on degree programmes/courses offered at TBU for

applicants and for the general public (in the Czech Republic and abroad).

- Continuously develop and improve the quality of the website of TBU.
- Create a new high-quality e-application for applicants for study.

Aim 4: Establish contact with partners on the local, national and international level, i.e. with employers, research and academic institutions as well as with non-profit organizations and public sector authorities.

- Update forms of cooperation with partner institutions.

Aim 5: Develop and implement a strategy for communication with TBU graduates.

- Develop the Alumni Portal.
- Use social networks for effective communication with TBU graduates.
- Support cooperation and communication with alumni clubs at the TBU component parts.

Aim 6: Actively spread new knowledge, results of R&D and creative activities and examples of good practice to the general public, thus accomplishing the mission of the University.

- Promote the results of R&D activities and examples of good practice in the media.
- Collaborate on the creation of the higher education magazine - Universitas portal in the Czech and English version.
- Organize a media communication course for employees.
- Support the writing, publishing and effective distribution of scientific monographs by TBU University Press with the aim of facilitating the approach to the publications for the target group.

Aim 7: Raise public awareness about R&D results, in particular among prospective applicants for study, and among those interested in research activities at TBU.

- Continue to support projects implemented at TBU component parts, with the aim of raising public awareness about science and research, and that with children, young people and adults.
- Continue to organize a series of online lectures by interesting personalities given on popular science topics and ensure the promotion thereof.

Aim 8: Optimize the internal communication system (standardized internal communication tools), increase the awareness about strategic intents of the University among the employees and improve the quality of communication between students/employees and members of the TBU Management Board.

- Organize informative meetings of the TBU Management Board and employees, focusing on the topics of long-term strategy of TBU.

Aim 9: Support activities of the University in the sphere of education and R&D, i.e. activities focusing on spreading the legacy of Tomas Bata. Develop activities of the Bata Information Centre.

- Draw up a plan of activities of the Bata Information Centre, support the R&D and publishing activities of the Bata Information Centre.
- Organize and carry out a series of lectures on the subject of Tomas Bata for secondary schools.
- Administer and develop the website www.tomasbata.com and the “Bata’s World” portal (www.svet.tomasbata.org).
- Collaborate on the project of the Digital Archive of the Bata Company with the Bata company and with the Thomas Bata Foundation.

9. Funding and organization

Aim 1: Ensure stable, transparent and efficient funding for all component parts of TBU, reflect demographic trends and alterations in the allocation of public resources through an optimization of the organizational and personnel structure at all TBU component parts.

- Provide financial resources to strategic tasks and projects; ensure the sustainability of liabilities of TBU in projects funded by the OP “R&DfI” and by the OP “Enterprise and Innovations”.
- Improve the stability, transparency and efficiency of funding of TBU through an optimization of the organizational and personnel structure at all TBU component parts.
- Analyse the possibilities of job sharing/part-time jobs.

Aim 2: Increase multi-resource funding for activities carried out at TBU and increase the share of the University’s own resources so as to reduce the dependence on direct funding provided by the state budget. Support innovations in all activities carried out at TBU and funded by the Institutional Plan, Centralized Development Programmes and by the Operational Programme “Research, Development and Education”, and/or by other types of Operational Programmes. Provide funding to strategic and prioritized projects using resources of the European Structural and Investment Funds in the 2014-2020 programme period to the maximum extent.

- Adopt the End User Information System IS KP14+ for the administration of applications submitted to all Operational Programmes in the sphere of operation and organization. The project applications shall be filed centrally by the TBU Rectorate.
- Issue internal regulations for management, funding and implementation of projects.
- Generate financial resources through running Lifelong Learning courses, through the production of copyright works for external entities, organization of summer schools, contract research, drawing up marketing strategies, etc.

Aim 3: Implement the system of distribution of institutional resources to the relevant component parts of the University in such a manner that the real performance is reflected to the maximum extent and, at the same time, the development of activities related to the priorities of the University in education and in R&D and creative activities receives support.

- Continue to implement projects funded by the Strategic Development Fund.
- Take into consideration the strategy adopted by the provider of institutional resources during the process of re-allocation of the resources.
- Ensure an efficient use of resources intended for long-term conceptual development of a research organization, emphasizing the development of qualitative parameters.

Aim 4: Analyse possible divestment, i.e. sale of unnecessary and little-used property with the aim of using the financial resources obtained in this manner for an optimization of the material equipment of TBU.

- Continuously analyse possible divestment.

Aim 5: Propose and apply the matrix management system in the structure of the University and of associated organizations.

- Propose and implement vertical project management of internal processes.

Aim 6: Ensure that the legal and organizational environment at TBU is in accordance with the amended versions of the relevant Acts.

- Continue to modify internal regulations and internal rules of TBU and of the TBU

- component parts in accordance with alterations to legislation.
- Modify systems of internal management, of quality assurance and control in accordance with alterations to the Higher Education Act.
 - Continue to prepare the relevant internal regulations and methodology in order to meet the requirements specified in EU directives and in the legislation of the Czech Republic.

Institutional Plan for 2019 - 2020

Aims to be supported in the Institutional Plan of TBU in the period from 2019 to 2020:

1. Development of internationalization
2. Support of the development of language skills of employees
3. Improvement in soft skills of employees
4. Development of internal and external quality
5. Support of the Technology Transfer Centre and cooperation with business and industry
6. Increase in the competitiveness in the international environment
7. Development of information and communication technologies
8. Programme aimed to support marketing activities
9. Development of student counselling and of graduate employability
10. Support of information resources and development of activities carried out by the Bata Information Centre
11. Support of the University's third role

Final Provisions

In accordance with the Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to Other Acts (Higher Education Act), as amended, the TBU Board of Governors approved the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2019 on 26 October 2018. After the document in question had been discussed by the TBU Scientific Board on 8 October 2018, the TBU Academic Senate approved the same document on 16 October 2018, and that in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Act.

Ing. Alena Macháčková, CSc.
Chairperson of the TBU Academic Senate

Prof. Ing. Petr Sába, CSc.
Rector of TBU

List of acronyms:

ACS Act on Cyber Security

| | |
|------------|---|
| AIUTA | Association Internationale des Universités du Troisième Age |
| BP | Bachelor's programme |
| CEBIA-Tech | Centre for Security, Information and Advanced Technologies |
| COST | European Cooperation in Science and Technology |
| CPS | Centre of Polymer Systems |
| DP | degree programme |
| DP | doctoral programme |
| EFOS | European Federation of Older Students |
| eIDAS | electronic IDentification, Authentication and trust Services |
| FAI | Faculty of Applied Informatics of TBU |
| FaME | Faculty of Management and Economics of TBU |
| FHS | Faculty of Humanities of TBU |
| FLCM | Faculty of Logistics and Crisis Management of TBU |
| FMC | Faculty of Multimedia Communications of TBU |
| FT | Faculty of Technology of TBU |
| FTM | full-time mode of study |
| FUMP | follow-up Master's programme |
| GaP | Grants and Projects module of the OBD system |
| GDPR | General Data Protection Regulation |
| GEPOS | Complete Renovation of A,B Lecture Halls (U2 building) |
| HE | higher education institutions/higher education system |
| HR SAP | Human Resources module for the SAP information system |
| HR | human resources |
| ICT | information and and communication technology |
| IEB | International Evaluation Board of TBU |
| IGA | Internal Grant Agency |
| IS KP14+ | End-user information system |
| IS/STAG | Information System for Studies Administration |
| IT | information technologies |
| LCFT | Laboratory Centre of the Faculty of Technology |
| LL | Lifelong Learning |
| MEYS | Ministry of Education, Youth and Sports of the Czech Republic |
| MoVI FAI | Modernization of Educational Infrastructure at the Faculty of Applied Informatics |
| MP | Master's programme |
| NABHE | National Accreditation Bureau for Higher Education |
| OBD | Personal Bibliographic Database |
| OP EI | Operational Programme "Enterprise and Innovations" |
| OP EIC | Operational Programme "Enterprise and Innovations for Competitiveness" |
| OP R&Dfi | Operational Programme "Research and Development for Innovations" |
| OP RDE | Operational Programme "Research, Development and Education" |
| PTM | part-time mode of study |
| R&D | research and development/creative activities |
| RIFT | Development of the Infrastructure of the Faculty of Technology |
| RIS3 | Regional Innovation Strategy 3 |
| RIV | Information Register of R&D Results |
| RAO | Register of Artistic Outputs |
| SN | special educational needs (special needs students) |
| TA CR | Technology Agency of the Czech Republic |
| TBU | Tomas Bata University |
| TTC | Technology Transfer Centre of TBU |
| U3A | University of the Third Age |
| UNI | University Institute of TBU |