



21+ STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN

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21+ STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN

PREAMBLE

The 21+ Strategic Plan of Tomas Bata University in Zlín (hereinafter referred to as the “TBU 21+ Strategy”) is a key strategic document of Tomas Bata University in Zlín (hereinafter referred to as “TBU”) which specifies the mission, vision, priorities and strategic goals of its development until 2030. Simultaneously, it enshrines the “Strategy for Education, R&D and Innovation for 2021–2025” (Pillars A and B) and the “21+ Strategy for Internationalization” (Pillar C) of Tomas Bata University in Zlín within a single text as these are documents complementary to each other, which cannot be segmented in each of their activities in terms of actual strategic management of the University.

BACKGROUND AND UNDERLYING DOCUMENTS

The TBU 21+ Strategy seamlessly builds on the past periods that began in 2001 when TBU in Zlín was established. The first stage of development, i.e. until 2005, was characterized by a process of intense development of the educational infrastructure and by increasing the quantitative parameters with the aim of obtaining capacities sufficient for a stable operation of the University. In the period that followed, i.e. until 2010, the educational infrastructure continued to develop; starting to build and form the research infrastructure was a key milestone. The key strategic mission of TBU in Zlín between 2011 and 2015 was to develop knowledge, competences and skills, to find new ideas and help implement them, as well as to serve the society and individuals in accordance with Bata-inspired values. In this period, however, TBU faced major restrictions in the number of contracted students, which slowed down the extensive development of the University. On the contrary, a considerable improvement was achieved in qualitative indicators and in research activities. The subsequent period of 2016–2020 was defined by the vision of transforming the University into an educational and R&D institution closely connected to the business sphere with the aim of developing activities typical of an entrepreneurial university.

The TBU 21+ Strategy for the upcoming period was designed to continuously build on the previous stages, but, at the same time, to allow targeted qualitative development with the aim of strengthening the position of the University in international education and research. Setting the target indicators that the University should achieve by 2030 was of key importance to the preparation of the document.

Inputs sourced from the Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín for 2018 and from Amendment 1 to the Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín for 2019, inputs for the evaluation in

accordance with the MEYS 17+ Methodology (including a SWOT analysis) and the evaluation for the EUA Self-Evaluation Report as well as the evaluation of the implementation of the Implementation Plan of the TBU Strategic Plan for 2019 and outputs from individual interviews with members of key staff of TBU in Zlín were used for the preparation of the TBU 21+ Strategy.

The TBU 21+ Strategy was prepared during a broad discussion among senior executives of the University and all of its component parts, members of key staff and experts from business and industry. Within the approval procedure, the strategic document was discussed by the Scientific Board of TBU in Zlín, the International Board of TBU in Zlín, the Academic Senate of TBU in Zlín – which also represents the interests of students – and by the Board of Governors of TBU in Zlín. At the same time, inputs from the processes of external evaluation of TBU in Zlín, conducted as part of implementation of the 17+ Methodology, and from the evaluation by the European University Association – Institutional Evaluation Programme and the MICHE (Monitoring Internationalization of Czech Higher Education) were incorporated in the TBU Strategy for 21+ as well.

The TBU 21+ Strategy supports the established direction of strengthening internal cooperation, cohesion and loyalty. As such, it will be systematically communicated to academia, employees, partners and the general public. The Strategy's aim of implementation is to become a widely shared and inter-integrated document, reflected in the everyday life of the University.

LINKS TO STRATEGIC DOCUMENTS

The TBU 21+ Strategy is based a number of strategic documents on the international, national and regional level:

International level:

- European higher education area (Bologna Declaration issued on 19 June 1999 and the subsequent communiqué)

National level:

- National Research, Development and Innovation Policy of the CR 2021+
- Economic Policy Strategy of the CR
- National Research and Innovation Strategy for Smart Specialisation of the Czech Republic (“National RIS3 Strategy”) for 2014–2020 (the new title will be the 2021+ National Research and Innovation Strategy for Smart Specialisation of the Czech Republic)
- Innovation Strategy of the Czech Republic for 2019–2030 (Czech Republic The Country for The Future)
- 2021+ Strategy for Regional Development of the CR

- Strategy for Education Policy until 2030+
- 2021+ Strategic Plan of the MEYS for the Area of Higher Education
- 2021+ Strategy for Internationalization of Higher Education

Regional level:

- Strategy for the Development of the Zlín Region by 2030
- Regional Innovation Strategy of the Zlín Region, including the Regional Annex RIS3 for the Zlín Region (areas of specializations set out for the Zlín Region)

The TBU 21+ Strategy accepts the expected measures at the university level which are based on six prioritized goals set in the Strategic Plan of the MEYS for the Area of Higher Education Institutions from 2021 onwards:

1. Develop student competences that are directly relevant to practice and to long-term career prospects in the 21st century (Pillar A of the TBU 21+ Strategy).
2. Improve the availability and relevance of flexible forms of education (Pillar A, Pillar E, Strategic Goal 5.5 of the TBU 21+ Strategy).
3. Improve the efficiency and quality of doctoral programmes/courses (Pillar A, Pillar B, Strategic Goal 2.3; Pillar C, Pillar E, Strategic Goal 5.4 of the TBU 21+ Strategy).
4. Strengthen strategic management and efficient use of R&D capacities at higher education institutions (Pillar B, Pillar E of the TBU 21+ Strategy).
5. Build up capacity for the strategic management of higher education (Pillar E of the TBU 21+ Strategy).
6. Reduce the administrative load of the university staff so that they can devote their full attention to their mission (Pillar E of the TBU 21+ Strategy).

It also accepts the expected measures at the level of higher education institutions, as described in the Strategy for the Internationalization of Higher Education from 2021+, it refers in particular to the Pillar C of the TBU 21+ Strategy.

TBU 21+ STRATEGY: BASIC STRUCTURE

The TBU 21+ Strategy is based on five pillars, each of them corresponding to the three basic roles of public universities – the educational role, the research role, and the so-called third role. At the same time, two other areas (perceived as strategic horizontal topics) are set out as separate pillars, namely the field of internationalization and the field of strategic management of the University, including human resource management, rules for a managerial approach to the management of internal processes, and the reduction of administrative load.

For each of the pillars, a key priority has been defined for the upcoming period.

Pillar A: Education

Priority 1: Implement open, flexible and high-quality education responding to the needs of the labour market and to the societal challenges of the 21st century.

Pillar B: R&D and creative activities

Priority 2: Fulfil the Research Strategy of TBU in Zlín in order to increase the

international competitiveness of R&D and creative activities and the competitiveness of the same activities in the relevant area of expertise.

Pillar C: Internationalization

Priority 3: Implement the Internationalization Strategy of TBU in Zlín for the 21+ period with the aim of developing the international environment at TBU in Zlín and enhance international cooperation in all of its activities.

Pillar D: Third role of TBU in Zlín

Priority 4: Strengthen the position of TBU in Zlín as a strategic partner in creating national/regional policies and strategies, implementing strategic projects in the region, and forming public-social partnerships in the town of Zlín and the Zlín Region. Strengthen activities related to social responsibility activities both internally and externally, and participate in the sustainable development of the society.

Pillar E: Human resources, funding, internal environment of TBU in Zlín and strategic management

Priority 5: Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, collaborate internally and externally, support the sense of community among TBU employees/students and the importance of its values, and respecting the TBU internal regulations.

Strategic goals are formulated in each pillar, which are broken down into specific sub-goals with a single indicator system. The indicators are defined in such a way that the implementation of the TBU 21+ Strategy can be evaluated every year, and that in the Annual Activity Report of TBU for the given year, and the internal quality evaluation can be elaborated in accordance with the TBU internal regulations while providing them to the 17+ Methodology of the MEYS for evaluation purposes.

The TBU 21+ Strategy will be implemented through annual Implementation Plans of the 21+ Strategic Plan of Tomas Bata University in Zlín, with each of them elaborating specific key measures, activities or projects in a given year in detail, including the specification of the responsibility for their implementation.

MISSION: “ERUDIRE et CREARE”

TBU in Zlín is a **multidisciplinary university with strong focus on the field of engineering sciences**, one that seeks to closely link educational and R&D and creative activities in all areas of its activities and puts emphasis on their social usefulness.

As part of its activities, TBU in Zlín supports the development of the Zlín Region and of the Czech Republic, contributing to the creation of knowledge potential and knowledge transfer in the global context. All of its faculties, research centres and specialized service units are involved in these activities, seeking innovative and transfer activities in line with the concept of Industry 4.0, state digitization, technological trends and societal challenges.

As one of few universities worldwide, it offers education of students in accordance with the principles of responsible entrepreneurship according to the entrepreneurial philosophy of Tomas Bata, whose name the University bears. Within this concept, it is developed as an open international centre of education, which continuously creates a transformable creative potential.

Like Tomas Bata, we believe that: “Nothing is impossible for a determined and knowledgeable person.”

VISION OF TOMAS BATA UNIVERSITY IN ZLÍN FOR 2030:

- An internationally acclaimed university.
- A university with a solid reputation in the educational system, one that provides high-quality conditions for study and is the centre of development of education in the Zlín Region.
- An open and flexible university that reflects technological development, socio-economic changes and new societal needs and challenges in its development.
- A university that prepares graduates for a successful career on the global labour market.
- A university that conducts research on an excellent level, thus co-participating in a long-term sustainable development and competitiveness of both the region and the Czech Republic.
- A university that places emphasis on education focusing on personal responsibility, developing creativity and entrepreneurial mindset, and creates room for new business opportunities through a stable support system.
- A university which is a strong partner in directing the development of the region in all fields of work and social life.
- A green university that translates environmental protection into all forms of education, R&D and creative activities and its day-to-day operation.

VALUES

The implementation of the vision of TBU in Zlín is based on five core values:

- (1) An **Entrepreneurial mindset** inspired by the Bata tradition, which represents not only the transfer of knowledge and skills to business and industry, but also the ability of individuals to shape and reshape their surroundings.
- (2) An **Openness** to people, partnerships, cooperation, and changes, which presents the willingness to learn new things, the will to adapt to changing conditions, and the desire to enter unexplored spaces.
- (3) **Usefulness**, that means for us that all knowledge and education is expected to purposefully serve the community and society with the aim of generating profit and prosperity.
- (4) **Creativity**, that brings new knowledge, products and services through the ability of an individual to deal with problems freely, in an original and unique manner, and to face societal challenges.
- (5) **Responsibility** for the sustainable development of the University and its surroundings through economic, social and environmental measures that are reflected in the University's activities.

The fulfilment of these five values is a bond between TBU in Zlín and the society, a bond between the institution and its employees who fulfil its mission by carrying out their day-to-day work, and a bond between the University and its students, who not only acquire knowledge and skills, but also continuously form their system of values.

TARGET INDICATORS FOR THE FULFILMENT OF THE MISSION AND VISION OF TBU IN ZLÍN IN 2030

The focus of TBU in Zlín on the implementation of the vision refers to an increased competitiveness on the national, and, particularly, on the international level. All qualitative shifts are based on the quality of human resources as well as on the quality of their work/outputs. People are key to success. That is why all employees need to know where their work is going to achieve the vision and mission of TBU in Zlín.

Target indicators present a basic benchmark against which the achieved fulfilment of the mission and vision of TBU in Zlín can be measured. Through synergy and cooperation involving all of the component parts of TBU in Zlín, target indicators will be achieved in 2030 as listed below:

- 10,000 students, 15% of which will be international students.
- Institutional accreditation will be extended to all key fields of education carried out at TBU in Zlín.
- A stable human resources structure of academic staff with the percentage of Associate Professors and Professors being 30% and 15%, respectively. At least 15% of academics will be from abroad.
- More than 80% of academics with at least one scientific output of high quality indexed in the Web of Science or Scopus database (most of the outputs will be at the level of Q₁ or Q₂ quartile).¹
- A stable position in the first half of The Times of Higher Education – World University Ranking (THE).

A key milestone for the monitoring of the implementation of target indicators will be the year 2025, when the Progress Report on the Implementation of the TBU 21+ Strategy for the Period from 2021 to 2025 will be prepared after the the end of the year 2025.

¹ As per Methodology for the Evaluation of Research Organisations and for the Evaluation of Programmes Aimed at Public Funding Support for Research, Development and Innovations in Accordance with the M17+ Methodology <https://www.vyzkum.cz>

LIST OF PILLARS, PRIORITIES, STRATEGIC GOALS/SUB-GOALS AND INDICATORS

Pillar A: EDUCATION		
Priority 1		
Implement open, flexible and high-quality education responding to the needs of the labour market and to the societal challenges of the 21st century		
Strategic goal 1.1 Improve the quality of and develop open and non-discriminatory access to education	Sub-goal 1.1.1 Increase the academic success rate at all levels of study and create the conditions for the flexibility of study in relation to the individual needs of students.	A ₂ – Students in degree programmes – Number of students at TBU in Zlín A ₄ – Applications for study – Number of applications for study at TBU in Zlín A ₅ – Students admitted to study – Number of students admitted to study at TBU in Zlín A ₆ – Students enrolled at TBU – Number of students enrolled at TBU in Zlín A ₇ – Graduates of degree programmes – Number of graduates at TBU in Zlín A ₉ – Graduation rate – Percentage of students who completed their studies A ₁₁ – Support tools for talented students - Number of support tools for talented students at TBU in Zlín
	Sub-goal 1.1.2 Develop the conditions for equal access to education at TBU in Zlín in accordance with the Charter of Fundamental Rights and Freedoms (Constitutional Act No. 2/1993 Coll.).	A ₂ – Students in degree programmes – Number of students at TBU in Zlín A ₁₀ – Special needs students – Number of special needs students A ₁₁ – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students
	Sub-goal 1.1.3 Systemically encourage student participation in practical training/internships organized in cooperation with external partners as well as in R&D projects	A ₁₂ – Practical training/traineeships – Number of students participating in practical training/traineeships in the academic year

	<p>implemented at TBU, and seek new possibilities for cooperation with business and industry, including the elaboration of academic qualification theses.</p>	<p>A₁₃ – Course units involving experts from the application sphere – Number of experts from the application sphere involved in teaching in accredited degree programmes</p>
<p>Strategic goal 1.2 Innovate degree programmes in connection with technological development and new societal challenges in order to enhance the career prospects of graduates on the changing labour market</p>	<p>Sub-goal 1.2.1 Accredit degree programmes reflecting labour market requirements and observing standards for accreditation arising from requirements set by the National Accreditation Bureau and also those set in TBU internal rules and regulations.</p>	<p>A₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín</p> <p>A₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín</p>
	<p>Sub-goal 1.2.2 Improve the quality of the educational environment with regard to the desirable level of proficiency in graduates and introduce new tools for the development of education and support for talented students.</p>	<p>A₁₀ – Special needs students – Number of special needs students</p> <p>A₁₁ – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students</p> <p>B₁ – Student – teacher ratio – Number of academics compared to the number of students</p> <p>B₄ – Quality of teaching staff – Number of academics with a PhD degree and higher compared to academics without a PhD degree</p> <p>C₁ – Quality of teaching – Evaluation of the quality of teaching in each of the course units carried out via a joint questionnaire in the IS/STAG system.</p> <p>C₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the DP by students in their final year of study</p> <p>D₁ – Quality of study in degree programmes – Graduates – Evaluation of the quality of study in each of the DP by graduates who graduated 3-6 years ago</p> <p>D₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of DP by key employers employing graduates of TBU in Zlín</p>

	<p>Sub-goal 1.2.3 Encourage the participation of research centres in the educational process.</p>	<p>B₃ – Involvement of research centres in teaching – Number of degree programmes involving research centres</p>
	<p>Sub-goal 1.2.4 Prepare and accredit new degree programmes for the needs of regional companies focusing on mechanical engineering and new degree programmes focusing on the principles of sustainable development.</p>	<p>A₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín</p>
	<p>Sub-goal 1.2.5 Prepare and obtain accreditation for new degree programmes in order to activate education in the field of the footwear industry, thus following in the long-term tradition of degree programmes specializing in this field.</p>	<p>A₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A₈ – Unemployment of graduates – Number of unemployed graduates of TBU in Zlín</p>
	<p>Sub-goal 1.2.6 Enhance quality and relevance of both full-time and part-time modes of study.</p>	<p>B₄ – Quality of teaching staff – Number of academics with a PhD degree and higher compared to academics without a PhD degree C₁ – Teaching quality – Evaluation of the quality of teaching in each of the course units carried out via a joint questionnaire in the IS/STAG system C₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the DP by students in their final year of study D₁ – Quality of study in degree programmes – Graduates – Evaluation of the quality of study in each of the DP by graduates who graduated 3-6 years ago D₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of DP by key employers employing graduates of TBU in Zlín</p>
	<p>Sub-goal 1.2.7 Encourage business activities and creativity of students through various forms of learning, involvement in R&D and creative activities, and use system instruments for the support of the implementation of specific business plans developed by students.</p>	<p>A₁₄ – Students involved in R&D and creative activities – Number of students involved in R&D and creative activities A₁₅ – Activities/events aimed to support business activities and creativity of students – Number of events organized to encourage</p>

		business activities and creativity of students outside the teaching area
Strategic goal 1.3 Open up opportunities for high-quality education to the public in order to increase the adaptability of the workforce to changes in the labour market	Sub-goal 1.3.1 Build a working and collaborative system of further education at TBU in Zlín, focusing on the needs of the changing labour market and on new requirements regarding the candidates to be recruited.	G ₁ – Revenues generated by the LL – Amount of funds acquired through the LL G ₂ – LL attendees – Number of attendees in accredited LL courses
	Sub-goal 1.3.2 Increase the information value of documents evidencing the learning outcomes achieved in Lifelong Learning and intended for employers.	G ₃ – Accredited LL courses – Number of accredited LL courses as per the Methodology of the MEYS/MoLSA

Key measures proposed for Pillar A

- 1) **Digitalization of education:** Build up technological facilities and expert capacity for a professional preparation of digital materials and for the implementation of distance and blended learning, including the provision of educational and counselling services for academics, researchers and students. Develop a strategy for digitization of degree programmes at all Faculties of TBU in Zlín depending on their areas of education and on key degree programmes. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 2) **Development of degree programmes:** Review degree programmes currently offered, including obtaining feedback from stakeholders (employers, graduates and students). Raise awareness of the concept of student-centred learning and incorporate it into teaching at TBU in Zlín. Introduce mandatory training in teaching methods for PhD students and other newly recruited academics. Strongly encourage the academic community to share established procedures and good practice in the field of education and to create formal and informal platforms for such sharing. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 3) **Motivate guarantors of degree programmes:** Include the obligation for guarantors of degree programmes to obtain, during the preparation of accreditation applications, opinions from experts from business and industry, from employers, professional chambers or sectoral associations on the degree programmes in preparation. The role of the guarantor should not be formal, guarantors should participate in the development of degree programmes to a greater extent. Each guarantor shall create an informal advisory body for the degree programme which he/she guarantees; the advisory body shall be comprised of key stakeholders - students, graduates and employers. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 4) **Accreditations in key areas of education:** Prepare accreditations of new degree programmes for the needs of regional companies specializing in mechanical engineering and new degree programmes focused on sustainable development. Accredite new degree programmes focusing on the footwear industry.
- 5) **Development of feedback on the quality of teaching:** Continue to innovate the system of quality evaluation, primarily by strengthening communication with students, thus increasing their involvement in processes related to the evaluation of teaching. Involve students in the creation and evaluation of measures related to the improvement in the quality of teaching *(Implementation measures will be partially or*

fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)

- 6) **Reduction of student dropout rates:** Implement specific measures depending on the Faculties/specializations and aimed at the reduction of student dropout rates. Innovate services aimed at reconciling the part-time mode of study with the family and working life of students. *(Measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 7) **Support for students with specific learning needs and socially handicapped students:** Extend and stabilize the activities of the Centre for Support of Special Needs Students by adding services currently requested by students. Map the situation of socially handicapped students, carry out an analysis of their learning needs. Prepare a proposal for innovation of supporting services in this field, taking in consideration particularly the necessity of ensuring equal study opportunities. Prepare and implement a system of scholarship support for socially handicapped students, including support for their international mobility. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 8) **Support of generic skills in students:** Support the creation and development of “soft” and transferable skills in specific areas of expertise in students, support their entrepreneurial spirit and creativity, both through education provided in accredited degree programmes or by using targeted tools within the built-up capacity of their own business incubators or in cooperation with the regional innovation ecosystem. Implement the Methodology for the establishment of start-up and spin-off companies including the proposed development of existing tools aimed to support business newcomers and introducing new tools (business incubators, hubs, etc.). *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 9) **Strategy for Lifelong Learning:** Prepare and implement the Strategy for the Development of Lifelong Learning at TBU in Zlín. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

Pillar B: RESEARCH AND R&D AND CREATIVE ACTIVITIES		
Priority 2		
Fulfil the Research Strategy of TBU in Zlín in order to increase the competitiveness of R&D and creative activities in specific areas of expertise and the international competitiveness of R&D and creative activities		
Strategic goal 2.1 Increase the extent and quality of basic research	Sub-goal 2.1.1 Increased extent and quality of R&D and creative activities with the aim of achieving an overall year-on-year increase in the number of published outputs indexed in monitored databases (WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates.	E ₁ – Quality of published outputs – Citation rate of published outputs indexed in monitored databases (WoS/Scopus) during the last 5 years E ₂ – Number of published outputs – Number of published outputs indexed in monitored databases (WoS/Scopus) in Q1 and Q2 (17+ Methodology)
	Sub-goal 2.1.2 Increased quality of R&D and creative activities with the aim of achieving an interannual improvement in outputs evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators.	E ₃ – Increased quality of R&D and creative activities – An interannual improvement of outputs evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators.
	Sub-goal 2.1.3 Increased quality of results of artistic activities with the aim of achieving an interannual increase of number of outputs rated as AKX to BLX in accordance with the RAO Methodology.	E ₄ – Artistic activity – Number of outputs included in the RAO E ₅ – Artistic activity rated as AKX to BLX – Number of outputs included in the RAO and rated as AKX to BLX
	Sub-goal 2.1.4 Increased percentage of outputs of R&D and creative activities generated in cooperation with international partners (strategic expansion of integration into the international research infrastructure).	E ₆ – Basic research outputs in cooperation with international partners – Number of basic research outputs completed in cooperation with international partners
Strategic goal 2.2 Increased number of R&D&I projects with an emphasis on the implementation of internationally recognized research	Sub-goal 2.2.1 Increased percentage of public funding allocated to R&D and contract research within the funding provided to TBU in Zlín.	E ₇ – Public funding allocated to R&D – Amount of public funding allocated to R&D (17+ Methodology) E ₈ – Revenues generated through contract research – Amount of revenues generated through contract research (17+ Methodology)
	Sub-goal 2.2.2	E ₉ – International R&D projects – Number of international R&D projects as per the 17+ Methodology

	Increased percentage of basic and applied research project grants applied for/co-implemented in cooperation with international partners (expansion of integration into the international research infrastructure).	
Strategic goal 2.3 Implement qualitative changes in the system of doctoral programmes in order to increase their attractiveness	Sub-goal 2.3.1 Increase the attractiveness and quality of doctoral programmes through the integration of students into both internal (IGA/DRO projects) and external sources of funding R&D&I as well as targeted PR. Involve PhD students in real research activities and dealing with topics within research teams, create conditions for their work and a smooth transition to practice.	B ₃ – Research focus of degree programmes – Number of PhD students compared to the number of Bachelor’s students E ₁₀ – Long-term traineeships taken by PhD students – Number of PhD students who completed a long-term traineeship abroad
	Sub-goal 2.3.2 Support of PhD students through the scholarship and HR policy in order to increase the Graduation Rate.	A ₂ – Students in degree courses – Number of PhD students A ₉ – Graduation Rate – Percentage of students who completed their studies in doctoral programmes E ₁₁ – Financial support provided to PhD students – Average amount of scholarships paid to PhD students
Strategic goal 2.4 Continue to develop the Technology Transfer Centre with a focus on strengthening the professional capacity in counselling and supporting services	Sub-goal 2.4.1 Prepare and implement the strategy for further development of the TTC.	E ₁₂ – Transfer of knowledge, cooperation – Number of outputs in technology transfer
	Sub-goal 2.4.2 Permanently educate employees in the field of intellectual property protection and handling of intangible property.	E ₁₃ – Extending the qualification of employees in the field of intellectual property protection – Number of educational events per year
	Sub-goal 2.4.3 Use system tools to support the transfer of R&D knowledge to business and industry.	E ₁₂ – Transfer of knowledge, cooperation – Number of outputs in technology transfer

Key measures proposed for Pillar B

- 1) **Development of research capacities at TBU in Zlín:** Set the conditions for further development of research centres built with funding provided by the OP R&DfI, Priority Axis II. Through internal projects, transparently support the strategic development of research teams at TBU in Zlín and the preparation of high-quality international projects. Improve the R&D&I results by a better interconnection between the capacities of various research teams within selected research programmes; support initiatives aimed to support multidisciplinary projects.
- 2) **Motivation system for R&D and creative activities:** Prepare a Strategic Plan in order to motivate academics and researchers to publish academic papers, and that in the form of a comprehensive proposal of motivation tools whose primary aim will be to improve the quality of publication activities. Improve the efficiency of the system of education and other services that will lead to an increase in the competences of staff of TBU in Zlín in the field of scientific publishing. Use the principle of controlled research through the concentration of human capacities in key areas of research at those TBU Faculties which show a lower publishing performance.
- 3) **Strategy for Internationalization of R&D&I:** Create a Strategy for International Cooperation in the Field of R&D&I, increase efforts in the field of national and international cooperation in order to expand the potential of TBU in Zlín for a high-quality research. Incorporate the methodology of cooperation with international networking partners in the field of R&D and creative activities and integration into the international research structure (criteria for cooperating organizations, feedback on the quality and outputs of cooperation, rules for continuing cooperation).
- 4) **Reduction of student dropout rates in doctoral programmes:** Create conditions for a stabilization of studies of PhD students in the form of incentive financial tools funded from scholarship funds or other resources, promoting the reconciliation of their study and family life and providing career guidance and service in order to increase their Graduation Rate. Involve PhD students in real research activities and dealing with topics within research teams, create conditions favourable for their career prospects and for a smooth transition to practice. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 5) **Support of young researchers:** Involve more postgraduate students in research and systematically support a new generation of researchers. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

- 6) **Professionalization of commercialization at TBU in Zlín:** Systematically develop human resources and professionalization of provided services in the field of intellectual property protection and of intangible property management, create a functioning platform for an intensification of the transfer of intellectual property. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

Pillar C: INTERNATIONALIZATION		
Priority 3		
Implement the Internationalization Strategy of TBU in Zlín for the 21+ period with the aim of developing the international environment at TBU in Zlín and enhance international cooperation in all its activities		
Strategic goal 3.1 Strengthen internationalization at TBU in Zlín by increasing the number of students and employees from abroad, promoting their social integration and facilitating their cooperation with “home” students and employees	Sub-goal 3.1.1 Increase the number of international students in degree programmes accredited in Czech and English and motivate the students to successfully complete their studies.	A ₃ – International students – Number of international students at TBU in Zlín; out of which the number of self-paying students. F ₁ – Degree programmes carried out in a language other than Czech – Number of accredited degree programmes where classes are offered in a language other than Czech F ₂ – Number of international students in degree programmes F ₃ – International PhD graduates – Number of international graduates, out of which the number of self-paying students.
	Sub-goal 3.1.2 Promote short-term study periods taken by international students coming to TBU in Zlín.	F ₄ – International students participating in short-term study periods – Number of international students coming to TBU in Zlín to participate in short-term study periods & number of students participating in such study periods and duration of study periods in days
	Sub-goal 3.1.3 Develop the international environment at the University so that all departments are able to provide services in both Czech and English; develop a system of services and support for the integration of international students and staff, and promotion abroad.	F ₅ – Quality of international services – Evaluation of the quality of international services provided at TBU in Zlín
	Sub-goal 3.1.4 Increase the number of employees from abroad and support their long-term presence at TBU in Zlín.	F ₇ – Employees from abroad at TBU in Zlín – Number of employees from abroad employed at TBU in Zlín (17+ Methodology)

Strategic goal 3.2 Encourage international mobility of students as well as members of academic and non-academic staff of TBU in Zlín	Sub-goal 3.2.1 Increase the percentage of members of academic and non-academic staff who have completed study periods/traineeships abroad or have gained significant professional experience in such places, and remove formal and informal barriers to the integration of such persons into the life of the academic community.	F ₈ – Members of academic and non-academic staff participating in study periods/traineeships abroad – Percentage of members of academic and non-academic staff who have completed study periods/traineeships abroad
	Sub-goal 3.2.2 Simplify the process of recognizing learning outcomes achieved abroad so that students participating in mobility can complete their studies within the standard period of time, and reflect the student mobility in curricula and in internal regulations in order to remove obstacles to a successful completion of their studies.	F ₁₀ – Students who have participated in a study period/traineeship abroad without having to extend the standard period of study – Number/percentage of students who have completed a study period/traineeship abroad and finished their studies within the standard period of study
	Sub-goal 3.2.3 Increase the percentage of students who have completed studies/traineeships abroad.	F ₉ – Students who have participated in a study period/traineeship abroad – Number of students who have completed a study period/traineeship abroad and number of students participating in mobility and days of mobility taken
Strategic goal 3.3 Foster strategic collaboration, partnership and building of capacity for the purpose of internationalization	Sub-goal 3.3.1 Support the accreditation and implementation of joint/double/multiple degree programmes in cooperation with international strategic partners.	F ₁₁ – Joint/double/multiple degree programmes – Number of joint/double/multiple degree programmes
	Sub-goal 3.3.2 Increased overall percentage of national and international educational projects, including those completed in cooperation with strategic international partners (expansion of integration into the international research infrastructure).	F ₁₂ – Expand the integration into the international research infrastructure – Amount of funding allocated to international research projects F ₁₃ – Expand the integration into the international research infrastructure – Number of projects accepted for funding
	Sub-goal 3.3.3 Support the involvement in international networks and support strategic partnerships.	

Key measures proposed for Pillar C

- 1) **Motivation and support of bilateral mobility:** Extend the targeted range of opportunities for bilateral mobility of students and employees and adopt measures aimed to improve the quality of activities and services related to the organization of mobility. Adopt measures aimed to introduce new types of mobility (virtual, combined, short-term intensive, etc.) and to incorporate international student mobility as an integral part into curricula of degree programmes. Support and integrate volunteering periods as equivalent forms of student mobility (e.g. funded by the Erasmus+ Youth and the European Solidarity Corps). *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 2) **Continuity of scholarship programmes:** Use funds aimed to support internationalization and provided by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the purposes of support of mobility through purpose-built scholarship programmes. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 3) **Improvement in conditions for international PhD students:** In cooperation with the Job Centre of TBU in Zlín and with regional partners, create conditions and opportunities that will enable the financial stabilisation of these students in the following years of their studies as well.
- 4) **Digitization of the administration system used in internationalization activities:** Adopt the necessary measures for a full application of tools for the electronic exchange of information on studies, electronic identification and electronization of the recognition of credits obtained during student mobility. Implement the EC Erasmus Without Papers initiative, European Student Card, EMREX, and actively use the Single Digital Gateway. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 5) **Cooperation with international partner institutions:** Participate in international cooperation and join networks corresponding to the profile, preferences and long-term aims of TBU in Zlín, including university alliances within calls for the establishment of European universities. Create internal conditions for a successful operation in these strategic partnerships. When extending cooperation with international partner institutions, focus on active and high-quality mobility agreements and on a more selective selection of countries and international partners. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)

- 6) **Build a national network for the support of internationalization:** Cooperate with the Czech National Agency for International Education and Research, embassies, Czech Centres, etc. on the offer of a unified presentation abroad within the Study in the Czech Republic initiative. Participate in higher education fairs or carry out other promotional activities (virtual fairs, webinars, etc.) abroad and cooperate with international student clubs (Buddy System Zlín, etc.). Set up a system of cooperation with international students and graduates and involve international students and graduates in the promotion of TBU in Zlín. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

- 7) **Build an international environment at TBU in Zlín:** Establish a Welcome Centre at TBU in Zlín. Develop and innovate the infrastructure, information and counselling services and facilities for international students and employees, thus creating an attractive environment for them. Improve the international environment of TBU in Zlín by providing a sufficient offer of foreign language courses for students and employees of TBU in Zlín as well as of courses for the development of intercultural competences. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

Pillar D: THIRD ROLE OF TBU IN ZLÍN		
Priority 4		
Strengthen the position of TBU in Zlín as a strategic partner in the preparation of national/regional policies and strategies, through the implementation of strategic projects in the region, and creation of public-social partnerships in the town of Zlín and the Zlín Region. Strengthen social responsibility activities both internally and externally and get involved in sustainable development of the society.		
Strategic goal 4.1 Actively participate in the creation, preparation and implementation of national and regional strategies, including development strategies of the Municipality of Zlín and other municipalities in the region, contribute to the development of the non-profit sector in cultural and social fields and cooperate with external actors during the implementation of development projects	Sub-goal 4.1.1 Build an active representation of TBU in Zlín in the structures for the production and management of key strategic documents and, at the same time, participate in their implementation through TBU's own projects/partnerships with the aim of influencing the public life.	G ₁₁ – Public partnerships for the formation of national and regional policies – Overview of strategic partnerships G ₁₂ – Strategic regional development projects – Number of projects prepared
	Sub-goal 4.1.2 Update the involvement of TBU in clusters, platforms or societies/associations with the aim of contributing to the activities of these entities through active membership and joint projects to the benefit of TBU in Zlín.	G ₁₃ – Involvement in clusters, platforms, societies and associations – Overview of platforms where TBU in Zlín is represented
	Sub-goal 4.1.3 Support the non-profit sector and charity projects as well as cultural and sports activities, with particular regard to activities where TBU employees/students are directly involved or a student project is involved.	G ₁₅ – System providing support to sports activities at TBU in Zlín G ₁₄ – Cooperation with student organizations – System of cooperation with the TBU Student Union and student public benefit associations
Strategic goal 4.2 Strengthen the position of TBU as a leader in the development of learning and of the level of education in the Zlín Region	Sub-goal 4.2.1 Prepare and implement projects of cooperation with primary/secondary schools and nursery schools aiming at the development of the education system in the Zlín Region, and cooperate in projects focusing on supporting talented pupils and students.	G ₅ – Projects of cooperation with education levels below the higher education system – Number of projects of cooperation with primary/secondary/nursery schools aiming at the development of the education system in the Zlín Region G ₆ – Events intended for talented pupils/students – Number of projects supporting talented pupils and students with the involvement of TBU in Zlín G ₇ – Support of talented pupils/students – Number of talented pupils/students supported

	<p>Sub-goal 4.2.2 Continue the implementation of the University of the Third Age and develop the programmes carried out.</p>	G ₄ – U3A – Number of U3A students
<p>Strategic goal 4.3 Promote the town of Zlín and the Zlín Region as a high-quality place to study and live through building the reputation of TBU in Zlín, including spreading the legacy of Tomas Bata</p>	<p>Sub-goal 4.3.1 Strengthen the good reputation and promotion of TBU in Zlín on the national/international level, and foster the reputation of the University, including spreading the legacy of Tomas Bata.</p>	<p>G₉ – Annual evaluation of marketing events G₁₀ – Annual evaluation of the plan of activities of the Bata Information Centre</p>
	<p>Sub-goal 4.3.2 Popularize the results of education, R&D among the public, and actively spread new findings, results of R&D activities and examples of good practice among the general public.</p>	<p>G₈ – Popularization of education and of R&D – Number of events aimed to popularize education and R&D</p>

Key measures proposed for Pillar D

- 1) **TBU in Zlín as a strategic partner in the preparation of national and regional policies and strategies:** Actively build and strengthen the position of TBU in Zlín during the development and management of strategic documents on the national and regional level, closely cooperate with the Municipality of Zlín and with the Zlín Regional Authority on the development of the region. At the same time, participate in the implementation of national and regional strategies through own projects or partnerships with the aim of influencing the public life.
- 2) **Cooperation with industry and professional, sectoral and interdisciplinary platforms:** Revive the involvement of TBU in Zlín in clusters, platforms, societies or associations with the aim of participating in the activities of these entities through active membership and through joint projects for the benefit of TBU in Zlín.
- 3) **Social responsibility:** Actively build cooperation in the field of social activities carried out by TBU in Zlín, propose and implement measures within the social responsibility of TBU in Zlín. Support the activities of associations and hobby activities of students and employees of TBU in Zlín, support their involvement in the dealing with global and social issues and develop an incentive system for volunteering activities. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 4) **TBU in Zlín as a leader in the development of learning and of the level of education in the Zlín Region:** Systematically deepen the cooperation with regional partners (Zlín Regional Authority, Municipality of Zlín) in the field of education, and that at all levels of the educational system. Prepare and implement specific projects focusing on an improvement in the quality of education in the Zlín Region, such as IKAP II, or projects implemented by local action groups. Offer professional methodological support to the education system in the Zlín Region in the field of further education of teachers and of development of the educational environment.
- 5) **Reputation of TBU in Zlín:** Clearly define the importance of education, research and development for the reputation of TBU in Zlín, promote its activities and highlight its achievements in research and in R&D and creative activities. Build and strengthen the reputation of TBU by organizing targeted campaigns. Implement the Marketing and Communication Strategy for Popularization of R&D&I at TBU in Zlín. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT		
Priority 5		
Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, to collaborate internally and externally, support the sense of community among TBU employees/students and the importance of its values, and respecting the observance of the TBU internal regulations		
Strategic goal 5.1 Set up efficient internal processes and strategically manage the development of TBU in Zlín	Sub-goal 5.1.1 Develop internal capacity for the strategic management of TBU in Zlín	H1 – Strategic management of development of TBU in Zlín - Number of senior executives at the Rectorate and at the TBU component parts involved in the preparation, elaboration, discussion and implementation of strategies and strategic documents
	Sub-goal 5.1.2 Improve and develop centrally provided services with the aim of reducing the duplication of capacity at each of the TBU component parts and reducing the administrative load internally.	H2 – Finalized organizational structure of TBU in Zlín H3 – Functional services provided centrally.
	Sub-goal 5.1.3 Develop the TBU information system with the aim of fully computerizing all of its segments and reducing the administrative load.	H4 – Modern and functional information infrastructure H5 – Functional “E-spis” Electronic Records Management System
	Sub-goal 5.1.4 Ensure the conditions for the creation and development of new centres focusing on strategic directions and ensure the sustainability and further development of the existing research centres.	E14 – Infrastructure for R&D and creative activities – Number of research centres at TBU in Zlín E15 – Development of infrastructure for R&D – Defined conditions for the development of research centres

	<p>Sub-goal 5.1.5 Strengthen the mutual awareness and internal communication and collaboration across the University, support the creation of communication platforms of employees in various sections of their professional activities. Encourage students (those actively participating as well as those not actively participating) to use formal mechanisms run by the University to express their needs and concerns. Develop a more systemic approach to the participation of students in the operation of the University.</p>	H ₆ – Communication plan
<p>Strategic goal 5.2 Finalize the comprehensive internal system of assurance and evaluation of quality of educational, R&D, creative and related activities at TBU in Zlín</p>	<p>Sub-goal 5.2.1 Implement the internal system of evaluation of quality of R&D and creative activities as per MEYS recommendations, the NAB methodology and the 17+ Methodology of the MEYS, and develop evaluation methods for the purposes of quality assurance of education, R&D and creative activities and the third role of the University.</p>	H ₇ – An established system of internal quality assurance and evaluation
	<p>Sub-goal 5.2.2 Implement the relevant recommendations arising from the work of external evaluation panels as part of the evaluation conducted by the MICHE, EUA – Institutional Evaluation Programme, and in accordance with the 17+ Methodology. Take into consideration the conclusions of the panels when reviewing internal processes, during the strategic allocation of resources within the institution and other policies which are the subject of evaluation.</p>	H ₈ – Implement the relevant recommendations that emerged from the work of evaluation bodies
	<p>Sub-goal 5.2.3 Consistently evaluate and ensure the quality of international mobility of incoming/outgoing students.</p>	F ₆ – Stabilization of quality of international mobility
<p>Strategic goal 5.3 Assure the financial stability of TBU in Zlín</p>	<p>Sub-goal 5.3.1 Develop public funding resources aimed to support the development of TBU in Zlín, and ensure the fulfilment of strategic goals for the 21+ period.</p>	H ₉ – Public funding resources for the support of development of TBU in Zlín - Number of grants provided/Specification of the funding received
	<p>Sub-goal 5.3.2 Develop internal mechanisms used for the allocation of funding and remuneration of staff that shall take the fulfilment of the TBU Strategic Plan into consideration and support the development in the prioritized areas defined.</p>	H ₁₀ – TBU Budget Rules for the given years
<p>Strategic goal 5.4 Strengthen the strategic management of human resources</p>	<p>Sub-goal 5.4.1 Build up a functional system of human resource management at TBU in Zlín.</p>	H ₁₁ – System of human resource management at TBU in Zlín
	<p>Sub-goal 5.4.2 Build up a system of strategic recruitment for the needs of TBU in Zlín aiming at recruiting members of academic and research staff from outside.</p>	H ₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors

		being at least 30% and 15%, respectively
	Sub-goal 5.4.3 Fully implement a system of human resource management in R&D; maintain and extend the HR Award certificate – continue to set the rules for strategic management of the research organization in accordance with requirements set for awarding the certificate.	H ₁₃ – Obtain the HR Award certificate at each of the TBU component parts
	Sub-goal 5.4.4 Implement the principles of strategic management of human resources in R&D, of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers.	H ₁₄ – Include the principles for strategic management of human resources in R&D in key documents, thus incorporating them into internal regulations and processes at TBU in Zlín
	Sub-goal 5.4.5 Build up the personnel structure of academic staff; set the rules for and develop a system for career development of academics/researchers, and manage the development of talents in junior academic staff, including incentive pay.	H ₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being at least 30% and 15%, respectively
Strategic goal 5.5 Development of internal infrastructure and an increased adaptability thereof to climate changes including the implementation of measures aimed to reduce the carbon footprint.	Sub-goal 5.5.1 Maintain and develop the infrastructure and facilities intended for educational and R&D and creative activities carried out at TBU in Zlín, including the development of the TBU Library and support of availability of the TBU Library’s information resources.	H ₁₅ – Development of the TBU Library, including the implementation of the Open Access strategy to R&D information H ₁₆ – Built up capacity for educational and R&D and creative activities, including conference venues.
	Sub-goal 5.5.2 Maintain and develop the infrastructure for the provision of accommodation and catering services.	H ₁₇ – Satisfactory bed capacity at TBU in Zlín H ₁₈ – Modern system of catering and related services
	Sub-goal 5.5.3 Implement measures aimed to fulfil the Strategy for Long-Term Sustainability at TBU in Zlín with the aim of developing the environmental responsibility of TBU in Zlín.	H ₁₉ – Number of projects implemented or measures adopted

Key measures proposed for Pillar E

- 1) **Strategy for the Human Resource Development at TBU in Zlín:** Prepare and implement the Strategy for the Human Resource Development at TBU in Zlín including the integration of gender equality principles related to the rights, responsibilities and opportunities, integrate the methodology for human resource management. Create an incentive system in order to support the creation of an optimum staff structure of academics and researchers able to meet the target indicators. Set up an education system for employees, including the development of staff competences for teaching, for the creation of degree programmes and specific skills. In a goal-directed manner, create an environment that stimulates the sharing of information and experience. Integrate the support of talented employees of TBU in Zlín and the concept of their career and professional development into the system of work with human resources. Organize management and leadership courses for senior executives from among the academic and non-academic staff. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 2) **Build strategic management capacities of TBU in Zlín:** Build and develop sufficient professional HR capacities for the strategic management of TBU in Zlín (analytical background for strategic and crisis management, HR and grant management, etc.). *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 3) **Internal communication:** Prepare and implement the concept of internal communication, creation of communication platforms and other forms of formal and informal meetings of employees of TBU in Zlín. Encourage students (both those involved as well as not involved) to use the University's formal mechanisms to express their needs and concerns. Develop a more systematic approach to student participation in the operation of the University. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 4) **HR Award certification:** Implement the Code of Conduct and the European Charter for Researchers. Finalize the preparation of the conditions for extending the HR Award certificate to all component parts of TBU in Zlín and create the conditions for a retaining of the certification. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

- 5) **Development of quality assurance and monitoring:** Carry out an external evaluation quality assessment of TBU in Zlín within the EUA – Institutional Evaluation Programme and within the Methodology 17+, incorporate measures based on the results of the evaluation into the strategic management of TBU in Zlín and into the rules set for the quality assurance and monitoring system. Expand the open discussion on the further focus of quality at TBU in Zlín, adopt measures aimed at achieving a higher level of student participation in quality evaluation in cooperation with the Academic Senate of TBU in Zlín. Promote and implement a data and indicator-based improvement methodology at all levels of TBU in Zlín. Adapt the quality management indicator system to the European ESG standards. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 6) **Digitization of administrative processes and reduction of the administrative load:** Continue to digitize administrative processes, simplify the access, visibility and applicability of information systems and make them “more user-friendly” for the academic community. Reduce the administrative load for all employees. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 7) **Modern university infrastructure:** Maintain and develop the infrastructure and facilities for educational and R&D and creative activities of TBU in Zlín, including the development of the TBU Library and the support of the availability of its information resources. Extend the offer of top-class information and educational resources for students and employees of TBU in Zlín and for the general public, and ensure the full implementation of the Strategy for Open Access Policy of TBU in Zlín *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*
- 8) **Environmental sustainability:** Prepare an action plan for the Sustainable Development Strategy of TBU in Zlín and implement activities/projects (both investment and non-investment) with the aim of developing the environmental responsibility of TBU in Zlín and with the aim of improving the rank of TBU in the World University Rankings – Green Metric. *(Implementation measures will be partially or fully funded by the Institutional Programme of the MEYS for Higher Education Institutions for 2021 and by the Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025.)*

FINAL PROVISION

In accordance with Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to Other Acts (Higher Education Act), as amended, the International Board of TBU in Zlín discussed and gave their opinion on the TBU Strategic Plan for the 21+ Period on 25 May 2020. After the document in question had been approved by electronic voting by the TBU Scientific Board on 4 February 2021, the TBU Academic Senate approved the TBU Strategic Plan on 2 March 2021, and that in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Act, and the Board of Governors of TBU in Zlín approved the document on 23 March 2021 in accordance with the provisions of § 15 Paragraph 2 Letter c) of the Act.

Assoc. Prof. Ing. Martin Sysel, Ph.D.

Chairperson of the Academic Senate of TBU in Zlín

Prof. Ing. Vladimír Sedlařík, Ph.D.

Rector of TBU in Zlín

Acronyms used:

AS	Academic staff
BP	Bachelor's programme
CR	Czech Republic
DC	Degree course
DP	Degree programme
DP	Doctoral programme
DRO	Development of the research organization
EUA	European University Association
HR	Human resources
HR SAP	Human Resources module for the SAP information system
IGA	Internal Grant Agency
IS/STAG	Information system for studies' administration
LL	Lifelong Learning
MEYS 17+	Methodology for Evaluation of Research Organizations and Evaluation of Programmes of Public Funding Support of Research, Development and Innovations
MEYS	Ministry for Education, Youth and Sports of the Czech Republic
MICHE	Monitoring Internationalization of Czech Higher Education
MoLSA	Ministry for Labour and Social Affairs of the Czech Republic
NABHE	National Accreditation Bureau for Higher Education
NS	Nursery school
PR	Public relations
PS	Primary school
R&D	Research and development / Creative activities
R&D&I	Research and development / Creative activities, innovation
RAO	Register of Artistic Outputs
RIS3	Regional Innovation Strategy 3
SN	Special needs (Special needs students)
SS	Secondary school

TBU	Tomas Bata University
THE	The Times of Higher Education
TTC	Technology Transfer Centre
U3A	University of the Third Age
WoS	Web of Science

Appendix 1 to the 21+ Strategic Plan of Tomas Bata University in Zlín**Initial situation for selected indicators for the setting of target indicators for the year 2030****1. Target indicator 2030: 10,000 students, with 15 % international students among them**

Table 1: Numbers of students in accredited degree programmes

Academic year	2017/2018	2018/2019
Total number of students at TBU in Zlín	9,408	9,226
Bachelor's students	6,184	6,145
Master's students	62	100
Follow-up Master's students	2,707	2,563
PhD students	455	418

Comment/note: Data generated by the IS/STAG system – active studies (always as at 31 October of the calendar year 2017 and 2018). Data retrieved from the Amendment to the Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín

Table 2: Numbers of international students

Academic year	2017/2018	2018/2019
Total number of international students at TBU in Zlín	1,060	1,044
International Bachelor's students	613	582
International Master's students	324	346
International PhD students	123	116

Comment/note: Data generated by the IS/STAG system – active studies (always as at 31 October of the calendar year 2017 and 2018). Data retrieved from the Amendment to the Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín

Table 3: Percentage of international students out of the total number of students in the academic year

Academic year	2017/2018	2018/2019
Percentage of international students	11.27 %	11.36 %

2. Target indicator 2030: Institutional accreditation obtained in all key areas of education carried out at TBU in Zlín

Table 4: Accredited degree programmes as at 31 December 2019

ISCED-F broad fields	Code	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Education and formation	01	6	1	4	4	15
Arts and humanities	02	7	0	5	4	16
Business, administration and law	03	4	0	8	2	14
Social sciences, journalism and information	04	15	0	16	18	49

Natural sciences, mathematics and statistics	05	0	0	2	0	2
Information and communication technologies	06	13	0	12	10	35
Engineering, manufacturing and construction	07	12	0	25	36	73
Health and welfare	09	9	0	0	0	9
Services	10	4	0	3	0	7
TBU in Zlín in total	x	70	1	75	74	220

Source: Annual Activity Report of TBU in Zlín 2019

Overview of institutional accreditations at TBU in Zlín granted on the basis of a decision taken by the National Accreditation Bureau for Higher Education Institutions, No.: NAU-325/2018-11, for the field of education::

- a) Economic disciplines (FaME, FMC)
- b) Chemistry (FT,UNI)
- c) Food industry (FT)
- d) Arts (FMC)

3. Target indicator 2030: A stable staff structure of the academic staff with a percentage of at least 30% of Associate Professors and 15% of Professors. At least 15% of academic staff will be from abroad.

Table 5: Academic, researchers and other employees, including the percentage of Professors and Associate Professors in the total number of academics (Average converted numbers)

		2018		2019	
Academics	Professors	38.2	8.49 % out of the total number of academics	36.08	7.93 out of the total number of academics
	Associate Professors	100	22.22 out of the total number of academics	101.47	22.31 out of the total number of academics
	Senior Lecturers	245.3	x	254.26	x
	Lecturers	36.5	x	37.94	x
	Assistant Lecturers	29.4	x	25.04	x
	Researchers and R&D staff participating in teaching activities	0.7	x	0	x
	Total number of academics	450.1	x	454.79	x
Researchers	Postdoctoral employees	21.8	x	26.90	x
	Researchers not falling into other categories	25.6	x	28.82	x
	Other researchers and R&D staff	60.6	x	49.96	x
Other employees		350,1	x	365.01	x
Total number of employees at TBU in Zlín		908.2	x	925.48	x

Source: Annual Activity Report of TBU in Zlín 2018, Annual Activity Report of TBU in Zlín 2019

Table 6: Foreign nationals in the academic and R&D staff, their percentage in the total number of academics (Average converted numbers)

	2018	2019
Professors	9.783	9.32
Associate Professors	14.374	13.23
Senior Lecturers	21.839	24.91
Lecturers	2.584	2.16
Assistant Lecturers	1.35	1.30
Academics – foreign nationals – in total	49.93	50.92
Academics in total	450.1	454.79
Percentage of academics – foreign nationals – in the total number of academics	11.09	11.20

Source: Annual Activity Report of TBU in Zlín 2018, Annual Activity Report of TBU in Zlín 2019

4. Target indicator 2030: More than 80% of academics with at least one high-quality scientific output indexed in the Web of Science database (most of them at the Q1 or Q2 quartile level)

Table 7: Overview of publishing activities by person and percentage of the total number of academics for 2018 and 2019

	2018	2019
Numbers of academics producing publications at the Q1, Q2, Q3 quartile level	239	270
Academics in total	450.1	454.79
Percentage of AP academics producing publications at the Q1, Q2, Q3 quartile level of the total average converted number per calendar year	53%	59%

Source: Web of Science

The indicator is based on the headcount of people publishing at the Q1, Q2, Q3 quartile level for the given calendar year.

5. Target indicator 2030: A stable position in the first half of The Times of Higher Education – World University Ranking (THE)

Table 7: Rank of TBU in The Times of Higher Education Ranking in the past period - World University Rankings

Year	2017	2018	2019	2020	2021
Rank	801+	801 - 1000	1001+	1001+	1001+

Source: <https://www.timeshighereducation.com/>

In 2019, TBU in Zlín was ranked 251-300 in the ranking featuring young universities; in 2020, TBU was ranked 301 – 350.

**Appendix 2 to the 21+ Strategic Plan of Tomas Bata University in Zlín
Distribution of Financial Resources Allocated from the Programme Aimed to Support Strategic Management of Higher Education Institutions in the Period from 2022 to 2025**

Distribution of financial resources allocated from the Programme Aimed to Support Strategic Management of Higher Education Institutions in the Period from 2022 to 2025 to the prioritized aims of the Strategic Plan of the Ministry for the Area of Higher Education Institutions in the period from 2021 (hereinafter referred to as “SP2021+”) and Strategy for Internationalization in Higher Education for the period from 2021 - a mandatory Appendix.

PRIORITIZED AIMS OF THE STRATEGIC PLAN 2021+ AND RESPECTIVE OPERATIONAL OBJECTIVES RELEVANT FOR THE SUPPORT FROM THE RESOURCES OF THE PROGRAMME	Allocated resources (in %)	Limits in accordance with the Call
<p>1. DEVELOP COMPETENCES DIRECTLY RELEVANT TO LIFE AND PRACTICE IN THE 21st CENTURY</p> <p>1.A Support the development of competences of teaching staff and of the creation of degree programmes. 1.B Develop methods of quality assurance of education and verification of learning outcomes. 1.C Strengthen the link between study and practice and preparation for a future career. 1.D Continue to develop the career-oriented profile of study and strengthen its prestige. 1.E Support the building of infrastructure for interactive methods of education and integration of students.</p>	10%	In total min. 35%
<p>2. IMPROVE THE AVAILABILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION</p> <p>2.A Strengthen the motivation of higher education institutions to develop the offer and innovate methods of flexible forms of education, including online education. 2.C Enable a better reconciling of study and family and working life, create conditions for successful study in the part-time mode of study. 2.D Increase the use of distance learning methods in full-time degree programmes. 2.E Improve recognition of previous learning outcomes in further study. 2.F Increase the information value of documents providing evidence of achieved learning results in Lifelong Learning and submitted to employers. 2.G Promote the offer of Lifelong Learning courses through career guidance provided to students and to the general public, and that in cooperation with the Employment Office.</p>	25%	
<p>3. INCREASE THE EFFECTIVENESS AND QUALITY OF DOCTORAL PROGRAMMES</p> <p>3.C Strengthen the quality, openness and internationalization of doctoral programmes. 3.D Improve conditions for successful study, including the support of reconciling of studies and family life, and strengthen the social integration of PhD students.</p>	10%	
<p>5. BUILD UP CAPACITIES FOR STRATEGIC MANAGEMENT OF HIGHER EDUCATION</p> <p>5.B Strengthen the strategic management at higher education institutions. 5.D Strengthen the strategic management of human resources at higher education institutions.</p>	20%	

<p>6. REDUCE THE ADMINISTRATIVE LOAD ON UNIVERSITY STAFF SO THAT THEY CAN FULLY CONCENTRATE ON THEIR MISSION</p> <p>6.A Simplify the transmission of information to public sector administration and improve the availability and circulation of information through the continued digitization of administration systems.</p> <p>6.C Support the development of professional management systems providing supporting services for academics and for the operation of schools.</p>	<p>10%</p>	
<p>INTERNATIONALIZATION OF HIGHER EDUCATION INSTITUTIONS</p> <p>I.1. Development of global competences of students and staff at higher education institutions</p> <p>I.1.A Support of language and intercultural training of students and staff at higher education institutions</p> <p>I.1.B Development of international mobility of students and staff</p> <p>I.1.C Development of professional competences of staff at higher education institutions in the field of internationalization</p> <p>I.2. Internationalization of degree programmes of higher education institutions</p> <p>I.2.A Increase in the number and quality of degree programmes offered in foreign languages and of joint degree programmes</p> <p>I.2.B Inclusion of the international dimension in the structure of degree programmes, including the so-called mobility windows</p> <p>I.3. Simplification of the process of recognition of education completed abroad</p> <p>I.3.A Implementation of automatic recognition of education and learning results achieved abroad</p> <p>I.4. Creation of an international environment at higher education institutions and promotion abroad</p> <p>I.4.A Support of the development of international marketing at higher education institutions in the Czech Republic</p> <p>I.4.B Development of services offered to international students and graduates</p> <p>I.4.C Work with international students and graduates</p> <p>I.5. Strengthening of the strategic management of internationalization</p> <p>I.5.A Support of comprehensive internationalisation at the institutional level.</p> <p>I.5.B Support for international cooperation of strategic partnerships and membership of international networks/organizations.</p>	<p>15%</p>	<p>Min. 15%</p>
<p>OTHER PRIORITIZED AIMS OF THE STRATEGIC PLAN FOR HIGHER EDUCATION falling within the following areas:</p> <p>II.1 Adapting the form of study and supporting services to the changing characteristics of applicants; career guidance and information support for applicants during the selection of degree programmes.</p> <p>II.2 Reactions to social, economic (including the need to work during one's studies in order to cover the basic cost of living), cultural, geographical, health and other barriers to access to education and to success in one's studies; support for special needs students.</p> <p>II.3 Community dimension of higher education institutions; strengthening the sharing of the identity of a higher education institution; social integration of students as a prevention of academic failure; development of the social capital of students.</p> <p>II.4 Support for particularly talented students.</p> <p>II.5 Mental health of students and staff at higher education institutions, including the burnout syndrome.</p> <p>II.6 Dealing with the issue of enrolment only for the purpose of obtaining student benefits, the so-called "dead souls" among students.</p>	<p>10%</p>	<p>Max. 20%</p>

<p>II.7 Development of students' entrepreneurial efforts; support of start-ups and spin-offs.</p> <p>II.8 Sports activities and development of physical training of students and staff as part of the mission of higher education institutions.</p> <p>II.9 Valorisation of knowledge and its transfer to practice; technology transfer; the role of higher education institutions in the support of innovations.</p> <p>II.10 Availability of the results of R&D and creative activities for the general public; popularization of science.</p> <p>II.11 Use of specialized facilities of higher education institutions for dealing with societal problems; involving higher education institutions in the life of civil society and supporting the civic activities of employees and students; volunteering.</p> <p>II.12 Universities of the Third Age and the active life of senior citizens as part of the mission of higher education institutions.</p> <p>II.13. Regional activities of higher education institutions and activities supporting the retention of qualified persons in structurally disadvantaged regions.</p> <p>II.14 Contribution of higher education institutions to the adaptation to climate change and environmental aspects of their operation, including the reduction of the carbon footprint.</p>		
<p>PERCENTAGE OF INVESTMENT EXPENSES IN THE TOTAL AMOUNT ALLOCATED</p>	<p>25%</p>	<p>Max. 25%</p>
<p>PERCENTAGE OF INTERNAL COMPETITION IN THE TOTAL AMOUNT ALLOCATED</p>	<p>10%</p>	<p>Max. 10%</p>

Appendix 3 to the 21+ Strategic Plan of Tomas Bata University in Zlín

General conditions applicable to the the internal competition of TBU in Zlín, to take place between 2022 and 2025

1. The aim of the internal competition organized at TBU in Zlín (hereinafter referred to as the “competition”) will be to support internal strategic development projects that will contribute to the fulfilment of the tasks set in the field of the R&D and creative development of the University, in particular the educational activities of TBU (hereinafter referred to as “projects”). Activities which fulfil the strategic goals and sub-goals set in the TBU 21+ Strategy will be supported, which, at the same time, aim to meet the prioritized goals set in the Strategic Plan of the Ministry for the Area of Higher Education for the period from 2021 and the Strategy for the Internationalization of Higher Education for the period from 2021.
2. Representatives of students will be involved in the preparation of the parameters of the competition and of the individual Calls. The selection of student representatives will be carried out by TBU in Zlín in cooperation with the Student Chamber of the Academic Senate of TBU in Zlín.
3. The specific conditions and processes for the implementation of the competition held at TBU in Zlín between 2022 and 2025 shall be set by the Rector in the relevant internal regulation. Calls for the submission of projects will be announced at annual intervals. In each Call, the duration of projects eligible for funding shall be set, however, the implementation of all projects must be terminated by 31 December 2025 at the latest.
4. The competition will be organized as a university-wide competition, and the criterion for the allocation of funding to the individual component parts of TBU will be the compliance with all the conditions set in the given Call and the quality of the submitted projects according to the set system of the competition principle. Within the Calls, those projects shall be preferred whose implementation will include the cooperation between several component parts of TBU in Zlín.
5. The criteria for the selection of projects eligible for funding will be set out in the relevant Call; however, the level of innovation of the projects submitted shall always be taken into consideration. The activities supported must be developmental in nature and include a description of the fulfilment of the strategic goals and sub-goals of the TBU 21+ Strategy and of the prioritized goals set in the Strategic Plan of the Ministry for the Area of Higher Education for the period from 2021 or the Strategy for the Internationalization of Higher Education for the period from 2021. Moreover, a project application must also include a proposal for incorporation into standard procedures followed at TBU in Zlín, and state a reason why it is not possible or purposeful to cover the costs from the standard items of the Budget of TBU in Zlín/of the relevant component part of TBU.
6. In each Call, the project topics shall be specified, and that by listing the required thematic areas and their specifications in accordance with Item 1 of these General Conditions.
7. In each Call, requirements regarding the eligible applicants shall be defined.
8. Projects entered into a competition organized within a given Call shall not have the nature of a research project and their results shall not be used for the dealing with a research task or during the implementation of another project.
9. The choice of a contest rule for the support of activities selected for the competition will

be specified in detail in the relevant internal regulation issued by the Rector in accordance with Item 3 of these General Conditions.

10. The selection of projects to be accepted for funding shall be carried out by an expert committee. The composition of the expert committee will be specified in the relevant internal regulation issued by the Rector and will comply with the requirement set in the Programme for the Support of Strategic Management of Higher Education Institutions for the years 2022 to 2025 (hereinafter referred to as the “Programme”), which states that at least one representative of the students must be a member, and, at the same time, less than half of the expert committee’s members may be employees and students of the given higher education institution.
11. Financial resources allocated by the programme to the competition will cannot be used to for the funding of standard activities, standard updates of degree programmes and routine equipment of workplaces (e.g. purchase of books).
12. Eligible costs may include both investment and non-investment costs. Eligible costs shall be listed in the relevant internal regulation issued by the Rector and, subsequently, specified in the relevant Call.
13. The output of the implementation of each project will be a final report, which will be defended before an expert committee. In the event that the project results are not defended due to a failure of the project investigator, the project investigator will not be allowed to participate in the next years of the competition for no less than 2 years.
14. After each round of the competition, TBU in Zlín shall carry out an evaluation of the impact of the projects submitted on the quality of TBU’s activities and of their contribution to the fulfilment of the aims the internal competition, of the fulfilment of the TBU 21+ Strategy, the prioritized goals set in the Strategic Plan of the Ministry for the Area of Higher Education for the period from 2021 or the Strategy for the Internationalization of Higher Education for the period from 2021.