



**IMPLEMENTATION PLAN OF THE 21+
STRATEGIC PLAN OF TOMAS BATA
UNIVERSITY IN ZLÍN – 2022**

TOMAS BATA UNIVERSITY IN ZLÍN

CONTENTS

IMPLEMENTATION PLAN OF THE 21+ STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN – 2022.....	2
INTRODUCTION	2
KEY ACTIONS TO BE TAKEN IN 2022 IN EACH OF THE PILLARS ...	3
SOURCES OF FUNDING ALLOCATED FOR THE FULFILMENT OF THE IMPLEMENTATION PLAN FOR 2022.....	4
Pillar A: EDUCATION.....	5
Pillar B: RESEARCH AND R&D AND CREATIVE ACTIVITIES	13
Pillar C: INTERNATIONALIZATION	17
Pillar D: THIRD ROLE OF TBU IN ZLÍN.....	21
Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT	25
FINAL PROVISION.....	34

IMPLEMENTATION PLAN OF THE 21+ STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN – 2022

INTRODUCTION

The Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022 (hereinafter referred to as the “2022 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 2022 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, during the implementation of strategic projects in the region, and creation of public-social partnerships in the town of Zlín and the Zlín Region. Strengthen activities in the field of social responsibility 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, that 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 monitored and evaluated, and that in the TBU Annual Activity Report for the given year; an internal quality evaluation can be carried out in accordance with internal rules and regulations of TBU in Zlín while providing the said evaluation to the 17+ Methodology of the MEYS 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 2022 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 2022 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 including the Lifelong Learning with the aim of reacting to the needs of the labour market and to societal challenges.
- Digitization of education – building of specialized capacity for a professional preparation of digital materials and for the implementation of distance and blended forms of teaching, including the provision of educational or counselling services for academics, researchers and students.

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.
- Finalize the infrastructure for an effective evaluation of academic and research staff at TBU in Zlín.

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

- Cooperate 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

- Continue to build up the system of human resource management at TBU in Zlín.

SOURCES OF FUNDING ALLOCATED FOR THE FULFILMENT OF THE IMPLEMENTATION PLAN FOR 2022

Funding for the Implementation Plan for 2022 will be allocated within the TBU Budget Rules for 2022, Budget Breakdown of TBU in Zlín for 2022, Budget Plan of TBU in Zlín for 2022, Medium-Term Budget Outlook for 2021 – 2022, Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025 - Programme Aimed to Support the Strategic Management of Tomas Bata University in Zlín for 2022 (allocation of the funding is an integral part of the TBU 21+ Strategy included in Appendix 2 thereto) and using financial resources from grants/subsidies.

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 2022	Responsibility	Output(s)	Indicators
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.	Support activities of student societies/associations and organizations which, as part of their activities, develop activities aimed to reduce student dropout rates. ¹	Vice-Rector for Pedagogical Activities	Activities carried out by the formed working group across TBU in Zlín, and that during the implementation of the TBU DUO project	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
		Finalize the incorporation of the QRAM into the IS/STAG system. Put emphasis on 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	A ₅ – Students admitted to study – Number of students admitted to study 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 A ₉ – Graduation rate – Percentage of students who completed their studies

¹ 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.

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	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.).	Ensure the operation of the Counselling Centre and of the Centre for the Support of Special Needs Students.	Vice-Rector for Internal and External Relations	Provision of services by the Counselling Centre Offer of services for special needs students	A ₂ – Students in degree programmes – Number of students at TBU in Zlín A ₁₀ – Special needs students – Number of special needs students
		Optimize the system of services provided to students taking care of children, with the said services expected to ensure equal access to study for them, and a system of support for socially handicapped students.	Vice-Rector for Internal and External Relations	Implementation of measures according to the proposal for innovation of the service system	A ₁₁ – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students
	Sub-goal 1.1.3 Systemically encourage student participation in practical training and traineeships organized in cooperation with external partners as well as within R&D projects implemented at TBU, and seek new possibilities for cooperation with business and industry, and cooperation during the elaboration of academic qualification theses.	Ensure the operation of the Job Centre, implement the innovated 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	Implementation of the innovated activities of the Job Centre	A ₁₂ – Students participating in practical training/traineeships – Number of students
		Organize “Business Days 2022” – Job Opportunities Fair.	Vice-Rector for Internal and External Relations	Completed event	Number of students participating in practical training/traineeships in the academic year
		Continue to 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	A ₁₃ – Course units involving experts from the application sphere – Number of experts from the application sphere
		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	Number of experts involved in teaching in accredited degree programmes
Strategic goal 1.2 Innovate degree programmes in accordance with technological development and new societal challenges for the career prospects of	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.	Accreditation of degree programmes: At all TBU component parts, support activities leading to the creation of degree programmes focusing mainly on areas of expertise listed in the Regional Innovation Strategy of the Zlín Region, National RIS3 Strategy, Strategy for the Development of the Smart Region of the Zlín Region 2030 and on other strategic areas.	Deans of Faculties	Accreditation	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

<p>graduates on the changing labour market</p>		<p>Faculty of Technology:</p> <ul style="list-style-type: none"> • BP in <i>Sustainable Industrial Development</i> (CZ, FTM+PTM, academically oriented degree programme) • BP in <i>Gastronomy</i> (CZ, FTM+PTM). • BP in <i>Material Engineering and Nanotechnology</i> (CZ, FTM+PTM, academically oriented degree programme) • FUMP in <i>Construction of Tools</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 and Design</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>Functional Molecular Systems</i> (CZ+EN, FTM+PTM, academically oriented degree programme) <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) <p>Faculty of Management and Economics:</p> <ul style="list-style-type: none"> • DP in <i>Economics of Tourism and Hospitality Management</i> (CZ, FTM+PTM) • DP in <i>Economics of Tourism and Hospitality Management</i> (EN, FTM+PTM) • BP in <i>Sports Management</i> (CZ, FTM+PTM). • Extension of accreditations by adding distance mode of study in DP accredited to be taught in English: <ul style="list-style-type: none"> o BP in <i>Economics and Management</i> o BP in <i>Finance and Financial Technologies</i> o FUMP in <i>Management and Marketing</i> o FUMP in <i>Business Administration and Entrepreneurship</i> 			
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		<ul style="list-style-type: none"> o FUMP in <i>Finance</i> • Habilitation procedure and professorial appointment procedure in the field of <i>Finance</i> <p>Faculty of Humanities:</p> <ul style="list-style-type: none"> • BP in <i>Adult Learning and Development Specialist</i> (CZ, FTM+PTM, career-oriented degree programme) • 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 <i>English Philology</i> (CZ, FTM, career-oriented degree programme) • DP in <i>Social Pedagogy</i> (CZ, FTM+PTM, career-oriented degree programme) <p>Faculty of Logistics and Crisis Management:</p> <ul style="list-style-type: none"> • FUMP in <i>Sustainability Management</i> (CZ, FTM, academically oriented degree programme). • FUMP in <i>Sustainability Management</i> (EN, FTM, academically oriented degree programme). 			
	<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>Establish a system aimed to support the creation and implementation of career-oriented degree programmes and distance modes of study.</p> <p>Extend the range of study opportunities for exceptionally talented students.</p> <p>Continue to implement the tool for rewarding excellent results of work of academics and employees in educational activities and for practice.</p>	<p>Vice-Rector for Pedagogical Activities</p> <p>Vice-Rector for Internal and External Relations</p> <p>Rector</p>	<p>Analysis of possibilities for the development of career-oriented DP</p> <p>Extended offer of study opportunities for exceptionally talented students</p> <p>Second round of the Rector's Call for 2022</p>	<p>A₁₀ – Special needs students – Number of special needs students</p> <p>A₁₁ – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students</p> <p>B₁ – Student-teacher ratio – Number of academics compared to the number of students</p> <p>B₄ – Quality of teachers – Number of academics without a PhD degree to</p>

					<p>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 questionnaire carried out in the IS/STAG system</p> <p>C₂ – 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</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>
	<p>Sub-goal 1.2.3 Encourage the participation of research centres in the educational process.</p>	<p>Develop degree programmes carried out in research centres at TBU in Zlín.</p>	<p>Vice-Rector for R&D and Creative Activities</p>	<p>Overview of degree programmes carried out</p>	<p>B₃ – Involvement of research centres in teaching – Number of degree programmes where research centres are involved</p>

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	<p>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.</p>	<p>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.</p>	<p>Dean of the FT</p>	<p>Accreditation plan of the degree programme</p>	<p>A₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín</p>
	<p>Sub-goal 1.2.5 Prepare and apply for accreditation of 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.</p>	<p>Prepare an action plan for the creation of a degree programme focusing on the footwear sector.</p>	<p>Director of the UNI</p>	<p>Action plan</p>	<p>A₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín</p>
	<p>Sub-goal 1.2.6 Enhance the quality and relevance of both full-time and part-time modes of study.</p>	<p>Continue to monitor qualitative parameters of full-time and part-time degree programmes/courses.</p>	<p>Vice-Rector for Pedagogical Activities</p>	<p>Pilot testing</p>	<p>B₄ – Quality of teachers – Number of academics without a PhD degree to those holding a PhD degree or higher</p>
		<p>Implement the Strategy for Digitization of Degree Programmes at All Faculties of TBU in Zlín depending on their areas of education and key degree programmes, including the building up of specialist capacity for a professional preparation of digital materials and the implementation of distance modes of teaching.</p>	<p>Vice-Rector for Quality Management</p>	<p>Plan for the implementation of digitization of education at TBU in Zlín for each of the component parts</p>	<p>C₁ – 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 C₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the</p>

		Create digital study supports for the purposes of improving the quality of the part-time mode of study.	Vice-Rector for Quality Management	Innovation of study supports in 5 degree programmes	degree programmes by students in their final year of study 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 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
	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 tools.	In cooperation with the Technology Innovation Centre, carry out activities aimed at supporting of business activities and at developing of creativity of students of TBU in Zlín.	Vice-Rector for Internal and External Relations	Overview of activities aimed to support the business activities and creativity of TBU students in Zlín	A ₁₄ – Students involved in research, R&D and creative activities – Number of students involved in research, R&D and creative activities
		Carry out UPPER activities with the aim of providing services of the existing innovation ecosystem focusing on the support of start-up projects implemented by students of TBU in Zlín, using the principle of collaboration between TBU Faculties and the public sector.	Dean of the FMC	Offer of services provided	A ₁₅ – 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.
Strategic goal 1.3 Open up opportunities for high-quality education to the public	Sub-goal 1.3.1 Build a functional and collaborative system of further education at TBU in Zlín, focusing on the needs of the	Implement the Strategy for the Development of Lifelong Learning at TBU in Zlín including the setting of internal legislative rules.	Vice-Rector for Pedagogical Activities	Strategy for the Development of Lifelong Learning at TBU in Zlín Action plan	G ₁ – Revenues generated by the LL – Amount of funds acquired through the LL

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

<p>with the aim of increasing the adaptability of employees to changes on the labour market</p>	<p>changing labour market and new requirements set on employees.</p>	<p>Collaborate on the development of the Centre of Education for Industry 4.0.</p>	<p>Vice-Rector for Pedagogical Activities</p>	<p>Annual Activity Report of the Centre for 2021</p>	<p>G₂ – LL attendees – Number of attendees in accredited LL courses G₃ – Accredited Lifelong Learning courses – Number of accredited LL courses in accordance with the Methodology issued by the MEYS and by the MoLSA</p>
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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 2022	Responsibility	Output(s)	Indicators
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 interannual increase in the number of published outputs indexed in monitored databases (WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates.	Continue to carry out educational activities and to develop such services that will lead to an increase in the competences of staff of TBU in Zlín in the field of scientific publishing.	Director of the TBU Library	Information portal for researchers Overview of activities carried out	E ₁ – Quality of published outputs - Citation rate of published outputs indexed in monitored databases (WoS/Scopus) over the last five years
		Implement the recommendations given by the International Evaluation Panel within the M17+ evaluation.	Vice-Rector for R&D and Creative Activities	Overview of measures adopted	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.	Vice-Rector for R&D and Creative Activities 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.	Finalize the methodology aimed to support excellent outputs included in the RAO and focusing on cooperation between theoreticians, artists and designers.	Dean of the FMC	Methodology	E ₄ – Artistic activity – Number of outputs included in the RAO E ₅ – Artistic activity rated as AKX to BLX – Number of outputs included in the RAO rated as AKX to BLX

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	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).	Implement the 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).	Vice-Rector for R&D and Creative Activities	Implementation of the methodology	E ₆ – Basic research outputs in cooperation with international partners – Number of basic research outputs produced 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.	Strengthening of project capacities focusing on R&D.	Vice-Rector for R&D and Creative Activities	Proposed system of support	E ₇ – Public funding support allocated to R&D – Amount of public funding support allocated to R&D (17+ Methodology)
		Actively support the involvement in R&D projects in cooperation with business and industry.	Vice-Rector for R&D and Creative Activities	Overview of methodological support	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).	Gradually create project research capacities for the preparation of international projects and integration into international structures. (Implementation of the International Cooperation Strategy).	Vice-Rector for R&D and Creative Activities	International cooperation projects	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 programmes through the	Continue to increase the attractiveness of doctoral programmes by implementing grant competitions intended for PhD students (pilot testing carried out within the	Vice-Rector for R&D and Creative Activities	Innovated internal calls within the IGA	B ₂ – Research focus of degree programmes – Number of doctoral students compared to the

in the system of doctoral programmes aimed to increase their attractiveness	involvement of students in both internal (IGA/DRO projects) and external sources of funding for 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.	competition organized during the implementation of the TBU JUNG project ²).			number of Bachelor's students
		Introduce a systematic support of guarantors/mentors active within student grants during the supervision/mentoring related to the activities carried out.	Vice-Rector for R&D and Creative Activities	Overview of activities carried out during the implementation of the TBU JUNG project	E ₁₀ – Long-term traineeships taken by PhD students – Number of doctoral students who completed a long-term traineeship abroad
		Efficiently use scholarship funds for individual development of talented PhD students.	Deans	Individual development projects	
	Continue to support the transition of PhD graduates to practice at the start of their academic career.	Rector	Continuing tool of financial support		
	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 of education for PhD students in the field of generic, teaching and scientific skills.	Deans	Offer for PhD students	A ₂ – Students in degree programmes – Number of PhD students A ₉ – Graduation Rate – Percentage of students who completed their studies in doctoral programmes E ₁₁ – Financial support provided to PhD students – Average amount of scholarships paid to PhD students
Strategic goal 2.4 Continue to develop the Technology Transfer Centre	Sub-goal 2.4.1 Prepare and implement the strategy for further development of the TTC.	Prepare a project to establish/set up an internal grant agency for the support of transfer projects.	Director of the UNI	Proposal of a proof-of-concept system	E ₁₂ – Transfer of knowledge, cooperation – Number of outputs in technology transfer
		As part of the further development of commercialization, continue to implement proof-of-concept projects, including a high-quality selection of R&D outputs with practical application.	Director of the UNI	Supported proof-of-concept transfer projects	

² 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

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

with a focus on strengthening the professional capacity in counselling and supporting services		Ensure the operation of the Technology Transfer Centre with the aim of providing centralized administration of intellectual property protection and of its management	Director of the UNI	Number of outputs related to intellectual property protection	
	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.	Director of the UNI	Staff training organized	E ₁₃ – Deepening the qualification of employees in the field of intellectual property protection – Number of educational events per year
	Sub-goal 2.4.3 Use system tools to support the transfer of R&D knowledge to business and industry.	Actively apply the R&D results in cooperation with industrial partners with the intent of innovation and transformation, and that within the promotion of the TBU in Zlín as an entrepreneurial university.	Director of the UNI	Results of legal protection of industrial rights at TBU in Zlín and transfer results	E ₁₂ – 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 2022	Responsibility	Output(s)	Indicators
Strategic goal 3.1 Strengthen internationalization at TBU in Zlín by increasing the number of students and staff members from abroad, support their social integration and facilitate 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.	Implement measures aimed at increasing the number of international students in degree programmes accredited to be taught in English.	Vice-Rector for Internationalization	Implemented measures aimed at increasing the number of international students in degree programmes accredited to be taught in English, marketing activities	A ₃ – International students – Number of international students at TBU in Zlín; out of which the number of self-paying students
		Check as to whether the system 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 operates properly.	Vice-Rector for Internationalization	Continuing scholarship programme	F ₁ – Degree programmes carried out in a language other than Czech – Number of accredited degree programmes where classes are offered in a language other than Czech F ₂ – Number of international students in degree programmes F ₃ – International 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.	Implement measures aimed at increasing the number of international students participating in short-term mobility, and that through an innovated offer of attractive educational courses.	Vice-Rector for Internationalization	Short-term courses intended for international students	F ₄ – International students participating in short-term study periods – Number of international students coming to TBU in Zlín

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

		Support the mobility of students from countries with deteriorated socioeconomic conditions.	Vice-Rector for Internationalization	Scholarship programme intended for students from developing countries with emphasis on Belarus, the Ukraine and Afghanistan.	to participate in short-term study periods and the number of students participating in such study periods and duration of study periods in days
		Continue to harmonize the admission procedures with regard to Erasmus Without Papers.	Vice-Rector for Internationalization	Specific modifications in the IS STAG system.	
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.		Implement the institutional Strategy for Internationalization of R&D.	Vice-Rector for Internationalization	Overview of measures adopted during the implementation of the Strategy for Internationalization in R&D.	F ₅ – 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 as recommended in the evaluation by the MICHE	
		Provide international applicants for study and employment/students/employees with comprehensive information, counselling and supporting services	Vice-Rector for Internationalization	Overview of services provided by the Welcome Centre	
		Offer financial support for prestigious mobility opportunities for academics and researchers from institutions abroad.	Vice-Rector for Internationalization	Overview of financial support provided within the internal competition	
		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.	Vice-Rector for Internationalization	Overview of promotional activities	

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	Sub-goal 3.1.4 Increase the number of employees from abroad and support their long-term presence at TBU in Zlín.	Create job positions for international employees.	Deans	Offer of job opportunities for staff from abroad	F ₇ – Staff members from abroad at TBU – Number of staff members from abroad employed at TBU in Zlín (17+ Methodology)
		Carry out a strategic recruitment of researchers abroad, pursue an increase in the attractiveness of TBU in Zlín for researchers from abroad, preparation of an offer for these researchers, including the provision of cooperation during their relocation to TBU in Zlín.	Vice-Rector for R&D and Creative Activities	Offer of job opportunities for researchers from abroad	
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.	Prepare a proposal listing measures to be adopted in order to increase the number of academic and non-academic staff who have participated in mobility abroad, and prepare an incentive system supporting the participation in mobility periods.	Vice-Rector for Quality Management	Proposal for updating the internal regulation – Rector’s Directive SR 7/2021, and the internal regulation which sets the rules for career growth of academic staff	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
		Offer financial support for prestigious mobility opportunities for TBU academics and researchers at institutions abroad.	Vice-Rector for Internationalization	Overview of mobility periods completed	
		Develop language skills of employees of TBU in Zlín.	Rector	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.	Continue to implement the 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.	Vice-Rector for Internationalization	Overview of measures	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
	Implement automatic recognition of academic results gained abroad and introduce transparent recognition criteria that are applied uniformly across the whole TBU in Zlín.	Vice-Rector for Pedagogical Activities	Update of the relevant internal regulation		

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	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.	Vice-Rector for Internationalization	Number of supported mobility periods Scholarship programme	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
		Increase the effectiveness of the system of funding (scholarships) for outgoing students with participation by the component parts of TBU in Zlín.	Vice-Rector for Internationalization	Scholarship programme	
Strategic goal 3.3 Foster strategic collaboration, partnership and building of capacity for the purpose of internationalization	Sub-goal 3.3.1 Support the accreditation and implementation of joint/double/multiple degree programmes in cooperation with international strategic partners.	Support the development of joint degree programmes, and that through financial incentives and through the provision of methodological support.	Vice-Rector for Pedagogical Activities	Overview of measures	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).	Continue to develop a system to support the preparation and submission of applications for funding of 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 – Expansion of the integration into the international educational infrastructure – Amount of funding allocated to international educational projects F ₁₃ – Expansion of 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.	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, during 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 2022	Responsibility	Output(s)	Indicators
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 entities during the implementation of development projects	Sub-goal 4.1.1 Build an active representation of TBU in Zlín in the structures for the production and management of key strategic documents and, at the same time, participate in their implementation through TBU's own projects/partnerships with the aim of influencing the public life.	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 Regional Authority	G ₁₁ – Public partnerships for the preparation 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 of Zlín, 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 for 2030.	Rector	Membership of TBU in Zlín in expert bodies, committees or boards of the Municipality of Zlín	G ₁₂ – Strategic regional development projects – Number of projects prepared
		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	
	Sub-goal 4.1.2 Update the involvement of TBU in clusters, platforms or societies/associations with the aim of participating in the	Maintain an active status of 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 partnerships of TBU.	Vice-Rector for R&D and Creative Activities	Overview of cases of 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

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	activities of these entities through active membership and joint projects to the benefit of TBU in Zlín.				
	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 provided to physical training and sports	G ₁₅ – System providing support to sports activities at TBU in Zlín G ₁₄ – Cooperation with student organizations – System of cooperation with the TBU Student Union and with student public benefit associations
		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	
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.	Carry out the key activities specified within the IKAP II project of the Zlín Region: - Polytechnic education. - Support of the development of literacy - Equal opportunities in education	Rector	Implementation of the key activities of the project relating to 2022	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

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

					of talented pupils/students supported
	Sub-goal 4.2.2 Continue to offer courses within the University of the Third Age and develop the range of courses carried out.	Innovate and extend the offer of courses for U3A students.	Vice-Rector for Internal and External Relations	Innovation in existing courses New U3A courses	G ₄ – U3A – Number of U3A students
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, 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
		Ensure the participation of TBU in post-secondary education fairs. Organize a recruitment PPC campaign on Adwords, Sklik and via social networks.	Director of Marketing and Communications	Overview of organized participations in education fairs Documents related to the organized campaign	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	
		Build up the reputation of TBU in Zlín by improving the quality of activities of the Alumni Club.	Vice-Rector for Internal and External Relations	Activities related to the fostering of relations between alumni and TBU in Zlín	

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	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.	Dean of the FT	Interim draft of the strategy within the implementation of the TBU IKAROS project	G ₈ – Popularization of R&D – Number of events aimed to popularize R&D
		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, that 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 2022	Responsibility	Output(s)	Indicators	
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.	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	H ₁ – Strategic management of development of TBU in Zlín - Number of senior executives at the Rectorate and at the TBU component parts involved in the preparation, elaboration, discussion and implementation of strategies and strategic documents	
		Conserve human resources for the preparation of analytical supporting documents, data processing and evaluation of information for the strategic management of TBU in Zlín and develop their professional skills.	Rector	Assurance of the conservation of the job position and assurance of its professional development		
		Ensure HR capacities for a stabilization of activities of the Project Management department at TBU in Zlín in the context of the preparedness for an effective participation in the Operational Programme “John Amos Comenius” or in the Operational Programme “Technologies and Application for Competitiveness”.	Bursar	HR capacity of the Project Management department		
	Sub-goal 5.1.2 Improve and develop centrally provided services with the aim of reducing the duplication of capacity at each of the TBU component parts and reducing the administrative load internally.	Continue to carry out internal audits 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 report		H ₂ – Finalized organizational structure of TBU in Zlín
		Optimize a uniform categorization of jobs and job positions at TBU in Zlín.	Bursar Rector	Internal categorization of job positions		H ₃ – Functional services provided centrally

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

		Draw up an optimized system for the evaluation of academics and researchers.	Bursar	Proposal of a system	
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 in accordance with the Amendment to the Higher Education Act and with new EU projects focusing on digitalization (eIDAS, Erasmus Without Paper).	Bursar	Modification in the IS/STAG	H4 – Modern and functional information infrastructure
		Proceed in coordination with other higher education institutions when applying new EU directives in the higher education environment.	Bursar	Application of new EU regulations	H5 – Functional “E-spis” Electronic Records Management System
		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.	Bursar	Completion of the integration process	
		Carry out a detailed analysis of the transition to the Mifare DESFire chip cards, including the technological impact and financial cost.	Bursar	Analysis of the transition to the Mifare DESFire chip cards	
		Renew the electronic control system for access to TBU buildings.	Bursar	Replacement of the currently used electronic access control system	
		Ensure the security of the network and server infrastructure used at TBU in Zlín. Proposal and implementation of modifications to the topology of the computer network and purchase of tools required for detection and monitoring.	Bursar	Implementation of basic strategic measures based on the results of the relevant audit	
		E-signing — a gradual transition to the exclusive use of e-signatures with the support of the University’s information systems.	Bursar	Incorporation of electronic signing into all processes at TBU in Zlín	
		Continue to modify the information infrastructure in accordance with EU requirements.	Bursar	Modification of the information infrastructure	

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	<p>Sub-goal 5.1.4 Ensure the conditions for the creation and development of new centres focusing on strategic directions and ensure the sustainability and further development of the existing research centres.</p>	<p>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.</p>	Bursar	TBU Budget Rules for 2022	<p>E₁₄ – Infrastructure for R&D and creative activities – Number of research centres at TBU in Zlín</p> <p>E₁₅ – Development of infrastructure for R&D – Defined conditions for the development of research centres</p>
	<p>Sub-goal 5.1.5 Strengthen the mutual awareness and internal communication and collaboration across the University, support the creation of communication platforms of employees in various sections of their professional activities. Encourage students (those actively participating as well as those not actively participating) to use formal mechanisms run by the University to express their needs and concerns. Develop a more systemic approach to the participation of students in the operation of the University.</p>	<p>Set rules for the system of internal communication with employees.</p>	Rector	Internal communication system	<p>H₆ – Communication plan</p>
		<p>Encourage students to participate in the operation of the University and create a system of regular meetings with them.</p>	Vice-Rector for Internal and External Relations	Events held	
<p>Strategic goal 5.2 Finalize the internal system of assurance and evaluation of quality of educational, R&D,</p>	<p>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</p>	<p>Carry out an internal survey at TBU in Zlín focusing on working conditions, staff satisfaction and educational needs.</p>	Vice-Rector for Quality Management	Results in the form of a research report and its presentation at meetings of TBU representative bodies	<p>H₇ – An established system of internal quality assurance and evaluation</p>

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

creative and related activities at TBU in Zlín	methodology and the 17+ Methodology of the MEYS, and 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.	Carry out an internal survey focusing on factors influencing student dropout rates.	Vice-Rector for Quality Management	Results in the form of a research report and its presentation at meetings of TBU representative bodies	
	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 evaluation focusing on the implementation of recommendations arising from the work of the EUA – “Follow-Up Evaluation”.	Vice-Rector for Quality Management	Report evaluating the implementation of recommendations – “Follow Report”.	H ₈ – Implement the relevant recommendations arising from the work of evaluation bodies
	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
Strategic goal 5.3 Assurance of 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	Within the TBU Budget Rules for 2022, separate additional financial resources from institutional funding for defined purposes, which will be allocated depending on the results of internal competitions organized within the Strategic Development Fund.	Rector Bursar	TBU Budget Rules for 2022	H ₉ – Public funding resources for the support of development of TBU in Zlín - Number of grants provided/Specification

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	strategic goals for the 21+ period.				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.	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 2022	H ₁₀ – TBU Budget Rules for the given years
		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 2022	
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.	Implement the strategy for the human resource development at TBU in Zlín, including the implementation of sub-methodologies for human resource management.	Rector	Implementation of tools used for work with human resources and defined in the Strategy for Human Resource Development at TBU in Zlín	H ₁₁ – System of human resource management at TBU in Zlín
		Ensure the recruitment of human resources and their development in the area of HR management.	Rector	Conservation and development of the HR capacity built up for the DHR department	
		Create a comprehensive system of education that will increase the competences of employees of TBU in Zlín.	Rector	Plan of educational activities for the given period (calendar year) Guide for the education and	

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

				development of employees	
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.	Implement the Recruitment Strategy of TBU in Zlín.	Rector	Overview of measures for the implementation of the Strategy Registration and active use of advanced search on specialized servers	H ₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being at least 30% and 15%, respectively	
Sub-goal 5.4.3 Fully implement a system of human resource management in R&D; 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.	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.	Rector Deans of TBU Faculties	Conditions set for the extension of the HR Award certificate	H ₁₃ – Obtain the HR Award certificate at each of the TBU component parts	
	Create conditions for the preparation of the GEP – Gender Equality Plan.	Rector Deans of TBU Faculties	Gender Equality Plan at TBU in Zlín		
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.	Incorporate the Implementation Methodology for the Code of Conduct of TBU in Zlín into internal regulations and processes.	Rector	Implementation of the Methodology	H ₁₄ – Include the principles for strategic management of human resources in R&D in key documents, thus incorporating them into internal regulations and processes at TBU in Zlín	
	Ensure the incorporation of the European Charter for Researchers into the internal structure of TBU in Zlín.	Rector	Evaluation of the implementation		
Sub-goal 5.4.5 Build up the personnel structure	Create a motivation system in the form of targeted tools to stimulate the building of the required staff structure of academics, including the management of young talents.	Rector	Proposed motivation system	H ₁₂ – Achievement of the required structure of the academic staff	

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	of academic staff; set the rules for and develop a system for career development of academics/researchers, and manage the development of talents in junior academic staff, including incentive pay.	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	with the percentage of Associate Professors and Professors being 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
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.	Implement the strategy of open access to scientific information including the corresponding methodological support.	Director of the TBU Library	Implementation 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
		Finalize a system for the management of data from the R&D&I field.	Director of the TBU Library	System for data management	
		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 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 providing of remote access of users to the TBU information systems.	Bursar	Renewal of the server infrastructure	
		Renovate and modernize the server room in the U13 building.	Bursar	Comprehensive renovation of the server room in the	

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

				U13 building including the technological equipment	
		Build up the infrastructure and technological facilities for a professional preparation of digital materials for the implementation of the distance mode of teaching.	Bursar Vice-Rector for Quality Management	Provision of technological facilities for the Centre for Digitization - FENIX project	
		Continue the design and legislative preparation of the project entitled “TBU – Construction of a New U1 Building” Ensure an update of the sub-programme 13322R.	Bursar	Permit for the demolition of the U1 building Zoning decision regarding the construction of the new U1 building Registration of the project, provision of funding	
		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 multifunctional conference room in the U13 building at a professional level in terms of technological equipment.	Bursar	Completed project	
		Build an access and security system compatible with wheelchair access in buildings of TBU in Zlín. U5 or U15.	Bursar	Modifications completed	
		Ensure the operation of the U11 building as regards the additional functions.	Bursar	Proposed measures aimed to increase the functionality of the U11 building.	
	Sub-goal 5.5.2 Maintain and develop the infrastructure for the provision	Complete the construction project entitled “TBU - Renovation and Modernization of the U7 Building” (completion: June 2022), including the delivery of furniture that is not fixed to the	Bursar (capital projects) Director of the HRR (putting the U7	Functional building	H ₁₇ – Satisfactory bed capacity at TBU in Zlín

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2022

	of accommodation and catering services.	structure and ensure that the HRR building is put into operation (August 2022).	building into operation)		H ₁₈ – 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” at the MEYS.	Bursar	Registration of the investment plan	
		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 2022	
		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.	Implement the action plan of the Strategy for Sustainable Development at TBU in Zlín, and prepare projects supporting the environmental responsibility of TBU in Zlín.	Rector	Implementation of measures listed in the Action Plan of the Strategy for Sustainable Development at TBU in Zlín	H ₁₉ – 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 – 2022 by electronic voting on 17 October 2021. After the document in question had been approved by electronic voting by the TBU Scientific Board on 17 October 2021, the TBU Academic Senate approved the TBU Strategic Plan on 2 November 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 12 November 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
CR	Czech Republic
CZ	Czech language
DP	degree programme
DP	doctoral programme
DHR	Human Resources Development office
DRO	Development of the research organization
EN	English language
EU	European Union
EUA	European University Association
F	Full-time mode of study
FMC	Faculty of Multimedia Communications of TBU in Zlín
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
IRAPE	Integrated Regional Action Plan in Education
IS/STAG	Information System for Studies' Administration
IT	Information technology
ITI	Integrated Territorial Investments
LL	Lifelong Learning
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
MP	Master's programme
MZ	Municipality of Zlín
NAB	National Accreditation Bureau for Higher Education
NS	Nursery School
OP JAC	Operational Programme "John Amos Comenius"
OP TAC	Operational Programme "Technologies and Application for Competitiveness"
OP R&DfI	Operational Programme "Research and Development for Innovations"
P	Part-time mode of study
PR	Public Relations
PS	Primary schools
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
SW	Software
TBU	Tomas Bata University in Zlín
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