


FULL REPORT ON THE IMPLEMENTATION OF
THE AIMS SET IN THE INSTITUTIONAL PLAN
OF TOMAS BATA UNIVERSITY IN ZLÍN FOR
2021



Full Report on the Implementation of Aims Set in the Institutional Plan of Tomas Bata University in Zlín for 2021 (hereinafter referred to as the “Full Report on the Implementation of the TBU IP for 2021”)

The Institutional Plan of Tomas Bata University in Zlín for 2021 (hereinafter referred to as the “TBU IP for 2021”) was prepared and approved in accordance with the Announcement of the Institutional Programme for Public Higher Education Institutions for 2021 (hereinafter referred to as “Announcement by the MEYS”). In accordance with the Announcement by the MEYS, it was posted on the following TBU webpage: <https://www.utb.cz/en/institutional-programme-for-higher-education-institutions/>. The TBU IP for 2021 was discussed “by correspondence” by the Board of Governors of TBU in Zlín on 26 November 2020. It was discussed by the MEYS on 15 March 2021.

The TBU IP for 2021 was based on the measures defined in the Announcement by the MEYS for 2021 within the implementation of priorities and aims set in the Strategic Plan of Tomas Bata University in Zlín for the period 21+ (hereinafter referred to as “TBU 21+ Strategy”) and the Implementation Plan for 2021 of the 21+ Strategic Plan of Tomas Bata University in Zlín (hereinafter referred to as “TBU Implementation Plan for 2021”). Both strategic documents accept the expected measures adopted at the university level, which are based on the six prioritized aims of the MEYS Strategic Plan for Higher Education Institutions from 2021 (hereinafter referred to as the “Strategy of the MEYS for 21+”). Moreover, they accept the expected measures adopted at the university level described in the document Strategy for the Internationalization of Higher Education for the period from 2021+ (hereinafter referred to as the “MEYS Internationalization Strategy”).

Prioritized aims of the Strategy of the MEYS for 21+ relevant for funding from the resources of the Institutional Programme of the MEYS for 2021:

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

Prioritized aim 4 of the Strategy of the MEYS 21+ (Strengthen the strategic management and effective use of capacities in the area of research and development at higher education institutions) could not be included in the TBU IP for 2021 and was dropped, because in accordance with the Announcement by the MEYS, the grant was not aimed to support research, development and creative activities, including the activities from the sphere of R&D and for the purchase of equipment and enhancement of the facilities intended for these activities.

Prioritized aims of the Strategy for Internationalization of the MEYS relevant for funding from the resources of the Institutional Programme (designated as Prioritized aim I in the TBU IP for 2021):

Internationalization of higher education institutions

- Development of global skills of students and staff at higher education institutions;
- Internationalization of degree programmes taught at higher education institutions;
- Simplification of the process of recognition of education and qualifications acquired abroad;
- Creation of an international environment at higher education institutions and promotion abroad;
- Strengthening of strategic management of internationalization.

The funding could be targeted also on other measures defined in the Announcement by the MEYS (designated as Prioritized aim D in the TBU IP for 2021).

In 2021, the approved TBU IP for 2021 was implemented in the following prioritized aims:

1. Develop competences directly relevant to life and practice in the 21st century.
 2. Improve the availability and relevance of flexible forms of education.
 3. Improve the effectiveness and quality of doctoral programmes.
 4. Build up capacities for strategic management of higher education.
 5. Reduce the administrative load on university staff so that they can fully concentrate on their mission.
- I. Internationalization of higher education institutions
- D. Other measures included in the areas listed in the Announcement:
- Develop and improve the quality of services provided by the Counselling Centre;
 - Develop awareness and popularize educational, research and development activities of TBU through targeted events intended for the public;
 - Implement sustainable development measures of TBU.

All measures listed in the TBU IP for 2021 have been included in the TBU Implementation Plan for 2021.

Implementation of individual prioritized aims of the TBU IP for 2021

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

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

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

Measures of the Prioritized aim 1 were implemented. However, part 1.1 of the measure, regarding the reduction of dropout rates, has not been fully achieved. The dropout rate for Bachelor’s programmes remained at the same level. The dropout rate slightly decreased in follow-up Master’s programmes when comparing the studies completion rate in the 2019/2020 and 2020/2021 academic year.

Other measures were successfully implemented.

- The proposal to innovate the teaching quality evaluation system was reflected in the TBU Internal Evaluation Report for 2021. As regards the innovation of the teaching quality evaluation system, communication with students has been strengthened, which has led to an increase in student participation in the evaluation – increased student participation in the evaluation of the quality of studies above 30% has been achieved.
- A new job portal was implemented. TBU students were prepared for their transition to employment through targeted internships and traineeships and through developing their soft skills in order to improve their career prospects on the labour market.
- A new motivation tool was created and launched to be used for the appreciation of the extraordinary work achievements by academics and employees related to educational activities and practice, namely the “Award by Rector for Excellent Teaching Performance”.

Measure: 1.1 Improve the acquisition of feedback from stakeholders on the quality of degree programmes and their revision with a focus on increasing the success rate in studies	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<ol style="list-style-type: none"> 1. Obtain feedback from stakeholders (students, graduates, non-academic professionals and employers) on the quality of DP carried out, including their openness towards the needs of students. 2. Analyse dropout rates at TBU, and develop a methodology and an action plan aimed at their reduction. 3. Propose an optimization of DP through: (a) an action plan aimed to reduce dropout rates; (b) a methodology aimed to reduce dropout rates and (c) feedback on the quality of DP. The optimization will be part of the action plan aimed to reduce dropout rates at TBU. 4. Prevent plagiarism and provide technical support for writing of academic qualification theses in order to increase the quality level of academic qualification theses. 	<ol style="list-style-type: none"> 1. All the planned surveys were conducted – (1) graduates, (2) students, (3) employers and (4) student dropout rate. The results of the surveys were published as independent research reports and were presented at the meetings of the representative bodies of TBU. At the same time, they were also made available through the TBU Internal Evaluation Report for 2021. 2. An action plan, aimed at the reduction of the student dropout rate at TBU for the relevant Faculties, including recommendations for modifications to particular DP, has not been published yet. The issuance of the recommendation is planned for 6/2022; it is currently in preparation. 3. An action plan, aimed at the reduction of the student dropout rate at TBU for the relevant Faculties, including recommendations for modifications to particular DP, has been prepared, but has not been published yet. The issuance of the recommendation is planned for 6/2022; it is currently in preparation. 4. The Turnitin system was purchased in order to increase the quality level of academic qualification theses.
Assessment of the implementation of the planned indicators	
<ol style="list-style-type: none"> 1. Surveys conducted in accordance with the description in the measure proposal: 4 FULFILLED. 2. Research report with recommendations for relevant Faculties of TBU for modifications to and development of their DP: 1 FULFILLED. 3. An action plan aimed to reduce the student dropout rate: 1 FULFILLED. 4. A methodology aimed to reduce the student dropout rate at TBU: FULFILLED. 5. Optimization of DP through outputs: FULFILLED. 	

6. Implementation of the Turnitin system: 1 – FULFILLED.

Comments with regard to the implementation:

In 2021, planned surveys were conducted: (1) graduates, (2) students, (3) employers and (4) student dropout rate. The results of the surveys were published as independent research reports and were presented at the meetings of the representative bodies of TBU. At the same time, they were also made available through the TBU Internal Evaluation Report for 2021.

In 2021, the preparation of the Methodology for the Reduction of Dropout Rate at TBU was commenced, including an action plan with the commencement date scheduled for the 2022/2023 academic year. Primarily, student dropout rate was dealt with within the project DUO UTB (Strategic project DUO UTB ve Zlíně II, abbreviated title DUO UTB, CZ.02.2.69/0.0/0.0/18_056/0012951), key activity 7, whose goal was to prepare a prospectus “TBU Student Guide”, which was distributed among newly enrolled students. The second activity was an adaptation week at individual Faculties and in the Library, during which new students got familiar with the operation of the relevant Faculty and the University. The last activity included tutorials and study-related counselling. In 2021, a total of 23 remedial courses were implemented within the DUO project. Subsequently, two more remedial courses were implemented, which received funding from the TBU Strategic Project.

In 2021, a working team was also put together, which aimed to, among other things, support the activities of student associations and organizations that focus on the reduction of dropout rate within their activities.

In accordance with the measure, the Turnitin system was purchased in order to increase the quality level of academic qualification theses and to enable comparison of duplicate content in theses written in different languages. It can also be used as a checker tool for seminar papers and other academic theses, thus contributing to the prevention of plagiarism.

Prediction of qualitative change	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
	Academic success rate indicator in 2019 (Graduation rate).	Improvement in the academic success rate indicator in 2020 (Graduation rate).

Assessment of the qualitative change achieved:

The target situation was achieved, nevertheless, it is necessary to pay careful attention to dropout rate in the following period and to the setting of the requirements for its monitoring and possible minimization in the early stage of admission procedure (at the level of applicants for study).

Measure: 1.2 Innovate the system of evaluation of teaching quality	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<ol style="list-style-type: none"> 1. Continue to innovate the system of evaluation of teaching quality by strengthening communication with students and by increasing their involvement in teaching evaluation processes. 2. Prepare proposals for innovations in the quality evaluation system. 	<ol style="list-style-type: none"> 1. The system of evaluation of teaching quality continued to be innovated also in 2021 by means of strengthening communication with students and by increasing their involvement in teaching evaluation processes, which led to an increase in the participation of students in the evaluation. 2. The process of innovation of the system of evaluation of teaching quality was presented to the TBU Internal Evaluation Board and will be reflected in the TBU Internal Evaluation Report for 2021 in 2022.
Assessment of the implementation of the planned indicators	
<ol style="list-style-type: none"> 1. A research report with recommendations for individual TBU Faculties for modification, optimization and development of their DP: 1 FULFILLED. 2. Proposal for innovation of the teaching quality evaluation system reflected in the TBU Internal Evaluation Report for 2021: 1 FULFILLED. 	

Comments with regard to the implementation:

As part of the measure, the questionnaire for the evaluation of the quality of teaching was optimized with regard to a more intuitive evaluation, reduction of irrelevant questions and taking into consideration the evaluation of lectures, seminars, exercises and the type of completion of a course unit (exam, credit, graded credit). For this purpose, the system was modified through the supplier of the IS/STAG, the University of West Bohemia in Pilsen. After the first innovated survey was conducted, the feedback from students was positive, which was reflected in a higher participation in the evaluation in the summer semester. A meeting with students was held, during which changes and other adjustments for the future were discussed.

In addition, as part of the measure, a Schedule for the Evaluation of the Quality of Teaching was issued, including follow-up steps for Faculties leading to the preparation of a report and subsequent communication towards students, including meetings with students studying in particular degree programmes.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Currently used evaluation system – reduction of irrelevant issues required.	Innovated evaluation system of teaching quality.
	Greater involvement of students in the evaluation required. The	Increase the participation of students in the evaluation based

	participation rate currently stands at 28% of TBU students.	on an active approach of TBU, and in cooperation with the Student Chamber of the TBU AS, above 30% within the evaluation of teaching in the 2020/2021 summer semester.
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Assessment of the qualitative change achieved:

During the period monitored, an increase in the participation of students in the evaluation of the quality of teaching from 28 % to 32.3 % was observed, so the goal set at a minimum of 30 % of students was achieved.

Measure: 1.3 Organize internships and practical training with the aim of enhancing students' soft skills in order to improve their career prospects on the labour market	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<ol style="list-style-type: none"> 1. Develop the capacity of the Job Centre (hereinafter referred to as "JC") in order to expand communication with external partners/employers and to obtain feedback on the quality of the educational process, internships and traineeships in particular. The secondary aim in this case is to create the conditions for long-term cooperation with employers, which will result in the creation of job opportunities for TBU graduates. 2. Prepare TBU students for their transition to employment through targeted internships and traineeships, thus developing their job-specific skills. 3. In a complementary form, develop other soft skills of students in order to improve their career prospects on the labour market (e.g. presentation skills, communication skills, etc.), i.e. by organizing specialized workshops, seminars and webinars. 	<ol style="list-style-type: none"> 1. A new Job Portal for TBU students was launched. The conditions for long-term cooperation with employers on the creation of job opportunities for TBU graduates were expanded. A proposal for innovation of activities of the JC was prepared. 2. TBU students were prepared for their transition to employment through targeted internships and traineeships; 3 graduate traineeships and 24 student traineeships were implemented as part of the measure. 3. As part of the development of students' soft skills in order to enhance their preparedness for the labour market, six workshops/seminars were held, attended by 75 participants.
Assessment of the implementation of the planned indicators	
<ol style="list-style-type: none"> 1. Preparation of a proposal for innovation of activities carried out by the JC: 1 FULFILLED. 2. Number of traineeships and internships taken by students: 27 FULFILLED (Originally, the indicator was 28, but this goal was not met due to the epidemiological situation, especially in the first half of 2021). 3. Job opportunities fair Business Days 2021: 1 FULFILLED. 4. Number of educational events held in order to develop students' soft skills: 6 FULFILLED. 	

Comments with regard to the implementation:

The updated Job portal launched in May 2021, with 925 students/graduates and 208 employers registered at the end of 2021.

Facilities for more effective administrative provision of internships within TBU, including virtual and hybrid forms, were partially innovated, steps were taken to streamline the administrative process of providing traineeships/internships at TBU.

Targeted professional counselling for TBU students in the area of the preparation of students

for future employment and subsequent success in the labour market was provided during 2021. Seminars were organized regularly each semester, and students were offered the opportunity to take individual tutorials with a career counsellor.

The job opportunities fair “Business Day 2021” was held online in November 2021. 42 companies participated in the event, which was attended by 750 visitors from among students and graduates.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Activities currently carried out by the JC	Innovated activities and services provided by the JC Higher level of cooperation with employers

Assessment of the qualitative change achieved:

The required qualitative change was achieved, both in the form of innovated activities and services of the JC and, in particular, through a new communication platform, namely the new Job Centre portal.

Measure: 1.4 Create a motivation tool for rewarding of excellent results of work of academics and employees in educational activities and for practice	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<ol style="list-style-type: none"> 1. Prepare a motivation tool for rewarding excellent results of work of academics or employees who apply new approaches, thus contributing to the improvement in the quality of teaching or to the introduction of innovative approaches to educational processes. 2. Set up a system of promotion and communication of award-winning pedagogical work (see the previous aims), which will lead to the transfer of examples of <i>good practice</i> across the entire TBU and will support its incorporation into a wider teaching practice. 	<ol style="list-style-type: none"> 1. A motivation tool was prepared and launched in accordance with the Rector's Decree RR/14/2001 Award by Rector for Excellent Teaching Performance. 2. The award-winning constituent parts were presented and promoted within the 1st round of awards.
Assessment of the implementation of the planned indicators	
<ol style="list-style-type: none"> 1. An internal regulation regarding the establishment of a Rector's Incentive Fund, including the setting of transparent criteria and conditions for the selection of employees to win awards: 1 FULFILLED. 2. The first round of awards: 1 FULFILLED. 3. Communication Plan: 1 FULFILLED. 	

Prediction of qualitative change	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
		Not implemented yet

Assessment of the qualitative change achieved:

The planned target was reached; formally, the new tool was developed in accordance with the Rector's Decree RR/14/2001 Award by Rector for Excellent Teaching Performance. The Award by Rector is conferred for excellent teaching performance or for extraordinary work achievements by employees related to educational activities, who have contributed with their new approaches to:

- the enhancement of the quality of teaching, or;
- the introduction of innovative approaches to educational processes at TBU in Zlín, or;
- an increase in significance of the given area of education (hereinafter referred to as "rewarded activity").

The following constituent parts were rewarded:

Faculty of Multimedia Communications – Audiovisual Arts Studio

The award was given for significant results in the field of audiovisual production, which develop and popularize the degree programmes carried out at the Faculty of Multimedia Communications of TBU in Zlín. The rewarded activities are carried out by the employee: Assoc. Prof. MgA. Mgr. Jan Gogola.

Faculty of Management and Economics – Department of Finance and Accounting

The award was given for a contribution to the development of the quality of degree programmes carried out at the FaME and to their interconnection with practice. The rewarded activities were carried out by the employees: Prof. Dr. Ing. Drahomíra Pavelková and Ing. Lucie Tomancová, Ph.D.

University Institute – Footwear Research Centre

The award was given for a contribution to the development and to an increased attractiveness of degree programmes focused on the footwear industry. The rewarded activities are carried out by the employee: Mgr. Zuzana Oharek Bahulová, Ph.D.

Faculty of Applied Informatics – Department of Mathematics

The award was given for significant accomplishments in improving the teaching of mathematics at TBU in Zlín. The rewarded activities were carried out by the employees: Mgr. Zuzana Pátíková, Ph.D., Mgr. Vladimír Polášek, Ph.D., Mgr. Jana Řezníčková, Ph.D. and Mgr. Lubomír Sedláček, Ph.D.

Faculty of Management and Economics – Department of Statistics and Quantitative Methods

The award was given for a contribution to the development of the quality of the learning environment during the COVID-19 pandemic. The rewarded activities were carried out by the employee: Ing. Aleš Kunčar.

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

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

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

Measures included in the Prioritized aim 2 were implemented except for the renewal of outdated backup sources of the central server room in the U1 building.

The infrastructure for the creation of digital online learning had, for the time being, been provided in a temporary location, namely in the U3 building, because the areas designated for the final location in the U2 building require a more extensive renovation. Thus, this part of the implementation has to be postponed until 2022. In 2021, the Proposal for the Digitization of Education for the Period 2021–2023 (Digitization Strategy) and the Plan for the Digitization of Key Course Units at TBU Faculties and the Creation of Distance Degree Programmes for the Period 2022 to 2025 were elaborated. A new job position of Digitization Manager was created and filled, another planned job position will be created and filled in 2022 (the fulfilment was postponed, and, therefore, the allocation of the funding was postponed to 2022 as well). In 2021, the temporary studio located in the U3 building received professional equipment, and pilot filming began.

Measure: 2.1 Create a professional system for the preparation and organization of online classes through a strategic project	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<p>1. Create the infrastructure/facilities required for the creation of digital online courses based on hybrid forms of teaching (hereinafter referred to as “<i>blended learning</i>”) with the aim of supporting distance learning in the educational process in the event of emergencies such as COVID-19, and for the purpose of developing the distance forms of education.</p> <p>2. Build up the staffing required in order to create digital online courses based on <i>blended learning</i>.</p>	<p>1. For the establishment of a recording, post-script and audiovisual centre, temporary premises in the U3 building were provided. In the course of the year, the rooms were prepared and professionally equipped for the needs of filming. At the same time, the preparation of the final location of the DIGI studio in the U2 building began.</p> <p>2. A new job position of Digitization Manager was created and filled, which will be, on a professional level, focusing on the creation of digital online courses at TBU.</p>
Assessment of the implementation of the planned indicators	
<p>1. Construction of infrastructure/technical facilities – establishment and equipment of the studio: 1 (studio) FULFILLED (so far temporary premises for the studio in the U3 building, start of filming).</p> <p>2. Creation of a new specialized job position: Manager for digitization, directing, lighting, sounding, audiovisual post-production: 2 FULFILLED PARTIALLY (one job position of Digitization Manager has not been filled as yet).</p> <p>3. Elaboration of a plan for the digitization of key course units at TBU Faculties and the creation of distance degree programmes for the period 2022 to 2025: 1 FULFILLED.</p>	

Comments with regard to the implementation:

In 2021, the Digitization working group was established, consisting of representatives of the TBU component parts and of the Rectorate. The motivation for the involvement of, in particular, academic staff in the project of digitization and of the inclusion of digitization in internal regulations of TBU component parts was addressed. In the course of 2021, the job position of Digitization Manager was created and filled, another planned position will be created and filled in the first six months of 2022, thus, a complete implementation team will be formed.

In 2021, the Proposal for the Digitization of Education for the Period 2021–2023 (Digitization Strategy) and the Plan for the Digitization of Key Course Units at Faculties and the Creation of Distance Learning Course Units, including the Filming Plan, were elaborated; the programming of the reservation calendar for the needs of filming was worked on as well (finalization planned in January 2022). At the same time, negotiations with CESNET on the backup and streaming platform (video portal) took place.

In cooperation with the Legal Services office, rules for the types of contracts necessary for the making of videos were set, including the protection of intellectual property rights in terms of copyright and the right to use the works.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Not yet implemented in this professional format	Building up of a professional centre for the creation of digital online courses

Assessment of the qualitative change achieved:

The target was achieved only partially. The infrastructure/technical facilities were built – the studio was established and equipped, but, for the time being, it is situated on alternative premises only. Key documents were prepared and the building of the working team began.

Measure: 2.2 Modernize information and communication technologies for remote access, improve the accessibility of relevant information resources of the TBU Library	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<p>1. Restore the VPN system in order to ensure remote connection of users to information systems. Exchange the outdated and no longer supported infrastructure for the VPN concentrator and purchase the corresponding number of licenses for the VPN Anyconnect client.</p> <p>2. Modernize the system for network monitoring, detection of anomalies and incidents so as to ensure a higher security of data network. Restore the hardware section of the Flowmon system.</p> <p>3. Restore outdated backup resources of the central server room in the U1 building with the aim of increasing the protection of university information systems and of the data they contain, against their loss or damage during outages.</p> <p>4. Automate the use of server infrastructure that significantly influences the quality of end-user services provided by information systems operated by the TBU Library.</p> <p>5. Improve the quality of access to a representative offer of top electronic information resources, thus creating better conditions for information support of all degree programmes carried out at TBU.</p>	<p>1. The VPN system was renewed for the purposes of a secure remote connection of users to the data network and to the information systems of the University. The outdated and no longer supported hardware infrastructure of the VPN concentrator was replaced, the number of licenses for the Cisco AnyConnect VPN client was significantly expanded, and its further support was ensured.</p> <p>2. The outdated hardware of the Flowmon monitoring system, namely the probe for data collection and the collector for long-term storage and evaluation of statistics of the obtained data, was renewed. System support for all three modules (probe, collector, ADS) was also provided. At the same time, the TBU server infrastructure for backing up of data obtained from the Flowmon monitoring system was renewed and extended as part of a parallel public tender.</p> <p>3. The activity has not been carried out as yet – the implementation project has been completed, a public contract for renovation and modernization of the entire server room situated in the U13 building, including the provision of service support, is in preparation.</p> <p>4. Configuration and scripts were created for an automated creation of virtual computers, for the installation of operating systems and for a subsequent installation of individual services.</p> <p>5. The portal of information resources was optimized, access to a representative offer of top electronic information resources was innovated.</p>

<p>6. Enable students and employees to use virtual computers from any location while maintaining efficient access during the provision, protection and administration of virtual desktops.</p>	<p>6. Software on virtual PCs was updated and access to information resources, databases and services that students and educators can use were ensured. The Shibboleth and EZproxy technologies were also upgraded.</p>
<p>Assessment of the implementation of the planned indicators</p>	
<p>1. Renewed remote access system including the corresponding number of licenses and provision of support: 1 FULFILLED.</p> <p>2. Renewed monitoring system with a higher security of the TBU data network: 1 FULFILLED.</p> <p>3. Renewed backup power supplies for the central server room situated in the U13 building: 1 NOT FULFILLED.</p> <p>4. Created configuration and scripts for an automated creation of virtual computers, for the installation of operating systems and for a subsequent installation of individual services: 1 FULFILLED.</p> <p>5. Optimized information resources portal: 1 FULFILLED.</p> <p>6. Upgrading of the currently used Shibboleth and EZproxy technologies: 1 FULFILLED.</p>	

Comments with regard to the implementation:

In the first six months of 2021, a system for automated creation of virtual computer in the Hyper-V environment based on Packer and PowerShell tools was created and tested with the optional use of Vagrant tool during the development. This system allows the installation of any system, but it has been tested primarily with systems that we use almost exclusively on servers, namely with Debian and Ubuntu. Documentation was created for this procedure. Additional activities were carried out in order to automate the installation of software for the created virtual computers using the Ansible tool. Playbooks were written in such a manner as to allow parameterization for the desired environment. The introduction of the Ansible tool is also a basis for the development in the coming years and offers further facilitation of deployment, e.g. using tools from the Chef family (Workstation, Kitchen, Inspec). Until the end of 2021, the penetration of services provided was being documented.

At the beginning of 2021, the current subscription of information sources was renewed, and the offer was further enhanced, especially by adding important collections of electronic books produced by major publishers such as Bookport, SAGE, Emerald, IGI Global and others. Furthermore, the Shibboleth software was upgraded to the most up-to-date version as planned, which is crucial for remote access to electronic information resources. At the same time, other technologies were also used for selected sources in order to enable a comfortable remote access to their contents. In September 2021, a brand-new interface of the TBU information resources portal <http://ezdroje.k.utb.cz/> was launched, which reflects the latest trends in this technology and offers users a top platform for access to all resources that TBU subscribes to.

In the course of 2021, the software on virtual PCs was updated and access to information resources, databases and services that students and educators can use was provided. The Shibboleth technology was also upgraded (thanks to which it is possible to use electronic

information resources after logging in to the website of the respective resource) as well as the EZproxy technology (which is used to access websites that authenticate users using the IP address). When introducing new services, the current needs of students and teachers were taken into account. Within the infrastructure, groups of individual virtual computers were created, enabling students to connect to these computers. In cooperation with the service company, a monitoring of the system was used in order to ensure an early detection of any problems.

In the course of 2021, the VPN system was restored for a remote secure connection of users to the data network and to the information systems of the University. The outdated and no longer supported hardware infrastructure of the VPN concentrator was replaced, the number of licenses for the Cisco AnyConnect VPN client was significantly expanded to comprise a total of 1,000 users, and its 3-year support was ensured. A new VPN hardware infrastructure was purchased with a 60-month warranty.

At the end of 2021, the renewal of the outdated hardware of the Flowmon monitoring system was completed, namely the probe used for collecting the NetFlow/IPFIX data and the collector for long-term storage and evaluation of statistics obtained by the NetFlow/IPFIX data, including software transfer and migration of all data and configurations from the previously used hardware to newly supplied hardware. System support for all three operated modules of the Flowmon system (probe, collector, ADS) was also provided.

At the same time, the TBU server infrastructure for the backup of data from the Flowmon monitoring system was renewed and extended as part of a parallel public tender; the warranty for the delivered HW is 7 years in this case.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Required optimization and modernization of information and communication technology in order to stabilize and secure remote connections of users to TBU information systems	Restored remote access systems including a monitoring system of the university data network offering higher security.
	Required optimization of the availability of information resources, equipment of the TBU Library with electronic information resources and ensuring of remote login to computers in all computer rooms of the TBU Library.	Provision of comfortable access to relevant information resources to the largest possible group of students and academics and improvement of access of students and educators to information technology.

Assessment of the qualitative change achieved:

The target was achieved except for the implementation of the renewal of outdated backup sources of the central server room in the U1 building. However, the implementation project for the renewal was completed and the documentation for the selection of the supplier was prepared.

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

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

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

Measure included in the Prioritized aim 3 was implemented. 13 graduates of doctoral programmes (DP) employed at TBU constituent parts were supported – they were given a contribution to their salary costs.

Measure: 3.1 Support the transition of doctoral graduates to employment early in their academic careers	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
1. Preparation of the relevant internal regulation and establishing of criteria and conditions for eligibility for the contribution.	1. The internal regulation was prepared – Rector’s Directive SR/9/2021 entitled “Programme to Support the Transition of PhD Graduates to Employment in Their Early Academic Career at Tomas Bata University in Zlín”.
2. Provision of a contribution to postdoctoral employees eligible in compliance with the criteria laid down.	2. The contribution was provided to 13 postdocs employed at four component parts of TBU in Zlín.
Assessment of the implementation of the planned indicators	
1. Elaboration of an internal regulation governing the provision of the contribution: 1 FULFILLED	
2. Implementation of the measure by providing the contribution in accordance with the rules set: FULFILLED	
3. Number of supported postdocs: min. 5 FULFILLED, 13 persons received support	

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Not systemically set as yet.	A system of provision of support aimed at financial stabilization of postdoctoral employees in the early days of their academic careers has been prepared.

Assessment of the qualitative change achieved

The planned target was achieved, rules for the support system aimed at financial stabilization were formally set out in the Rector’s Directive SR/9/2021 entitled “Programme to Support the Transition of PhD Graduates to Employment in Their Early Academic Career at Tomas Bata University in Zlín”. The implementation was launched on 1 September 2021. Postdocs employed at the following component parts received support: Faculty of Technology (5), Faculty of Management and Economics (3), Faculty of Multimedia Communications (1), University Institute (3).

Prioritized aim 5. Build up capacities for strategic management of TBU

Summary of the implementation of the Prioritized aim 5 Build up capacities for strategic management of TBU

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

Measures included in the Prioritized aim 5 were implemented; target situations for relevant measures were achieved.

Measure: 5.1 Build up capacities for strategic management of TBU	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<p>The aim of the measure is to develop HR capacities for the strategic management of TBU, which focus on:</p> <ol style="list-style-type: none"> 1. Preparation, discussing, implementation and evaluation of TBU strategies and related analyses. Discussion of measures and their communication both inside the academic community and towards the general public and strategic partners. 2. Recruitment of human resources in the field of HR Development (hereinafter referred to as “HRD”). The HRD has not yet been systemically set up in the TBU organizational structure, therefore, one of the strategic aims of the TBU 21+ Strategy, currently in preparation, is focused on the following areas of HRD: <ul style="list-style-type: none"> - Strengthening of strategic management of the HRD by building up a functional system of work with human resources (the Strategy for the Development of Human Resources at TBU, currently in preparation), - Building up of a strategic recruitment system in the form of targeted recruitment of academic and research staff for the needs of TBU from the external environment, - Implementation of human resource management in R&D and innovations, including the maintenance and extension of the HR Award to all component parts of TBU, - Implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers, - Creation of the required personnel structure of academic and research staff, including the setting up and development of their career development system, care for the development of the talents of young 	<p>The required HR structure was created:</p> <ol style="list-style-type: none"> 1. The job position of Data Analyst was created and included in the organizational structure of the Rectorate. The newly establishment Strategic Development Office was expanding its activities. 2. Within the human resources management, job positions were established and included in the organizational structure of the Rectorate: <ul style="list-style-type: none"> - HR Recruitment for targeted recruitment of academics and researchers from outside TBU for the needs of TBU; - HR Development for human resources development and preparation of strategic documents; - HR Leadership and HR Talent Manager for creating the required HR structure of academics and researchers, including the establishment and development of a system aimed at their career growth. <p>In 2021, the Strategy for the Development of Human Resources at TBU was in preparation – discussions on the document and its finalization will take place at the beginning of 2022.</p> <p>The following methodologies were developed:</p> <ul style="list-style-type: none"> - Methodology for the Promotion of Gender Equality; - Methodology for work with human resources at TBU in Zlín; - Methodology for work-life balance at TBU in Zlín; - Methodology for the inclusion of the TBU Code of Ethics in Zlín in internal regulations and processes; - Inclusion of the European Charter for Researchers in the internal structure of TBU in Zlín.

academics, including the rules for motivational remuneration.	In 2021, the Gender Equality Plan (GEP) 2022–2025 was in preparation at Tomas Bata University in Zlín.
Assessment of the implementation of the planned indicators	
The following job positions were established: <ul style="list-style-type: none"> - Analyst of the Strategic Management Department – FULFILLED; - HR Recruitment – FULFILLED; - HR Development – FULFILLED; - HR Leadership – FULFILLED; - HR Talent Manager – FULFILLED. 	

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	<p>The job position of an analyst has not been established yet.</p> <p>The job positions for the HRD have not been embedded in the system of organizational structure at TBU.</p>	Built-up HR capacity in the proposed structure

Assessment of the qualitative change achieved

The HR capacity was built in the required structure as proposed:

- Development of activities of the Strategic Development office;
- A newly established Human Resources Development office.

With the aim of supporting the activities related to human resources management and development at TBU, a new Human Resources Development office was established and included in the organizational structure of the Rectorate in February 2021 as a service unit for work with human resources at the individual constituent parts of all component parts.

During 2021, the Human Resources Management Strategy of Tomas Bata University in Zlín (hereinafter referred to as the “HRM Strategy”) was in preparation. Commenting on the document took place both internally, by involving all component parts and concerned constituent parts, as well as externally, by involving experts from the academic and non-academic spheres. The HRM Strategy focuses particularly on:

- Strengthening of strategic management of the HRD by building up a functional system of work with human resources,
- Building up of a strategic recruitment system in the form of targeted recruitment of academic and research staff for the needs of TBU in Zlín from the external environment,
- Implementation of human resource management in R&D and innovations, including the maintenance and extension of the HR Award to all component parts of TBU in Zlín,
- Implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers,
- Creation of the required personnel structure of academic and research staff, including

the setting up and development of their career development system, care for the development of the talents of young academics, including the rules for motivational remuneration.

In 2021, drafts of methodologies were prepared and incorporated into the following implementation documents of the HRM strategy of TBU:

- Methodology for work with human resources at TBU in Zlín and an action plan for the implementation of individual tools for the period 2022–2025 including:
 - Methodology for work-life balance;
 - Methodologies for advanced search of candidates for managerial and specialized professional job positions;
 - Inclusion of the European Charter for Researchers in the internal structure of TBU in Zlín.

Their full implementation will take place in 2022.

In the autumn months of 2021, the preparation of the Gender Equality Plan took place at TBU (gender audit, monitoring of relevant data, proposal of strategic aims, follow-up tools and steps for implementation). GEP at TBU was submitted for approval in December 2021. The content listed the strategic aims set and an action plan aimed at achieving the aims set in the following areas: Education and awareness in the field of gender equality, work-life balance, representation of women in senior management positions, recruitment of employees and equal opportunities, equal opportunities in science and research, measures adopted against sexual and gender-based harassment.

Measure: 5.2 Build capacities for strategic cooperation with external partners	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<p>In summary, the goal of the measure is to optimize and extend the capacities intended for collaboration between TBU and external partners. The sub-goals are as follows:</p> <ol style="list-style-type: none"> 1. Ensure sufficient expert personnel capacities to provide specialized services in the area of effective communication and cooperation with partners from industry and the public sector. 2. Develop a support centre for active participation and long-term cooperation of all TBU component parts in relevant national and international associations, societies, platforms, clusters and other consortia. 3. Innovate the Strategy of the Centre of Creative Industries. 4. Intensify the social impact and the transfer of knowledge in traditional spheres of the Zlín Region. 	<ol style="list-style-type: none"> 1. Sufficient expert personnel capacities to provide specialized services in the area of cooperation with partners from industry and the public sector were ensured. 2. At the UNI, capacities for active involvement and long-term cooperation among all component parts of TBU in relevant national and international associations, unions, platforms, clusters, consortia, etc. have been expanded. 3. The Strategy of the Centre of Creative Industries was innovated. 4. In 2021, activities were carried out with the aim of intensifying cooperation with broad societal impacts within the footwear industry and popularizing this traditional industry of the Zlín Region.
Assessment of the implementation of the planned indicators	
<ol style="list-style-type: none"> 1. Action plan of cooperation with the Technology Innovation Centre s.r.o. and commencement of its implementation: 1 FULFILLED. 2. Analysis of the current state of the involvement of TBU in relevant national and international structures and evaluation of the benefit and effectiveness of the involvement for TBU: 1 FULFILLED. 3. A proposed system of strategic cooperation with new and existing cluster activities, professional associations and unions on the national and international level, including a proposal for the search for new opportunities for interdisciplinary cooperation: 1 FULFILLED. 4. Innovated Strategy of the Creative Industries Centre including an action plan: 1 FULFILLED. 5. Number of projects of a primarily multidisciplinary character with a societal impact: 5 FULFILLED. 6. Establishment of active cooperation with organizations whose activities are related to the footwear industry: 1 (informal platform) FULFILLED. 7. Analysis of common topics offering possibilities for cooperation in the field of shoemaking and of the footwear industry: 1 FULFILLED. 8. Organization of specialized events focusing on shoemaking companies: 2 FULFILLED. 9. Participation in awareness campaigns and PR events in the field of footwear: 2 	

events/campaigns FULFILLED.

Comments with regard to the implementation:

As part of the measure, a model of cooperation between TBU and the Technology Innovation Centre s.r.o. (hereinafter referred to as “TIC”) was created in 2021, and the portfolio of services was expanded.

Key areas of cooperation:

- Popularization of issues related to innovative business activities among students and academic staff, especially in the form of cooperation on the competition and on the acceleration programme entitled “My First Million”;
- Education focusing on business and organization of thematic workshops on business issues for students and academic staff;
- Use of capacities and potential of TBU in training and educational activities;
- Promotion and support of commercial application of results produced by R&D activities carried out at TBU;
- Search for partners for applied and industrial research;
- Search for opportunities for cooperation and creation of joint TBU projects with business and industry;
- Classes, courses for TBU, Business Academy;
- Cooperation with students and academic staff, involvement in TIC projects;
- Preparation of the VR Profi Centre;
- Cooperation in the field of creative industries (UPPER, Faculty of Multimedia Communications).

An overview of membership of TBU in clusters, associations, platforms and consortia was prepared, and the effectiveness of the involvement of TBU in these legal entities was assessed.

In 2021, the Creative Industries Strategy was innovated; and innovated or new activities/events were launched according to the description of the measure – these included mainly projects of a primarily multidisciplinary character with a societal impact:

3/2021	Creative Business Cup
10/2021	Discussion panel Meet & Greet
10/2021	Student competition “FMC Talent”
11/2021	Interfaculty project “TBU Ideathon”
09–12/2021	Preparation of a touring educational exhibition of photographs for the organization Behind the Glass helping people with autism spectrum disorder

In order to enhance the specialization in shoemaking, classes in the Bachelor’s programme in “Production and Construction of Footwear” were launched.

The implementation of a project on the topic “HI-TECH FOOTWEAR SKIN” was successfully finalized, in cooperation with the Bata company. This project won prestigious awards (Red Dot

Award, German Innovation Award, Global Footwear Award, European Product Design Award).

Representatives of TBU actively participated in the Moravian Gallery within the Art Design Fashion event held in Brno. Within the cooperation with the Czech Shoe and Leather Association (ČOKA), the Footwear Research Centre became a partner for the organization of an online conference entitled “New Technologies, New Materials and New Forms of Footwear Sales” (21 October 2021). Active participation in the conference “9th International Conference SHOES IN HISTORY 2021”, organized under the auspices of the Museum of Southeast Moravia in Zlín. Within the conference programme, the conference attendees took part in a tour of the Footwear Research Centre.

Establishing of cooperation with the ISC-PFI Germany company.

- Official visit and meeting with representatives of the company (26-29 July 2021);
- Specification of areas for future cooperation in the footwear industry;
- Signed memorandum of cooperation.

Visit by representatives of the Institute of Leather Industry – Poland Krakow (3-5 November 2021) – a short-term exchange programme organized within the project implementation

- Discussions on possible cooperation in the field of footwear industry;
- Visit and guided tour of the Footwear Research Centre, Centre of Polymer Systems, Laboratory Centre of the Faculty of Technology.

Steps aimed to raise the awareness of and support the promotion (materials) of the Footwear Research Centre were taken.

- Articles, news, interviews;
- International presentation Hi-tech Footwear Skin in the category Product Design 2021 – Red Dot Award;
- International presentation Hi-tech Footwear Skin in the category Special Mention – German Innovation Award 2021.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Cooperation with the TIC has not been defined yet	Extended portfolio of services provided to the entire TBU in the area of effective communication and cooperation with the TIC
	A centralized system for the monitoring of TBU’s involvement in cluster and other structures has not been implemented	Development of capacities to enable active participation and long-term cooperation of all TBU component parts in relevant national and

	<p>Current Strategy of the Centre of Creative Industries</p> <p>Intensification of the social impact and of the transfer of knowledge in the traditional spheres of the region of Zlín (targeting at the shoemaking sector) is required</p>	<p>international associations, societies, platforms, clusters and other consortia</p> <p>Innovated Strategy of the Centre of Creative Industries including the action plan</p> <p>Establishing of active cooperation with organizations whose operations are connected with the shoe industry and implementation of joint events</p>
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Assessment of the qualitative change achieved:

The planned target situation regarding the measure (all sub-measures) was achieved.

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

Summary of the implementation of the Prioritized aim 6 Reduce the administrative load of employees of higher education institutions to enable them to devote themselves fully to their mission

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

The measures of Prioritized aim 6 were fulfilled except for the following:

- Implementation of the IS HAP at other component parts – it was not possible to finalize the implementation at the entire TBU. The finalization will be completed in 2022.
- Finalization of work on the integration link e-Spis/TA (profile of the contracting authority), which were implemented in 2021, but only at the level of the testing system. However, the previously used solution turned out to be insufficient and not covering the entire issue. The fulfilment will be transferred to 2022, the final interconnection will be completed only after the expansion of functions.

Measure: 6.1 Increase the number of professional experts to carry out project activities at TBU and set effective coordination and cooperation among them	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
Open a position of senior project manager, who would ensure methodical project management, coordination of project activities carried out at TBU and mentoring during the process of onboarding of the new project managers.	The position of senior project manager in the Project Management Department of the Rectorate was created.
Assessment of the implementation of the planned indicators	
<ol style="list-style-type: none"> 1. Analysis of the current state at TBU component parts: 1 FULFILLED 2. The position of senior project manager was opened: FULFILLED 3. Implementation of a communication platform for the purpose of sharing <i>good practice</i> and mutual knowledge among project managers at TBU: 1 FULFILLED. 	

Comments with regard to the implementation:

An analysis of the current situation from the point of view of project management positions was carried out at TBU component parts and at the Rectorate. The analysis was focused on the job positions of project and financial managers. At all component parts of TBU (except for the FLCM) and at the Rectorate, the job positions of “project manager” or “financial manager” have been included in the personnel structure of TBU; permanent employees of TBU were appointed to fill in these job positions, with the allocated workload of 1.0 for this job position in most cases. Only at the FLCM no permanent employees have been appointed to fill in these positions. However, the need to ensure project management (project or financial manager) resulting from the implementation of projects funded by various grant providers significantly exceeds the workloads allocated to these job positions. Filling of such positions by more staff members is significantly limited by the changing provision of financial resources used for the funding of persons holding these positions in the programme periods set by grant providers. In general, the specific feature of funding of project management is the fact that the period of project preparation and the stage of project sustainability is not funded by grant providers. TBU must use its own resources to provide funding for this purpose. Furthermore, it is necessary to use own resources of TBU to provide funding for the “intermediate period” between the individual programme periods set by the providers.

In 2021, the position of senior project manager was opened and filled – from 1 April 2021 onwards, this job position had a workload of 1.0, from 1 May 2021 to 31 December 2021 this job position had a workload of amount of 0.6. Furthermore, another part of the project and financial manager’s workload was added to increase the staff numbers.

The communication platform for the purposes of sharing good practice, mutual learning and project coordination for project and financial managers as well as for other project management staff is offered by means of the meeting of the Committee for Operational Programmes. Meetings are held once per month. Due to the COVID-19 pandemic, the meetings also took place online. For informal communication between project and financial managers, Sharepoint (OP RDE projects) and MS Teams (dealing with issues related to national and international

projects) are used.

Prediction of qualitative change	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
		This job position has not been opened yet

Measure: 6.2 Increase the effectiveness of administrative processes in the electronic environment of TBU

Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<ol style="list-style-type: none"> Optimize the elements of the personnel portal to facilitate employees' access to the data in the modules of the SAP information system for financial management. The goal of the measure is to expand the portal that has already been running to include other data from TBU SAP information system for financial management in such a manner as to facilitate the employees' access to them, wherever and whenever needed. Extend the setting of electronic approvals and signatures – gradual transition to exclusive utilization with the support of university information systems. Finalize the integration connections of the e-Spis electronic records management system at all organizational units to the IS/STAG and the Tenderarena profile of the Principal (of public tenders). 	<ol style="list-style-type: none"> The HR portal was extended by adding the property management module containing all data from the SAP system, to which all employees have access. In addition to the overview offering the option of sorting by buildings, rooms and cost centres, the export of selected data and automatic creation of reports is available. In 2021, a gradual transition to electronic approval and settlement of invoices in the information system was started. The contractor was selected, an analysis was made, the proposed procedure was prepared, and the first stage of the computerization of invoices was implemented. The planned second stage will complete the whole project in 2022, including an integration with the Electronic Records Management System. Building of integration links between the Electronic Records Management System and the IS/STAG continued with the selection of the contractor and the elaboration of the target concept of the system. The system of the profile of the contracting authority in the public tender registration system Tenderarena was implemented. The integration link will be finalized only in 2022 after the expansion of the functions.
Assessment of the implementation of the planned indicators	
1. Portal extended by adding data from the module of property management and electronic	

<p>approval of selected processes: 1 FULFILLED.</p> <p>2. The University information system was extended by adding the electronic settlement of invoices including the process of their approval: 1 FULFILLED.</p> <p>3. Systems of the e-Spis Electronic Records Management System at all component parts were linked to the IS/STAG system and to the profile of the public contracting authority and to materials in accordance with the Act on the Archives. PARTIALLY FULFILLED.</p>

Comments with regard to the implementation:

In 2021, the e-Spis/TA integration link (profile of the public contracting authority) was finalized only at the level of the testing system. The final interconnection will be completed only after the expansion of functions in 2022. An incomplete interconnection would be an inappropriate solution, some links would not have been sufficient, etc. User training will take place and a productive operation will be launched only in 2022 after the implementation of expanding features.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Current state of the personnel portal	Personnel portal upgraded to include the data from the asset register module and the electronic approval of selected processes
	Current system of processing of incoming invoices	University information system upgraded to include electronic invoice settlement sheets including the process of their approval
	Current state of transmission of documents between the e-Spis system and the Tenderarena profile of the Principal	Finalized integration connections of the e-Spis electronic records management system at all organizational units to the IS/STAG and the profile of the Principal

Assessment of the qualitative change achieved:

The target was only partially fulfilled, work on the integration link e-Spis/TA (profile of the public contracting authority) was implemented in 2021, but only at the level of the testing system. However, the previously used solution turned out to be insufficient and did not cover the whole issue. The fulfilment will be transferred to 2022, the final interconnection will be completed only after the expansion of functions. Funding for 2022 will be provided by other sources.

Measure: 6.3 Complete the implementation of the IS HAP (information system for the evaluation of employees' performance) at all component parts of TBU	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
The aim of the measure is to complete the implementation of the IS HAP information system at all component parts of TBU and thus ensure the launch of a supporting information system for the entire TBU.	The implementation took place at the FAI and the FHS; settings used last year at the FMC and at the FLCM were used as an example; deadlines were postponed for the FaME and the FT.
Assessment of the implementation of the planned indicators	
The IS HAP information system was implemented at all component parts of TBU: PARTIALLY FULFILLED (Implementation at the FaME and at the FT postponed to 2022).	

Comments with regard to the implementation:

During 2021, the implementation of the IS HAP continued at other component parts – the FAI and the FHS, but it was not possible to finalize the implementation at the entire TBU. Finalization will be completed in 2022.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	The IS HAP system has been implemented at some component parts of TBU	The IS HAP system has been implemented at all component parts of TBU

Assessment of the qualitative change achieved:

The target was only partially fulfilled for technical reasons, with two component parts postponed to 2022.

Prioritized aim I. Internationalization of TBU

Summary of the implementation of the Prioritized aim I Internationalization of TBU

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

Measures listed in the Prioritized Aim I Internationalization of Higher Education Institutions were fulfilled, however, some of the sub-measures were not fully fulfilled and their fulfilment will be transferred to 2022 (e.g. the fulfilment of indicators set out for the TBU scholarship programme for international students organized within the promotion of TBU abroad, student mobility organized within the Freemover programme, support for mobility for special needs students). The reason was the ongoing COVID pandemic and anti-epidemic measures adopted in individual countries.

Measure: I.1 Prepare a scholarship programme for international students studying in doctoral programmes accredited in the English language at TBU with the participation of TBU component parts	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
Prepare a scholarship programme for international students who will study in the course of 2021 in doctoral programmes accredited to be taught in the English language at TBU in accordance with the requirements defined in internal regulations issued by TBU.	A scholarship programme for international PhD students enrolled on degree programmes accredited to be taught in English at TBU was prepared.
Assessment of the implementation of the planned indicators	
Number of supported students in the calendar year 2021: 30 FULFILLED (a total of 29, 26 students + 3 students – refugees from Belarus).	

Comments with regard to the implementation:

The scholarship programme for international students enrolled on degree programmes accredited to be taught in English consists of funding at the institutional level provided in the 1st year of study (in compliance with the Rector's Directives SR/35/2019 and SR/14/2020). In the subsequent years of study, support will be provided in compliance with internal regulations issued by the 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 granted an additional scholarship from the funds of the relevant component part where the student is registered. Students who have been admitted during previous academic years, i.e. under different conditions. 26 students received support.

Moreover, support was prepared for international students who come from countries that are unstable due to war or to a geopolitical crisis. The support is intended for students coming from countries that are unstable due to a war or to a geopolitical crisis, and this situation does not allow them to study in their home country. A scholarship programme for international students who will study within a study period (exchange programme), or study one of degree programmes accredited at TBU in Zlín. The support was intended primarily for students from Belarus, Ukraine and Afghanistan, or, if applicable, for students from other developing countries. Scholarships are granted depending on internal evaluation, according to submitted applications and depending on the current situation.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	This type of scholarship programme has not been implemented before.	The created scholarship programme for international PhD students accredited to be taught in English with participation by the relevant component parts of TBU.

Assessment of the qualitative change achieved:

The scholarship programme was created and the scholarships were paid in accordance with the conditions set out.

Measure: I. 2 Prepare a scholarship programme for outgoing TBU students participating in a study period abroad as the so-called <i>freemovers</i> – with the participation of TBU component parts	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
Prepare a scholarship programme for TBU students who will participate in a study period/traineeship abroad in the course of the 2021 calendar year as the so-called <i>freemovers</i>	Funding was ensured for students participating in mobility abroad (Freemovers) and a scholarship programme was created.
Assessment of the implementation of the planned indicators	
1. Number of supported students in the calendar year 2021: 30 FULFILLED. 2. Number of supported special needs students in the calendar year 2021: 2 PARTIALLY FULFILLED (One student received support: 1).	

Comments with regard to the implementation:

Student mobility taking place within the Freemover programme was affected by the COVID-19 pandemic or, in selected cases, by a new funding model (a large part of the scholarship is paid from resources of component parts). 10 students received support, 25 students received a contribution towards costs associated with COVID-19 – quarantines, tests; furthermore, 33 students – an increase in scholarships granted within the Erasmus+ programme. In 2021, the Rector's Directive "Support for Applicants and Students with Special Needs at TBU on the Support of Mobility" was updated. In 2021, one special needs student – on a gluten-free diet – received support. There were no more special needs students participating in mobility, as no one was interested.

Prediction of qualitative change	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
	This type of scholarship programme has not been implemented before.	A scholarship programme for the so-called Freemovers was prepared.

Assessment of the qualitative change achieved

The target situation was achieved.

Measure: I. 3 Enhance the quality of the international environment at TBU	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
<p>1. Establish the Welcome Centre at TBU for international applicants, students and employees with the aim to provide comprehensive information, counselling and supporting services to facilitate their stay in the Czech Republic.</p> <p>2. Prepare and implement a scholarship programme for international students at TBU within the promotion of TBU abroad.</p> <p>3. Cooperate with the Centre for International Cooperation in Education, embassies of the Czech Republic abroad, as well as with embassies of other countries in the Czech Republic, with Bata Centre at Ton Duc Thang University in Vietnam and with international student clubs (ESN Zlín, etc.).</p> <p>4. Review the current partnership between TBU and international institutions, review the involvement of TBU in international networks and support participation in international projects.</p> <p>5. Support international mobility periods taken by TBU employees.</p> <p>6. Support incoming mobility of international academic staff and researchers or international experts employed in business and industry to TBU.</p>	<p>1. The Welcome Centre for International Students and Staff was established and the position of Welcome Officer within the International Office was filled.</p> <p>2. As part of the Ambassador Programme, a system of cooperation with international students and graduates who are involved in the promotion of the University was created.</p> <p>3. TBU cooperated with the Czech National Agency for International Education and Research, embassies and other centres. The result of the activities is the <i>Study in</i> initiative created on the web platform https://www.studyin.cz/.</p> <p>4. The involvement of TBU in international networks was reviewed – a total of 3 networks: EUA, Danube Rectors' Conference and Magna Charta Universitatum. Moreover, strategic partnerships were reviewed – five partner institutions in total – University of Algarve, Volda University College, University of Lubljana, Ton Duc Thang University and Donetsk National University.</p> <p>5. International mobility of TBU staff took place.</p> <p>6. Mobility of incoming academics/researchers and experts from business and industry took place at TBU.</p>
Assessment of the implementation of the planned indicators	
<p>1. Scholarship programme for TBU international students within the promotional activities of TBU abroad – number of supported students: 10 PARTIALLY FULFILLED (6 students were supported).</p>	

2. Intensive cooperation between TBU, the Czech National Agency for International Education and Research, embassies, Bata Centre and international student clubs: FULFILLED.
4. Review of existing partnerships between TBU and international institutions, review of the involvement of TBU in international networks. FULFILLED.
5. Number of submitted/accepted educational and mobility international projects: FULFILLED.
6. Support of international mobility of TBU staff – number of supported activities: 6 FULFILLED.
7. Support for mobility of incoming academics/researchers and experts from business and industry at TBU – number of supported activities: 5 FULFILLED.

Comments with regard to the implementation:

A scholarship programme for international students at TBU implemented within the promotion of TBU abroad – number of supported students: Supported students at TBU component parts where the degree programmes accredited to be taught in English are carried out (Spring: CPS and FT, autumn: CPS, FT, FMC, FaME and FAI). Students were selected based on their social network and communication skills, or depending on their country of origin (in accordance with the recruitment strategy).

Cooperation with the ESN (integration activities) and with the Czech National Agency for International Education and Research (intensive promotional activities).

In 2021, the involvement of TBU in international networks – a total of three networks were reviewed: EUA, Danube Rectors' Conference and Magna Charta Universitatum. Furthermore, the strategic partnerships – five partners in total – University of Algarve, Volda University College, University of Ljubljana, Ton Duc Thang University and Donetsk National University were reviewed as well. Within the internal competition entitled Support for International Cooperation 2021, important projects were supported that represented a great contribution to the development of TBU in this area. The amount allocated was CZK 1 million.

In 2021, TBU also continued to carry out the activities of a consortium of European and Asian universities, which were coordinated by Ton Duc Thang University (Vietnam). The aim of the consortium was to support a faster and better development of R&D and educational activities of all partners involved. It also further developed the activities of the Bata Centre in Vietnam. The main goal of the Centre was to support and create conditions for Vietnamese applicants for study at Czech universities and to support cooperation in R&D between Czech and Vietnamese research institutions, especially among universities.

In 2021, TBU joined the activities of the Sustainable Horizons consortium, which aims to submit a new application to the Erasmus+/European Universities programme. TBU carried out its activities within the European Innovation Alliance consortium, which is supported by the German agency DAAD.

In 2021, contracts were concluded with:

- Peter the Great St. Petersburg Polytechnic University;
- Hanyang University;
- Tomsk Polytechnic University;
- Óbuda University;
- Caucasus University;
- National Chung Cheng University.

Implemented and posted here:

<https://www.utb.cz/en/university/international/partners-and-projects/membership-of-international-organizations/>

and <https://www.utb.cz/en/university/international/partners-and-projects/partners/>

TBU supported the recruitment of international staff with the aim of internationalizing the personnel structure of TBU. The academic/research staff and salaried employees comprised 104 international experts, e.g. from India, the USA, Turkey and Russia. Most of the international staff members came from Slovakia. There was an increase in the percentage of R&D staff and PhD students from abroad at individual TBU Faculties and in the applied research centres, which are in preparation.

In 2021, in order to support mobility abroad, the University prepared several online events that contributed to a better provision of information to students and academics about mobility at TBU (online Erasmus Days, online Country Presentation, etc.).

In 2021, the Welcome Centre for International Students was established, and the position of Welcome Officer within the International Office was created and filled.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	<p>Welcome Centre at TBU has not been launched yet.</p> <p>A scholarship programme, which will be intended for international TBU students, who will promote TBU abroad, has not been launched yet.</p> <p>Current extent of cooperation between TBU, the Czech National Agency for International Education and Research, embassies of the Czech Republic abroad, as well as with embassies of other countries in the Czech Republic, with Bata Centre at Ton Duc Thang University in</p>	<p>Welcome Centre at TBU has been established.</p> <p>A scholarship programme for international TBU students, who will promote TBU abroad, has been launched.</p> <p>More intense involvement in promotional activities carried out by the partners abroad.</p>

	<p>Vietnam and with international student clubs.</p> <p>Current state of TBU partnership work and involvement in international networks in the area of international cooperation.</p>	<p>Reviewed state and setting of new parameters for the inclusion of relevant foreign universities in the list of strategic partners, preparation of a complete list of these partners on behalf of TBU.</p>
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Assessment of the qualitative change achieved:

The required target was fulfilled. The fulfilment of the activities specified for the indicator in the TBU Scholarship Programme for International Students within the promotion of TBU abroad will continue in 2022, therefore, the unspent amount allocated to internationalization measures was transferred.

Measure: I. 4 Develop language proficiency of TBU employees	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
The aim of the measure is to develop a bilingual environment at TBU from the point of view of an institution of an international character in the sphere of education and research, focusing on accreditation of degree programmes in English, enhancement of the quality and increase in the number of publications and in citation rate. Constant enhancement of the quality of services provided to students, employees and guests within the process of internationalization of the university environment.	Educational courses of academic and career-oriented English were offered, 18 courses in total. Furthermore, one course focusing on obtaining the Cambridge International Language Certificate was held.
Assessment of the implementation of the planned indicators	
<ol style="list-style-type: none"> 1. Provision of courses of academic and career-oriented English – number of courses: 18 FULFILLED. 2. Provision of a language course focusing on obtaining the Cambridge International Language Certificate: FULFILLED 3. Number of actively involved TBU employees: 110 FULFILLED (an increase by 10 employees). 	

Comments with regard to the implementation:

In the 2020/2021 summer semester and in the 2021/2022 winter semester, a continuous process of provision of educational courses aimed at improving the level of language proficiency took place in both full-time and distance (online) modes of study. In relation to the targeted promotion aimed at staff education, the number of employees attending language courses aimed at maintaining the level of knowledge and at developing communication skills in English was slightly increased. Educational courses of academic and career-oriented English were offered, 18 courses in total. Furthermore, one course focusing on obtaining the Cambridge International Language Certificate was held. A total of 110 employees participated in language training.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Current state of language proficiency of TBU employees	Further development of a bilingual environment at TBU from the point of view of an institution of an international character, involvement of other employees in the system

Assessment of the qualitative change achieved

In 2021, activities focused on the development of bilingual environment at TBU were carried out; the target situation planned for 2021 was achieved.

Prioritized aim D. Other measures falling under the spheres listed in the Announcement:

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

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

Measure: D.1 Develop and improve the quality of services provided by the Counselling Centre	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
1. Provide psychological and psychiatric counselling for TBU students and staff.	1. Services provided by the Counselling Centre and intended for students and academic staff were ensured throughout the academic year, including the summer months.
2. Expand the psychological and psychiatric counselling provided to include legal advice.	2. Services provided by the Counselling Centre and intended for students and academic staff were enhanced by adding legal advice; services of a psychiatrist were offered as late as in autumn 2021 due to the problematic filling of this position.
3. Analyse the needs of students taking care of children and propose innovation of supporting services.	3. Needs of students taking care of children were analysed, resulting in the proposal to install diaper changing tables at the individual component parts of TBU.
4. Expand the activities of the Centre for Special Needs Students to include other services, which were identified as demanded according to the feedback from students.	4. The activities of the Centre for the Support of Special Needs Students were expanded to include other services.
Assessment of the implementation of the planned indicators	
1. Number of consultations provided: FULFILLED.	
2. Proposal to innovate the system of services focusing on the needs of students taking care of children, ensuring them equal access to study: 1 FULFILLED.	
3. Proposal for an innovated service offer for special needs students: 1 FULFILLED	

Comments with regard to the implementation:

In 2021, the needs of students taking care of children were analysed in order to ensure equal access to study, and a proposal for an innovation in supporting services in this area was prepared

with the aim of innovating the same services. The most important benefit for parents among students was the running of the University Nursery School, whose capacity was 61 children in 2021.

The services provided by the Counselling Centre and intended for students and academic staff were provided throughout the academic year, including the summer months, and that including a new service – legal advice.

The Centre for Special Needs Students is a specialized centralized constituent part of Tomas Bata University in Zlín, which provides support and guidance for special needs students. The Centre is a component part of the TBU Counselling Centre and provides support in compliance with the standards of the MEYS of the CR, which is linked to the funding of increased costs related to the study of special needs students. Rules for assurance of support for applicants and students with special needs at TBU in Zlín are set in the Rector’s Directive 16/2021. In 2021, 134 students were registered at the Centre. Students are identified during the admission procedure already, when they indicate the type of disability in the application for study. The conditions related to entrance examinations are modified according to the specific requirements of each applicant. In terms of staffing, four members of qualified staff/permanent employees and another 50 regularly trained service providers (coordinators, tutors, assistants, proofreaders, psychologists, career counsellors, lecturers, external collaborators) are involved in the comprehensive provision of support for special needs students. Services to special needs students are also offered within psychological, social and legal counselling. The Centre closely cooperates with the TBU Job Centre.

In the course of 2021, a total of 155 clients (131 students and 24 employees) used the services offered by the Counselling Centre, who were provided with 307 individual consultations. Consultations were offered throughout the year without interruption, either online or in person, always in accordance with government regulations related to the spread of COVID-19.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Current services provided by the Counselling Centre	Extended range of services provided by the Counselling Centre
	Current services reflecting the needs of students taking care of children, which ensure them equal access to studies	Innovated services reflecting the needs of students taking care of children, which ensure them equal access to studies
	Current services provided to special needs students	Improved quality and extended range of services for special needs students

Assessment of the qualitative change achieved:

Within the assessed period, the target was reached, but, as regards the academic counselling services, new psychological counselling services were offered as late as at the end of 2021 due to the filling of this job position, as it was difficult to find such highly qualified employees on the current labour market. Therefore, the unspent part of the amount allocated was transferred to 2022 in order to provide funding for the launch of the services in question.

Measure: D.2 Raise awareness of and popularize educational and R&D activities of TBU by means of events targeted at the general public	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
The aim of the measure is to support the popularization of the results of educational and R&D activities carried out at TBU, actively spread new knowledge, results of R&D activities and examples of <i>good practice</i> to the general public. These include activities carried out at particular TBU component parts.	Events and activities aimed to highlight the results of education, science and research carried out at TBU, active dissemination of new knowledge, results of scientific and research activities and examples of <i>good practice</i> towards the general public took place during 2021 at all component parts.
Assessment of the implementation of the planned indicators	
1. Organized events/campaigns aimed at popularizing TBU educational, research and development activities: 20 FULFILLED.	

Comments with regard to the implementation:

Events and activities aimed to highlight the results of education, science and research carried out at TBU, active dissemination of new knowledge, results of scientific and research activities and examples of *good practice* towards the general public took place during 2021 at all component parts according to plan.

FAI/Cebia

3D Virtual tour around the FAI/Cebia – an interactive content (video, photos, links to websites or texts) was prepared, which can be customized and updated as required. The tour will be used as an interactive tool for the recruitment of new students, during the promotion of premises and facilities of the TP for the purposes of contract research conducted in cooperation with companies.

Promotion of the admission procedure and of degree programmes – through a FB campaign, promotional clips on Radio Impuls, Frekvence 1 and Evropa 2 (260 clips), billboards – a total of three billboards placed on the main access roads to Zlín and **Advertising in the Kam Po Maturitě magazine** – (The number of copies is 23,000; the online version had a high number of views). Advertising in the September and January issues of the magazine.), **in the My weekly magazine** – it reaches the regions of the Slovak Republic, two advertisements in January and February 2021, **in the MF Dnes newspaper** (three advertisements), **in the Váš Zlín magazine** (two advertisements).

Broadcast as part of the virtual Open Days – Broadcasting a 3D video promoting degree programmes carried out at the FAI and premises of the Faculty, and an online chat with secondary school students from the Slovak Republic. The video was viewed by about 800 students.

FT

Bring Out the Qualities of an Engineer in You – An event prepared for recent graduates of

secondary technical schools, promoting the degree programmes/courses carried out at the FT. The programme included presentations on degree programmes/courses, interviews with students and graduates, a tour of the premises, facilities and instrumentation. Number of participants: 70.

Zlín Film Festival 2021 – School of Witchcraft and Wizardry (9–15 September 2021) - A programme taking place in the park in front of the Zlín Chateau and intended for children aged 6 years or over. Through experiments and activities, the areas that the FT is focusing on in the field of education and R&D (chemistry, physics, biology) were presented; the program reflected the topic of the festival (literature and film, Harry Potter). More than 2,500 children attended the School of Witchcraft and Wizardry.

Open Day (held online)

Researchers' Night 2021 – At the FT: Experiments, workshops, lectures for various target groups (children, secondary school students, general public). Number of participants: about 2,000 people (mostly parents with children).

Science e-shop – a free e-shop offering specialized lectures intended for secondary schools (<https://vedanaprani.cz/>). In 2021, more than 30 events took place.

Promotional clips “JO AHA” explaining technical terms and popularizing the research directions followed by the FT.

Campaigns on FB and Instagram – Promotion of doctoral programmes

Advertising placed in the Kam Po Maturitě magazine – printed and online advertising.

UNI – Overview of activities/events carried out/held in 2021

- **Educational and popularization seminars and workshops** focusing on news in the field of legal protection of rights over industrial results and topical issues in the field of intellectual property protection;
- Presentation of results of **proof-of-concept** projects;
- Popularization of R&D results and transfer activities through the media and through membership of professional associations;
 - **Regular updating of the website;**
 - **Publication of transfer results in the media – in the AULA magazine, in the Innovative Entrepreneurship and Technology Transfer journal;**
 - **Planned goal: Two articles published in the media.**

Presentation of R&D results – **international Handshake presentation** in the Travel, Sports and Outdoor Goods category – German Innovation Award 2021.

FLCM – Overview of activities/events carried out/held in 2021

Researchers' Night – The aim of the event is to popularize science and bring more information

about it to the general public. An extensive programme was prepared for families with children, including chemical experiments, a demonstration of a police and firefighter intervention, a sample of food of the future and much more... The culmination of the event was a mobile planetarium, which pleased both children and adults. The event was attended by more than 600 visitors.

Targeted PR campaign – held online (PPC).

Gaudeamus Brno Higher Education and Lifelong Learning Exhibition – participation in the largest higher education exhibition in the Czech Republic.

FMC

Theses 21 exhibition – Master’s theses by 70 students from 12 FMC Studios were on display. A publication entitled Theses 21 was also elaborated in printed and electronic form.

- **Presentations on social networks – FB, Instagram “FMK_UTB”;**
- **Media outputs e.g. – Czech Design, Living Zlín, Happening Next, 21st century;**
- **Designblok 2021** – Prague International Design Festival is the largest selective show of design and fashion in Central Europe.

CPS - Popularization events held in the course of 2021 – IP 2021

- Rebranding of the CPS and a new concept of communication documents for a campaign aimed to raise awareness of the CPS;
- Website innovation as a key tool for the presentation of the CPS;
- Co-funding of participation in the Science Fair;
- Creation of a roll-up that presents the areas of research that the CPS focuses on in order to establish cooperation with external partners;
- Presentation at the workshop MEMPROPO organized by the Czech Membrane Platform.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	Currently organized events and awareness activities	Continuation of the organization of events traditionally held at TBU, innovations in the sphere of awareness activities

Assessment of the qualitative change achieved:

The target situation planned for 2021 was achieved.

Measure: D.3 Implement measures for long-term sustainable development of TBU	
Specification of the aim(s) of the measure	Description of the implementation of the aim(s)
Prepare an action plan for TBU Sustainable Development Strategy including the proposal for implementation and prepare projects supporting environmental responsibility of TBU.	A discussion was held with representatives of the individual concerned departments of the Rectorate in order to specify the needs for practical implementation of the measures. The Action Plan of the Sustainable Development Strategy of TBU in Zlín was prepared, including the proposed implementation.
Assessment of the implementation of the planned indicators	
The action plan for TBU Sustainable Development Strategy has been finalized, including the proposed implementation: 1 PARTIALLY FULFILLED	

Comments with regard to the implementation:

Activities carried out:

- Literature search on sustainability indicators (Green University), comprehensive literature search on sustainability;
- Participation in the creation of a supporting document for a sustainable TBU (TBU Strategy: in cooperation with Mr. Ševčík, Mrs. Kopečková, Mr. Javed);
- Participation in meetings focusing on a sustainable TBU (approx. 4 meetings together with: Mr. Ševčík, Mrs. Kopečková, Mr. Javed);
- Participation in meetings focusing on the CDP project and on the TBU Sustainable Strategy: 2x (1x meeting held in Brno, attended in person, 1x online attendance via MS-Teams). A personal visit was arranged for the purpose of an unofficial meeting aimed to gain initial experience to be used during the creation of a sustainable environment at TBU;
- Establishment of cooperation with the University of Prague: promise of documents for car sharing, data + statistics gained during implementation;
- Contacting prospective collaborators – (identification and tentative contacting of potential lecturers for a new accredited degree course). Some academics have tentatively expressed their interest in participation;
- Contacting prospective external collaborators: employees of the Municipality of Zlín (Head of the Project Coordination Department) expressed their interest in establishing cooperation between the Municipality of Zlín and TBU;
- A separate meeting with the management board and with authorized staff (from the FaME) – getting acquainted with the issues of transport at the Faculty: management and organization (promise of the FaME secretary to provide data);
- Participation in the conference “Planning of Sustainable Mobility in Cities – New Challenges, Possibilities and Tools”. Organized by: Jan Evangelista Purkyně University, 8 December 2021.

	Initial situation (as at 01/01/2021)	Target situation (as at 31/12/2021)
Prediction of qualitative change	TBU Sustainable Development Strategy prepared	Prepared Action Plan for Environmental Measures – TBU Sustainable Development Strategy for the fulfilment of TBU responsibility for sustainable development of the University and its surroundings

Assessment of the qualitative change achieved

The target situation has not been fully achieved. In 2021, the Action Plan for Environmental Measures – TBU Sustainable Development Strategy for the fulfilment of TBU responsibility for sustainable development of the University and its surroundings was being elaborated and is still under discussion. At the same time, however, other implementation tools were also in preparation, including the preparation of the degree programme in Sustainability Management.

Evaluation of the TBU IP for 2021

The full report on the fulfilment of the TBU IP for 2021 was discussed by individual guarantors within the public evaluation of the implementation of the Institutional Plan on 25 March 2022. The MEYS was informed about the manner and date when the evaluation of the implementation of the TBU IP for 2021 took place, and that at: projekty-rozvoj@msmt.cz on 24 February 2022.

Evaluation of compliance with the limits listed in the Announcement of the MEYS:

1. Funding of investment activities within the activities listed in the Institutional Plan may amount to a maximum of 25% of the contribution provided.
2. Prioritized aim 2: Improve the accessibility and relevance of flexible forms of education – no less than 20%.
3. Other measures included in the areas listed in the Announcement of the MEYS – no more than 20%.

The full report on the fulfilment of the TBU IP for 2021 was discussed by the TBU Board of Governors on 20 April 2022.