

**PROGRAMME AIMED TO SUPPORT  
THE STRATEGIC MANAGEMENT OF  
TOMAS BATA UNIVERSITY IN ZLÍN  
FOR 2022**

## Programme Aimed to Support the Strategic Management of Tomas Bata University in Zlín for 2022

The Programme Aimed to Support the Strategic Management of Tomas Bata University in Zlín for 2022 (hereinafter referred to as “TBU Programme 2022”) includes selected implementation measures listed in the Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín - 2022 (hereinafter referred to as “TBU IP SP 2022”). These measures fulfil the key measures listed in the Strategic Plan of Tomas Bata University in Zlín for the period 21+ (hereinafter referred to as “TBU 21+ Strategy”), for which funding from the Programme Aimed to Support Strategic Management of Higher Education Institutions for the period from 2022 to 2025 (hereinafter referred to as the “Programme of the MEYS”) has been approved.

For the period from 2022 to 2025, the maximum annual amount of CZK 37,793,587 has been set as the contribution for Tomas Bata University in Zlín (hereinafter referred to as “TBU in Zlín”) from the MEYS Programme.

The TBU Programme 2022 divides the annual allocated amount into measures/activities to be implemented in 2022 in accordance with the binding percentage distribution of the financial amount allocated in accordance with the Appendix 2 to the TBU 21+ Strategy and in accordance with the requirements set for the eligibility for funding from the MEYS Programme, including the mandatory structure of the prioritized aims set in the Strategic Plan of the MEYS for the Area of Higher Education for the period from 2021 onwards and in the Strategy for Internationalization of Higher Education for the period from 2021 onwards (hereinafter referred to as “SP of the MEYS 2021+”):

1 Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century
2 Improve the availability and relevance of flexible forms of education
3 Improve the effectiveness and quality of doctoral programmes
5 Build up capacities for strategic management of higher education
6 Reduce the administrative load on university staff so that they can fully concentrate on their mission
Internationalization of higher education institutions
Other measures

In each measure listed in the TBU Programme 2022, the reference to the relevant prioritized aim set in the 21+ Strategic Plan of the MEYS and to the relevant Strategic goal and Sub-goal of the TBU 21+ Strategy is described. At the same time, the overlap of the performance until 2023 is described.

Indicators of the relevant measures listed in the TBU Programme 2022 correspond to the outputs specified in the Implementation Plan of the TBU Strategic Plan for 2022 for the individual activities/measures/projects related to the fulfilment of the Strategic goals and Sub-goals of the TBU 21+ Strategy, or specify and extend such outputs.

<b>Overall overview of the measure and budget of the TBU Programme 2022 according to individual prioritized aims set in the SP of the MEYS for 2021+</b>				
<b>Prioritized aim according to the Announcement – overview of relevant measures according to their goals</b>	<i>Allocated amount in 2022 (in CZK)</i>	<i>Percentage of the total allocated amount (in %)</i>	<i>Plan for the allocation of the allocated amount at TBU 2022-2025 */</i>	<i>Limits in accordance with the Call of the MEYS 2022 - 2025</i>
1 Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century	<i>Amount allocated to the aim</i>	<i>Percentage of the amount allocated to the aim</i>	<b>10%</b>	<i>Min. 35% of the allocated amount in total for 2022 - 2025</i>
	<b>3,430,000</b>	9.08		
2 Improve the availability and relevance of flexible forms of education	<i>Amount allocated to the aim</i>	<i>Percentage of the amount allocated to the aim</i>	<b>25%</b>	<i>Min. 35% of the allocated amount in total for 2022 - 2025</i>
	<b>9,768,397</b>	25.85		
3 Improve the effectiveness and quality of doctoral programmes	<i>Amount allocated to the aim</i>	<i>Percentage of the amount allocated to the aim</i>	<b>10%</b>	<i>No limit set</i>
	<b>6,000,000</b>	15.88		
5 Build up capacities for strategic management of higher education	<i>Amount allocated to the aim</i>	<i>Percentage of the amount allocated to the aim</i>	<b>20%</b>	<i>No limit set</i>
	<b>6,650,190</b>	17.60		
6 Reduce the administrative load on university staff so that they can fully concentrate on their mission	<i>Amount allocated to the aim</i>	<i>Percentage of the amount allocated to the aim</i>	<b>10%</b>	<i>No limit set</i>
	<b>4,280,000</b>	11.32		
Internationalization of higher education institutions	<i>Amount allocated to the aim</i>	<i>Percentage of the amount allocated to the aim</i>	<b>15%</b>	<i>Min. 15% of the amount allocated for 2022 - 2025</i>
	<b>5,665,000</b>	14.99		
Other measures	<i>Amount allocated to the aim</i>	<i>Percentage of the amount allocated to the aim</i>	<b>10%</b>	<i>Min. 15% of the amount allocated for 2022 - 2025</i>
	<b>2,000,000</b>	5.29		
<b>Total amount provided within the Programme</b>	<b>37,793,587</b>	<b>100</b>		
<i>Out of which investment resources</i>	9,448,397	25	25%	<i>Max. 25%</i>
<i>Out of which internal competition</i>	1,300,000	3.44	10%	<i>Max. 10%</i>

*\*/ Binding allocation of the allocated amount set in the Strategic Plan of Tomas Bata University in Zlín for the period 21+ (Appendix 2) in accordance with the requirements set for the eligibility for funding from the Programme Aimed to Support Strategic Management of Higher Education Institutions for the period from 2022 to 2025*

**Description of the individual measures included in the TBU Programme for 2022:**

Prioritized aim 1. Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century			
<b>Measure 1.1: Complete the implementation of information and support tools for the support of educational activities</b>			
<b>Guarantor</b>	Vice-Rector for Pedagogical Activities		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	1. Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century		
<b>Reference to the TBU Strategic Plan 21+</b>	<b>Pillar A: EDUCATION</b> <b>Strategic goal 1.1:</b> Enhance the quality of and develop an open and non-discriminatory access to education. <b>Sub-goal 1.1.1:</b> Increase the success rate of students at all levels of studies and create conditions for the flexibility of studies with respect to the individual needs of students.		
<b>Specification of aim(s) of the measure</b>	Continue in the incorporation of the QRAM into the IS/STAG system with emphasis on interconnection between theoretical course units and the implemented practical training.		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Updating of the course unit information sheets within degree programmes initiated in the IS/STAG system	Launch of the QRAM in the IS/STAG in the course unit information sheets	Full incorporation of the QRAM into the IS STAG system
<b>Description of the measure</b>	<p>In 2022, gradual updating of course unit information sheets for the relevant degree programmes will continue in the IS/STAG system, which will be focused on the description of experience, skills and competences – QRAM, which corresponds to the learning outcomes. In order to support the elaboration of academic qualification theses and to fight plagiarism, the Turnitin system will be extended, which will help enhance the quality of academic qualification theses written by students.</p> <p>Overlap to the IP SP of TBU for 2023:</p> <ul style="list-style-type: none"> <li>➤ Finalized update of course unit information sheets. With the use of the IS/STAG, quantitative surveys will be conducted, related to the desirable level of proficiency of graduates.</li> <li>➤ Defining of the desirable level of proficiency of graduates, which will enable an easier assessment and recognition of the results of previously completed education.</li> </ul>		
<b>Performance indicators for 2022</b>	1. Preparation of course units within the incorporation of the QRAM into the IS/STAG system: Optimally approx. 10 % of the course units 2. Turnitin: 1		

<b>Measure 1.3: Continue to organize internships and practical training and enhance students' soft skills in order to improve their career prospects on the labour market</b>			
<b>Guarantor</b>	Vice-Rector for Internal and External Relations		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	1. Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar A: EDUCATION</b></p> <p><b>Strategic goal 1.1:</b> Enhance the quality of and develop an open and non-discriminatory access to education.</p> <p><b>Sub-goal 1.1.3:</b> Systemically encourage students' participation in traineeships and internships organized in cooperation with external partners and in R&amp;D projects implemented at TBU, seek new opportunities for cooperation with business and industry and cooperation on the elaboration of academic qualification theses.</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Develop the capacity of the Job Centre in order to expand communication with external partners/employers and to obtain feedback on the quality of the educational process, in particular extend the offer of internships and traineeships. The secondary aim in this case is to create the conditions for long-term cooperation with employers, which will result in the creation of job opportunities for TBU graduates. Ensure the operation of the JC, implement innovated work methodologies and SW tools in such a manner as to enable their wider application among students of TBU in Zlín.</li> <li>2. Continue in the preparation of TBU students for their transition to employment through targeted internships and traineeships, thus developing their job-specific skills.</li> <li>3. In a complementary form, develop other soft skills of students in order to improve their career prospects on the labour market (e.g. presentation skills, communication skills, etc.), i.e. by organizing specialized workshops, seminars and webinars.</li> </ol>		
<b>Description of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Activities currently carried out by the Job Centre	Implementation of innovated activities and services provided by the Job Centre	Stabilization of professional services provided by the Job Centre
<b>Description of the measure</b>	<ul style="list-style-type: none"> <li>➤ Prepare a proposal for extension of cooperation with employers and partner organizations of TBU in Zlín.</li> <li>➤ Develop and ensure the operation of the Job Portal, with the highest possible participation by students/graduates and employers.</li> <li>➤ Organize specialized workshops, seminars and webinars in order to increase students' soft competencies.</li> <li>➤ Provide TBU students with targeted professional career counselling related to their preparation for future employment and aimed at improving their career prospects in the labour market.</li> </ul>		

	<ul style="list-style-type: none"><li>➤ Organize internships for students and graduates directly at TBU with the aim of improving the professional competencies of students/graduates.</li><li>➤ Organize the job opportunities fair “Business Day 2022”.</li></ul>
<b>Performance indicators for 2022</b>	<ol style="list-style-type: none"><li>1. Proposal for extension of cooperation with employers: 1</li><li>2. Number of traineeships and internships taken by students/graduates: 30</li><li>3. Job opportunities fair “Business Days 2022”: 1</li><li>4. Establishing a system of partnership between TBU in Zlín and employers: 1</li><li>5. Number of educational events for students: 5</li></ol>

<b>Measure 1.3: Continue in the implementation of the tool for rewarding of excellent results of work of academics and employees in educational activities and for practice</b>			
<b>Guarantor</b>	Rector		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	1. Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar A: EDUCATION</b></p> <p><b>Strategic goal 1.2:</b> Innovate degree programmes in accordance with the technological development and new societal challenges for graduates' success in the ever changing labour market.</p> <p><b>Sub-goal 1.2.2:</b> Enhance the quality of educational environment with regard to the desirable level of proficiency of graduates, and introduce new tools for education and support for talented students.</p>		
<b>Specification of aim(s) of the measure</b>	Continue in the implementation of the incentive for rewarding of excellent results of work of academics and employees, who will – with their approach - contribute to an improvement in the quality of education or to the introduction of innovative approaches to educational processes. Set up a system of transfer of rewarded activities to practice across the entire TBU.		
<b>Description of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Implementation of the pilot round	Standardization of the tool for the evaluation of work of academic staff	Implementation plan for the examples of good practice in the sphere of the rewarded activities pervading the Educational Plan of TBU in Zlín
<b>Description of the measure</b>	<ul style="list-style-type: none"> <li>➤ Second round of the Rector's Call for 2022.</li> <li>➤ Presentation of the rewarded employees and of the excellent results of their work.</li> <li>➤ Pass examples of good practice to other academics and employees.</li> </ul> <p>The rewarded employees shall obtain a financial reward and an incentive financial package for their further personal development (development of their teaching competences), which can be used, for example, to further develop qualifications or to gain new inspiration for work.</p>		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Implementation of the second round of rewarding: 1</li> <li>2. Communication plan for 2022: 1</li> </ol>		

<b>Measure I.4: Develop competences of employees of TBU in Zlín</b>			
<b>Guarantor</b>	Rector		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	1. Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>PILLAR C. INTERNATIONALIZATION</b></p> <p><b>Strategic goal 3.2:</b> Support international mobility periods taken by students of TBU in Zlín and by academic and non-academic staff of TBU in Zlín.</p> <p><b>Sub-goal 3.2.1:</b> Increase the percentage of academic and non-academic staff who have taken a study period/internship abroad or who have acquired significant professional experience there, and remove formal and non-formal barriers for their integration into the life of the academic community.</p>		
<b>Specification of aim(s) of the measure</b>	The aim of the measure is to continue to develop language skills of employees of TBU in Zlín in accordance with the requirements imposed on institutions which strive to gain international position in the sphere of education, research and other activities focusing mainly on accreditation of degree programmes to be taught in English, improvement in the quality of lectures, of the quality of R&D and creative activities and functionality of the other processes.		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Current state of language proficiency of employees of TBU in Zlín	Further development of a bilingual environment at TBU from the point of view of an institution of an international nature, involvement of newly recruited employees in the system	Ensure the continuity of the development of an international bilingual environment at TBU in Zlín
<b>Description of the measure</b>	<p>According to the previous years' trends, the following forms of development of the communication skills of TBU employees are expected:</p> <ul style="list-style-type: none"> <li>➤ Follow-up classes held within the courses of academic and professional English.</li> <li>➤ Language course leading to the acquisition of the Cambridge international language certificate.</li> <li>➤ Courses focused on technical terminology in connection with the specific features of TBU in Zlín.</li> <li>➤ Training of relevant communication skills in English, both oral and written.</li> <li>➤ Individual tutorials.</li> <li>➤ Supervision during the period of self-study.</li> </ul>		



	<p>These activities are designed in such a manner as to cover the largest spectrum of TBU employees possible, and to enable, for example, academics who are unable to attend regular English classes because they coincide with the classes they teach to develop their communication skills (in the form of individual tutorials or guidance during the period of self-study). In the event that measures aimed to fight the coronavirus disease are imposed that put a ban on the presence of students in classes scheduled to be attended in person, classes are expected to be taught using the MS Teams platform.</p>
<b>Indicators</b>	<ol style="list-style-type: none"><li>1. Implementation of courses of academic and professional English: Min. 18</li><li>2. Implementation of a language course leading to the acquisition of the Cambridge international language certificate: 1</li><li>3. Number of actively involved employees of TBU in Zlín: 110 - 120</li></ol>

<b>Measure 1.5: Carry out an internal audit into quality and evaluation focused on the implementation of recommendations resulting from the work of EUA, M17+ and MICHE – “Follow-Up Evaluation”</b>			
<b>Guarantor</b>	Vice-Rector for Quality Management		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	1. Develop competences directly relevant to life and practice in the 21 <sup>st</sup> century		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT OF TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.2:</b> Complete the development of an internal system of assurance and evaluation of educational, R&amp;D and creative and related activities of TBU in Zlín.</p> <p><b>Sub-goal 5.2.1:</b> Implement the internal system of evaluation of R&amp;D and creative activities in accordance with the recommendations of the MEYS, methodology of the NAB and Methodology 17+, and develop evaluation methods for the purpose of assurance of the quality of education, R&amp;D and creative activities and the third role of the University.</p> <p><b>Sub-goal 5.2.2:</b> Implement relevant recommendations resulting from the work of external evaluation panels within the evaluation by the MICHE, within the EUA – Institutional Evaluation Programme, and in accordance with the Methodology 17+. Take their conclusions into consideration when reviewing the internal processes, strategic allocation of resources within the institution and other policies that are subject to evaluation.</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Conduct an internal survey at TBU in Zlín focused on company culture and staff satisfaction.</li> <li>2. Conduct an internal survey focused on the factors influencing the dropout rate.</li> <li>3. Carry out an external evaluation focused on the implementation of recommendations resulting from the work of the EUA – a follow-up evaluation.</li> </ol>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	A set up system for the monitoring of internal quality	Continuation in the area of monitoring of internal quality and of the evaluation focused on the implementation of recommendations resulting from the work of the EUA, M17+ and MICHE	Application of the outputs from the internal surveys and implementation of the recommendations listed in the Implementation Plan of the TBU Strategy 21+ for 2023 and modification of medium-term aims of TBU in Zlín
<b>Description of the measure</b>	1. A questionnaire survey will be conducted within the goal among the employees of TBU in Zlín, which will be focused		

	<p>on company culture, communication and staff satisfaction. The survey will be partially based on the survey conducted in 2019. At the same time, it will include items aimed at specifying the strategy of internal communication at the University.</p> <ol style="list-style-type: none"> <li>2. In order to achieve the second goal, an internal questionnaire survey will be conducted, focusing on the factors influencing the dropout rate regarding first-year and second-year students. The survey will provide component parts with feedback as to what factors they should concentrate their attention on in order to reduce the dropout rate in degree programmes carried out at the Faculties of TBU in Zlín.</li> <li>3. Within the aim, an evaluation focused on the implementation of the recommendations resulting from the work of the EUA, M17+ and the MICHE – the so-called “Follow-up Report” will be carried out. As part of the evaluation, four international experts will be invited to evaluate the manner of incorporating the feedback obtained from these bodies into the implemented SP of TBU for 2021+. The outputs from the evaluation will be used to update the Implementation Plan of the TBU Strategy 21+ for 2023 and to modify the medium-term aims of the University.</li> </ol>
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Results in the form of a research report and their presentation at the meetings of representative bodies of TBU in Zlín: 2</li> <li>2. A report evaluating the implementation of the recommendations – Follow-up Report: 1</li> </ol>

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

<b>Measure: 2.1 Create a professional system for the implementation of distance learning – Digitization Centre FÉNIX</b>			
<b>Guarantor</b>	Bursar – investment part Vice-Rector for Quality Management – implementation part		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	2. Improve the availability and relevance of flexible forms of education		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar A: EDUCATION</b>  <b>Strategic goal 1.2:</b> Innovate degree programmes to reflect the technological development and new societal challenges for the graduates’ success in the ever changing labour market.  <b>Sub-goal 1.2.6:</b> Improve the quality and relevance of full-time and part-time mode of study.</p> <p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b>  <b>Strategic goal 5.5:</b> Develop internal infrastructure and increase its adaptability to climate change including the implementation of measures to reduce the carbon footprint.  <b>Sub-goal 5.5.1:</b> Maintain and develop the infrastructure/facilities for educational, R&amp;D and creative activities carried out at TBU in Zlín including the development of the University Library and support for the availability of their information resources.</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Create specialized infrastructure/facilities required for the creation of digital online courses based on hybrid forms of teaching (hereinafter referred to as “<i>blended learning</i>”) with the aim of supporting distance learning in the educational process in the event of emergencies such as COVID-19, and for the purpose of developing the distance forms of education (U6 building – investment part).</li> <li>2. Implement the Strategy for Digitization of Degree Programmes at Relevant Faculties of TBU in Zlín with regard to the area of education they specialize in and their key degree programmes.</li> <li>3. Develop digital study supports in order to enhance the quality of the part-time mode of study.</li> </ol>		
<b>Description of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Not yet implemented in this professional format	Building up of a professional centre for the creation of digital online courses	Functional professional system for the preparation and implementation of online forms of teaching

<p><b>Description of the measure</b></p>	<p>Thanks to the implementation of these goals, TBU in Zlín will develop and launch a professional system for the preparation and implementation of online forms of teaching, which will be used for the subsequent systematic digitization of its degree programmes in the period from 2022 to 2025. The implementation of these measures will help enhance the accessibility and relevance of the flexible forms of education at TBU in Zlín.</p> <p>Ad 1) Investment part: The goals of the measures will be achieved by means of the following steps:</p> <ul style="list-style-type: none"> <li>- Adaptation of the premises for the establishment of a recording, post-script and audiovisual centre.</li> <li>- Acquisition of instrumentation and software equipment for this purpose.</li> </ul> <p><b>Studio 1</b> Main production studio for audiovisual production, compositing, motion capture production, screening, film and VFX production, recording of music performances</p> <p><b>Studio 2</b> E-learning production and conference studio for the production of presentations, educational courses and distance learning, VFX production using a LED wall.</p> <p>Ad 2) Implementation part: Extend the implementation team ensuring the digitization of educational materials by adding the job positions of technical staff (filming, editing, post-editing of materials). At the same time, ensure the coordination of all sub-activities related to the digitization of education by means of the job position of a digitization manager. In coordination with the Faculties, a plan for the implementation of the Strategy for Digitization with the time schedule for the creation of online educational materials at individual component parts will be prepared within the working team for the digitization of education. Within the goal, filming of study supports will be carried out in the form of short educational videos made for the support of teaching in the part-time mode of study. Study supports will help increase the quality of classes in the part-time mode of study. A total of 100 digital study supports (16 to 17 per each component part of TBU in Zlín) will be created.</p>
<p><b>Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Development of the infrastructure/technological facilities – establishment and equipping of a studio: 1 (2 studios)</li> <li>2. Plan for the implementation of the digitization of education at TBU in Zlín for each of the component parts.</li> <li>3. Innovation of study supports in 5 degree programmes.</li> </ol>

<b>Measure 2.2: Optimize the technological equipment of the TBU Library including the TBU University Press</b>			
<b>Guarantor</b>	Director of the Library		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	2. Improve the availability and relevance of flexible forms of education		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.5:</b> Development of internal infrastructure and enhancement of its adaptability to the climate change including the implementation of the measures intended to reduce the carbon footprint.</p> <p><b>Sub-goal 5.5.1:</b> Maintain and develop the infrastructure and related facilities for educational and R&amp;D and creative activities carried out at TBU in Zlín including the development of the University Library and the support for the accessibility of its information resources.</p>		
<b>Specification of aim(s) of the measure</b>	The aim of the measure is to ensure the opportunity for a comfortable and safe use of virtualized computer workstations including remote access.		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Virtualized computer workstations with the option of remote access	Virtualized computer workstations with more stable performance and advanced safety features	Virtualized computer workstations optimized for remote access and safe use
<b>Description of the measure</b>	Virtualized computer workstations offer the users of the TBU Library the opportunity to work comfortably both in the building of the Library and by means of remote access. The system must be continuously maintained and upgraded. Within the proposed measure, the security and stability of the entire system will be increased. For this reason, it is necessary to ensure licences and training of the employee in charge.		
<b>Indicators</b>	Virtualized computer workstations giving a more stable performance and advanced safety features.		

<b>Measure 2.3: Optimize and modernize information and communication technology with the aim of stabilizing and providing remote access for users to the information systems of TBU in Zlín</b>			
<b>Guarantor</b>	Bursar		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	2. Improve the availability and relevance of flexible forms of education		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.5:</b> Development of internal infrastructure and enhancement of its adaptability to the climate change including the implementation of the measures intended to reduce the carbon footprint.</p> <p><b>Sub-goal 5.5.1:</b> Maintain and develop the infrastructure and related facilities for educational and R&amp;D and creative activities carried out at TBU in Zlín including the development of the University Library and the support for the accessibility of its information resources.</p>		
<b>Specification of aim(s) of the measure</b>	The aim of the measure is to renew selected parts of the key server infrastructure, which has been in operation since 2017. Renewed servers form an inseparable part of the university server infrastructure, which is used for the operation of the University's and Faculties' applications.		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Server infrastructure installed in 2017 with terminated reactive support by the supplier	A part of the key server infrastructure has been renewed, which conforms to the current requirements for the operation of applications and systems.	Another part of the key server infrastructure has been renewed.
<b>Description of the measure</b>	<ul style="list-style-type: none"> <li>➤ Technical preparation based on the analysis of the state and needs.</li> <li>➤ Organization of a public tender and selection of a supplier.</li> <li>➤ Installing and integration into the HW infrastructure of the University.</li> <li>➤ Testing and routine operation.</li> </ul>		
<b>Indicators</b>	Renewed server infrastructure		

<b>Measure 2.4: Ensure the security of the network and of the server infrastructure</b>			
<b>Guarantor</b>	Bursar		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	2. Improve the availability and relevance of flexible forms of education		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.1:</b> Set up effective internal processes and manage the development of TBU in Zlín in a strategic manner.</p> <p><b>Sub-goal 5.5.1:</b> Maintain and develop the infrastructure and related facilities for educational and R&amp;D and creative activities carried out at TBU in Zlín including the development of the University Library and the support for the accessibility of its information resources.</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. In the Information Technology Centre (hereinafter referred to as “ITC”), ensure conditions for a new job position of an IT security specialist, who will be exclusively in charge of providing of security in the network and in the server infrastructure of the University and its concept.</li> <li>2. Ensure the purchase of necessary software tools and hardware elements for the detection and monitoring according to priorities and suggestions included in the audit report, and initiate steps towards optimization of the topology of the backbone network from the point of view of security.</li> </ol>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	<p>No employee in charge of IT security</p> <p>Only basic security, basic monitoring using the Flowmon system and other simple tools.</p>	<p>The job position of an IT security specialist has been staffed.</p> <p>Preparation of the Concept of Security for the Sphere of IT listing gradual steps aimed to enhance the security of the network and of the server infrastructure</p>	<p>Implemented Concept of Security for the Sphere of IT listing gradual steps aimed to enhance the security of the network and of the server infrastructure</p>
<b>Description of the measure</b>	<ol style="list-style-type: none"> <li>1. Staffing of the job position of an IT security specialist: 1</li> <li>2. Preparation of the Concept of Security for the Sphere of IT with gradual steps aimed to enhance the security of the network and of the server infrastructure on the basis of an audit: 1</li> </ol>		



	<ol style="list-style-type: none"> <li>3. Preparation of supporting documents and organization of public tenders seeking a supplier of software tools and hardware elements: 1</li> <li>4. Installing and integration into the infrastructure of TBU in Zlín.</li> </ol>
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. IT security specialist: 1</li> <li>2. Concept of assurance of security of the network and of the server infrastructure.</li> </ol>

<b>Measure 2.5: Ensure the operation of the Counselling Centre and of the Centre for Special Needs Students</b>			
<b>Guarantor</b>	Vice-Rector for Internal and External Relations		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	2. Improve the availability and relevance of flexible forms of education		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar A: EDUCATION</b></p> <p><b>Strategic goal 1.1:</b> Improve the quality of and develop an open and non-discriminatory access to education.</p> <p><b>Sub-goal 1.1.2:</b> Develop conditions for equal access to education at TBU in Zlín in accordance with the Charter of Fundamental Rights and Basic Freedoms (Constitutional Law No. 2/1993 Coll.).</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Provide psychological and psychiatric counselling services for students and employees of TBU in Zlín.</li> <li>2. Extend the range of psychological and psychiatric counselling services by adding legal counselling.</li> <li>3. Optimize the system of services for students who take care of children in such a manner as to provide them with equal access to studies, and the system of support for socially handicapped students.</li> <li>4. Extend the range of activities provided by the Centre in order to support special needs students by offering other services which have been identified as required on the basis of feedback from students.</li> </ol>		
<b>Description of the qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	<p>Services currently provided by the Counselling Centre</p> <p>Services currently provided which focus on the needs of students taking care of children,</p>	<p>Extended range of services provided by the Counselling Centre</p> <p>Implementation of the measure in accordance with the proposal for</p>	Maintenance of the set range and quality of services provided by the Counselling Centre and by the Centre for Special Needs Students

	<p>which ensure them equal access to studies</p> <p>Services currently offered to special needs students</p>	<p>the innovation of the system of services for students who take care of children</p> <p>Extended range and an improved quality of services provided to special needs students</p>	
<b>Description of the measure</b>	<p>Within the activities currently carried out by the Counselling Centre, it is necessary to maintain and improve the quality of psychological and psychiatric counselling. A new necessary activity is the work with students have experienced impacts related to the current crisis caused by the coronavirus epidemic. After pilot operation taking place in 2021, the services provided by the Counselling Centre will include also legal counselling as a standard service. As part of the services provided and focused on the needs of students taking care of children, an analysis of these needs will be carried out, ensuring them equal access to studies. Subsequently, a proposal for the innovation of these support services will be prepared. In accordance with the analysis performed, an extended range of services will be prepared for special needs students.</p>		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Number of tutorials given: 30</li> <li>2. Proposal for the innovation of a system of services focused on the needs of students taking care of children, which ensure them equal access to studies: 1</li> <li>3. Implementation of the measure in accordance with the proposal for the innovation of the system of services.</li> </ol>		

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

<b>Measure 3.1: Support the development of talented students in doctoral programmes</b>			
<b>Guarantor</b>	Rector		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	Improve the effectiveness and quality of doctoral programmes		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar B: RESEARCH AND R&amp;D AND CREATIVE ACTIVITIES</b></p> <p><b>Strategic goal 2.3:</b> Implement qualitative changes in the system of doctoral programmes in order to increase their attractiveness.</p> <p><b>Sub-goal 2.3.1:</b> Enhance the attractiveness and quality of studies in DP by means of inclusion of students in internal (IGA, DRO projects) as well as external sources of funding of the R&amp;D&amp;I and targeted PR. Involve them in real research activities and investigation into topics within research teams, thus creating conditions for their success in the labour market and their smooth transition to employment.</p> <p><b>Sub-goal 2.3.2:</b> Support PhD students by means of scholarship and personnel policy in order to increase the Graduation Rate.</p>		
<b>Specification of aim(s) of the measure</b>	The aim of the measure is to broaden the options to support the development of talented PhD students by means of individual development projects.		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Not systemically set as yet.	A system of provision of support aimed at financial stabilization of postdoctoral employees in their early academic career has been prepared and its pilot operation has been tested.	Ensure the continuity of financial support set.
<b>Description of the measure</b>	<p>Within the measure, a system for the provision of contributions to talented PhD students will be created and launched under defined non-discriminatory conditions. The conditions will be specified in a new internal regulation issued by TBU in Zlín.</p> <ol style="list-style-type: none"> <li>1. Preparation of the relevant internal regulation and establishing of criteria and conditions for eligibility for the contribution.</li> <li>2. Provision of a contribution – testing of the pilot operation.</li> </ol>		
<b>Performance indicators for 2022</b>	<ol style="list-style-type: none"> <li>1. Preparation of the relevant internal regulation for the provision of a contribution: 1</li> <li>2. Implementation of the measure by means of the provision of a contribution: 1</li> <li>3. Number of PhD students who have received support: No less than 25</li> </ol>		

<b>3.2 Measure: Continue to support PhD graduates in their early career at TBU in Zlín</b>			
<b>Guarantor</b>	Rector		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	3. Increase the efficiency and quality of doctoral programmes		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar B: RESEARCH AND R&amp;D AND CREATIVE ACTIVITIES</b></p> <p><b>Strategic goal 2.3:</b> Implement qualitative changes in the system of doctoral programmes in order to increase their attractiveness.</p> <p><b>Sub-goal 2.3.1:</b> Increase the attractiveness and quality of doctoral programmes through the integration of students into both internal (IGA/DRO projects) and external sources of funding of R&amp;D&amp;I as well as targeted PR.</p> <p>Involve PhD students in real research activities and dealing with topics within research teams, create conditions for their work and a smooth transition to employment.</p>		
<b>Specification of aim(s) of the measure</b>	The aim of the measure is to continue to implement the tool of support for postdoctoral students, which was launched in 2021, in order to improve a smooth transition of PhD graduates to employment at constituent parts of TBU in Zlín, in particular their financial stabilization, which in conjunction with other measures already in operation (e.g. reconciling of family and working life through an individual approach to the conditions set for their employment or enabling the use of services provided by the TBU Nursery School) provides stable conditions at the start of their professional career.		
<b>Description of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Established system of support aimed at financial stabilization of postdocs in their early professional career	Continuing tool for financial support	Continuing tool for financial support
<b>Description of the measure</b>	Continue to provide contributions to postdocs eligible for the contributions in accordance with the criteria set out in the regulation.		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Implementation of the measure by providing a contribution in accordance with the requirements listed in the Rector's Directive.</li> <li>2. Number of supported postdocs: No less than 5</li> </ol>		

**Prioritized aim 5. Develop capacity for the strategic management of the higher education system**

<b>5.1 Measure: Develop capacity for the strategic management of TBU in Zlín</b>			
<b>Guarantor</b>	Rector		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	5. Develop capacity for the strategic management of the higher education system		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.1:</b> Set up efficient internal processes and strategically manage the development of TBU in Zlín.</p> <p><b>Sub-goal 5.1.1:</b> Develop capacity for the strategic management of the higher education system.</p> <p><b>Strategic goal 5.4:</b> Strengthen the strategic management of human resources.</p> <p><b>Sub-goal 5.4.1:</b> Build up a functional system of human resource management at TBU in Zlín.</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Recruit human resources and ensure their development in the field of HR - finalization of the required personnel structure for the Human Resources Development department (stabilization of the following job positions: H&amp;R Development Specialist for staff recruitment, training and development, HR marketing, Employer Branding and talent management).</li> <li>2. Commencement of implementation of the new Strategy for the Development of Human Resources, including sub/goals and implementation methodologies.</li> <li>3. Finalization of the Gender Equality Plan – GEP document.</li> <li>4. Maintain the quality and ensure the professional development of the H&amp;R capacity for the preparation of analytical documents, data processing and evaluation of information required for the strategic management of TBU in Zlín and for the preparation of strategic documents.</li> </ol>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Approved Strategy for Human Resources Development including sub-methodologies	Gradual implementation of sub-goals set in the Strategy for the Development of Human Resources at TBU	Full implementation of sub-goals set Strategy for the Development of Human Resources at TBU
	Finalized capacity for strategic management	Maintenance and development of the established personnel capacity for the purposes of	Established system of strategic management and

		strategic management	planning including a system of evaluation and feedback
<b>Description of the measure</b>	<ol style="list-style-type: none"> <li>1. Filling the job position of H&amp;R Development Specialist for staff education and development and talent management.</li> <li>2. Stabilization of the Human Resources Development department, including professional development of affiliated employees.</li> <li>3. Gradual implementation of sub-goals set in the Strategy for the Development of Human Resources including implementation methodologies.</li> <li>4. Finalization of the GEP and its integration into the internal system of TBU in Zlín.</li> <li>5. Creation of a job position for the implementation of the GEP.</li> <li>6. Stabilization and development of the employee holding the post as an analyst for strategic management of TBU in Zlín, including his/her personal development.</li> </ol>		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Gender Equality Plan at TBU in Zlín: 1</li> <li>2. Finalized H&amp;R capacity</li> <li>3. Recruitment Strategy of TBU in Zlín: 1</li> <li>4. Plan of Educational Activities of TBU in Zlín: 1</li> <li>5. Guide for Staff Education and Development: 1</li> <li>6. Proposed Update of the Monitoring System for the Fulfilment of the TBU 21+ Strategy and of Other Strategic Documents: 1</li> </ol>		

**Prioritized aim 6. Reduce the administrative load of the university staff so that they can devote their full attention to their mission**

<b>6.1 Measure: Ensure personnel capacities for stabilization of the activities of the Project Management Office at TBU in Zlín</b>			
<b>Guarantor</b>	Bursar		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	6. Reduce the administrative load of the university staff so that they can devote their full attention to their mission		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.1:</b> Set up efficient internal processes and strategically manage the development of TBU in Zlín.</p> <p><b>Sub-goal 5.1.1:</b> Develop capacity for the strategic management of the higher education system.</p>		
<b>Specification of aim(s) of the measure</b>	Maintain and stabilize the job position of senior project manager, who would provide methodological project management, coordination of project activities at TBU in Zlín and mentoring in the initial training of new project managers.		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Job position created	Ensure the continuation of this new job position	Coordination of project preparation for the new programme period lasting from 2021 to 2027
<b>Description of the measure</b>	<ol style="list-style-type: none"> <li>1. Coordination and networking of project managers' activities carried out at TBU in Zlín.</li> <li>2. Assurance of effective internal communication and cooperation among project managers when dealing with issues common for all projects.</li> <li>3. Organization of an internal university meeting of project managers focusing on an increased efficiency of cooperation.</li> <li>4. Provision of a communication platform for the purpose of sharing of good practice and mutual learning among project managers at TBU in Zlín.</li> <li>5. Assurance of communication and cooperation among project managers during the preparation of projects in the new programme period.</li> <li>6. Dealing with the sustainability of the "Development of Infrastructure at the Faculty of Technology" project funded by the OP RDE, including possible project audits.</li> </ol>		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Communication platform for the purpose of sharing good practice and mutual learning among TBU project managers: 1</li> <li>2. Ensure the continuation of the job position of senior project manager in 2022: 1</li> </ol>		

<b>6.2 Measure: Finalization of the process of building integration links to the “E-spis” Electronic Records Management System</b>			
<b>Guarantor</b>	Bursar		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	6. Reduce the administrative load of the university staff so that they can devote their full attention to their mission		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.1:</b> Set up efficient internal processes and strategically manage the development of TBU in Zlín.</p> <p><b>Sub-goal 5.1.3:</b> Develop the TBU information system with the aim of fully computerizing all of its segments and reducing the administrative load.</p>		
<b>Specification of aim(s) of the measure</b>	The aim of the measure is to finalize the software interfaces of the E-spis Electronic Records Management System linking the system to the key SAP and IS/STAG information systems and to the public contracting authority’s profile (public tender administration).		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Interface in the preparation and testing phase, with the announced change of the national standard for API	Interface of the E-spis Electronic Records Management System linked to the SAP, IS/STAG system and to the public contracting authority’s profile in productive operation	Implemented in 2022
<b>Description of the measure</b>	Technological preparation will be finalized in accordance with the set requirements; program modifications of all integration interfaces and web services will take place, including the testing of newly made modifications.		
<b>Indicators</b>	A fully functional interface in accordance with the national standard for API.		



<b>6.3 Measure: Renew the electronic control system for access to TBU buildings.</b>			
<b>Guarantor</b>	Bursar		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	6. Reduce the administrative load of the university staff so that they can devote their full attention to their mission		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.1:</b> Set up efficient internal processes and strategically manage the development of TBU in Zlín.</p> <p><b>Sub-goal 5.1.3:</b> Develop the TBU information system with the aim of fully computerizing all of its segments and reducing the administrative load.</p>		
<b>Specification of aim(s) of the measure</b>	Increase in the security of the electronic access control system		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Outdated electronic access control system	Replacement of the currently used electronic access control system including the access cards	Implemented in 2022
<b>Description of the measure</b>	Access cards that do not meet current security standards. The vulnerability of the electronic access control system where the identifiers of insecure cards can be copied is high. Within the measure, the control SW will be replaced, the control electronics will be replaced and the electronic access cards will be replaced, the existing data sources will be integrated, including the operator training.		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Deployment of the new system: 1</li> <li>2. Integration with data source systems.</li> <li>3. Replacement of electronic access control systems in the U2, U4, U5, U56, U11, U13, U16 buildings.</li> </ol>		

## Internationalization

<b>I.1 Measure: Ensure continuity of funding (scholarships) for international students</b>			
<b>Guarantor</b>	Vice-Rector for Internationalization		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	2. Internationalization of degree programmes carried out at higher education institutions		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>PILLAR C. INTERNATIONALIZATION</b></p> <p><b>Strategic goal 3.1:</b> Strengthen the internationalization of TBU in Zlín by increasing the number of international students and staff, support their social integration and facilitate their cooperation with “local” students and employees.</p> <p><b>Sub-goal 3.1.1:</b> Increase the number of international students in degree programmes accredited to be taught in Czech and English, and motivate students to successfully complete their studies.</p> <p><b>Sub-goal 3.1.2:</b> Support short-term study periods taken by international students coming to TBU in Zlín.</p>		
<b>Specification of aim(s) of the measure</b>	<p>1. Ensure the continuity of funding (scholarships) for international students enrolled on entire accredited degree programmes carried out in English with financial participation by component parts of TBU in Zlín. Continue to implement a scholarship programme for international students who will study during 2022 in doctoral programmes accredited to be taught in English at TBU in Zlín in accordance with the requirements listed in internal regulations of TBU in Zlín.</p> <p>2. Prepare a scholarship programme for international students who come from countries where the situation is unstable due to war or to a geopolitical crisis.</p>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Launched scholarship programme for international students enrolled on entire accredited degree programmes in English for 2022  Scholarship program not launched	Revised Incentive Scholarship Programme  Creation of a scholarship programme	Assurance of continuity of funding for 2023
<b>Description of the measure</b>	Ad 1) The scholarship programme for international students planning to enrol in degree programmes accredited to be taught in English will consist of financial support at the university level provided in the 1 <sup>st</sup> year of study (in accordance with Rector Directives SR/35/2019 and SR/14/2020). In the subsequent years of study, financial support will be provided in compliance with		

	<p>internal regulations issued by component parts of TBU in Zlín. For students who have been/will be admitted to study in a doctoral programme accredited to be taught in English before the academic year 2021/2022, the scholarship amounts to CZK 8,000 per month. The student may be eligible for an additional scholarship paid from the funds of the relevant component part where the student is registered.</p> <p>Ad 2) The support is intended for students coming from countries where the situation is unstable due to war or to a geopolitical crisis, and this situation does not allow them to study in their home country. The scholarship programme has been designed for international students who will study within an exchange study period, or for those wishing to study an accredited degree programme carried out at TBU in Zlín. The support will be intended primarily for students from Belarus, the Ukraine and Afghanistan, or for students from other developing countries. Scholarship eligibility will be assessed depending on the internal evaluation, on submitted applications and on the current situation.</p>
<p><b>Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of students supported from the scholarship programme for international students enrolled on entire accredited degree programmes carried out in English: 30</li> <li>2. Number of students supported from the scholarship programme for international students coming from countries where the situation is unstable due to war or a geopolitical crisis: 5</li> </ol>

<b>I.2 Measure: Support of mobility abroad taken by students of TBU in Zlín</b>			
<b>Guarantor</b>	Vice-Rector for Internationalization		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	1. Development of global skills of students and staff at higher education institutions		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 3.2:</b> Support the international mobility of students of TBU in Zlín and of academic and non-academic staff of TBU in Zlín.</p> <p><b>Sub-goal 3.2.3:</b> Increase the number of students who have completed a study period/traineeship abroad.</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Prepare a scholarship programme for special needs students.</li> <li>2. Prepare a scholarship programme for the so-called “freemovers”.</li> <li>3. Prepare a scholarship programme for those students whose academic mobility will be significantly affected by the COVID-19 pandemic or will have to be additionally funded due to different sources of support within those Calls which are close to finalization, e.g. the Erasmus+.</li> </ol>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Implemented to a limited extent due to the ongoing COVID-19 pandemic	<p>Provision of support of a higher quality for mobility of special needs students provided outside the Erasmus+ programme</p> <p>Continuing student mobility programme for the so-called freemovers</p> <p>Continued assurance of high-quality mobility taking place even under the impact of the COVID-19 pandemic</p>	Continuing funding ensured
<b>Description of the measure</b>	1. A scholarship programme for special needs students who participate in mobility abroad. The scholarship programme will be designed especially for students with physical disabilities.		

	<ol style="list-style-type: none"> <li>2. The scholarship programme is intended for TBU students who will participate in a mobility period abroad as the so-called freemovers. The amount of the allowance to be paid from this source shall be set at CZK 10,000 per student who fulfils the requirements to be eligible for this scholarship and participates in mobility abroad. The component part at which the student is registered shall participate in the co-funding of the mobility in the event that the amount of funding provided, i.e. CZK 10,000, is exceeded.</li> <li>3. A scholarship programme for students who will participate in mobility abroad and whose academic mobility will be significantly affected by the COVID-19 pandemic (differences in Erasmus project calls, etc., increased costs, etc.).</li> </ol>
<p><b>Indicators</b></p>	<ol style="list-style-type: none"> <li>1. Number of students eligible for funding from the scholarship programme for special needs students: 2</li> <li>2. Number of the so-called “freemovers” eligible for funding: 10</li> <li>3. Number of students eligible for funding from the scholarship programme for students who will participate in mobility abroad and whose academic mobility will be significantly affected by the COVID-19 pandemic: 8</li> </ol>

<b>I.3 Measure: Internal competition aimed to promote international cooperation</b>			
<b>Guarantor</b>	Vice-Rector for Internationalization		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	4. Creation of an international environment at higher education institutions and promotion abroad		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>PILLAR C. INTERNATIONALIZATION</b></p> <p><b>Strategic goal 3.1:</b> Strengthen the internationalization of TBU in Zlín by increasing the number of international students and staff, support their social integration and facilitate their cooperation with “local” students and employees.</p> <p><b>Sub-goal 3.1.3:</b> Develop the international environment of the University in such a manner that all constituent parts provide services in Czech and English, develop a system of provision of services and support for the integration of international students and staff and promotion abroad.</p> <p><b>Strategic goal 3.2:</b> Support international mobility of TBU students in Zlín and of academic and non-academic staff of TBU in Zlín.</p> <p><b>Sub-goal 3.2.1:</b> Increase the percentage of academic and non-academic staff who have completed a study period/traineeship abroad or gained significant professional experience there, and remove formal and informal barriers to their integration into the life of the academic community.</p> <p><b>Sub-goal 3.2.3:</b> Increase the number of students who have completed a study period/traineeship abroad.</p> <p><b>Strategic goal 3.3:</b> Support strategic cooperation, partnership and building of capacity for the purposes of internationalization.</p> <p><b>Sub-goal 3.3.1:</b> Support the accreditation and implementation of joint/double/multiple degree programmes in cooperation with strategic partners abroad.</p>		
<b>Specification of aim(s) of the measure</b>	<p>Preparation and organization of an internal competition focusing on:</p> <ol style="list-style-type: none"> <li>1. Support of mobility abroad of academics and researchers of TBU in Zlín.</li> <li>2. Support of mobility taken by academics and researchers coming from abroad to TBU in Zlín.</li> <li>3. Support of the preparation of joint degree programmes in cooperation between an institution abroad and TBU in Zlín.</li> <li>4. Support of international mobility of PhD students taken at prestigious institutions abroad.</li> <li>5. Support of the implementation of degree programmes carried out in English.</li> </ol>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Support provided within the 2021 internal competition (implementation)	Funding provided for mobility – higher quality of cooperation with institutions abroad -	Stable development of the implementation of high-quality international

	<p>limited by the COVID-19 pandemic)</p> <p>Support provided within the 2021 internal competition (implementation limited by the COVID-19 pandemic)</p> <p>Ad 3 – 5) Not implemented</p>	<p>innovation in teaching, higher quality of scientific outputs, extended possibilities for mobility abroad</p> <p>Funding provided for mobility – higher quality of cooperation with institutions abroad - innovation in teaching, higher quality of scientific outputs</p> <p>Creation of a joint degree programme at TBU in Zlín, to be accredited within internal accreditation or by the National Accreditation Bureau for Higher Education</p> <p>Scholarship programme offered within an internal competition supporting mobility of PhD students</p> <p>Creation of study supports for teaching in English</p>	<p>cooperation, especially through academic and research mobility of top quality, implementation of degree programmes in English and creation of joint degree programmes in English with the financial and administrative support by the Rectorate</p>
<p><b>Description of the measure</b></p>	<ol style="list-style-type: none"> <li>1. The internal competition will be announced to support the mobility of academic and research staff taking place at prestigious institutions abroad (especially outside the EU). The primary goal is to support an improvement in professional qualifications, the preparation of international scientific, research and educational projects and the preparation of joint specialized outputs.</li> <li>2. The internal competition will be announced to support the mobility of international experts at component parts of TBU in Zlín. In particular, prestigious mobility resulting in cooperation on mutual projects, work on specialized outputs</li> </ol>		

	<p>and aimed to increase the qualifications of employees and students of TBU in Zlín will be supported.</p> <ol style="list-style-type: none"> <li>3. Internal competition held to support the creation of joint degree programmes in cooperation between TBU in Zlín and an institution abroad. Support in the form of a financial reward given to the research team. The joint degree programme should help increase the prestige and quality of education at TBU in Zlín.</li> <li>4. Internal competition held to support mobility of PhD students taking place at prestigious institutions abroad. The primary goal is to support the improvement in professional qualifications, preparation of international scientific research and educational projects and the preparation of joint specialized outputs.</li> <li>5. Internal competition held for the purpose of creating study supports within degree programmes accredited to be taught in English, with the said study supports offered by the relevant component part for admissions.</li> </ol>
<b>Indicators</b>	Organization of five internal competitions



<b>I.4 Measure: Promotion abroad of degree programmes/courses carried out at TBU and provision of services to incoming international students and staff</b>			
<b>Guarantor</b>	Vice-Rector for Internationalization		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	4. Creation of an international environment at higher education institutions and promotion abroad		
<b>Reference to the TBU Strategic Plan 21+</b>	<b>PILLAR C. INTERNATIONALIZATION</b> <b>Strategic goal 3.3:</b> Support strategic cooperation, partnership and building of capacity for internationalization. <b>Sub-goal 3.3.1:</b> Support accreditation and implementation of joint/double/multiple degree programmes with strategic partners abroad.		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Provide international applicants for study and employment and students/employees with comprehensive information, counselling and supporting services with the aim of facilitating their stay in the Czech Republic.</li> <li>2. Continue to implement the established system of cooperation with international students and graduates and involve international students and graduates in the promotion of the University.</li> <li>3. Cooperate with the Centre for International Cooperation in Education, with embassies of the Czech Republic abroad, etc. on the offer of a unified presentation abroad as part of the Study in the Czech Republic initiative. Participate in higher education fairs and carry out other promotional activities (virtual fairs, webinars, cooperation with agents, etc.) abroad and cooperate with international student clubs (Buddy System Zlín, etc.).</li> </ol>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Survey not conducted  Student programme - 3 students involved  Implemented as part of participation in online higher education fairs FPP and Begingroup, advertising on	Student satisfaction with services provided by the Welcome Centre – questionnaire survey  Student programme expanded – More students involved  More targeted promotion	A stable operation of the Welcome Centre. Development of activities and frequency of services provided  Consistent cooperation with students on the promotion of degree programmes carried out in English including optional remuneration for the recruitment of other international students

	Keystone portals and more		Implementation of promotional activities aimed at recruiting of international students and organized in accordance with the current trends and the effectiveness of individual activities
<b>Description of the measure</b>	<ol style="list-style-type: none"> <li>1. The Welcome Centre will continue to provide counselling and integration services to international students and staff of TBU in Zlín. It will closely cooperate with the Erasmus Student Network (ESN) Zlín on activities intended for international students and held during the academic year and will provide training for members of the ESN Zlín on the visa policy applicable to international students.</li> <li>2. International students will help with promotional activities that are used to recruit international applicants from specific countries. The promotion will take place in the form of posts on social networks, utb.international, and of videos made about study and life at TBU in Zlín and in the town of Zlín.</li> <li>3. TBU will continue to use commercial promotional activities such as online and offline higher education fairs held abroad, specialized webinars, advertising and other tools designed to recruit international students. TBU will manage and support the operation of the Bata Centre at Ton Duc Thang University in Vietnam. TBU will continue to intensively cooperate with the Centre for International Cooperation in Education, with embassies of the Czech Republic abroad and embassies of other countries in the Czech Republic in order to promote study in the Czech Republic.</li> </ol>		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Organization of 2 training events (focusing on integration and information) for international students and employees.</li> <li>2. Involvement of at least 5 students in promotional activities.</li> <li>3. Participation in 3 online higher education fairs.</li> </ol>		

**Other measures falling under the spheres listed in the Announcement:**

<b>Measure: D.1 Implement the Action Plan for the Sustainable Development Strategy of TBU in Zlín</b>			
<b>Guarantor</b>	Rector		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	Other measures		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT</b></p> <p><b>Strategic goal 5.5:</b> Development of internal infrastructure and an increase in its adaptability to climate change, including the implementation of measures aimed to reduce the carbon footprint.</p> <p><b>Sub-goal 5.5.3:</b> Implement measures for the fulfilment of the Strategy for Long-Term Sustainability of TBU in Zlín with the aim of developing the environmental responsibility of TBU in Zlín.</p>		
<b>Specification of aim(s) of the measure</b>	Implementation of measures listed in the Action Plan for Sustainable Development Strategy of TBU in Zlín		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	Sustainable Development Strategy of TBU in Zlín	Implementation of measures listed in the Action Plan for the Sustainable Development Strategy of TBU in Zlín	Continue to implement the measures listed in the Action Plan for the Sustainable Development Strategy of TBU in Zlín
<b>Description of the measure</b>	<ol style="list-style-type: none"> <li>1. Preparation of the Action Plan for the Sustainable Development Strategy of TBU in Zlín.</li> <li>2. Creation of sustainable development management including the creation of the job of a coordinator for sustainable development at TBU in Zlín, with the involvement of all component parts.</li> <li>3. Preparation of documents for the creation and elaboration of strategic documents.</li> <li>4. Preparation of projects supporting the environmental responsibility at TBU in Zlín.</li> </ol>		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Action Plan for the Sustainable Development Strategy of TBU in Zlín containing specific details on the fulfilment of the individual measures: 1</li> <li>2. Preparation of projects supporting the environmental responsibility at TBU in Zlín: 2</li> <li>3. Promotional events focusing on waste sorting and on waste management: 2</li> </ol>		

<b>2 Measure: Enhancement of promotional activities of TBU in Zlín in accordance with recommendations included in the Methodology 17+, and strengthening of the third role of TBU in Zlín</b>			
<b>Guarantor</b>	Rector		
<b>Aims of the measure in accordance with the Strategic Plan 2021+</b>	Other measures		
<b>Reference to the TBU Strategic Plan 21+</b>	<p><b>Pillar D: THIRD ROLE OF TBU IN ZLÍN</b></p> <p><b>Strategic goal 4.1:</b> Actively participate in the creation, preparation and implementation of national and regional strategies, including the development strategies of the Municipality of Zlín and of other municipalities of the region, participate in the development of the non-profit sector of the cultural and social environment and cooperate with external entities on development projects.</p> <p><b>Sub-goal 4.1.1:</b> Build an active representation of TBU in Zlín in the structures of creation and management of key strategic documents and, at the same time, participate in their implementation through projects implemented at TBU or within partnerships with the aim of influencing the public life.</p> <p><b>Strategic goal 4.3:</b> By building the reputation of TBU in Zlín, including spreading the legacy of Tomas Bata, promote the Zlín Region and the town of Zlín as a high-quality place to study and live in.</p> <p><b>Sub-goal 4.3.2:</b> Promote the results of education, science and research towards the public, actively disseminate new knowledge, the results of scientific and research activities and examples of good practice towards the general public.</p>		
<b>Specification of aim(s) of the measure</b>	<ol style="list-style-type: none"> <li>1. Enhancement and implementation of promotional activities of TBU in Zlín in accordance with the recommendations given by the Methodology 17+.</li> <li>2. Development of the third role of TBU in Zlín, especially in connection with the preparation of the region for the new programme period 21+.</li> </ol>		
<b>Prediction of qualitative change</b>	<b>Initial situation (as at 31/12/2021)</b>	<b>Planned situation (as at 31/12/2022)</b>	<b>Planned situation (as at 31/12/2023)</b>
	<p>Implementation of promotional activities currently carried out</p> <p>Implementation of activities currently carried out within the third role of TBU in Zlín</p>	<p>Extended portfolio of tools used for the presentation of TBU in Zlín in the field of promotion of educational and R&amp;D and creative activities</p> <p>Development of partner cooperation within the fulfilment of the</p>	<p>Extended portfolio of tools used for the presentation of TBU in Zlín in the field of promotion of educational and R&amp;D and creative activities</p> <p>Development of partner cooperation within the fulfilment of the</p>

		third role of the regional development area	third role of the regional development area
<b>Description of the measure</b>	<p>Enhancement of communication tools and of promotion of TBU in Zlín – innovation in the field of spreading awareness of the educational and R&amp;D and creative activities of TBU in Zlín.                  Strengthening of communication with partners in the region in order to strengthen TBU in Zlín as a key partner for regional development, especially in the area of preparation of the territory for the new programme period 21+.</p>		
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Press releases.</li> <li>2. An innovated marketing method to be used for the promotion of selected activities aimed at raising the awareness of educational and R&amp;D and creative activities of TBU in Zlín.</li> <li>3. Promotional events organized in accordance with recommendations given by the Methodology 17+.</li> </ol>		