



INSTITUTIONAL PLAN OF TOMAS BATA
UNIVERSITY IN ZLÍN FOR 2021



Higher education institution	Tomas Bata University in Zlín
-------------------------------------	--------------------------------------

Summary of priorities set in the Institutional Plan of the higher education institution for 2021:

The Institutional Plan of Tomas Bata University in Zlín for 2021 (TBU IP 2021) is based on the implementation of specific measures defined for 2021 within the implementation of priorities and aims of the Strategic Plan of Tomas Bata University in Zlín for the period 21+ (TBU 21+ Strategy) and the Implementation Plan for 2021 of the 21+ Strategic Plan of Tomas Bata University in Zlín (TBU Implementation Plan for 2021).

At the time of preparation of the TBU IP 2021, both strategic documents of TBU in Zlín (TBU) are being discussed by TBU bodies. Both the TBU 21+ Strategy and the TBU Implementation Plan for 2021 accept the expected measures adopted at level of higher education institutions, which are based on the six prioritized aims of the MEYS Strategic Plan for Higher Education Institutions from 2021 (MEYS Strategy). Moreover, they accept the expected measures adopted at the university level described in the document Strategy for the Internationalization of Higher Education for the period from 2021+ (MEYS Internationalization Strategy).

Within the **Prioritized aim 1 Develop competences directly relevant to life and practice in the 21st century** set in the Strategy of the MEYS, measures aimed at strengthening the processes related to the assurance (analysis) of quality of education, including strengthening communication with students, graduates, representatives of business and industry and employers were included in the TBU IP for 2021. These are innovations in obtaining feedback on the quality of degree programmes (DP) carried out, and that especially feedback from students, which will allow both the formulation of adequate measures within degree programmes (innovations in DP) and an overall improvement of teaching across TBU. Concurrently, an analysis shall be carried out, and a proposal for measures aimed to reduce student dropout rates shall be elaborated, which will aim to increase the effectiveness of studies and the quality of DP at TBU. Furthermore, measures aimed at increasing the degree of interconnection between study and business and industry, and at developing soft competences of students have been included in this aim. A motivation tool to be used for the appreciation of the extraordinary contributions by TBU employees (especially by academics) in educational processes will be newly prepared, which should, at the same time, inspire other employees to innovate in education and create a space for the transfer of *good practice* across TBU.

Within the **Prioritized aim 2 Improve the availability and relevance of flexible forms of education** set in the Strategy of the MEYS, measures aimed at creating an infrastructure and related facilities for the creation of digital online courses based on *blended learning* with the aim of supporting the educational process in the event of emergencies and for the purpose of development of distance learning (including the establishment of facilities intended for professional staff) were included in the TBU IP for 2021. The aim also includes technical measures aimed to support online forms of teaching and measures aimed to improve and modernize equipment and connectivity for remote access, including the protection of university information systems and data. Thanks to the implementation of the mentioned measures, the availability of flexible forms of education will be improved at TBU.

Within the **Prioritized aim 3 Improve the effectiveness and quality of doctoral programmes** set in the Strategy of the MEYS, measures aimed to support a smooth transition of doctoral graduates to practice at TBU constituent parts through their financial stabilization in the early days of their academic careers was included in the TBU IP for 2021. This includes adding of other tools used at TBU (e.g. supporting the reconciliation of family and working life of doctoral students and postdoctoral employees through the operation of the TBU

Nursery School or through an individual approach in the field of employment conditions).

Within the **Prioritized aim 5 Build up capacities for strategic management of higher education** set in the Strategy of the MEYS, measures aimed at developing professional capacities for strategic management of TBU were included in the TBU IP for 2021. It is about building of staffing for the creation of analyses, preparation, discussion, implementation and evaluation of strategies, strategic documents, etc. The aim also involves creating jobs for professional human resource management (HRM). There are also measures focusing on the development of capacity for strategic cooperation with external partners.

Within the **Prioritized aim 6 Reduce the administrative burden on university staff so that they can fully concentrate on their mission** set in the Strategy of the MEYS, measures aimed at implementing new information systems and at increasing the usability and effectiveness of information systems currently used at TBU with the aim of simplifying and streamlining the necessary administrative activities were included in the TBU IP for 2021. The measure aimed to complete the implementation of the IS HAP at the entire TBU was also incorporated into the aim. Furthermore, there is a measure related to the professionalization of centralized supporting services in the field of project management with the aim of reducing the administrative burden on academics and researchers during the preparation and implementation of projects.

Within the section **Internationalization** set in the Strategy of the MEYS and in the Strategy for Internationalization of the MEYS, measures aimed at increasing bilateral mobility, at continuing the building of the international environment at TBU, including an improvement of language skills of TBU staff and strengthening of cooperation with external entities in this field were included in the TBU IP for 2021. The aim also includes measures aimed to ensure the continuity of financial support provided to outgoing/incoming students/employees.

Within **Other Measures**, the following three measures were included in the TBU IP 2021:

- Develop and improve the quality of services provided by the Counselling Centre.
- Develop awareness and popularize educational, research and development activities of TBU through targeted events intended for the public.
- Implement sustainable development measures of TBU.

All measures listed in the IP of TBU for 2021 have been included in the Implementation Plan for 2021, currently in preparation, of the Strategic Plan of Tomas Bata University in Zlín for the period 21+.

The Institutional Plan of Tomas Bata University in Zlín was approved by electronic vote by the Board of Governors of TBU in Zlín on 26 November 2020.

The Institutional Plan of Tomas Bata University in Zlín was approved by the Ministry of Education, Youth and Sports on 15 March 2021.

Overview of the individual measures included in the Institutional Plan for 2021:

Prioritized aim 1. Develop competences directly relevant to life and practice in the 21st century

Measure: 1.1 Improve the acquisition of feedback from stakeholders on the quality of degree programmes and their revision with a focus on increasing the success rate in studies	
Guarantor	Vice-Rector for Pedagogical Activities Vice-Rector for Quality Management (responsible for the implementation of a survey)
Aims of the measure in accordance with the Strategic Plan 2021+	1. Develop competences directly relevant to life and practice in the 21st century
Specification of aim(s) of the measure	<ol style="list-style-type: none"> 1. Obtain feedback from stakeholders (students, graduates, non-academic professionals and employers) on the quality of DP carried out, including their openness towards the needs of students. 2. Analyse dropout rates at TBU, and develop a methodology and an action plan aimed at their reduction. 3. Propose an optimization of DP through: (a) an action plan aimed to reduce dropout rates; (b) a methodology aimed to reduce dropout rates and (c) feedback on the quality of DP. The optimization will be part of the action plan aimed to reduce dropout rates. 4. Prevent plagiarism and provide technical support for writing of academic qualification theses in order to increase the quality level of academic qualification theses.
Description of measure	<p>Through the fulfilment of the said aims, conditions for an increase in the success of studies in DP will be created, and that as follows: (a) Their structure will be modified (e.g. curricula, enhancement of specific key desirable skills, etc.); (b) Individually modified measures will be adopted within the individual DP, aimed at reducing dropout rates (e.g. supporting services, adjustment of operation of student affairs offices, etc.). Thus, TBU Faculties will be enabled to set up a better strategy for the development of their DP, as well as to incorporate new measures into those currently valid. As a result, the quality of the education offered at TBU will be improved.</p> <p>The following steps will be taken in order to achieve the aims specified in the measure:</p> <ul style="list-style-type: none"> - Implementation of a survey aimed at obtaining feedback from TBU graduates on the quality of DP (graduation years 2018, 2019, 2020, N = 4,000 respondents contacted). - Implementation of a survey aimed at obtaining feedback from current TBU students on the quality of DP (second and third-

	<p>year Bachelor's students, first- and second-year follow-up Master's/doctoral students; N = 5,000 students contacted).</p> <ul style="list-style-type: none"> - Implementation of a survey aimed at obtaining feedback from key employers of TBU graduates on the quality of degree programmes (N = 500 employers contacted). - Implementation of a survey focusing on students who prematurely terminated their studies. Based on the survey, measures will be adopted, aimed to reduce premature termination of studies. <p>The results of the survey will be incorporated into the research report, which will be the basis for a proposal of an optimization of DP, and the outputs will also be published in the 2021 TBU Internal Evaluation Report. Furthermore, an action plan will be prepared aimed to reduce dropout rates at TBU and intended for the individual TBU Faculties, including recommendations regarding modifications of the individual DP.</p> <p>The anti-plagiarism system Turnitin will be acquired and implemented, which will contribute to an improvement in the quality of students' academic qualification theses, with the aim of supporting the creation of academic qualification theses and of preventing plagiarism.</p>	
<p>Prediction of qualitative change</p>	<p>Initial situation (as at 01/01/2021)</p>	<p>Planned situation (as at 31/12/2021)</p>
	<p>Academic success rate indicator in 2019 (Graduation rate).</p>	<p>Improvement in the academic success rate indicator in 2020 (Graduation rate).</p>

<p>Measure: 1.2 Innovate the system of evaluation of teaching quality</p>	
<p>Guarantor</p>	<p>Vice-Rector for Pedagogical Activities</p>
<p>Aims of the measure in accordance with the Strategic Plan 2021+</p>	<p>1. Develop competences directly relevant to life and practice in the 21st century</p>
<p>Specification of aim(s) of the measure</p>	<ol style="list-style-type: none"> 1. Continue to innovate the system of evaluation of teaching quality by strengthening communication with students and by increasing their involvement in teaching evaluation processes. 2. Prepare proposals for innovations in the quality evaluation system.
<p>Description of measure</p>	<p>The following steps will be taken in order to achieve the aims specified in the measure:</p> <ul style="list-style-type: none"> - Optimization of the survey on the evaluation of teaching at TBU by using the more advanced setup options of the IS/STAG system, which is used to evaluate the quality of teaching. In this regard, there will be a change and reduction of irrelevant items in the evaluation depending on the type of the timetable event and interconnection between questions in order to avoid contradictory statements.

	<ul style="list-style-type: none"> - Involve students in the evaluation of teaching in the form of round tables in cooperation with the Student Chamber of the TBU Academic Senate (TBU AS). - Based on optimization, students' participation in the evaluation is expected to increase. <p>The results of the survey will be incorporated into the research report and will be used to propose the optimization of DP. They will also be published in the TBU Internal Evaluation Report 2021.</p>	
Prediction of qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	<p>Currently used evaluation system – reduction of irrelevant issues required.</p> <p>Greater involvement of students in the evaluation required. The participation rate currently stands at 28% of TBU students.</p>	<p>Innovated evaluation system of teaching quality.</p> <p>Increase the participation of students in the evaluation based on an active approach of TBU, and in cooperation with the Student Chamber of the TBU AS, above 30% within the evaluation of teaching in the summer semester 2020/2021.</p>

Measure: 1.3 Organize internships and practical training with the aim of enhancing students' soft skills in order to improve their career prospects on the labour market	
Guarantor	Vice-Rector for Internal and External Relations
Aims of the measure in accordance with the Strategic Plan 2021+	1. Develop competences directly relevant to life and practice in the 21st century
Specification of aim(s) of the measure	<ol style="list-style-type: none"> 1. Develop the capacity of the Job Centre (hereinafter referred to as "JC") in order to expand communication with external partners/employers and to obtain feedback on the quality of the educational process, in particular extend the offer of internships and traineeships. The secondary aim in this case is to create the conditions for long-term cooperation with employers, which will result in the creation of job opportunities for TBU graduates. 2. Prepare TBU students for their transition to practice through targeted internships and traineeships, thus developing their job-specific skills. 3. In a complementary form, develop other soft skills of students in order to improve their career prospects on the labour market (e.g. presentation skills, communication skills, etc.), i.e. by organizing specialized workshops, seminars and webinars.

Description of measure	<p>The following steps will be taken in order to achieve the aims specified in the measure:</p> <ul style="list-style-type: none"> - Prepare a proposal for innovation in activities carried out by the JC in order to further develop cooperation with partner institutions. - Incorporate the updated portal into standard communication within TBU and with employers. - Organize specialized workshops, seminars and webinars in order to increase students' soft competencies. - Create the facilities for more efficient administrative provision of internships within TBU, including virtual and hybrid forms. - Provide targeted professional advice for TBU students related to their preparation for future employment and aimed at improving their career prospects in the labour market. - Organize internships for students and graduates directly at TBU with the aim of improving the professional competencies of students/graduates. - Organize the job opportunities fair "Business Day 2021". 	
Description of qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	Activities currently carried out by the Job Centre	<p>Innovated activities and services provided by the Job Centre</p> <p>Higher level of cooperation with employers</p>

Measure: 1.4 Create a motivation tool for rewarding of excellent results of work of academics and employees in educational activities and for practice	
Guarantor	Rector
Aims of the measure in accordance with the Strategic Plan 2021+	1. Develop competences directly relevant to life and practice in the 21st century
Specification of aim(s) of the measure	<p>1. Prepare a motivation tool for rewarding excellent results of work of academics or employees who apply new approaches, thus contributing to the improvement in the quality of teaching or to the introduction of innovative approaches to educational processes.</p> <p>2. Set up a system of promotion and communication of award-winning pedagogical work (see the previous aims), which will lead to the transfer of examples of <i>good practice</i> across the entire TBU and will support its incorporation into a wider teaching practice.</p>
Description of measure	<p>The following steps will be taken in order to achieve the aims specified in the measure:</p> <ul style="list-style-type: none"> - Preparation of an internal regulation of TBU related to the establishment of the Rector's Motivation Fund for the remuneration of excellent results in educational activities and for practice.

	<ul style="list-style-type: none"> - Setting of transparent criteria and conditions for selecting academics or employees to be rewarded who will contribute to an improvement in the quality of education (included in the internal regulation). - Organization of the first round of the selection of employees to be rewarded. - Promotion and publicity of the first round of award presentations and presentations of award-winning academics or staff (examples of <i>good practice</i>). <p>The motivation tool will comprise a communication plan aiming to:</p> <ul style="list-style-type: none"> - Present the award-winning employees and the excellent results of their work. - Pass examples of <i>good practice</i> to other academics and employees. 	
<p>Description of qualitative change</p>	<p>Initial situation (as at 01/01/2021)</p>	<p>Planned situation (as at 31/12/2021)</p>
	<p>Not implemented yet</p>	<p>Rector's Motivation Fund established and launched</p>

Prioritized aim 2. Improve the availability and relevance of flexible forms of education

Measure: 2.1 Create a professional system for the preparation and organization of online classes through a strategic project		
Guarantor	Vice-Rector for Quality Management	
Aims of the measure in accordance with the Strategic Plan 2021+	2. Improve the availability and relevance of flexible forms of education	
Specification of aim(s) of the measure	<p>1. Create the infrastructure/facilities required for the creation of digital online courses based on hybrid forms of teaching (hereinafter referred to as “<i>blended learning</i>”) with the aim of supporting distance learning in the educational process in the event of emergencies such as COVID-19, and for the purpose of developing the distance forms of education.</p> <p>2. Build up the staffing required in order to create digital online courses based on <i>blended learning</i>.</p>	
Description of measure	<p>The following steps will be taken in order to achieve the aims specified in the measure:</p> <ul style="list-style-type: none"> - Setting up of a department that will professionally focus on the creation of digital online courses at TBU (O.DIGI UTB: Department of Digitization of Classes Provided at TBU). - Modification of the premises for the establishment of a recording, post-script and audiovisual centre. - Acquisition of instrumentation and software for this purpose. - Staffing for key job positions that will ensure the preparation and creation of digital online courses (managerial, technical and professional-methodological issues). - Creation of a plan for digitization of key DP at individual TBU Faculties and creation of distance DP for the period from 2022 to 2025. <p>By implementing these aims, TBU will create and launch a professional system for the preparation and implementation of online classes, which TBU will use for the subsequent systematic digitization of its DP between 2022 and 2025. By implementing such measures, TBU aims to improve the availability and relevance of flexible forms of education.</p>	
Description of qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	Not yet implemented in this professional format	Building up of a professional centre for the creation of digital online courses

Measure: 2.2 Modernize information and communication technologies for remote access, improve the accessibility of relevant information resources of the TBU Library	
Guarantor	Director of the ITC (aims included in the measures 1, 2 and 3) Director of the Library (aims included in the measures 4, 5 and 6)

<p>Aims of the measure in accordance with the Strategic Plan 2021+</p>	<p>2. Improve the availability and relevance of flexible forms of education</p>
<p>Specification of aim(s) of the measure</p>	<p>The aim of all measures included here is to modernize information and communication technologies in order to stabilize and ensure remote connection of users to TBU information systems and optimize their availability, to enable remote login to computers in all computer rooms of the TBU Library, and to add electronic information resources to the equipment of the TBU Library.</p> <ol style="list-style-type: none"> 1. Restore the VPN system in order to ensure remote connection of users to information systems. Exchange the obsolete and no longer supported infrastructure for the VPN concentrator and purchase the corresponding number of licenses for the VPN Anyconnect client. 2. Modernize the system for network monitoring, detection of anomalies and incidents so as to ensure a higher security of data network. Restore the hardware section of the Flowmon system. 3. Restore outdated backup resources of the central server room in the U1 building with the aim of increasing the protection of university information systems and of the data they contain, against their loss or damage during outages. 4. Automate the use of server infrastructure that significantly influences the quality of end-user services provided by information systems operated by the TBU Library. 5. Improve the quality of access to a representative offer of top electronic information resources, thus creating better conditions for information support of all degree programmes carried out at TBU. 6. Enable students and employees to use virtual computers from any location while maintaining efficient access during the provision, protection and administration of virtual desktops.
<p>Description of measure</p>	<p>Ad 1) The system restore will ensure a stable and secure remote connection of users to the information systems of the University with client access (system for studies' administration, financial management system). By additionally purchasing the necessary number of licenses, it will be possible to provide services to the corresponding number of users without any other limitations. The output of the measure will be a restored remote access system with the corresponding number of licenses and ensured support. Activities carried out within the measure:</p> <ul style="list-style-type: none"> - Analysis of the condition and needs of TBU component parts, - Organization of a public tender and selection of a supplier,

	<ul style="list-style-type: none">- Installation and integration into the TBU environment,- Testing and stabilization of the operation. <p>Ad 2) Restoration of the hardware part of the Flowmon system that TBU uses to monitor the network, to detect anomalies and incidents in the 2016 configuration. The system is an essential part of the security of the information infrastructure with the emphasis on the data network, particularly important for remote access of users to the TBU network and systems. The output of the measure will be a restored system for monitoring of the university data network including higher security. Activities carried out within the measure:</p> <ul style="list-style-type: none">- Analysis of the current situation and identification of needs,- Organization of a public tender and selection of a supplier,- Installation and integration into the TBU environment,- Data migration, if required,- Testing and routine operation. <p>Ad 3) The central server room is situated in the U13 building and, in addition to the central control active element of the backbone network, almost all of the University's server infrastructure is located there. The individual backup sources were purchased between 2008 and 2010. In the event of power outages, they are an indispensable necessity, in particular as the protection of university information systems and data which they contain against loss or damage. The output of the measure will be the restored backup sources of the central server room in the U13 building.</p> <p>Activities carried out within the measure:</p> <ul style="list-style-type: none">- Organization of a public tender and selection of a supplier,- Installation and connection of server room systems,- Testing and routine operation. <p>Ad 4) The need to create configurations and scripts for automated creation of virtual computers, installation of operating systems, and subsequent installation of individual services. By parameterizing the configuration, it will also be possible to subsequently create a test environment for each service, which is also a highly beneficial step. Before implementing the above-mentioned measures, the authorized employee will have to participate in staff training concerning the relevant software. Introducing reproducibility of server deployment will increase the service reliability.</p> <p>Ad 5) Optimization of the information resource portal – the portal will be enhanced by adding other types of documents (electronic academic qualification theses, eBooks, etc.). At the same time, the system will be equipped with a more stable technology for remote access, which is an enormously important factor given the high number of users. The currently used technologies - Shibboleth and EZproxy - will be used, but they will be upgraded to the latest versions and their interface for user access will be</p>
--	--

	<p>significantly improved. The continuous availability of these information resources supports flexible forms of education and makes a significant contribution to the quality of the educational process for students of all types of study.</p> <p>Ad 6) Students and teachers will be enabled to use the software installed on virtual PCs, access information resources, databases, etc. At the same time, this will also increase the ability to introduce new services reflecting the current needs of students and other user groups. The fulfilment of this aim is very important in order to ensure a comfortable access for students and teachers to computer technology, even in a situation where the Library (or, if necessary, the whole University) must be closed. To ensure that users can connect to virtual computers from home, it will be necessary to install a security server that adds an additional layer of security between the Internet and the internal network. Within the infrastructure, groups of individual virtual computers will be dedicated to which remote access will be granted; the provision of remote access is the main aim of the entire solution. The acquisition of the necessary software licenses and the training of the employee in charge, who will comprehensively provide and coordinate the whole service, is also a necessary condition.</p>	
<p>Description of qualitative change</p>	<p>Initial situation (as at 01/01/2021)</p>	<p>Planned situation (as at 31/12/2021)</p>
	<p>Required optimization and modernization of information and communication technology in order to stabilize and secure remote connections of users to TBU information systems</p> <p>Required optimization of the availability of information resources, equipment of the TBU Library with electronic information resources and ensuring of remote login to computers in all computer rooms of the TBU Library</p>	<p>Restored remote access systems including a monitoring system of the university data network offering higher security.</p> <p>Provision of comfortable access to relevant information resources to the largest possible group of students and academics and improvement of access of students and educators to information technology.</p>

Prioritized aim 3. Improve the effectiveness and quality of doctoral programmes

Measure: 3.1 Support the transition of doctoral graduates to practice early in their academic careers		
Guarantor	Rector	
Aims of the measure in accordance with the Strategic Plan 2021+	3. Improve the effectiveness and quality of doctoral programmes	
Specification of aim(s) of the measure	The aim of the measure is to improve a smooth transition of doctoral graduates to practice at TBU constituent parts. At this stage, TBU considers the financial stabilization of doctoral graduates to be a key activity, which, in connection with other measures already in force (e.g. reconciling family and working life through an individual approach to the setting of their employment conditions or through enabling the use of the TBU Nursery School), will offer security for the commencement of their academic career.	
Description of measure	<p>Within the measure, a system for granting contributions to postdoctoral employees will be created and launched under defined non-discriminatory conditions. The target group will comprise doctoral graduates – postdoctoral employees up to 5 years after obtaining the Ph.D. degree. The conditions will be specified in a new internal regulation of TBU.</p> <p>Activities to be carried out within the measure:</p> <ol style="list-style-type: none"> 1. Preparation of the relevant internal regulation and establishing of criteria and conditions for eligibility for the contribution. 2. Provision of a contribution to postdoctoral employees eligible in compliance with the criteria laid down. 	
Description of qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	Not systemically set as yet.	A system of provision of support aimed at financial stabilization of postdoctoral employees in the early days of their academic careers has been prepared.

Prioritized aim 5. Build up capacities for strategic management of higher education

Measure: 5.1 Build up capacities for strategic management of TBU	
Guarantor	Rector
Aims of the measure in accordance with the Strategic Plan 2021+	5. Build up capacities for strategic management of higher education
Specification of aim(s) of the measure	<p>The aim of the measure is to develop HR capacities for the strategic management of TBU, which focus on:</p> <p>1) Preparation, discussing, implementation and evaluation of TBU strategies and related analyses.</p> <p>Discussion of measures and their communication both inside the academic community and towards the general public and strategic partners.</p> <p>2) Recruitment of human resources in the field of HR Development (hereinafter referred to as “HRD”). The HRD has not yet been systemically set up in the TBU organizational structure, therefore, one of the strategic aims of the TBU 21+ Strategy, currently in preparation, is focused on the following areas of HRD:</p> <ul style="list-style-type: none"> - Strengthening of strategic management of the HRD by building up a functional system of work with human resources (the Strategy for the Development of Human Resources at TBU, currently in preparation), - Building up of a strategic recruitment system in the form of targeted recruitment of academic and research staff for the needs of TBU from the external environment, - Implementation of human resource management in R&D and innovations, including the maintenance and extension of the HR Award to all component parts of TBU, - Implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers, - Creation of the required personnel structure of academic and research staff, including the setting up and development of their career development system, care for the development of the talents of young academics, including the rules for motivational remuneration.
Description of measure	<p>Ad 1) As part of the implementation of the measures, the job position of an analyst will be created in the Strategic Management Department; the analyst will be in charge of:</p> <ul style="list-style-type: none"> - Cooperation on the preparation, coordination and processing of strategic documents of TBU, - Preparation of analytical documents, data processing and evaluation of information for strategic management of TBU, - Preparation of analytical documents for monitoring of the fulfilment of strategic documents and aims of TBU, - Preparation of analytical documents for the purpose of quality evaluation at TBU and for external evaluation,

	<ul style="list-style-type: none"> - Processing of supporting documents for the external evaluation of quality, - Preparation of analytical supporting documents for TBU projects. <p>Ad 2) Within the implementation of the measure, the following job positions will be established for the HRM:</p> <ul style="list-style-type: none"> - HR Recruitment - HR Development - HR Leadership - HR Talent Manager 	
Description of qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	<p>The job position of an analyst has not been established yet</p> <p>The job positions for the HRD have not been embedded in the system of organizational structure at TBU</p>	Built-up HR capacity in the proposed structure

Measure: 5.2 Build capacities for strategic cooperation with external partners	
Guarantor	<p>Director of the University Institute (sub-goals of the measure 1 and 2)</p> <p>Dean of the FMC (sub-goal of the measure 3)</p> <p>Director of the Footwear Research Centre (sub-goal of the measure 4)</p>
Aims of the measure in accordance with the Strategic Plan 2021+	5. Build up capacities for strategic management of higher education
Specification of aim(s) of the measure	<p>In summary, the goal of the measure is to optimize and extend the capacities intended for collaboration between TBU and external partners. The sub-goals are as follows:</p> <ol style="list-style-type: none"> 1. Ensure sufficient expert personnel capacities to provide specialized services in the area of effective communication and cooperation with partners from industry and the public sector. 2. Develop a support centre for active participation and long-term cooperation of all TBU component parts in relevant national and international associations, societies, platforms, clusters and other consortia. 3. Innovate the Strategy of the Centre of Creative Industries. 4. Intensify the social impact and the transfer of knowledge in traditional spheres of the Zlín Region.

<p>Description of the measure</p>	<p>Ad 1) Define the rules for cooperation between TBU and the Technology Innovation Centre s.r.o. (a company owned by TBU and the Zlín Region and intended to support transfer of technology and entrepreneurship in the region of Zlín) in the area of transfer activities, prepare an action plan for cooperation and commence its implementation.</p> <p>Ad 2) Build a support centre for active participation in cluster initiatives – clusters, professional associations, technological platforms and societies. In this case, the plan is to search new opportunities for disciplinary and interdisciplinary cooperation. The output will be the analysis of the current state of TBU’s participation in relevant national and international consortia, societies, platforms, clusters and other consortia (clusters, professional associations, technological platforms and societies) and assessment of their benefits and effectiveness. In accordance with the results of the analyses, a new system of cooperation with these entities will be designed.</p> <p>Ad 3) Create conditions for interconnecting the developed infrastructure (UPPER) and experts at TBU with the sphere of business and industry, including the creation of joint projects (i.e. primarily multidisciplinary projects with social impact). Ensure continuous promotion to support the establishment and development of start-up companies. The output will be an innovated Strategy of the Centre of Creative Industries and its action plan.</p> <p>Ad 4) In accordance with the Strategic Plan of TBU for 21+ (<i>Pillar A: Education, Priority No.1: Implement open, flexible and high quality education reflecting the new needs of the labour market and social challenges of the 21th century, Strategic aim 1.2, Sub-aim 1.2.5 Prepare and accredit new degree programmes to enable the acquisition of education in the sphere of shoe industry</i>) prepare conditions for active cooperation in this sphere, and that namely:</p> <ol style="list-style-type: none"> 1. By establishing active cooperation (creation of a platform) with organizations, whose operations are connected with shoe industry (e.g. shoemakers’ associations, Bata School of Work Alumni Club, Czech Podiatry Association, Czech Consumer Association, etc.); 2. By monitoring the topics and project opportunities, which open up possibilities for cooperation; 3. Prepare and implement specialist events targeted at shoemaking companies. 4. By involvement in awareness campaigns and PR events in the sphere of shoemaking with the aim to promote activities of TBU carried out in this area. 	
<p>Description of the qualitative change</p>	<p>Initial situation (as at 01/01/2021)</p>	<p>Planned situation (as at 31/12/2021)</p>
	<p>Cooperation with the TIC has not been defined yet</p>	<p>Extended portfolio of services provided to the entire TBU in</p>

	<p>A centralized system for the monitoring of TBU's involvement in cluster and other structures has not been implemented</p> <p>Current strategy of the Centre of Creative Industries</p> <p>Intensification of the social impact and of the transfer of knowledge in the traditional spheres of the region of Zlín (targeting at the shoemaking sector) is required</p>	<p>the area of effective communication and cooperation with the TIC</p> <p>Development of capacities to enable active participation and long-term cooperation of all TBU component parts in relevant national and international associations, societies, platforms, clusters and other consortia.</p> <p>Innovated Strategy of the Centre of Creative Industries including the action plan</p> <p>Establishing of active cooperation with organizations whose operations are connected with the shoe industry and implementation of joint events</p>
--	--	--

Priority aim 6. Reduce the administrative load of employees of higher education institutions to enable them to devote themselves fully to their mission

Measure: 6.1 Increase the number of professional experts to carry out project activities at TBU and set effective coordination and cooperation among them		
Guarantor	Bursar	
Aims of the measure in accordance with the Strategic Plan 2021+	6. Reduce the administrative burden on university staff so that they can fully concentrate on their mission	
Specification of aim(s) of the measure	Open a position of senior project manager, who would ensure methodical project management, coordination of project activities carried out at TBU and mentoring during the process of onboarding of the new project managers.	
Description of the measure	<p>The measure includes the following activities:</p> <ul style="list-style-type: none"> - Analysis of the current state at TBU component parts and finding out about the state at similar public higher education institutions as regards the job position of project managers. - Preparation of a job description for the job position and its integration in the internal organizational structure and internal regulations of TBU. - Opening and filling of a new job position in accordance with an open selection procedure. - Implementation of an internal staff training and communication platform for the purpose of sharing <i>good practice</i> and mutual knowledge among project managers at TBU. <p>By coordinating the activities of project managers, diverse procedures and approaches shall be removed across TBU, effective internal communication and cooperation shall be set up and excessive bureaucratisation inside TBU and regarding these activities shall be removed. Within the implementation of the measure, an internal university meeting shall be held and focused on increase in effectiveness of collaboration in project management at TBU.</p>	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	This job position has not been opened yet	The job position of senior project manager has been opened

Measure: 6.2 Increase the effectiveness of administrative processes in the electronic environment of TBU		
Guarantor	Director of Information Technology Centre (aims included in the measures 1 and 2) Head of Corporate Services (aim included in the measure 3)	
Aims of the measure in accordance with the Strategic Plan 2021+	6. Reduce the administrative burden on university staff so that they can fully concentrate on their mission	

<p>Specification of aim(s) of the measure</p>	<ol style="list-style-type: none"> 1. Optimize the elements of the personnel portal to facilitate employees' access to the data in the modules of the SAP information system for financial management. The goal of the measure is to expand the portal that has already been running to include other data from TBU SAP information system for financial management in such a manner as to facilitate the employees' access to them, wherever and whenever needed. 2. Extend the setting of electronic approvals and signatures – gradual transition to exclusive utilization with the support of university information systems. 3. Finalize the integration connections of the e-Spis electronic records management system at all organizational units to the IS/STAG and the Tenderarena profile of the Principal (of public tenders).
<p>Description of the measure</p>	<p>Ad 1) TBU has been running the portal for a number of years, and continuously upgrades it by adding other functions. After completion of the implementation of the personnel section of the portal, when employees may view all data stored in the HR-PA and HR-PD modules, the data from the AM/IM module, in which all University property including other essential data are recorded, will be added to the portal. Each employee will have got an overview of the items of property he/she is responsible for, and will be able to make selected changes with the use of the electronic approvals. The output of the measure will be a portal upgraded to include the data from the asset register module and the electronic approval of selected processes.</p> <p>The measure includes the following activities:</p> <ul style="list-style-type: none"> - Selection of the supplier, - Preparation of the target concept of the system, - Implementation and test operation, - End user training and productive operation. <p>Ad 2) The goal of the measure is to upgrade the system of registration of incoming invoices to include their electronic invoice settlement sheet including the transmission of metadata to the records management system. A simple registration and archiving of incoming invoices and their attachments is not an optimal solution in the event that wet ink signatures are required for their settlement and the documents must be handed over in a printed form. It is no longer necessary to use the electronic signature for all actions (particularly internal), and standard features of information systems may be used. In case of settlement of invoices, the SAP information system for financial management and the e-Spis electronic records management system will be used. The output of the measure will be the University information system upgraded to include electronic invoice settlement sheets including the process of their approval.</p> <p>The measure includes the following activities:</p> <ul style="list-style-type: none"> - Selection of the supplier,

	<ul style="list-style-type: none"> - Preparation of the target concept of the system, - Implementation and test operation, - End user training and productive operation. <p>Ad 3) Finalize the integration connections of the e-Spis electronic records management system at all organizational units to the IS/STAG and the Tenderarena profile of the Principal (of public tenders). The output of the measure will be interconnected systems and documents in accordance with the Act on Archiving and Records Management.</p> <p>The measure includes the following activities:</p> <ul style="list-style-type: none"> - Selection of the supplier – design of the required type (in accordance with the Act on Public Procurement and with internal regulations issued by TBU), - Preparation of the target concept of the system, - Implementation and test operation, - End user training and productive operation. 	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	Current state of the personnel portal	Personnel portal upgraded to include the data from the asset register module and the electronic approval of selected processes
	Current system of processing of incoming invoices	University information system upgraded to include electronic invoice settlement sheets including the process of their approval
	Current state of transmission of documents between the e-Spis system and the Tenderarena profile of the Principal	Finalized integration connections of the e-Spis electronic records management system at all organizational units to the IS/STAG and the profile of the Principal

Measure: 6.3 Complete the implementation of the IS HAP (information system for the evaluation of employees' performance) at all component parts of TBU	
Guarantor	Director of Library
Aims of the measure in accordance with the Strategic Plan 2021+	6. Reduce the administrative burden on university staff so that they can fully concentrate on their mission
Specification of aim(s) of the measure	The aim of the measure is to complete the implementation of the IS HAP information system at all component parts of TBU and thus ensure the launch of a supporting information system for the entire TBU.

Description of the measure	The output of the measure will be a functional system at the entire TBU.	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	The IS HAP system has been implemented at some component parts of TBU	The IS HAP system has been implemented at all component parts of TBU

Internationalization

Measure: I.1 Prepare a scholarship programme for international students studying in doctoral programmes accredited in the English language at TBU with the participation of TBU component parts		
Guarantor	Vice-Rector for Internationalization	
Aims of the measure in accordance with the Strategic Plan 2021+	4. Creation of an international environment at higher education institutions and promotion abroad	
Specification of aim(s) of the measure	Prepare a scholarship programme for international students who will study in the course of 2021 in doctoral programmes accredited in the English language at TBU in accordance with the requirements defined in internal regulations issued by TBU.	
Description of the measure	<p>The scholarship programme is intended for international students studying in degree programmes accredited in the English language at the doctoral level in the 2021 calendar year. In accordance with the requirements defined in the Rector's Decree No. SR/35/2019 the scholarship shall be paid only in the first twelve months following the enrolment on studies to the 1st year. In the event that a student has enrolled to study in the form of distance learning, the scholarship shall be paid after the student's arrival in the Czech Republic at TBU in accordance with the internal regulations issued by TBU.</p> <p>For students who have been admitted to study in a doctoral programme accredited in the English language in the 2019/2020 and 2020/2021 academic year and the scholarship will be paid in the 2021 calendar year, the scholarship shall amount to CZK 11,250 per month.</p> <p>For students who will be admitted to study in a doctoral programme accredited in the English language in the 2021/2022 academic year, the scholarship shall amount to CZK 8,000 per month. Students may be eligible for an extra scholarship to be paid from the funds of the relevant component part at which the relevant student is registered.</p>	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	This type of scholarship programme has not been launched	A scholarship programme for international students in DP accredited in the English language with the participation of component parts has been launched

Measure: I. 2 Prepare a scholarship programme for outgoing TBU students participating in a study period abroad as the so-called <i>freemovers</i> – with the participation of TBU component parts		
Guarantor	Vice-Rector for Internationalization	

Aims of the measure in accordance with the Strategic Plan 2021+	1. Development of global skills of students and staff at higher education institutions	
Specification of aim(s) of the measure	Prepare a scholarship programme for TBU students who will participate in a study period/traineeship abroad in the course of the 2021 calendar year as the so-called <i>freemovers</i> .	
Description of the measure	<p>The scholarship programme is intended for TBU students who will participate in a mobility period in the course of the 2021 calendar year as the so-called <i>freemovers</i>. The amount of the allowance to be paid from this source shall be set at CZK 10,000 per student. The expected number of these students is 26. Students may be eligible for an extra scholarship/allowance from the funds of the relevant component part at which the student is registered.</p> <p>This scholarship programme is intended also for those students who participated in a mobility period abroad during the 2020/2021 winter semester and their mobility period continues also in 2021 (in such cases, the amount of the allowance shall be set in accordance with the conditions under which these students were sent on a mobility period in the 2020/2021 WS). The expected number of these students is 4.</p> <p>The scholarship programme shall also support special needs students, and that by a sum exceeding the standard amount of scholarship by CZK 5,000 per student as a maximum, after submission and approval of the relevant documents substantiating the special needs of the given student abroad. The expected number of these students is: 2 (out of 30).</p>	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
		A scholarship programme for the so-called <i>freemovers</i> has been launched.

Measure: I. 3 Enhance the quality of the international environment at TBU	
Guarantor	Vice-Rector for Internationalization
Aims of the measure in accordance with the Strategic Plan 2021+	4. Creation of an international environment at higher education institutions and promotion abroad
Specification of aim(s) of the measure	<p>1. Establish the Welcome Centre at TBU for international applicants, students and employees with the aim to provide comprehensive information, counselling and supporting services to facilitate their stay in the Czech Republic.</p> <p>2. Prepare and implement a scholarship programme for international students at TBU within the promotion of TBU abroad.</p>

	<p>3. Cooperate with the Centre for International Cooperation in Education, embassies of the Czech Republic abroad, as well as with embassies of other countries in the Czech Republic, with Bata Centre at Ton Duc Thang University in Vietnam and with international student clubs (ESN Zlín, etc.).</p> <p>4. Review the current partnership between TBU and international institutions, review the involvement of TBU in international networks and support participation in international projects.</p> <p>5. Support international mobility periods taken by TBU employees.</p> <p>6. Support incoming mobility of international academic staff and researchers or international experts employed in business and industry to TBU.</p>
<p>Description of the measure</p>	<p>Ad 1) TBU will establish the Welcome Centre, which will provide support to international applicants for studies at TBU, to international students at TBU, to international applicants for employment at TBU and to international employees at TBU.</p> <p>Ad 2) TBU will prepare a scholarship programme which will be intended for international students at TBU, who will promote TBU abroad.</p> <p>Ad 3) TBU will cooperate with the Centre for International Cooperation in Education, embassies and Czech centres, participate in relevant educational fairs and carry out other promotional activities abroad (webinars, virtual fairs, ...) and continue in cooperation with Bata Centre at Ton Duc Thang University in Vietnam, with ESN Zlín and with other relevant international student clubs.</p> <p>Ad 4) TBU will review current partnerships and international networks, define parameters for the inclusion of relevant international universities in strategic partners and prepare a complete list of these partners on behalf of TBU (also at the level of component parts).</p> <p>Ad 5) TBU will develop a system of support for the preparation and submission of national and international educational project applications and will continue to participate in project activities focused on projects providing mobility scholarships, projects focused on the development of educational activities in an international environment or on the creation of joint degree programmes, etc. TBU will encourage outgoing educational and R&D and creative mobility periods at reputable institutions abroad, negotiations with strategic partners over the support for the creation and implementation of joint degree programmes and professional growth at reputable institutions outside the EU.</p>

	Ad 6) TBU will support incoming teaching and R&D and creative mobility periods of international experts coming from reputable foreign institutions and incoming mobility periods taken by international experts for the purpose of supporting professional growth of TBU employees and students.	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	<p>Welcome Centre at TBU has not been launched yet</p> <p>A scholarship programme, which will be intended for international TBU students, who will promote TBU abroad, has not been launched yet</p> <p>Current extent of cooperation between TBU, the Centre for International Cooperation in Education, embassies of the Czech Republic abroad, as well as with embassies of other countries in the Czech Republic, with Bata Centre at Ton Duc Thang University in Vietnam and with international student clubs</p> <p>Current state of TBU partnership work and involvement in international networks in the area of international cooperation</p>	<p>Welcome Centre at TBU has been established</p> <p>A scholarship programme for international TBU students, who will promote TBU abroad, has been launched</p> <p>More intense involvement in promotional activities carried out by the partners abroad</p> <p>Reviewed state and setting of new parameters for the inclusion of relevant foreign universities in the list of strategic partners, preparation of a complete list of these partners on behalf of TBU</p>

Measure: I. 4 Develop language proficiency of TBU employees	
Guarantor	Head of Human Resources
Aims of the measure in accordance with the Strategic Plan 2021+	4. Creation of an international environment at higher education institutions and promotion abroad
Specification of aim(s) of the measure	The aim of the measure is to develop a bilingual environment at TBU from the point of view of an institution of an international character in the sphere of education and research, focusing on accreditation of degree programmes in English, enhancement of the quality and increase in the number of publications and in citation rate. Constant enhancement of the quality of services provided to students, employees and guests within the process of internationalization of the university environment. With respect to the rather unclear situation and practical impossibility of taking study periods/traineeships abroad (due to measures

	<p>adopted in connection with the outbreak of COVID-19), the courses are essential both for the academic staff and for other employees. The limited opportunities to communicate with people abroad or with international guests at TBU allow room for this manner of strengthening and enhancement of communication skills in English.</p>	
<p>Description of the measure</p>	<p>According to the previous years' trends, the following forms of development of the communication skills of TBU employees are expected:</p> <ul style="list-style-type: none"> - Follow-up classes held within the courses of academic and professional English. - Language course leading to the acquisition of the Cambridge international language certificate. - Courses focused on technical terminology in connection with the specific features of TBU. - Training of relevant communication skills in English, both oral and written. - Individual tutorials. - Supervision during the period of self-study. <p>These activities are designed in such a manner as to cover the largest spectrum of TBU employees possible, and to enable, for example, academics who are unable to attend regular English classes because they coincide with the classes they teach to develop their communication skills (in the form of individual tutorials or guidance during the period of self-study). In the event that measures to fight the coronavirus disease are imposed that put a ban on the presence of students in classes scheduled to be attended in person, classes are expected to be taught using the MS Teams tool. However, this tool should be used only in an extreme situation (emergency, short-term), because this manner of teaching/learning is not very suitable for the acquisition of communication skills in a foreign language.</p>	
<p>Description of the qualitative change</p>	<p>Initial situation (as at 01/01/2021)</p> <p>Current state of language proficiency of TBU employees</p>	<p>Planned situation (as at 31/12/2021)</p> <p>Further development of a bilingual environment at TBU from the point of view of an institution of an international character, involvement of other employees in the system</p>

Other measures falling under the spheres listed in the Announcement:

b) Reaction to social, economic, cultural, geographical, health and other barriers impeding the access to studies and success in studies, support for special needs students

e) Mental health of students and employees of higher education institutions including the syndrome of burnout

Measure: D.1 Develop and improve the quality of services provided by the Counselling Centre		
Guarantor	Vice-Rector for Internal and External Relations	
Aims of the measure in accordance with the Strategic Plan 2021+	Other measures (a) - n)	
Specification of aim(s) of the measure	<ol style="list-style-type: none"> 1. Provide psychological and psychiatric counselling for TBU students and staff. 2. Expand the psychological and psychiatric counselling provided to include legal counselling. 3. Analyse the needs of students taking care of children and propose innovation of supporting services. 4. Expand the activities of the Centre for Special Needs Students to include other services, which were identified as demanded according to the feedback from students. 	
Description of the measure	<p>Ad 1) Within the current activities carried out by the Counselling Centre, it is necessary to maintain and enhance the quality of the expert capacity of psychological and psychiatric counselling. Newly, it is necessary to provide services to students affected by the current coronavirus crisis.</p> <p>Ad 2) At the same time, the services provided by the Counselling Centre will be expanded to include also legal advice.</p> <p>Ad 3) Within the provided services reflecting the needs of students taking care of children, an analysis of these needs will be carried out, in order to ensure them equal access to studies. A proposal for the innovation of these supporting services will be prepared consequently.</p> <p>Ad 4) In accordance with the analysis carried out, the range of services for special needs students will be extended.</p>	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	Current services provided by the Counselling Centre Current services reflecting the needs of students taking care	Extended range of services provided by the Counselling Centre Innovated services reflecting the needs of students taking

	of children, which ensure them equal access to studies	care of children, which ensure them equal access to studies
	Current services provided to special needs students	Improved quality and extended range of services for special needs students

j) Availability of the results of R&D and creative activities for the general public; popularization of science

Measure: D.2 Raise awareness of and popularize educational and R&D activities of TBU by means of events targeted at the general public	
Guarantor	Rector Deans of Faculties Directors of the CPS and the CEBIA TECH
Aims of the measure in accordance with the Strategic Plan 2021+	Other measures (a) - n)
Specification of aim(s) of the measure	The aim of the measure is to support the popularization of the results of educational and R&D activities carried out at TBU, actively spread new knowledge, results of R&D activities and examples of <i>good practice</i> to the general public. These include activities carried out at particular TBU component parts.
Description of the measure	<p>Traditional events/activities organized by TBU (or by its component parts) will be held – e.g. Researchers’ Night, Kam na Vysokú, Zlín Design Week 2021, Roadshow 21, Designblok Praha 2021, Science E-shop – specialist lectures presented at secondary schools, Mysterious Laboratory at the Zlín Film Festival or Experience Science – a science festival. Optimization of the portal veda.k.utb.cz, which serves as an important platform for raising public awareness of the results of R&D and creative activities carried out at the University.</p> <p>In addition, excursions intended for primary and nursery schools connected with the opportunity to participate in an awareness programme for children will be organized. Specialist workshops for secondary school teachers or for the general public will be held:</p> <ul style="list-style-type: none"> - Autumn Workshop on British and American Studies, - Workshop/professional training related to the Trados programme based on translation memory. <p>Awareness activities connected with selected types of physical disabilities will be carried out in 2021. Moreover, popular science lectures will be held. In the course of 2021, 3 lectures will be organized for the general public, focusing on the issue of Industry 4.0, cybernetic security and artificial intelligence. Furthermore, educational and awareness seminars and workshops focused on novelties in the sphere of legal protection of industrial property rights and current issues in the sphere of intellectual property protection will be organized. Promotional</p>

	leaflets and videos will be prepared, including the promotion of research activities on social networking sites and on websites. Popularization websites of TBU will be updated. In 2021, a campaign to support the image of TBU in connection with the 20 th anniversary of its establishment will be prepared, and activities aimed at spreading the legacy of Tomas Bata will be supported in cooperation with Thomas Bata Foundation.	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	Currently organized events and awareness activities	Continuation of the organization of events traditionally held at TBU, innovations in the sphere of awareness activities

n) Contribution of higher education institutions to the adaptation to climate change and the ecological aspects of their operation, including the reduction of carbon footprint

Measure: D.3 Implement measures for long-term sustainable development of TBU		
Guarantor	Rector	
Aims of the measure in accordance with the Strategic Plan 2021+	Other measures (a) – n)	
Specification of aim(s) of the measure	1. Prepare an action plan for TBU Sustainable Development Strategy including the proposal for implementation and prepare projects supporting environmental responsibility of TBU.	
Description of the measure	In accordance with TBU Sustainable Development Strategy, an action plan will be prepared, and at the same time also project plans (investment as well as non-investment), which should be implemented successively with the aim to develop environmental responsibility of TBU. TBU has been participating in the World University Rankings – Green Metric with the ambition to bolster its position in the rankings. The goal is to prepare and implement activities/projects fulfilling the requirements (indicators) set for the acquisition of the <i>Green University</i> label, and at the same time to enable the use of maximum resources of the new programme period 21+ for its implementation.	
Description of the qualitative change	Initial situation (as at 01/01/2021)	Planned situation (as at 31/12/2021)
	TBU Sustainable Development Strategy prepared	Prepared Action Plan for Environmental Measures – TBU Sustainable Development Strategy for the fulfilment of TBU responsibility for sustainable development of the University and its surroundings