



**IMPLEMENTATION PLAN OF THE 21+
STRATEGIC PLAN OF TOMAS BATA
UNIVERSITY IN ZLÍN – 2021**

TOMAS BATA UNIVERSITY IN ZLÍN



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IMPLEMENTATION PLAN OF THE 21+ STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN – 2021

INTRODUCTION

The Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2021 (hereinafter referred to as the “2021 Implementation Plan”) provides a tool for the implementation of the 21+ Strategic Plan of Tomas Bata University in Zlín (hereinafter referred to as the “TBU 21+ Strategy”).

The structure of the Implementation Plan for 2021 is based on the structure of the TBU 21+ Strategy, which is based on five pillars and five priorities:

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: 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.

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 the international cooperation in all its activities.

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.

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, nurtures the sense of community among TBU employees/students and the importance of its values, and respects the observance of the TBU internal regulations.

The particular pillars are broken down into strategic goals and, subsequently, into specific sub-goals with a single indicator system. The indicators are defined in such a manner that the

implementation of the TBU 21+ Strategy can be continuously evaluated, and that in the TBU Annual Activity Report for the given year; an internal quality evaluation can be carried out in accordance with TBU internal rules and regulations while providing the said evaluation to the MEYS' 17+ Methodology for evaluation purposes.

The Implementation Plan develops the strategic goals and sub-goals and defines specific measures, activities or projects (or parts of the project to be implemented) for 2021 which will progressively aim at the fulfilment of the mission, vision and target indicators of TBU in Zlín. For each measure/activity/project, specific responsibilities are set out, outputs are defined, and links are provided to performance indicators relating to the respective sub-goals/strategic goals as outlined in the TBU 21+ Strategy.

KEY ACTIONS TO BE TAKEN IN 2021 IN EACH OF THE PILLARS

The following measures appear to be of key importance within the particular pillars:

Pillar A: Education

- Measures requiring innovations in degree programmes with the aim of reacting to the needs of the labour market and to the requirements set by employers.
- Creation of a professional system for the preparation and implementation of online forms of teaching.

Pillar B: Research and R&D and creative activities

- Measures aimed to increase the extent and quality of R&D and creative activities – an increased number of published outputs indexed in monitored databases (WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates; an increased number and quality of results generated by artistic activities.

Pillar C: Internationalization

- Carry out activities in compliance with the Action Plan of the Strategy for International Cooperation and Creation of International Environment at TBU in Zlín.
- Carry out activities within the Action Plan of the MICHE for 2021- 2023.

Pillar D: Third role of TBU in Zlín

- Cooperation during the preparation of the upcoming programme period within the Zlín Region, with emphasis on preparing TBU's own projects or partner development IZI projects of the Zlín agglomeration.

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

- Create a system of human resource management at TBU in Zlín.

SOURCES OF FUNDING ALLOCATED FOR THE FULFILMENT OF THE IMPLEMENTATION PLAN FOR 2021

Funding for the Implementation Plan for 2021 will be allocated within the TBU Budget Rules for 2021, Budget Breakdown of TBU in Zlín for 2021, Budget Plan of TBU in Zlín for 2021, 2020–2021 Medium-Term Budget Outlook, Institutional Plan of TBU in Zlín for 2021 and financial resources from grants/subsidies.

INSTITUTIONAL PLAN OF TBU IN ZLÍN FOR 2021

Within the the Institutional Plan of TBU in Zlín for 2021, those activities or measures will be supported which meet the strategic aims and sub-goals set in the TBU 21+ Strategy and, at the same time, are targeted at the fulfilment of the prioritized goals set in the Strategic Plan of the Ministry for the area of higher education for the period from 2021 onwards (hereinafter referred to as SP2021+) and in the Strategy for Internationalization of Higher Education for the period from 2021 onwards.

Structure of measures listed in the Institutional Plan of TBU in Zlín for 2021 in accordance with the Prioritized Goals specified in the SP2021+:

Prioritized goal set in the SP2021+
Measures set in the TBU Institutional Plan of TBU in Zlín for 2021
1. Develop competences directly relevant to life and practice in the 21st century
1.1 Obtaining feedback on the quality of degree programmes and their review with a focus on increasing the academic success rate.
1.2 Innovation of the system used for the quality assessment of classes provided.
1.3 Organize internships and traineeships and improve the soft skills of students with the aim of improving their career prospects on the labour market.
1.4 Create an incentive tool for rewarding excellent results of work of academics and employees in educational activities and for use in business and industry.
2. Improve the availability and relevance of flexible forms of education
2.1 Create, with funding provided by a strategic project, a professional system for the preparation and implementation of online forms of teaching.
2.2 Modernize information and communication technology used for remote access, improve the quality of the accessibility of the relevant information resources in the TBU Library.

3. Increase the effectiveness and quality of doctoral programmes
3.1 Support the transition of PhD students to practice at the start of their academic career.
5. Build up capacities for strategic management of higher education
5.1 Build up capacities for strategic management of TBU.
5.2 Build up capacities for strategic collaboration with external partner institutions.
6. Reduce the administrative load on university staff so that they can fully concentrate on their mission
6.1 Strengthen the professional capacities for project activities at TBU and set up their effective coordination and cooperation.
6.2 Increase the efficiency of administrative processes in the TBU electronic environment.
6.3 Complete the implementation of the IS HAP at all component parts of TBU.
Internationalization of higher education institutions
I.1 Create a scholarship programme for international students studying doctoral programmes accredited in English at TBU with participation by the TBU component parts.
I.2 Create a scholarship programme for TBU students participating in mobility abroad as the so-called freemovers – with participation by the TBU component parts.
1.3 Improve the international environment at TBU.
1.4 Development of language skills of TBU employees.
Other measures corresponding to the areas listed in the Call
D.1 Develop and improve services provided by the Counselling Centre.
D.2 Organize events for the public in order to develop awareness and popularize educational, research and development activities carried out by TBU.
D.3 Implement measures aimed at a sustainable development of TBU.

Pillar A: EDUCATION

Priority 1

Implement open, flexible and high-quality education reacting to the needs of the labour market and to the societal challenges of the 21st century

Strategic goal	Sub-goal	Activities/Measures/Projects 2021	Responsibility	Output(s)	Indicator(s)
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 conditions favourable for the flexibility of study in relation to the individual needs of students.	Review the degree programmes offered, including the feedback from stakeholders (students, graduates, experts from business and industry and employers) and propose an optimization of the programmes through the “Action Plan Aimed to Reduce the Student Dropout Rate” and the “Methodology for the Evaluation of the Student Dropout Rate”.	Vice-Rector for Internal and External Relations Vice-Rector for Pedagogical Activities	Action plan Methodology	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
		Implement the TBU DUO project ¹ (key activity 06, key activity 07 – Reduction of the student dropout rate).	Vice-Rector for Internal and External Relations Vice-Rector for Pedagogical Activities	Implementation of the part of the TBU DUO project relating to 2021	A ₅ – Students admitted to study – Number of students admitted to study at TBU in Zlín
		Set the maximum percentage of contact classes in curricula (lectures) according to the criteria set (e.g. the coefficient of economic cost) and define the minimum percentage of seminars and practical classes.	Vice-Rector for Pedagogical Activities	Update of the Rector’s Directive SR/32/2019 – Standards Set for Degree Programmes at TBU in Zlín	A ₆ – Students enrolled at a HEI – Number of students enrolled at TBU in Zlín A ₇ – Graduates of degree programmes – Number of graduates at TBU in Zlín
		Organize remedial courses with funding provided by the Strategic Project of TBU in Zlín and ongoing remedial courses with funding provided by the TBU DUO project.	Vice-Rector for Internal and External Relations	Implementation of the Strategic Project of TBU in Zlín	A ₉ – Graduation rate – Percentage of students who completed their study
		Launch the QRAM in the IS/STAG (entering of academic results into Course unit information sheets – knowledge, skills, competences, curriculum map with the desired learning outcomes relevant for career prospects in future). Emphasize the interconnection between theoretical course units and practical training completed.	Vice-Rector for Pedagogical Activities	QRAM launched in the IS/STAG for Course unit information sheets	

¹ Strategic Project – TBU DUO in Zlín II, shortened name: TBU DUO, CZ.02.2.69/0.0/0.0/18_056/0012951

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		Support activities of student societies/associations and organizations which, as part of their activities, develop activities aimed to reduce student dropout rates. ²	Vice-Rector for Pedagogical Activities	Formation of a working group	
		Support activities carried out by TBU Faculties and aimed to deal with the issue of reduction of student dropout rates.	Deans of Faculties	Report on the activities of centres for the TBU Annual Report 2021	
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.).		Carry out an analysis of the needs of students taking care of children, with the aim of ensuring equal access to study for them, and prepare a proposal of innovations in supporting services in this field.	Vice-Rector for Internal and External Relations	Analysis Proposed innovation of the system of services	A ₂ – Students in degree programmes – Number of students at TBU in Zlín
		Propose a system of support for socially handicapped students.	Vice-Rector for Internal and External Relations	Proposed system of support for socially handicapped students	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
		Extend the activities of the Centre for the support of special needs students, and that by including additional services identified as desirable through student feedback.	Vice-Rector for Internal and External Relations	Improved quality and expanded offer of services for special needs students	
Sub-goal 1.1.3 Systemically encourage student participation in practical training and traineeships organized in cooperation with external partners as well as in R&D projects implemented at TBU, and seek new possibilities for cooperation with business and industry, and cooperation during		Upgrade the services and scope of work of the Job Centre, innovate work methodologies and SW tools in such a manner that the use of services provided by the Job Centre to students at TBU in Zlín is extended.	Vice-Rector for Internal and External Relations	Proposed innovation of the Job Centre, updated website	A ₁₂ – Students participating in practical training/traineeships – Number of students participating in practical training/traineeships in the academic year
		Organize Business Days 2021 – Job Opportunities Fair.	Vice-Rector for Internal and External Relations	Completed event	
		Analyze the processes of integrating the so-called year-long projects into teaching, prepare an action plan for implementation thereof.	Vice-Rector for Pedagogical Activities	Analysis Action plan	A ₁₃ – Course units involving experts from the application sphere –

² 2021+ Strategic Plan of the MEYS for Higher Education, expected measure at the level of HEIs, Prioritized goal 1, Prioritized goal E: Support for the building of infrastructure for interactive teaching methods and for the integration of students – involves activities of student societies/associations and organizations that strengthen social interaction, interconnect the academic community and contribute to improving the quality and relevance of learning.

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	the elaboration of academic qualification theses.	Innovate the internal methodology of supervision of practical training and traineeships, particularly in the field of setting the qualitative criteria necessary for carrying out practical training and traineeships, contractual arrangement, assessment in terms of credits, and subsequent verification of the outcomes and benefits of practical training/traineeships for students.	Vice-Rector for Pedagogical Activities	Updated Methodology for Organization of Practical Training and Traineeships for Students at TBU in Zlín	Number of experts from the application sphere involved in teaching in accredited degree programmes
		Organize practical training and traineeships and improve soft competences of students with the aim of improving their future career prospects on the labour market.	Vice-Rector for Internal and External Relations	Practical training and internships organized Educational events held	
		Educate thesis supervisors and external examiners in methodology and procedures related to the production of high-quality academic theses and evaluation thereof.	Director of the TBU Library	Educational materials	
<p>Strategic goal 1.2 Innovate degree programmes in accordance with technological development and new societal challenges for the career prospects of graduates on the changing labour market</p>	<p>Sub-goal 1.2.1 Apply for the accreditation of degree programmes reflecting the requirements of the labour market and respecting standards for accreditation arising from requirements set by the National Accreditation Bureau and from internal rules and regulations of TBU in Zlín.</p>	<p>Accreditation of degree programmes:</p> <p>Faculty of Technology:</p> <ul style="list-style-type: none"> • BP in <i>Process Engineering</i> (CZ, FTM+PTM, academically oriented degree programme) • FUMP in <i>Quality Management</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • FUMP in <i>Construction of Technological Equipment</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • DP in <i>Food Technology</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • DP in <i>Tools and Processes</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • BP in <i>Materials and Technologies</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • FUMP in <i>Biotechnology</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • FUMP in <i>Production Engineering</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • DP in <i>Materials and Technologies</i> (CZ+EN, FTM+PTM, academically oriented degree programme) 	Deans of Faculties	Accreditation	<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>

		<ul style="list-style-type: none"> • DP in <i>Food Technology</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • DP in <i>Tools and Processes</i> (CZ+EN, FTM+PTM, academically oriented degree programme) <p>Faculty of Logistics and Crisis Management:</p> <ul style="list-style-type: none"> • FUMP in <i>Logistics</i> (CZ, FTM) <p>Faculty of Applied Informatics:</p> <ul style="list-style-type: none"> • FUMP in <i>Integrated Systems in Buildings</i> (CZ, FTM, academically oriented degree programme) • FUMP in <i>Integrated Systems in Buildings</i> (EN, FTM, academically oriented degree programme) • FUMP in <i>Informatics Teaching</i> (CZ, FTM, academically oriented degree programme) • Extension of the newly accredited BP in <i>Applied Informatics in Industrial Automation</i> by adding the specialization focusing on control systems in buildings • Extension of the newly accredited FUMP in <i>Automatic Control and Informatics</i> by adding the specialization focusing on robotics <p>Faculty of Management and Economics:</p> <ul style="list-style-type: none"> • BP in <i>Economics and Management</i> – specializing in sectoral economics in accordance with industrial requirements set by the partner institution, Iraq (EN, FTM+PTM, career-oriented degree programme) • DP in <i>Economics of Tourism</i> (CZ, FTM+PTM) • DP in <i>Economics of Tourism</i> (EN, FTM+PTM) • Habilitation procedure and professorial appointment procedure in the field of <i>Finance</i> <p>Faculty of Humanities:</p>			
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		<ul style="list-style-type: none"> • FUMP in <i>Nursing in Surgery</i> (CZ, FTM+PTM, career-oriented degree programme) • FUMP in <i>Home Care and Hospice Care</i> (CZ, FTM+PTM, career-oriented degree programme) • FUMP in the field of English philology (CZ, FTM, career-oriented degree programme) • Habilitation procedure in the field of pedagogy <p>Faculty of Multimedia Communications:</p> <ul style="list-style-type: none"> • DP in <i>Multimedia and Design</i> (CZ, FTM+PTM) • DP in <i>Multimedia and Design</i> (EN, FTM+PTM) • Habilitation procedure and professorial appointment procedure in the field of <i>Multimedia and Design</i> 			
	<p>Sub-goal 1.2.2 Improve the quality of the educational environment with regard to graduate competences and introduce new tools for education and for support of talented students.</p>	<p>Update the development of curricula of degree programmes in such a manner that the preparation is always initiated by describing the graduate profile as per the Higher Education Qualifications Framework, including the learning outcomes required. Subsequently, prepare each study course unit including the sub-levels of learning outcomes, propose teaching methods and organization of the study accordingly.</p>	<p>Vice-Rector for Pedagogical Activities</p>	<p>Update of Rules Governing the Creation, Approval, Implementation of and Alterations to Degree Programmes Carried Out at TBU in Zlín Update of Study and Examination Regulations of TBU in Zlín</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>Enshrine in the Rules Governing the Creation, Approval, Implementation of and Alterations to Degree Programmes Carried Out at TBU in Zlín, the obligation to be fulfilled by guarantors of degree programmes, namely to ensure the opinions of experts from business and industry, employers, professional chambers or trade associations as to the degree programme in preparation, and that to the extent specified as part of the submitted degree programme dossier (self-evaluation report by the guarantor of the degree programme).</p>	<p>Vice-Rector for Pedagogical Activities</p>	<p>Update of Rules Governing the Creation, Approval, Implementation of and Alterations to Degree Programmes Carried Out at TBU in Zlín Update of Rector’s Directive SR/32/2019 –</p>	<p>B₄ – Quality of teachers – Number of academics without a PhD degree to those holding a PhD degree or higher</p> <p>C₁ – Quality of classes – Evaluation of the quality of classes in each of the course units via a joint</p>

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				Standards Set for Degree Programmes Carried Out at TBU in Zlín	questionnaire carried out in the IS/STAG system
		Create, with funding provided by the Strategic Project, a professional system for the preparation and implementation of online forms of teaching.	Vice-Rector for Pedagogical Activities	Methodology including the identification of key course units; preparation of technological facilities	C ₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the degree programmes by students in their final year of study
		Extend the range of study opportunities for highly talented students.	Vice-Rector for Internal and External Relations	Extended range of study opportunities for highly talented students	D ₁ – Quality of study in degree programmes – Graduates – Evaluation of the quality of study in each of the degree programmes by graduates who graduated 3 to 6 years ago
		Continue to innovate the system for the evaluation of the quality of teaching through strengthening communication with students, thus increasing the involvement of students in processes of evaluation of teaching.	Vice-Rector for Pedagogical Activities	Update of the Rules Governing the Creation, Approval, Implementation of and Alterations to Degree Programmes Carried Out at TBU in Zlín	D ₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of degree programmes by key companies employing graduates of TBU in Zlín
		Create an incentive tool for rewarding of excellent results of work of academics and employees in educational activities and for business and industry.	Rector	Internal regulation Communication Plan	
	Sub-goal 1.2.3 Encourage the participation of research centres in the educational process.	Implement the activities of the TBU DUO project aiming at increasing the competences of researchers for the needs of education.	Principal investigator of the project	Implementation of the part of the TBU DUO project relating to 2021	B ₃ – Involvement of research centres in teaching – Number of degree programmes where research centres are involved
		Implement the project entitled “Development of Doctoral Programmes” (UNI/CPS).	Principal investigator of the project	Project implementation	

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Sub-goal 1.2.4 Prepare and apply for accreditation of new degree programmes for the needs of regional companies specializing in mechanical engineering and new degree programmes focusing on the principles of sustainable development.	Prepare the accreditation of the degree programme focusing on the field “Mechanical Engineering, Materials and Technologies” at the Faculty of Technology in cooperation with the Faculty of Applied Informatics and with the Faculty of Management and Economics.	Dean of the FT	Accreditation plan of the degree programme	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín
	Prepare the accreditation for a degree programme focusing on a sustainable industrial development in the field of ‘Chemistry’.	Dean of the FT	Accreditation plan of the degree programme	A ₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín
	Prepare the accreditation of an interdisciplinary degree programme focusing on environmental and social responsibility and development based on the following fields of education: Life sciences, economics and security.	Dean of the FLCM	Accreditation plan of the degree programme	
Sub-goal 1.2.5 Prepare and obtain accreditation for new degree programmes in order to activate education in the field of footwear industry, thus following in the long-term tradition of degree programmes in this field.	Prepare an action plan for the development of a degree programme focusing on the footwear sector, including a schedule of activities.	Director of the UNI	Action plan	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A ₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín
Sub-goal 1.2.6 Enhance the quality and relevance of both full-time and part-time modes of study.	Analyze qualitative parameters of full-time and part-time degree programmes/courses and update internal regulations as part of feedback on the knowledge acquired.	Vice-Rector for Pedagogical Activities	Analysis Update of internal regulations	B ₄ – Quality of teachers – Number of academics without a PhD degree to those holding a PhD degree or higher C ₁ – Quality of classes – Evaluation of the quality of classes in each of the course units via a joint questionnaire carried out in the IS/STAG system C ₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the degree programmes by

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					<p>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 degree programmes by graduates who graduated 3 to 6 years ago</p> <p>D₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of degree programmes by key companies employing graduates of TBU in Zlín</p>
Sub-goal 1.2.7 Encourage an entrepreneurial mindset and creativity in students through various forms of education, participation in research, R&D and creative activities, and support the implementation of specific business plans through system instruments.	Prepare and implement the Methodology for the Establishment of Start-Up and Spin-Off Companies at TBU in Zlín, including proposed instruments to be used to support the start-ups. Prepare a proposal for an update of the internal regulation entitled Rules for Establishment of Legal Entities and for Monetary and Non-Monetary Investment in These and Other Legal Entities by Tomas Bata University in Zlín. (IKAROS project output ³).	Director of the TTC	Methodology, update of the internal regulation entitled Rules for Establishment of Legal Entities and for Monetary and Non-Monetary Investment in These and Other Legal Entities by Tomas Bata University in Zlín	<p>A₁₄ – Students involved in research, R&D and creative activities – Number of students involved in research, R&D and creative activities</p> <p>A₁₅ – Activities/events organized to encourage business activities and creativity of students – Number of events held to encourage business activities and creativity of students outside classes.</p>	
	Prepare projects aimed to extend the capacity and services of the existing innovation ecosystem focusing on the support of start-up projects implemented by students of TBU in Zlín.	Dean of the FMC (UPPER) CEO of the Technology	Project plans finalized		

³ Project entitled “Institutional Quality and Development of Strategy for Science at TBU in Zlín”, shortened name: “IKAROS SCIENCE TBU in Zlín”, Reg. No. CZ.02.2.69/0.0/0.0/18_054/0014623 – hereinafter referred to as “IKAROS”

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			Innovation Centre (TIC)		
Strategic goal 1.3 Open up opportunities for high-quality education to the public with the aim of increasing the adaptability of employees to changes on the labour market	Sub-goal 1.3.1 Build a functional and collaborative system of further education at TBU in Zlín, focusing on the needs of changing labour markets and new requirements set on employees.	Create a development strategy for Lifelong Learning at TBU in Zlín involving activities abroad, and an action plan.	Vice-Rector for Pedagogical Activities	Strategy of Development of Lifelong Learning at TBU in Zlín Action plan	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 G ₃ – Accredited Lifelong Learning courses – Number of accredited LL courses in accordance with the Methodology issued by the MEYS and by the MoLSA

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	Sub-goal	Activities/Measures/Projects 2021	Responsibility	Output(s)	Indicator(s)
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.	Create a system of education and other services that will increase the competences of TBU staff in the field of scientific publishing.	Director of the TBU Library	Information portal for researchers	E ₁ – Quality of published outputs - Citation rate of published outputs indexed in monitored databases (WoS/Scopus) over the last five years
		Prepare a document entitled Strategic Plan Aimed to Motivate Employees to Produce Publication Activities in the form of a comprehensive proposal of motivating tools, their primary goal being to initiate and activate publication activities and improve their quality.	Vice-Rector for R&D and Creative Activities	Strategic Plan Aimed to Motivate Employees to Produce Publication Activities	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.	Prepare an educational course aimed to improve quality of outputs evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators.	Director of the TBU Library	Study materials	E ₃ – Increased quality of R&D and creative activities - Interannual improvement in 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.	Prepare a methodology aimed to support excellent outputs included in the RAO focusing on cooperation between theoreticians, artists and designers.	Dean of the FMC	Methodologies	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 rated as AKX to BLX

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	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).	Prepare and develop a methodology for cooperation with international partners for networking in 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). (IKAROS project output)	Principal investigator of the IKAROS project	Implemented methodology	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 volume 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.	Analyze the options for strengthening of project capacities in R&D and contract research, and prepare a proposal for their inclusion in the organizational structure of TBU in Zlín.	Rector	Analysis Proposed system of support	E ₇ – Public funding support allocated to R&D – Amount of public funding support allocated to R&D (17+ Methodology) E ₈ – Revenues generated by contract research – Amount of revenues generated by contract research (17+ Methodology)
	Sub-goal 2.2.2 Increased percentage of project applications focusing on basic and applied research submitted/projects co-implemented in cooperation with international partners (expansion of integration into the international research infrastructure).	Create a strategy for international cooperation and cooperation with business and industry, including an action plan for the implementation of the strategy.	Vice-Rector for Internationalization (International Cooperation) Vice-Rector for R&D and Creative Activities (Cooperation with Business and Industry)	International cooperation strategy Action plan	E ₉ – International R&D projects – Number of international R&D projects as per 17+ Methodology
Strategic goal 2.3 Implement qualitative changes	Sub-goal 2.3.1 Increase the attractiveness and quality of doctoral	Carry out a project entitled Junior Grants at TBU in Zlín ⁴ (TBU JUNG).	Principal investigator of	Implementation of the part of the project relating to 2021	

⁴ Project entitled Junior Grants at TBU in Zlín, shortened name TBU JUNG, Reg. No. CZ.02.2.69/0.0/0.0/19_073/0016941

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in the system of doctoral programmes aimed to increase their attractiveness	programmes through the involvement of students in 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.		the TBU JUNG Project		
		Increase the attractiveness of doctoral programmes by launching targeted internal research programmes.	Vice-Rector for R&D and Creative Activities	Calls announced within internal research programmes	B ₃ – Research focus of degree programmes – Number of doctoral students compared to the number of Bachelor’s students
		Efficiently use scholarship funds for individual development of talented students.	Vice-Rector for R&D and Creative Activities	Individual development projects	E ₁₀ – Long-term traineeships taken by PhD students – Number of doctoral 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.	Extend the offer for PhD students by adding research project staff positions.	Vice-Rector for R&D and Creative Activities	Offer for PhD students	A ₂ – Students in degree programmes – Number of PhD students
		Continue the preparation of accreditations of doctoral programmes in the fields where significant knowledge potential is created (e.g. footwear materials and technologies, energetic materials and equipment).	Vice-Rector for R&D and Creative Activities	Accreditations in preparation	A ₉ – Graduation Rate – Percentage of students who completed their studies in doctoral programmes
		Support the transition of PhD graduates to practice at the start of their academic career.	Rector	Preparation of the internal regulation “Implementation of Measures by Providing a Contribution”	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	Sub-goal 2.4.1 Prepare and implement the strategy for further development of the TTC.	Maintain a high-quality level of human resources in the area of intellectual property protection.	Director of the TTC	Defined personnel structure within the required qualifications	E ₁₂ – Transfer of knowledge, cooperation – Number of outputs in technology transfer
		Continue to develop transfer projects as part of the further development of the TTC.	Director of the TTC	Supported transfer projects	
		Prepare a project to establish/set up an internal grant agency for the support of transfer projects.	Director of the TTC	Project focusing on the establishment of an internal grant agency	

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capacity in counselling and supporting services		Elaborate a document entitled Methodology for Long-term Conceptual Support of Start-up and Spin-off Technology Parks. (IKAROS project output)	Director of the TTC	Methodology	
	Sub-goal 2.4.2 Permanently educate employees in the field of intellectual property protection and handling of intangible property.	Provide continuous training for staff in technology transfer and intellectual property protection. (IKAROS project output)	Director of the TTC	Staff training organized	E13 – Deepening the qualification of employees in the field of intellectual property protection – Number of educational events per year
		Carry out staff training in the field of business skills. (IKAROS project output)	Director of the TTC	Staff training organized	
	Sub-goal 2.4.3 Use system tools to support the transfer of R&D knowledge to business and industry.	Support, on a project basis, the development of knowledge transfer and cooperation with business and industry at all levels, i.e. contract, applied and basic research.	Vice-Rector for R&D and Creative Activities	Number of grants provided	E12 – Transfer of knowledge, and cooperation – Number of outputs in technology transfer

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 the international cooperation in all its activities

Strategic goal	Sub-goal	Activities/Measures/Projects 2021	Responsibility	Output(s)	Indicator(s)
Strategic goal 3.1 Strengthen internationalization at TBU in Zlín by increasing the number of students and staff members from abroad, supporting 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.	Analyze the options for an increase in the number of international students in degree programmes accredited to be taught in English and prepare a proposal of measures to be adopted.	Vice-Rector for Internationalization	Carry out an analysis and propose measures aimed at increasing the number of international students in degree programmes accredited to be taught in English	A ₃ – International students – Number of international students at TBU in Zlín; out of which the number of self-paying students F1 – 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
		Adopt measures aimed at monitoring the quality of degree programmes on an ongoing basis and to ensure a comparable level with programmes carried out in the Czech language.	Vice-Rector for Pedagogical Activities	Proposed measures to be taken to monitor the quality of DP on an ongoing basis	F2 – Number of international students in degree programmes
		Ensure the continuity of funding (scholarships) for international students studying full degree programmes accredited to be taught in English with participation by the component parts of TBU in Zlín.	Vice-Rector for Internationalization	Scholarship programme	F3 – International PhD graduates – Number of international graduates, out of which the number of self-paying students.
	Sub-goal 3.1.2 Support short-term study periods taken by international students coming to TBU in Zlín.	Analyze the options for an increase in the number of international students participating in short-term mobility and prepare a proposal of measures to be adopted.	Vice-Rector for Internationalization	Carry out an analysis and propose measures aimed at increasing the number of	F ₄ – International students participating in short-term study periods – Number of international students coming to TBU in Zlín

				international students participating in short-term mobility	to participate in short-term study periods and the number of students participating in such study periods and duration of study periods in days
		Adopt measures to monitor quality of course units taught in a foreign language on an ongoing basis and ensure a comparable level with course units taught in Czech.	Vice-Rector for Pedagogical Activities	A summary of measures taken to monitor the quality of course units taught in a foreign language on an ongoing basis	
		Ensure continuity of funding (scholarships) provided to international students participating in short-term study periods, with participation of the component parts of TBU in Zlín.	Vice-Rector for Internationalization	Scholarship programme	
		Harmonize the admission procedures with regard to Erasmus Without Papers.	Vice-Rector for Internationalization	Proposed harmonization of the admission procedure	
		Attract new partners for cooperation in the field of mobility of incoming students (particularly Freemover) and, where appropriate, contacts for concluding Erasmus+ and other agreements with the focus on the quality of mobility.	Vice-Rector for Internationalization	Overview of new partners	
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.		As part of the strategic management, create the institutional Strategy for Internationalization of R&D, with the strategy being developed in full compliance with the mission of the University and complementary to the strategic plan of the University, and, thus, all the relevant parties are involved in the process of its development.	Principal investigator of the IKAROS project	Internationalization strategy in R&D	F5 – Quality of international services provided at TBU in Zlín – Evaluation of the quality of international services provided at TBU in Zlín
		Carry out activities arising from the Action Plan of the Strategy for International Cooperation and Creation of an International Environment at TBU in Zlín.	Vice-Rector for Internationalization	Activities carried out	

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		Provide international applicants for study and employment/students/employees with comprehensive information, counselling and supporting services in order to facilitate their stay in the Czech Republic.	Vice-Rector for Internationalization	Creation of a Welcome Centre for international students and staff	
		Establish a system of cooperation with international students and graduates and involve international students and graduates in the promotion of the University.	Vice-Rector for Internationalization	An established system of cooperation with international students and graduates	
		Cooperate with the Czech National Agency for International Education and Research, embassies, Czech centres, etc. on the offer of a unified presentation abroad as part of the “Study in the Czech Republic” initiative. Participate in education fairs or carry out other promotional activities (virtual fairs, webinars, etc.) abroad and cooperate with international student clubs (Buddy System Zlín, etc.).	Vice-Rector for Internationalization	Overview of promotional activities	
	Sub-goal 3.1.4 Increase the number of employees from abroad and support their long-term presence at TBU in Zlín.	Cooperate during the creation of jobs for international employees.	Vice-Rector for Internationalization	Offer of job opportunities for talented doctoral graduates from abroad and staff from abroad	F ₇ – Staff members from abroad at TBU – Number of staff members from abroad employed at TBU in Zlín (17+ Methodology)

Strategic goal 3.2 Support 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.	Analyse options for an increase in the number of academic and non-academic staff who have participated in mobility abroad and develop a proposal for measures containing a motivation and incentive system supporting the participation in mobility and a plan to remove barriers and obstacles to mobility.	Vice-Rector for Internationalization	Analysis Proposed measures aimed to increase the number of academic and non-academic staff who have participated in mobility abroad	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 participated in mobility abroad
		Develop language skills of employees of TBU in Zlín.	Develop language skills of TBU employees	Implementation of language courses	
	Sub-goal 3.2.2 Simplify the processes of recognizing academic results gained 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.	Adopt the necessary measures for a full application of tools for the electronic exchange of information on study, electronic identification and computerization of the recognition of credits gained during study periods abroad. Implement the initiatives of the European Commission, i.e. Erasmus Without Papers, European Student Card/ and EMREX, and actively use the Uniform Digital Gateway.	Vice-Rector for Internationalization Head of the ITC (technical aspect)	Proposed measures and implementation plan	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
		Adopt measures aimed to improve the quality of activities related to the organization of mobility (physical, virtual or combined), in particular in the context of monitoring of the maintenance of mobility organization standards, digitization of administrative procedures, automatic recognition, language and intercultural training before the mobility, and the availability of information for students.	Vice-Rector for Internationalization	Proposed measures and implementation plan	
		Implement automatic recognition of academic results gained abroad and introduce transparent recognition criteria that are applied uniformly across the whole higher education institution.	Vice-Rector for Internationalization Head of the ITC (technical aspect)	Implementation proposal	

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	Sub-goal 3.2.3 Increase the percentage of students who have completed studies/traineeships abroad.	Support mobility for special needs/socio-economically disadvantaged students through increased amounts of scholarship, provision of information assistance, etc.	Vice-Rector for Internationalization	Proposed measures	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
		Ensure continuity of funding (scholarships) for outgoing students with participation by the component parts of TBU in Zlín (freemovers).	Vice-Rector for Internationalization	Scholarship programme	
		Adopt measures aimed to introduce new types of mobility (virtual, combined, short-term intensive, etc.) and to integrate mobility of international students as an integral part of curricula of degree programmes.	Vice-Rector for Internationalization	Proposed measures and implementation plan	
Strategic goal 3.3 Foster strategic collaboration, partnership and build 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.	Update the system of methodological support for the development of joint degree programmes, in particular with regard to their definition, setting of standards for evaluation and quality assurance and the necessary legislative regulations.	Vice-Rector for Internationalization	Updated system of methodological support for the development of joint degree programmes	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 implemented in cooperation with strategic international partners (expansion of integration into the international research infrastructure).	Develop a system to support the preparation of and application for international education and mobility projects through using the networking already developed, identify funding opportunities and consulting as part of project preparation processes.	Vice-Rector for Internationalization	Offer of services aimed to support the preparation and submission of projects	F ₁₂ – Expand the integration into the international research infrastructure – Amount of funding allocated to international research projects
		Get involved in project activities providing scholarships to outgoing as well as incoming students/staff members	Vice-Rector for Internationalization	Number of cases of involvement in project activities	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.	Join international networks corresponding to the profile, preferences and long-term aims of TBU in Zlín, including university alliances within calls for the creation of European universities, and create internal conditions within the institution for a successful operation in these strategic partnerships.	Vice-Rector for Internationalization	Number of cases of involvement in international networks Number of strategic partnerships	

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	Sub-goal	Activities/Measures/Projects 2021	Responsibility	Output(s)	Indicator(s)
Strategic goal 4.1 Actively participate in the creation, preparation and implementation of national and regional strategies, including the 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	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, and the same time, participate in their implementation through TBU's own projects/partnerships with the aim of influencing the public life.	Actively participate in the management of strategic documents of the Zlín Region as part of membership in executive/advisory bodies; collaborate during the update of the RIS3 strategy by updating the Regional Innovation Strategy of the Zlín Region and the RIS3 Regional Annex.	Rector	Membership of TBU in Zlín in expert bodies, committees or panels of the Zlín Region	G ₁₁ – Public partnerships for the formation of national and regional policies – Overview of strategic partnerships
		Develop cooperation with the Municipality of Zlín on the development of the territory of the town, including cooperation on the preparation of the Zlín 2030 Strategy and on the development of the specified agglomeration of Zlín as part of the preparation and launch of the ITI, including the preparation of the Strategy for the Zlín Agglomeration 2030.	Rector	Membership of TBU in Zlín in expert bodies, committees or panels of the Zlín Region, committees of the Municipality of Zlín	
		Prepare or participate in the preparation of strategic projects, in particular ITI projects prepared within the Zlín agglomeration.	Rector	Strategic projects prepared	
		Cooperate with the Municipality of Zlín and with the Zlín Regional Authority on a systematic removal of barriers to the daily lives of international students/employees in order to make Zlín a university town with an international outreach – collaborate during the implementation of projects aimed to build a foreigner-friendly region.	Vice-Rector for Internationalization	Proposed measures Projects prepared	
	Sub-goal 4.1.2 Update the involvement of TBU in clusters, platforms or societies/associations with the aim of participating in the activities of these entities through active membership and joint projects to the benefit of TBU in Zlín.	Review the membership of TBU in Zlín in clusters, cluster platforms, industrial associations, etc. and activate the membership where it is useful for TBU in Zlín; present the active partnership of TBU.	Vice-Rector for Internal and External Relations	Active membership/ representation of TBU in Zlín	G ₁₃ – Involvement in clusters, platforms, societies and associations – Overview of platforms where TBU in Zlín is represented

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projects	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.	Review the concept for the support of material and technical facilities used for the purposes of physical training and sports at TBU in Zlín.	Bursar	Innovated concept of support	G ₁₅ – System providing support to sports activities at TBU in Zlín
		Prepare the concept for the development of further cooperation with the TBU Student Union and with student public benefit associations.	Director of Marketing and Communications	Concept for the development of further cooperation	G ₁₄ – Cooperation with student organizations – System of cooperation with the TBU Student Union and with student public benefit associations
Strategic goal 4.2 Strengthen the position of TBU as a leader in the development of education and of the level of education in the Zlín Region	Sub-goal 4.2.1 Prepare and implement projects of cooperation with primary/secondary/nursery schools aiming at the development of the education system in the Zlín Region, and cooperate in projects focusing on the support of talented pupils and students.	Implement sub-projects within the IKAP II project of the Zlín Region: <ul style="list-style-type: none"> - The project of the Regional Centre for Support of Education, and prepare the capacity to start its implementation at the Faculty of Humanities. - The project entitled Support of Polytechnic Education. - The project entitled Math Literacy Activities focusing on the promotion of literacy in mathematics. 	Principal investigators of projects implemented within the IKAP II project	Implementation of the part of the IKAP II projects relating to 2021	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
		Sub-goal 4.2.2 Continue to implement the University of the Third Age and develop the range of courses	Extend the U3A offer to other towns in the Zlín Region.	Vice-Rector for Internal and External Relations	Increased number of involved municipalities

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	carried out.			based in the Zlín Region	
		Innovate and extend the offer of courses for U3A students, including development of online teaching.	Vice-Rector for Internal and External Relations	Innovation in existing courses New U3A courses	
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	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.	Actively raise the awareness of the life and work of Tomas Bata.	Director of the TBU Library	Updated website and other published outputs	G ₉ – Annual evaluation of marketing events
		Organize a campaign supporting the image of TBU in Zlín and associated with the 20 th anniversary of the establishment of TBU.	Director of Marketing and Communications	Nation-wide campaign that supports the TBU brand and name, using both online and offline communication channels including the assessment	G ₁₀ – Annual evaluation of the plan of activities of the Bata Information Centre
		Actively participate in the supporting programme of the Zlín Film Festival.	Director of Marketing and Communications	Participation in the supporting programme – promotion of TBU as a brand	
	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.	Continue to develop the document entitled Marketing and Communication Strategy for the Popularization of R&D at TBU in Zlín. (IKAROS project output)	Principal investigator of the IKAROS project	Interim draft of the strategy	G ₈ – Popularization of R&D – Number of events aimed to popularize R&D
		Prepare a proposal of a presentation of the transfer projects in implementation.	Director of the TTC	Presented case studies	
		Develop awareness of and popularize educational and R&D activities of TBU in Zlín during targeted events intended for the general public.	Deans of TBU Faculties	Completed events	

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, nurtures the sense of community among TBU employees/students and the importance of its values, and respects the observance of the TBU internal regulations

Strategic goal	Sub-goal	Activities/Measures/Projects 2021	Responsibility	Output(s)	Indicator(s)	
Strategic goal 5.1 Set up efficient internal processes and strategically manage the development of TBU in Zlín	Sub-goal 5.1.1 Build up the internal capacity for the strategic management of TBU in Zlín.	Increase skills of senior executives through educational activities organized with funding provided by the TBU DUO project.	Principal investigator of the TBU DUO Project	Educational materials	H ₁ – Strategic management 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	
		Update and implement a system of occupational health and safety management, fire safety and environmental protection, including the preparation of crisis management methodologies aimed to provide conceptual safety management at TBU in Zlín.	Bursar	Updated Organizational Directive & Internal Rules and Regulations Updated documentation		
		Build up the H&R capacity for the preparation of analytical supporting documents, data processing and evaluation of information for the strategic management of TBU in Zlín.	Rector	Created job position		
		Create a job position of Senior Project Manager to provide methodological project management and mentoring during the provision of work-related training to newly recruited project managers.	Bursar	Created job position		
	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	Carry out an internal audit of duplicate activities that have been set up as centrally provided services or capacities provided at the central level, and set up a plan to eliminate duplications that are not justified. Increase the efficiency of already built capacities of centrally provided services and reduce the administrative load.	Rector	Internal audit, action plan		H ₂ – Finalized organizational structure of TBU in Zlín
		Improve the stability, transparency and efficiency of funding of TBU in Zlín through an optimization of the organizational structure at each of the component parts of TBU in Zlín.	Rector Bursar	TBU Budget Rules for 2021		H ₃ – Functional services provided centrally

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	internally.	Develop a uniform categorization of jobs and job positions at TBU in Zlín.	Bursar Head of Human Resources	Internal categorization of job positions	
		After the completion of the “uniform categorization of job positions at TBU in Zlín”, optimize the HR SAP system, improve the management of the organizational structure, planned jobs with a description of all qualification requirements, and required mandatory staff training and PPE register.	Bursar Head of Human Resources	Proposed optimization of the HR SAP	
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.		Continue to carry out modifications to the IS/STAG system necessary in accordance with the Amendment to the Higher Education Act and with new EU projects focusing on digitalization (eIDAS, Erasmus Without Paper).	Head of the ITC	Modification in the IS/STAG	H4 – Modern and functional information infrastructure H5 – Functional “E-spis” Electronic Records Management System
		Proceed in coordination with other higher education institutions when applying new EU directives in the higher education environment.	Head of the ITC	Application of new EU regulations	
		Finalize, at all component parts, the process of building integration links between the “E-spis” Electronic Records Management System and the IS STAG system and the public contracting authority’s profile (public tender) at Tenderarena.	Head of Corporate Services	Completion of the integration process	
		A detailed analysis of the transition to the Mifare DESFire chip cards, including the technological impact and financial cost.	Head of Technical Services	Analysis of the transition to the Mifare DESFire chip cards	
		Optimize HR portal elements to facilitate the access to the data included in the HR SAP system for employees.	Head of the ITC	Optimization of the HR Portal	
		E-signature — a gradual transition to the exclusive use of e-signatures with the support of the University’s information systems.	Head of the ITC	Incorporation of electronic signing into all processes at TBU in Zlín	
		Continue to modify the information infrastructure in accordance with EU requirements.	Head of the ITC	Modification of the information infrastructure	
		Complete the implementation of the HAP IS at all component parts of TBU in Zlín.	Director of the TBU Library Head of the ITC	Implemented information system	
Sub-goal 5.1.4 Ensure the conditions for the creation and development of		Support projects aimed at the creation of new research centres (Strategic Development Fund) through strategic projects funded from public resources.	Bursar	TBU Budget Rules for 2021	E14 – Infrastructure for R&D and creative activities – Number

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	new centres focusing on strategic directions and ensure the sustainability and further development of the existing research centres.	Ensure, through the Budget Rules, the sustainability and development of the research centres built with funding provided by the OP R&DfI, Priority Axis II.	Bursar	TBU Budget Rules for 2021	of research centres at TBU in Zlín E15 – Development of infrastructure for R&D – Defined conditions for the development of research centres
	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.	Propose innovation to the system of communication with employees.	Director of Marketing and Communications	Propose an innovation of the system of communication with staff	H6 – Communication plan
Strategic goal 5.2 Finalize the internal system of assurance and evaluation of quality of educational, R&D, creative and related activities at TBU in	Sub-goal 5.2.1 Implement an internal system of evaluation of quality of R&D and creative activities in accordance with MEYS recommendations, the NAB methodology and the 17+ Methodology of the MEYS, and	Carry out a university-wide internal quality survey aimed at the fulfilment of educational and information needs of students, taking into consideration the crisis situation in the Czech Republic and changes in the forms of teaching at TBU in Zlín.	Vice-Rector for Quality Management	Progress research report	H7 – An established system of internal quality assurance and evaluation
		Carry out a university-wide internal quality survey aimed at assessing the services provided to TBU students and staff.	Vice-Rector for Quality Management	Progress research report	
		Modify the structure of the Report on the Internal Evaluation of Quality of Activities at TBU in Zlín in accordance with the TBU 21+ SP.	Vice-Rector for Quality Management	Report on the Internal Evaluation of Quality of	

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Zlín	develop evaluation methods for the purposes of the assurance of quality of education, R&D and creative activities and the third role of the University.			Activities Carried Out at TBU in Zlín	
		Modify the structure of the Report on the Internal Evaluation of Quality of Activities at TBU in Zlín in accordance with the external evaluation processes as specified within the Sub-goal 5.2.2.	Vice-Rector for Quality Management	Report on the Internal Evaluation of Quality of Activities at TBU in Zlín	
		Carry out a university-wide evaluation of the fulfilment of the working capacity and of the management of the work performance of academics/researchers in the academic year 2019/2020 and formulate measures aimed at its optimization and development.	Vice-Rector for Quality Management	Progress research report	
	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 taken by the panels when reviewing internal processes, during the strategic allocation of resources within the institution and other policies which are the subject of evaluation.	Carry out an external TBU quality evaluation within the EUA – Institutional Evaluation Programme – and incorporate the measures based on the results into the strategic management of TBU.	Vice-Rector for Quality Management	Report on the External Evaluation of Quality of TBU (EUA – IEP)	H ₈ – Implement the relevant recommendations arising from the work of evaluation bodies
		Carry out an external TBU quality evaluation in compliance with the 17+ Methodology.	Vice-Rector for Quality Management	Report on the External Evaluation of TBU as a Research Organization (M17+)	
Sub-goal 5.2.3 Consistently evaluate and ensure the quality of international mobility of incoming/outgoing students.	Carry out a questionnaire survey in order to evaluate the quality of international mobility.	Vice-Rector for Internationalization	Questionnaire Survey Report	F ₆ – Stabilization of the quality of international mobility	

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Strategic goal 5.3 Assure the financial stability of TBU in Zlín	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.	Within the TBU Budget Rules for 2021, separate additional funds from institutional funding for pre-defined purposes that will be allocated through internal competitions organized within the Strategic Development Fund.	Rector Bursar	TBU Budget Rules for 2021	H ₉ – Public funding resources for the support of development of TBU in Zlín - Number of grants provided/Specification of the funding received
	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.	Take societal needs on the national/global level into greater consideration when defining research priorities and when allocating financial resources within the institution.	Rector Bursar	TBU Budget Rules for 2021	H ₁₀ – TBU Budget Rules for the given years
		During the process of internal allocation of funds provided within the institutional funding systems (co-funding), consistently take into consideration the real performance and qualitative results produced by organizational units.	Rector Bursar	Budget Breakdown for 2021	
		During the process of internal allocation and use of financial resources provided within institutional funding systems and intended for the long-term conceptual development of a research organization, strictly follow the prioritized aims of the MEYS and of TBU in Zlín (systemic measures aimed at supporting high-quality research, a career development system for academics/researchers, etc.), with emphasis on a higher degree of centralization of processes.	Rector Bursar	Budget Rules for 2021	
Strategic goal 5.4 Strengthen the strategic management of human resources	Sub-goal 5.4.1 Build up a functional system of human resource management at TBU in Zlín.	Create a strategy for the human resource development at TBU in Zlín, including the integration of sub-methodologies for human resource management, and prepare an action plan for the implementation of the measures proposed.	Rector	Strategy Action plan	H ₁₁ – System of human resource management at TBU in Zlín
		Prepare and implement a Methodology for Work with Human Resources at TBU in Zlín. (IKAROS project output)	Principal investigator of the IKAROS project	Methodology	
		Prepare and implement a Methodology Aimed at Supporting the Gender Equality. (IKAROS project output)	Principal investigator of the IKAROS project	Methodology	
		Prepare and implement a Methodology for Reconciling the Family and Working Life at TBU in Zlín.	Head of Human Resources	Methodology	
		Recruitment of employees for the field of development of HR Management.	Rector	HR capacity built up	

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<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>	<p>In line with the strategic vision of the component parts, use the advanced search for candidates for managerial and specialist job positions.</p>	<p>Principal investigator of the IKAROS project</p>	<p>Registration and active use of advanced search on specialized servers</p>	<p>H₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being at least 30% and 15%, respectively</p>
<p>Sub-goal 5.4.3 Fully implement a system of human resource management in R&D; retain 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.</p>	<p>Retain the existing HR Award certificate and finalize the preparation of conditions for the certificate to be extended, i.e. obtained by each of the component parts of TBU in Zlín.</p>	<p>Deans of Faculties</p>	<p>Conditions set for the extension of the HR Award certificate</p>	<p>H₁₃ – Obtain the HR Award certificate at each of the TBU component parts</p>
<p>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.</p>	<p>Finalize the Implementation Methodology for the TBU Code of Conduct and incorporate it into internal regulations and processes, start the implementation of the Code of Conduct. (IKAROS project output)</p>	<p>Principal investigator of the IKAROS project</p>	<p>Implementation Methodology for the Code of Conduct of TBU in Zlín incorporated into internal regulations</p>	<p>H₁₄ – 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</p>
	<p>Ensure the incorporation of the European Charter for Researchers into the internal structure of TBU in Zlín.</p>	<p>Rector Head of Human Resources</p>	<p>Implementation Methodology for the European Charter for Researchers</p>	
<p>Sub-goal 5.4.5 Build up the personnel structure of academic staff; set the rules for and develop a system for</p>	<p>Create a motivation system in the form of targeted instruments to stimulate the building of the required staff structure of academics, including the management of young talents.</p>	<p>Rector</p>	<p>Proposed motivation system</p>	<p>H₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being</p>

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	career development of academics/researchers, and manage the development of talents in junior academic staff, including incentive pay.	Analyze and propose legislative measures governing the filling of posts of senior executives at TBU in Zlín.	Rector Deans of Faculties	Proposed internal regulation of TBU in Zlín	at least 30% and 15%, respectively H ₁₄ – Established rules for strategic management of human resources in R&D through key documents incorporated into the internal regulations and processes at TBU in Zlín
		Propose measures aimed to link the system of evaluation of academics and researchers and their remuneration at TBU in Zlín.	Vice-Rector for Quality Management	Modification proposed to the relevant internal regulation of TBU in Zlín	
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.	Prepare a strategy entitled 'Policy of Open Access to Scientific Information at TBU in Zlín'. (IKAROS project output)	Director of the TBU Library	Contentual framework of an interim draft of the strategy	H ₁₅ – Development of the TBU Library, including the implementation of the Open Access strategy to scientific information H ₁₆ – Built up capacity for educational and R&D and creative activities, including conference rooms
		Optimize the technological equipment in the TBU Library, including the TBU University Press.	Director of the TBU Library	Development of functionalities of the existing infrastructure with the aim of enhancing the security, stability, and the services offered	
		Extend the offer of high-end information and educational sources for students and academics of TBU in Zlín as well as for the general public and offer them via a uniform portal.	Director of the TBU Library	Comprehensive offer of printed and electronic information resources	
		Optimize and modernize information and communication technology with the aim of stabilizing and provision of remote access of users to the TBU information systems.	Head of the ITC	Renewed system and backup sources of power for the central server room in the U13 building	
		Complete renovation of the U1 building, Stage: "Architectural Competition for the Design of a New Building for the Faculty of Technology".	Bursar	Selection of the winning architectural design	

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				for the new U1 building	
		Complete the construction project “Renovation and Modernization of the Assembly Hall of the Academia Centre” (completion in 2021).	Bursar	Final building permit	
		Prepare the project “Centre of Digital Innovation (and Creative Industry)” Project stage: Preparation of a project dossier for the building.	Bursar	Project dossier for a building permit procedure	
		Build a wheelchair access and a security system within in all buildings of TBU in Zlín.	Bursar	Modifications completed	
	Sub-goal 5.5.2 Maintain and develop the infrastructure for the provision of accommodation and catering services.	Complete the construction operation of “TBU - Renovation and Modernization of the U7 Building” (completion: June 2022), including the delivery of furniture that is not fixed to the structure and ensure that the HRR building is put into operation (August 2022).	Bursar (capital projects) Director of the HRR (putting the U7 building into operation)	Final building permit Building put into operation	H17 – Satisfactory bed capacity at TBU in Zlín H18 – Modern system of catering and related services
		Ensure the registration of the investment plan for the construction project “Renovation of the Eastern Section of the 2 nd , 3 rd and 4 th Floor of the U12 Building” (by 12/2021).	Bursar	Registration of the investment project	
		Implement a new system for the provision of catering services in the U41 Refectory (renovation of the layout of food-serving counters in the Student Refectory).	Director of the HRR	Operation to start in September 2021	
		Prepare a concept of accommodation for students and international staff which will comply with the current requirements set on the quality of accommodation services and with international standards.	Director of the HRR	Concept	
	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.	Prepare an action plan of the Strategy for Sustainable Development at TBU in Zlín, including a proposal for implementation, and prepare projects supporting the environmental responsibility of TBU in Zlín.	Rector	Action Plan of the Strategy for Sustainable Development at TBU in Zlín including the implementation proposal	H19 – Number of projects implemented or measures adopted

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 Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2021 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.

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
AR	Academic year
BP	Bachelor's programme
CPS	Centre of Polymer Systems
CR	Czech Republic
CZ	Czech language
DP	degree programme
DP	doctoral programme
DRO	Development of the research organization
EC	European Commission
EEA Funds	European Economic Area Funds
EN	English language
EU	European Union
EUA	European University Association
F	Full-time mode of study
FAI	Faculty of Applied Informatics of TBU in Zlín
FHS	Faculty of Humanities of TBU in Zlín
FLCM	Faculty of Logistics and Crisis Management of TBU in Zlín
FMC	Faculty of Multimedia Communications of TBU in Zlín
FaME	Faculty of Management and Economics of TBU in Zlín
FS	Fire safety
FT	Faculty of Technology of TBU in Zlín
FUMP	Follow-up Master's programme
HEI	Higher education institution/higher education
HR	Human resources
HR SAP	Human Resources module for the SAP information system
HRR	Halls of Residence and Refectory
IEB	Internal Evaluation Board of TBU in Zlín

IEP	Institutional Evaluation Programme
IGA	Internal Grant Agency
IPM	Investment and Property Management
IRAPE	Integrated Regional Action Plan in Education
IS/STAG	Information System for Studies' Administration
IT	Information technology
ITC	Information Technology Centre
ITI	Integrated territorial investments
LL	Lifelong Learning
MP	Master's programme
MEYS	Ministry for Education, Youth and Sports of the Czech Republic
MEYS 17+	Methodology for the Evaluation of Research Organisations and Evaluation of Programmes Aimed to Support Research, Development and Innovations
MICHE	Monitoring Internationalization of Czech Higher Education
MoLSA	Ministry for Labour and Social Affairs of the Czech Republic
MZ	Municipality of Zlín
NAB	National Accreditation Bureau for Higher Education
NS	Nursery School
OP R&DfI	Operational Programme "Research and Development for Innovations"
OSH	Occupational safety and health
P	Part-time mode of study
PR	Public relations
PS	Primary school
RAO	Register of Artistic Outputs
RIS3	Regional Innovation Strategy 3
R&D	Research, development and creative activities
R&D&I	Research, development and creative activities, innovation
SG	Strategic goal
SN	Special needs (Special needs students)
SP2021+	Strategic Plan of the Ministry for the Area of Higher Education Institutions for the period from 2021 onwards

SS	Secondary school
SSG	(Strategic) Sub-goal
SW	Software
TBU	Tomas Bata University in Zlín
TIC	Technology Innovation Centre
TS	Technical Services
TTC	Technology Transfer Centre
UNI	University Institute of TBU in Zlín
UPPER	Centre of Creative Industries and Business
U3A	University of the Third Age
WoS	Web of Science

Appendix 1: Plan of Investment Activities of TBU for 2021

List of Investment Projects to Be Implemented in 2021 (in thousand CZK)

Project	Non-investment resources of TBU	Investment resources of TBU	Non-investment resources - grants	Investment resources - grants	Total
Implementation of project with a budget exceeding CZK 10 million:					
Complete renovation of the U1 building	0	4,720	0	0	4,720
Renovation and modernization of the U7 building	3,669	38,044	6,300	59,730	107,743
Renovation and modernization of the Assembly Hall of the Academia Centre	0	65,376	0	2,995	68,370
	3,669	108,140	6,300	62,725	180,833

Detailed Information on Construction Projects with a Budget Exceeding CZK 10 Million:

Complete Renovation of the U1 Building

In terms of project funding, the “**Complete Renovation of the U1 Building**” project has been included in the sub-programme 133D 22R “Development and Renewal of Material and Technical Facilities of Tomas Bata University in Zlín” (see the relevant document issued by the MEYS, Reg. No. MEYS-19762/2018-5).

After more than 85 years of intensive use (The FT has been residing in the building since 1969), the building shows signs of considerable wear and tear of the interior construction and technological equipment in the building, which is beyond the service life limit.

The subject matter of the intent was originally a complete renovation and modernization of the U1 building including a complete modernization of both operational and technological parts of the building.

In 2019, an extensive static analysis of horizontal load-bearing structures was carried out with the following result:

- The concrete frame reinforced with steel is not of a sufficient rigidity to bear the horizontal loads when compared with the standards currently in force.
- Horizontal elements of ceiling structures (slabs, ceiling beams and joists) do not meet the requirement of the lowest strength class of concrete for concrete frames reinforced with steel; therefore, they cannot be assessed at all according to the standards currently in force.

The fact that there are no visible defects in the structure can only be explained by the fact that the actual variable load does not reach the level considered and also by the fact that the reserves between the calculated and actual strengths of materials have been really used (however, this cannot be respected when assessed according to the applicable standards).

It follows from the above-mentioned static conclusion that the planned renovation would imply a “consolidation” of the existing concrete frames reinforced with steel and their “subterranean reinforcement” with a completely new steel structure able to bear the entire permanent and useful load of the building.

This solution significantly reduces the technical usability of the building for the given purpose of use (laboratories with a high level of guaranteed interior microclimate and comprising a high number of technological distribution systems); however, it does not produce the expected added value, it is uneconomical and, as regards the technological aspect, very complex, even risky.

In 2020, the possibility of a complete demolition of the building and construction of a new building is being checked, either in the form of a “replica” of the existing U1 building (the same ground-plan area, preserved volume and modulation of the construction frame) or in the form of a new building featuring elements of contemporary architecture with no link to the previous modulation of the building so that the building meets the current standards for laboratory training areas.

In 08/2020, the required documents regarding the demolition work were finalized; the demolition is currently being discussed with the state authorities concerned, with network administrators and other parties to the proceedings related to the demolition of the building. These activities are aimed at obtaining a legitimate permit for the demolition of the building. The key issue is to obtain a positive opinion from the Department of Culture and Heritage Care of the Municipality of Zlín, as well as a positive opinion from the National Heritage Institute, which issues expert opinions for the decision-making of the heritage care departments.

After the permit allowing the demolition of the building has been issued, a tender will follow in 2021 seeking the best design and aimed to select the most suitable architectural design for the new building.

The next preparatory stage of the project will include the preparation of a full architectural study, documentation for the zoning procedure, documentation for the building permit and documentation for the implementation of the construction and documentation for obtaining of the necessary legislative documents.

The project was accepted for funding in the sub-programme 133D 221 with a total amount of investment resources of CZK **237,158,000**, while the amount required is at least a double of the funding to be provided.

Renovation and Modernization of the U7 Building

The “**Renovation and Modernization of the U7 Building**” project has been included in the sub-programme 133D 221 “Development and Renovation of Accommodation and Catering Facilities of Public Higher Education Institutions” for partial funding of the implementation.

The U7 building owned by TBU in Zlín and situated at Štefánikova 150, Zlín is a TBU Hall of Residence. After being used for more than 50 years, the building shows signs of considerable

wear and tear of interior equipment and technological equipment beyond the service life limit. The layout is unsatisfactory, as it contains shared sanitary facilities on the individual floors. The aim of the project is to create a functional, modern and aesthetic accommodation facility that will meet current and future user standards in the area of accommodation. The new layout designed will comprise accommodation units with en-suite bathrooms and kitchenettes. The subject matter of the project is a complete renovation of the building including a complete modernization of the interior equipment. An integral part is also the implementation of fire alarm and safety measures of the building according to the current legislation, and an adaptation of the building for special needs persons.

TBU in Zlín has obtained a valid building permit for the construction project and prepared the required project documentation of the construction implementation and project documentation of the interior spaces.

In 02/2020, the Registration of the Project was issued by the MEYS and, immediately afterwards, a public tender was launched seeking the general contractor of the construction. The actual implementation of the construction project was planned to take place in the period from 15/06/2020 to 31/08/2021.

Unfortunately, due to several persistent complainants from among potential suppliers, the public tender has not yet been finalized; a second procedure is currently being held, aimed to have the actions taken by the contracting authority reviewed by the Office for the Protection of Competition, with a legitimate decision not expected before 01/2021, taking into account the usual deadlines set for administrative procedures. The minimum delay of the project implementation compared to the scheduled dates is 8 months.

The provision of support for the project from the programme funding of the MEYS is conditional of financial participation by TBU amounting to no less than 40 % of the eligible costs. The project was accepted for funding in the sub-programme 133D 221 with a total amount of investment and non-investment resources of CZK **130,637,000**.

Renovation and Modernization of the Assembly Hall of the Academia Centre

The “**Renovation and Modernization of the Assembly Hall of the Academia Centre**” refers to a comprehensive renovation of the structural, technical and technological equipment of the Assembly Hall space, the adjacent lobby and dressing room on the first floor and the adjacent lobby and social facilities on the first underground floor, with all of the mentioned situated in the U2 building.

The reason for the renovation is the long-term intensive use of the Assembly Hall and adjacent spaces, lasting for more than 25 years, the already unsuitable structural and technological condition showing considerable wear and tear of the interior equipment, irreparable structures, non-standard installations of technological equipment and the currently inappropriate and outdated audio and visual elements as well as elements of lighting, shading and acoustics.

The concept of the renovation is based on an architectural study prepared in 2019 and authored by Prof. Eva Jiříčková, M.F.A. The new design involves high demands on the architectural and aesthetic appearance of new structures, as well as on the functionality and durability of newly

installed elements, facilities and interior equipment. The current structures that allow this shall be preserved to the maximum extent.

The project shall be funded from own resources of TBU in Zlín.

In the period from 01/2020 to 08/2020, a survey of the current state of the building was carried out, including digitization, structural technological survey, static assessment of the existing roof structure, spatial acoustic study, and, moreover, complete one-stage documentation for the construction including the interior equipment documentation was completed. A valid building permit has been issued for the project.

The public tender seeking a contractor of the construction is scheduled to take place in the period from 08/2020 to 10/2020, the actual implementation of the construction project is subsequently planned for the period from 11/2020 to 06/2021, with the completion of interior equipment and conference rooms planned for 07/2021.

Plan for the Purchase of Machinery and Instrumentation in 2021 (in thousand CZK)

	1100/Investment Property Development Fund	Development of the Research Organization	OP RDE	Others
Faculty of Technology	5,000	10,000	0	0
Faculty of Logistics and Crisis Management	0	0	0	0
Faculty of Applied Informatics	1,000	2,000	0	0
Faculty of Multimedia Communications	980	0	0	0
Faculty of Management and Economics	0	0	0	0
Faculty of Humanities	0	0	0	0
University Institute	4,000	2,000	0	0
TBU Library	0	0	0	0
Halls and Residence and Refectory	0	0	0	5,000
Rectorate of TBU in Zlín	3,500	0	0	0