

Institutional Plan 2019-2020
Tomas Bata University in Zlín

Aims to be supported within the Institutional Plan 2019-2020			
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 learning environment and of graduate employability		
10.	Support of information resources and of the Bata Information Centre		
11.	Support of the University's third role		
Financial resources allocated for 2019	Total (CZK)	Investment (CZK)	Non-investment (CZK)
	29,943,014	6,580,000	23,363,014
Financial resources allocated for 2020	Total (CZK)	Investment (CZK)	Non-investment (CZK)
	29,943,014	7,105,000	22,838,014
Total amount of financial resources allocated for 2019-2020	Total (CZK)	Investment (CZK)	Non-investment (CZK)
	59,886,028	13,685,000	46,201,028

A part of the financial resources provided within the Institutional Plan (an amount exceeding 10 % of the financial amount allocated to the implementation of the Institutional Plan) shall be divided through an internal competition among the below-mentioned sections:

1. Support of pedagogical activities carried out by the academic staff and redefining of and innovation in degree programmes, particularly concerning course units/courses;
2. R&D and creative activities carried out by students and focusing on innovations in educational activities.

Link to the internal competition: <https://www.utb.cz/veda-a-vyzkum/projekty/institucionalni-plan/>

1	Institutional Plan 2019 - 2020 Tomas Bata University in Zlín
Aim	Development of internationalization
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>5. Internationalization</p> <p>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.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <ul style="list-style-type: none"> • 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 abroad 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.

	<p>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.</p> <ul style="list-style-type: none"> • 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). <p>Aim 12: Recruit excellent students from universities abroad for studies in doctoral programmes and for postdoctoral fellowships.</p> <ul style="list-style-type: none"> • 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. 			
<p>Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020</p>	<p>5. Internationalization</p> <p>Aim 1: Ensure that the majority of degree programmes have an international character and that incoming students and guest teachers are integrated into the life of the academic community.</p> <p>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 processes related to internationalization activities.</p> <p>Aim 3: Ensure that students studying Bachelor’s and follow-up Master’s programmes participate in a study period/traineeship abroad during their studies, and that with a duration of no less than 14 days.</p> <p>Aim 4: Ensure a growing number of international students coming to TBU to participate in a short-term study period of no less than 14 days.</p> <p>Aim 5: Support academic mobility abroad to be offered to PhD students during their studies, prefer mobility longer than one month.</p> <p>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.</p> <p>Aim 7: Support the accreditation and implementation of joint/double/multiple degree programmes.</p> <p>Aim 8: Ensure an increase in the number of graduates from degree programmes accredited in another language than Czech.</p> <p>Aim 9: Support the establishment and sustainability of TBU centres abroad.</p> <p>Aim 10: Use the global Bata-related infrastructure for the needs of TBU.</p> <p>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.</p> <p>Aim 12: Recruit high-quality students from universities abroad for studies in doctoral programmes and for postdoctoral fellowships.</p>			
<p>Indicators</p>	<p>Specification</p>	<p>Initial situation (as at 31/12/2018)</p>	<p>Planned situation (as at 31/12/2019)</p>	<p>Planned result (as at 31/12/2020)</p>
<p>Innovate and implement the Strategy for International Collaboration and Creation of International Environment at TBU in Zlín.</p>				
<p>Innovate and implement the Strategy for International</p>	<p>The strategy currently used was prepared</p>	<p>Updated strategy for the creation of an</p>	<p>Full implementation of the action plan and specification of</p>	

	Collaboration and Creation of International Environment at TBU in Zlín.	in 2014.	action plan and gradual implementation thereof	subsequent activities to be carried out in the period from 2021 to 2022.
	Number of international students	10.35 % of the total number of students *	12 % of the total number of students	13 % of the total number of students
	Number of international students - self-paying students	99 students*	Increase by 10 % of the total number of students in comparison to the previous year	Increase by 20 % of the total number of students in comparison to the initial situation
* Data provided as at 31/10/2018				
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Analysis of the current situation and updated definition of the Strategy for International Collaboration and Creation of International Environment at TBU in Zlín. • Review of the model of financial support to be provided to talented international students - self-paying students. • Provision of funding to Freemover mobility. • Creation of a fund aimed at supporting visiting academics. • Creation of a fund aimed at supporting outgoing academics. • Support of student organizations providing assistance to incoming students. • Project submission to project calls aimed at internationalization. • Search for partners for the purposes of cooperation in joint/double degree programmes. • Creation of a database of practical information related to mobility in particular countries. • Extension of the offer of summer schools at TBU. • Visits to selected education fairs, participation in virtual fairs. • Improvement in the quality of course units offered to short-term incoming students. 			


Aim	Support of the development of language skills of employees
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>1. Education</p> <ul style="list-style-type: none"> • Accreditation of degree programmes in English. <p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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.</p> <ul style="list-style-type: none"> • 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. <p>5. Internationalization</p> <p>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 .</p> <ul style="list-style-type: none"> • Actively use opportunities to take advantage of the TBU Faculties' membership of international associations. Get involved in projects implemented by such associations. <p>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.</p> <ul style="list-style-type: none"> • Continue to develop communication skills of employees in English, and that by offering courses and possibilities of staff mobility abroad. <p>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.</p> <ul style="list-style-type: none"> • 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.
Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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.</p> <p>3. Quality assurance</p> <p>Aim 2: Use the financial tools available to influence the quality of activities carried out at TBU while applying the principle of effectiveness.</p> <p>5. Internationalization</p>

	<p>Aim 1: Ensure that the majority of degree programmes have an international character and that incoming students and guest teachers are integrated into the life of the academic community.</p> <p>Aim 2: Develop the international environment at the University so that all departments are able to provide services both in Czech and in English.</p>
Indicators	<p>Enhancement and improvement of the language level in lectures and seminars held in English at TBU.</p> <p>Improvement of communication skills of staff in English (international students, visiting professors, official representatives of institutions, visitors from abroad).</p> <p>Increase in the number and improvement in the quality of papers presented in English at international conferences and published in prestigious international journals.</p> <p>Facilitation of communication between Czech and international employees.</p>
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Continuous process of improvement in the quality of the language level in lectures and seminars held in English. • Continuous improvement in the quality of services provided by specialized departments to English speaking students and staff. • Continuing classes in courses of academic and technical English, training aimed at improving relevant communication skills in English. • Provision of individual counselling services (e.g. before a presentation at a conference held abroad). • Provision of professional supervision during self-study.

3		Institutional Plan 2019 - 2020 Tomas Bata University in Zlín		
Aim	Improvement in soft skills of employees			
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>6. Relevance</p> <p>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.</p> <ul style="list-style-type: none"> • Support the education of the academic staff with the aim of enhancing the quality of their teaching competences. <p>8. External and internal communication of the University</p> <p>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.</p> <ul style="list-style-type: none"> • Promote the results of R&D activities and examples of good practice in the media. • Organize a media communication course for employees. 			
Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	<p>6. Relevance</p> <p>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.</p>			
Indicators	Specification	Initial situation (as at 31/12/2018)	Planned situation (as at 31/12/2019)	Planned result (as at 31/12/2020)
	Drawing up of a Strategy for an increase in the competences of academics, researchers, other employees and students of TBU in Zlín.	Currently not prepared at the institutional level.	Drawing up of a Strategy and an action plan, gradual implementation thereof.	Full implementation of the action plan, specification of subsequent activities for the period from 2021 to 2022.
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Analysis of the current situation and drawing up of a Strategy and an action plan for the implementation of activities aimed at an increase in the competences of academics, researchers, other employees and students of TBU in Zlín. • Organization of seminars and courses with participation by the TBU Counselling Centre and internal and external experts. 			

Aim	Development of internal and external quality
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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.</p> <ul style="list-style-type: none"> • 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. <p>3. Quality assurance</p> <p>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.</p> <ul style="list-style-type: none"> • 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. <p>9. Funding and organization</p> <p>Aim 5: Propose and apply the matrix management system in the structure of the University and of associated organizations.</p> <ul style="list-style-type: none"> • Propose and implement vertical project management of internal processes.
Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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.</p> <p>3. Quality assurance</p> <p>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</p>

	<p>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.</p> <p>9. Funding and organization</p> <p>Aim 5: Propose and apply the matrix management system in the structure of the University and of associated organizations.</p>			
Indicators	Specification	Initial situation (as at 31/12/2018)	Planned situation (as at 31/12/2019)	Planned result (as at 31/12/2020)
	Evaluation of TBU in Zlín carried out by applicants for study.	Not implemented before.	Research report for the purposes of the TBU Report on Internal Evaluation of Activities 2019.	To be implemented in 2019.
	Evaluation of TBU in Zlín carried out by employees.	Not implemented before.	Research report for the purposes of the TBU Report on Internal Evaluation of Activities 2019.	To be implemented in 2019.
	Evaluation of the quality of services provided by TBU in Zlín from the point of view of students.	Not implemented before.	Specification of evaluation implementation.	Research report for the purposes of the TBU Report on Internal Evaluation of Activities 2020.
	Survey on adaptation of first-year students at TBU in Zlín.	Not implemented before.	Specification of evaluation implementation.	Research report for the purposes of the TBU Report on Internal Evaluation of Activities 2020.
	System for evaluation of pedagogical, R&D, creative, artistic and other activities carried out by academics and researchers.	Implemented at 2 component parts.	Implementation at another 2 component parts.	Implementation at another 2 component parts.
	Strategic management system.	Analysis of processes.	Supporting documents for the certification process prepared.	Certified management system of the TBU Rectorate.
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> Quantitative survey, quota inquiry based on the analysis of admissions in the academic year 2017/2018 (N = 1,500). CAPI data collection made by a selected agency (electronic survey for export to a data matrix), combination of tools used for brand evaluation and decision-making processes (D-M science models). Quantitative survey, online data collection made by TBU using the “Question pro” service, validated tools for the analysis of motivation to work, workload, satisfaction and company culture (e.g. Hofstade-CZ-Q, 2009). 			

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- Quantitative survey, online data collection made by TBU using the “Question pro” service, foreign tools for the evaluation of the quality of services taken over from the Norwegian Agency for Quality in Higher Education.
 - Quantitative survey, online data collection made by TBU using the “Question pro” service, verified methodology for an inquiry into the adaptation of university students.
 - Implementation and verification of the IS HAP evaluation system.
 - Internal audit and analysis of the current state and of the legal framework. In accordance with the facts found out, creation of a proposal for the internal evaluation system to be used at TBU and certification thereof.
 - Establishment of the job position of an ombudsman/Public Defender of Rights of students and employees at TBU in Zlín.

Aim	Support of the Technology Transfer Centre and cooperation with business and industry
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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.</p> <ul style="list-style-type: none"> • Develop activities of contact persons for the purposes for cooperation with business and industry, with emphasis on active search for potential partner institutions for long-term collaboration based on contracts concluded. • Participate in the preparation of offers for entities from business and industry and focusing on the implementation of contracts funded by external public and non-public resources, with connection to the main research directions. • Ensure the required sustainability of the project funded by the OP R&DfI and entitled 'Development of the TTC at TBU in Zlín'. • Develop project support in connection with international research networks and projects. • Set up an accredited shoe testing laboratory in accordance with the Czech Technical Standard ČSN EN ISO/IEC 17025:2018 at the University Institute of TBU in Zlín. <p>4. Diversity and availability</p> <p>Aim 7: Improve the quality and develop the University of the Third Age (U3A) as a service intended for the general public.</p> <ul style="list-style-type: none"> • Offer specialized seminars to be organized by the Patent and Licence Department for the U3A. <p>6. Relevance</p> <p>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.</p> <ul style="list-style-type: none"> • Support and strengthen project teams in accordance with the needs of currently announced Calls. <p>8. External and internal communication of the University</p> <p>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.</p> <ul style="list-style-type: none"> • Continue to present TBU as an entrepreneurial university. • Present significant accomplishments achieved by the University in collaboration with business and industry in the media. <p>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</p>

society.

- Support and use a functional system of communication with external partner institutions within transfer activities.

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 taking place within transfer activities and the subsequent cooperation with business and industry.

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.

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.

- Develop a system leading to a stable, transparent and efficient funding of the TTC, design mechanisms deepening a stable, transparent and efficient funding system.
- Ensure the assertion of valid intellectual property rights of TBU in the international environment.

Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020

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

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.

4. Diversity and availability

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

6. Relevance

Aim 3: Reflect the local, regional, national, cross-border as well as international circumstances and issues and challenges related to the whole society in activities of the University.

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.

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.

	<p>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.</p> <p>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 and the role of the TTC.</p> <p>9. Funding and organization</p> <p>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.</p>			
Indicators	Specification	Initial situation (as at 31/12/2018)	Planned situation (as at 31/12/2019)	Planned result (as at 31/12/2020)
	Number of licence contracts concluded on behalf of TBU	22	23	24
	Number of concluded contracts in the sphere of technology transfer*	8	9	10
	Number of international patents and announced PCT applications	6	7	8
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Support of centres for applied research in the sphere of intellectual property protection and regarding contracts for protection of R&D results. • Active application of R&D results in cooperation with industrial partners within the promotion of TBU in Zlín as an entrepreneurial university. • Intensification of commercialization related to the clean rooms located at the University Institute in compliance with the Czech Standard ČSN EN ISO 14644 “Clean rooms and associated controlled environments”, and with the Czech Standard ČSN EN ISO 13485 “Quality management systems for medical devices”. • Set up an accredited shoe testing laboratory in accordance with the Czech Technical Standard ČSN EN ISO/IEC 17025:2018, i.e. the Shoe Testing Laboratory at the University Institute of TBU in Zlín. • Intensification of project activities focusing on technology transfer. 			

6	Institutional Plan 2019 - 2020 Tomas Bata University in Zlín
Aim	Increase in the competitiveness in the international environment
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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 up infrastructures used for the implementation of project activities.</p> <ul style="list-style-type: none"> • Develop the support for projects provided through the Institutional Plan and through participation in centralized development projects. • 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.). <p>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.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <ul style="list-style-type: none"> • Continue to ensure the operation of the Project Department of TBU and support horizontal communication in research directions and project activities. <p>3. Quality assurance</p> <p>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.</p> <ul style="list-style-type: none"> • Continue to participate in international evaluation of quality of higher education institutions.
Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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. Build up infrastructures used for the implementation of project activities.</p> <p>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</p>

	<p>order to enable their career advancement. 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</p> <p>3. Quality assurance</p> <p>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.</p>			
Indicators	Specification	Initial situation (as at 31/12/2018)	Planned situation (as at 31/12/2019)	Planned result (as at 31/12/2020)
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Forming of a project team involving young promising staff members, support of Ph.D. students in their final year of study and postdoctoral employees. • Support of preparation of projects incl. activities leading to the acquisition of the relevant competences of a project team. 			
Number of project applications submitted to programmes of international collaboration in R&D.	12 project applications submitted in 2018.	Another 6 project applications submitted	Another 12 project applications submitted	

Aim	Development of information and communication technologies			
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>7. Development of the University infrastructure</p> <p>Aim 5: Develop the TBU information system with the aim of fully computerizing its basic segments and reducing administrative work and costs.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <ul style="list-style-type: none"> • Continue to carry out the necessary modifications to the information infrastructure in order to meet the requirements specified in EU directives. <p>Aim 7: Ensure the availability of electronic information resources based on modern tools intended for effective search within their content.</p> <ul style="list-style-type: none"> • Provide access to the next generation library system for end users. <p>9. Funding and organization</p> <p>Aim 6: Ensure that the legal and organizational environment at TBU is in accordance with the amended versions of the relevant Acts.</p> <ul style="list-style-type: none"> • 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. 			
Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	<p>7. Development of the University infrastructure</p> <p>Aim 4: Build up and develop e-infrastructures aimed to apply new technology and techniques in teaching and learning and in research.</p> <p>Aim 5: Develop the TBU information system with the aim of fully computerizing its basic segments and reducing administrative work and costs.</p> <p>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.</p> <p>Aim 7: Ensure the availability of electronic information resources based on modern tools intended for effective search within their content.</p> <p>9. Funding and organization</p> <p>Aim 6: Ensure that the legal and organizational environment at TBU is in accordance with the amended versions of the relevant Acts.</p>			
Indicators	Specification	Initial situation (as at 31/12/2018)	Planned situation (as at	Planned result (as at 31/12/2020)

			31/12/2019)	
	Employee portal accessible to all employees and containing personal and salary information.	Provision of access to data only for HR officers and payroll accountants; selected data accessible to senior executives.	Portal accessible to all employees enabling them to view their data stored in the v HR SAP system.	Portal accessible to all employees enabling them to view their data stored in the v HR SAP system.
	Travel allowances generated due to business trips transferred to employees' bank accounts.	Travel allowances generated due to domestic business trips transferred to bank accounts, those generated due to business trips abroad paid in cash (Cash Office).	Travel allowances generated due to domestic business trips and business trips abroad transferred to employees' current bank accounts	Travel allowances generated due to domestic business trips and business trips abroad transferred to employees' current bank accounts.
	Electronic registration and archiving of incoming invoices, invoice settlement sheets, annexes to invoices with a connection to the new Records Management System.	Simple registration of incoming invoices in the SAP system, non-structured storing outside the SAP and DMS without further connections.	To be implemented in 2020.	Registration and archiving of incoming invoices, invoice settlement sheets, annexes to invoices with user access in the SAP/DMS modules with a connection to the Records Management System.
	The Alfresco document management system enhanced by adding stored consents to the processing of personal data (electronic and written), with access provided for data subjects.	Consents given by data subjects stored in written/ electronic form by guarantors of processing at individual component parts.	Consents given by students stored and provided access to in the Alfresco document management system.	Consents given by employees stored and provided access to in the Alfresco document management system.
	The Alfresco document management system enhanced by adding data and documents within the process of settlement of rights and responsibilities of data subjects.	Documents and data from the process of settlement of rights and responsibilities of data subjects stored locally by the Data Protection Officer.	Data stored in a structured manner and documents within the process of settlement of rights and responsibilities of data subjects in the Alfresco document management system.	To be implemented in 2019.
	The Alfresco	Local registration	To be	Records on personal

	document management system enhanced by adding records on personal data processing activities, with access provided for employees.	of records by guarantors and by the Data Protection Officer in MS Word and MS Excel files.	implemented in 2020.	data processing activities stored and provided access to in the Alfresco document management system.
	Enhanced server infrastructure	Disc arrays purchased between in 2013 and 2018, server infrastructure purchased in 2013 and 2018, network connection with the speed of 10 Gbit/s.	Server infrastructure enhanced in order to fulfil the current requirements on the operation of applications and systems.	Server infrastructure enhanced in order to fulfil the current requirements on the operation of applications and systems.
	Enhanced network infrastructure used for wireless connection in University buildings.	Wireless (WiFi) infrastructure installed in 2014, some of the models of WiFi access points are outdated – installed in 2010 and earlier.	Replacement of outdated WiFi access points by new models, enhanced licence for central management of the WiFi network for the total number of 400 access points, upgraded SW pro monitoring a configuration of the WiFi network.	To be implemented in 2019.
	Enhanced infrastructure of the backbone network.	Central router of the backbone network purchased in 2014, connection of selected buildings with a speed of 10 Gbit/s, connection of other buildings with a speed of 1 Gbit/s.	Connection of other buildings to the backbone network with a speed of 10 Gbit/s.	Increased capacity of the central router by adding 10 Gbit/s ports.
	Enhanced monitoring system of network operation.	FlowMon monitoring system purchased in 2008, upgraded in 2016.	Enhanced FlowMon monitoring system by adding an ADS module for detection of anomalies in the network.	To be implemented in 2019.
	Monitoring and audit of the Active Directory	Microsoft Active Directory system including a network	Monitoring and auditing tool of the Active	To be implemented in 2019.

	system.	file system.	Directory system.	
	Electronic Records Management System incl. a trustworthy electronic records office.	Basic implementation of modules of the electronic Records Management System.	To be implemented in 2020.	Records Management System enhanced by adding an electronic records office.
	KOHA library system.	KOHA library system in internal operation.	KOHA library system accessible to users.	KOHA library system fully integrated into Library services.
	VDI production environment	Stable VDI production environment in computer rooms in the Library.	VDI in computer rooms in the Library offering enhanced services.	Optimized and backed up VDI environment.
	Pages containing author profiles	Basic pages containing TBU author profiles	Uniform environment for presentation of R&D results with support of authors coming from TBU.	Comprehensive environment for presentation of R&D results and support of authors coming from TBU.
Security gates and turnstiles	Outdated, non-convenient in terms of function, security gates and turnstiles at the entrance to the Library.	New security gates and turnstiles at the entrance to the Library put into operation.	New security gates and turnstiles at the entrance to the Library put into operation.	
Activities planned to fulfil the aims of the IP 2019-2020	<p>Employee portal</p> <ul style="list-style-type: none"> • Selection of a supplier • Preparation of the target concept of the system • Implementation and test operation • End user training and productive operation <p>Travel allowances</p> <ul style="list-style-type: none"> • Selection of a supplier • Preparation of the target concept of the system • Implementation and test operation • Key user training and productive operation <p>Registration and archiving of invoices</p> <ul style="list-style-type: none"> • Selection of a supplier • Preparation of the target concept of the system • Implementation and test operation • Integration into surrounding systems (DMS, Records Management System) • Key user training and productive operation <p>DMS Alfresco – Consents given by data subjects</p> <ul style="list-style-type: none"> • Preparation of a pre-implementation analysis • Proposal of the target concept and implementation • Migration of existing documents • Testing and productive operation 			

DMS Alfresco – Settlement of rights and responsibilities of data subjects

- Analysis and proposal of solutions
- Implementation
- Testing and productive operation

DMS Alfresco – Records on personal data processing activities

- Preparation of a pre-implementation analysis
- Proposal of the target concept and implementation
- Migration of existing documents
- Testing and productive operation

Server infrastructure

- Analysis of current needs of TBU component parts
- Implementation of a public tender and selection of a supplier
- Installation and integration into the TBU environment
- Migration of systems, applications, data
- Testing and routine operation

Wireless network infrastructure – WiFi

- Analysis of current needs of TBU component parts
- Implementation of a public tender and selection of a supplier
- Replacement of outdated access points
- Extension of a licence for centralized management
- Upgrade of software used for monitoring and configuration
- Testing, routine operation

Infrastructure of the backbone network

- Analysis of current needs of TBU component parts
- Implementation of a public tender and selection of a supplier
- Connection of other buildings with a speed of 10 Gbit/s
- Installation of an 10 Gbit extender module in the central router
- Testing, routine operation

Network infrastructure – monitoring

- Analysis of needs and selection of a supplier
- Installation and integration into the TBU environment
- Staff training, testing and routine operation

Monitoring and audit of the Active Directory

- Analysis of needs and selection of a supplier
- Installation and integration into the TBU environment
- Staff training, testing and routine operation
- Records Management System – electronic records office
- Analysis and proposal of a solution
- Implementation
- Testing and productive operation

Access provision to and development of the KOHA library system, analyses and testing of new technologies

- Use of the frontend interface VUFind
- Import of users in compliance with the GDPR
- Activation of the Interlibrary Loan Module

- Interconnection between self-service devices
- Automation of authority records
- Full transition to the KOHA system
- Automation of librarians' activities
- Development of upgradable services for students

Development of services provided in virtualized computer rooms

- Upgrade of VMware Horizon and VMware vSphere
- Upgrade of clients to an up-to-date operating system
- Optimization of the system in order to achieve a maximum performance
- Improvement of the backup process of virtualization servers in a network-attached storage
- Upgrade of the application software to new versions
- Enhancement of the offer of application software
- More comprehensive integration of services provided by the Active Directory within virtualized PCs
- Installation and configuration of software for monitoring of virtualized PC aimed at outage minimization

Enhancement of the environment for presentation of R&D results

- Use of the institutional access to ORCID
- Integration of profiles into the TBU website
- Provision of access to the database of citation metrics after logging in
- Integration and visualisation of data from other systems
- Recommended lists of journals for authors

Replacement of security gates and turnstiles at the entrance to the Library

- Proposal of a technological design of the area of the entrance to the Library
- Announcing of a tender seeking a supplier of the security system
- Selection of a supplier of the new system
- Removal of currently used gates and turnstiles not conforming to technical standards
- Construction work in the area of the entrance to the Library
- Installation of new gates and turnstiles
- Putting of new gates and turnstiles into operation

8		Institutional Plan 2019 - 2020 Tomas Bata University in Zlín		
Aim	Programme aimed to support marketing activities			
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>8. External and internal communication of the University</p> <p>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.</p> <ul style="list-style-type: none"> • 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”. <p>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).</p> <ul style="list-style-type: none"> • Continuously develop and improve the quality of the website of TBU. • Create a new high-quality e-application for applicants for study 			
Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	<p>8. External and internal communication of the University</p> <p>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.</p> <p>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).</p>			
Indicators	Specification	Initial situation (as at 31/12/2018)	Planned situation (as at 31/12/2019)	Planned result (as at 31/12/2020)
	Number of attendees to education fairs held in Prague, Brno, Bratislava, Nitra and Košice	Approx. 54,000 attendees (the Košice fair not included)	Approx. 59,000 attendees (Source: Websites of the Gaudeamus and Académia, ProEduco education fairs)	Approx. 118,000 attendees.
Activities planned to fulfil the aims of the IP 2019-2020	Enhance the participation in education fairs held in the CR and SR (Prague, Brno, Bratislava, Nitra, by adding the participation in the fair held in Košice) incl. the hire of exhibition areas, production of exhibition stands.			

Aim	Development of learning environment and of graduate employability
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>1. Education</p> <p>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.</p> <ul style="list-style-type: none"> • 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. <p>4. Diversity and availability</p> <p>Aim 2: Ensure the development of counselling services provided to applicants for study, students and staff.</p> <ul style="list-style-type: none"> • 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. <p>6. Relevance</p> <p>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.</p> <ul style="list-style-type: none"> • 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.

Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	<p>1. Education</p> <p>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.</p> <p>4. Diversity and availability</p> <p>Aim 2: Ensure the development of counselling services provided to applicants for study, students and staff.</p> <p>6. Relevance</p> <p>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.</p>
Indicators	<p>Increase the employability of TBU graduates on the labour market.</p> <p>Improvement in the quality of services provided by the TBU Job Centre.</p> <p>Improvement in the quality of services provided by the TBU Counselling Centre.</p> <p>Increase the level of student/employee satisfaction through a more convenient balance between student/professional life and personal life of students/employees.</p>
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Provide career counselling services to students/graduates of TBU. • Hold events organized by the Job Centre (workshops, lectures). • Preparation of two months' graduate traineeships organized at TBU constituent parts. • Organize student traineeships at TBU constituent parts. • Hold the autumn Job Opportunities Fair at TBU – Business Day. • Ensure a productive operation of the Job Centre web portal. • Provide pedagogical-psychological counselling.

10	Institutional Plan 2019 - 2020 Tomas Bata University in Zlín
Aim	Support of information resources and of the Bata Information Centre
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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.</p> <ul style="list-style-type: none"> • Support the development of activities of the TBU University Press as a centre for publishing of specialist publications at TBU. • 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. <p>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.</p> <ul style="list-style-type: none"> • 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). <p>4. Diversity and availability</p> <p>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.</p> <ul style="list-style-type: none"> • 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 of the educational process and individualize the same. <p>7. Development of the University infrastructure</p> <p>Aim 7: Ensure the availability of electronic information resources based on modern tools intended for effective search within their content.</p> <ul style="list-style-type: none"> • Increase the attractiveness of the information resource portal and ensure compatibility with mobile device access. <p>8. External and internal communication of the University</p> <p>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.</p> <ul style="list-style-type: none"> • Support the writing, publishing and effective distribution of scientific monographs by the TBU University Press with the aim of facilitating the approach to the publications for the target group. <p>Aim 9: Support activities of the University in the sphere of education and R&D, i.e.</p>

	<p>activities focusing on spreading the legacy of Tomas Bata. Develop activities of the Bata Information Centre.</p> <ul style="list-style-type: none"> • 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. 			
<p>Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020</p>	<p>2. High-quality and relevant research, development, innovation and other creative activities</p> <p>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 and an increase in the citation rate of the same outputs.</p> <p>Aim 4: Ensure the sustainability and development of research centres established with funding received from the OP R&DfI. Prepare a stable and transparent mechanism for the distribution of institutional funding in such a manner so as to reflect the strategic importance of the research centres for further development of TBU.</p> <p>4. Diversity and availability</p> <p>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.</p> <p>7. Development of the University infrastructure</p> <p>Aim 7: Ensure the availability of electronic information resources based on modern tools intended for effective search within their content.</p> <p>8. External and internal communication of the University</p> <p>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.</p> <p>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.</p>			
<p>Indicators</p>	<p>Specification</p>	<p>Initial situation (as at 31/12/2018)</p>	<p>Planned situation (as at 31/12/2019)</p>	<p>Planned result (as at 31/12/2020)</p>
	<p>Creation of educational modules focusing on activities of Tomas Bata.</p>	<p>Non-existent modules.</p>	<p>4 modules posted on the web page www.tomasbata.com</p>	<p>9 modules posted on the web page www.tomasbata.com</p>
	<p>Putting into operation of a digital repository entitled ResourceSpace and containing archival</p>	<p>Digital repository has been installed. No documents included as yet.</p>	<p>Functional digital repository containing 3,000 archival documents stored.</p>	<p>Functional digital repository containing 7,000 archival documents stored.</p>

	documents on Tomas Bata and his activities.			
	Creation of conditions favourable for an increase in the amount of R&D and creative activities of the University.	Functional portal of information resources, no integration of local resources of the Library.	Prepared analysis for an optimum integration of local resources of the Library into the central portal of information resources.	Functional portal of information resources with a full integration of local resources of the TBU Library.
	Optimization of services provided by the TBU University Press in the area of printing of study-related materials.	Zero interconnection between the university systems and printing services provided by the TBU University Press.	Prepared analysis analysis of possibilities of an interconnection between the university systems and printing services provided by the TBU University Press.	Full interconnection between the university systems and printing services provided by the TBU University Press.
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Preparation of an analysis of an optimum integration of local resources of the Library into the central portal of information resources. • Technological preparation of integration of local resources of the Library into the central portal of information resources. • Purchase of top-level electronic information resources and provision of access to the same resources. • Creation of 4 pilot educational modules focusing on Tomas Bata and posting thereof on the web page www.tomasbata.com. • Putting into operation of a digital repository entitled ResourceSpace and including three thousand archival documents stored. • Information and publishing activities informing about the legacy of Tomas Bata. • Preparation of an analysis aimed at the possibilities of an interconnection between the university systems and printing services provided by the TBU University Press. • Technological preparation of an interconnection between the university systems and printing services provided by the TBU University Press and of an incorporation of the former into the latter. • Creation of educational modules focusing on Tomas Bata. • Acquisition of valuable archival documents on Tomas Bata. • Publishing activities informing about Tomas Bata and his activities. • Creation of a digital repository containing archival documents on Tomas Bata. • Purchase of top-level electronic information resources and provision of access to the same resources • Integration of local resources of the TBU Library into the central portal of information resources. 			

11		Institutional Plan 2019 - 2020 Tomas Bata University in Zlín		
Aim	Support of the University's third role			
Reference to the Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for 2019	4. Diversity and availability			
	<p>Aim 3: Support the production of graduates with specific knowledge and skills, and that by developing the individual talents of students.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <ul style="list-style-type: none"> • 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. <p>Aim 7: Improve the quality and develop the University of the Third Age (U3A) as a service intended for the general public.</p> <ul style="list-style-type: none"> • 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. <p>8. External and internal communication of the University</p> <p>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.</p> <ul style="list-style-type: none"> • Promote the results of R&D activities and examples of good practice in the media. <p>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.</p> <ul style="list-style-type: none"> • 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. 			
Reference to the TBU Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2016 - 2020	4. Diversity and availability			
	<p>Aim 3: Support the production of graduates with specific knowledge and skills, and that by developing the individual talents of students.</p> <p>8. External and internal communication of the University</p> <p>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.</p>			
Indicators	Specification	Initial situation (as at 31/12/2018)	Planned situation (as at 31/12/2019)	Planned result (as at 31/12/2020)
	Drawing up of a Strategy for	Currently not prepared at the	Drawing up of a Strategy for the	Full implementation of the action plan,

	the Third Role of TBU in Zlín.	institutional level.	Third Role of TBU – action plan, gradual implementation thereof.	specification of subsequent activities for the period from 2021 to 2022.
Activities planned to fulfil the aims of the IP 2019-2020	<ul style="list-style-type: none"> • Drawing up and implementation of a Strategy for the Third Role of TBU in Zlín. • Support of student extra-curricular activities. • Promotional activities aimed at informing the general public about results of R&D, creative and artistic activities. • Support of implementation of Lifelong Learning and U3A courses. 			