



**LIFELONG LEARNING STRATEGY OF
TOMAS BATA UNIVERSITY IN ZLÍN FOR
THE 21+ PERIOD**

TOMAS BATA UNIVERSITY IN ZLÍN



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Introduction

Tomas Bata University in Zlín (hereinafter referred to as “TBU”) is a strategic bearer of education, research and development in the Zlín Region. As regards these two roles, it is an acclaimed university on the regional, national and international level. At the same time, however, TBU is fully aware that it is an integral and inseparable part of social life not only in the town of Zlín and in the Zlín Region, however, in the wider context of the entire globalized world in all its aspects. TBU fully understands that its task is to positively influence its surroundings, participate in the sustainable development of the society and contribute as much as possible to the dissemination of new knowledge and learning.

Current situation and basic documents

Within the implementation of the internal project entitled “Drawing Up of a Strategy and Pilot Testing of the Lifelong Learning System at Tomas Bata University in Zlín” funded by the internal Strategic Development Fund (hereinafter referred to as “SDF”), an analysis of the current situation regarding Lifelong Learning (hereinafter referred to as “LL”) at TBU was carried out. The analysis produced the following outputs, which can be described as weaknesses of TBU in this area according to the evaluation and which must be taken into account within the Lifelong Learning Strategy of Tomas Bata University in Zlín for the 21+ Period (hereinafter referred to as the “Lifelong Learning Strategy”):

1. At present, the Lifelong Learning offer is fragmented and carried out differently at each component part of TBU. The offer is not centralized, therefore, it is not easily accessible and easy to understand for applicants. Unlike TBU, most public higher education institutions in the Czech Republic have developed a unified system of administration and promotion of the Lifelong Learning offer.
2. In the Zlín Region, other public higher education institutions offer their products and services that are competitors of TBU in those fields of education where TBU wants to promote its LL courses in the region within the development of Lifelong Learning offered by TBU.
3. In the Zlín Region, there are educational institutions with high-quality facilities and staffing (secondary schools, in particular) as well as commercial educational institutions. In the long term, however, it has not been possible to fully and effectively involve and interconnect these entities in adult education according to the needs of innovative companies. There is no comprehensive regional offer of adult learning courses with a high added value which would provide an alternative to initial education from which companies traditionally expect qualified graduates.
4. If a Lifelong Learning course carried out within an accredited degree programme has an alternative at TBU in the form of a part-time degree programme, applicants prefer regular university study, because, if they complete a regular degree programme, they

will obtain a university degree certificate, which a Lifelong Learning course/programme does not directly allow.

5. In the long term, revenues from Lifelong Learning carried out at TBU amount to several millions of CZK. In the academic year 2020/2021, a total of 78 Lifelong Learning courses were implemented, with a total of 1,420 attendees. However, it should be pointed out that most of the courses were courses of the University of the Third Age (hereinafter referred to as “U3A”) – a total of 48 courses attended by 949 persons. Therefore, the remaining 471 participants attended other Lifelong Learning courses, which is a low number compared to the total number of students at TBU (10,000 students enrolled on standard degree programmes).
6. A key limiting factor in the development of Lifelong Learning at TBU is the complicated system of financial management of calculations with high overhead costs, which limits the competitiveness of products and services on the educational market. The internal economic model does not enable to prepare competitive products when considering the existing offers. Within the internal audit carried out in 2019, internal overhead costs which increase the costs related to individual events were identified as the biggest obstacle on the part of TBU component parts. No less important is the economic aspect of the actual course implementation, which, until now, required economic experience from the course organizer in order to correctly prepare a cost calculation which would be profitable.
7. Neither at TBU (centrally) nor at TBU component parts, the currently operated information systems are effectively used for the needs of Lifelong Learning. For selected products and services, the use of the IS STAG information system is not possible in the current extent. Full computerization in this area has not been implemented yet.

Internal information systems used for Lifelong Learning purposes at TBU – current situation:

- Accredited Lifelong Learning courses – IS/STAG
 - Non-accredited Lifelong Learning courses – IS/STAG only for those courses where it is necessary to provide access to TBU systems for course attendees (mainly used by the U3A). In other cases, the system of registration of attendees in non-accredited LL courses offered at TBU component parts is not unified and is run in various forms.
 - Economic IS SAP – registration of orders for accounting purposes
8. The course organizer has also to deal with considerable internal administration, which is not directly related to the professional implementation of the course. The administrative barrier was also recognized as one of the weaknesses of the implementation of LL at TBU within the internal audit carried out in 2019. In case that administration is too demanding and the financial motivation is low, the organizer has,

very often, no reason to organize a course at TBU; he/she rather prefers to be hired as a lecturer or as a teacher by a third party organizing a similar course and receives a salary or remuneration often higher than the remuneration he/she would have been paid by TBU.

9. In accordance with the applicable legislation, attendees of all LL courses should be issued with certificates on the completion of a LL course by the relevant TBU component part, however, this is not always the case. Yet again, the reason given by the component part refers to extensive administrative issues.

For the academic year 2018/2019, it was also possible, for the first time, to assess the fulfilment of the intention to strengthen the third role of TBU by incorporating a part of the so-called other activities that are very closely connected with Lifelong Learning into the Rector's Directive "Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers". Each academic/researcher has to draw up an "Employee Career Plan", where, in cooperation with his/her superior, he/she also plans his/her participation in the field of the third role. This career plan is regularly assessed by means of a personal evaluation interview. The following projects organized within Educational Activities are evaluated, where the target recipients are persons other than TBU students. In the Rector's Directive, the general public is specified as the target group within this activity:

- Lectures for U3A attendees
- Lectures for LL attendees
- Events for nursery/primary/secondary schools
- Events such as the "Junior University"
- Other specialized lectures/courses/workshops for the general public

The degree of motivation of academic staff to actively organize LL courses at TBU is only slightly influenced by the fulfilment of the annual number of performance points, when several units or tens of extra points do not affect the level of their personal evaluation, especially if they overcome this limit. For these employees, it is much more motivating to receive an interesting financial remuneration for teaching in a course than to have a part of his/her teaching load allocated to a LL course, thus lowering the possible financial remuneration. It showed that those employees are usually in charge of organization of LL courses who have filled the annual capacity of performance points, are high-quality teachers and are involved in R&D and creative activities. Another aspect of motivation is a personal link to a client interesting in a LL course in case that the client is a company, and also the necessity to keep a high reputation in relation to the service provided. The qualitative parameter is absolutely crucial in the competitive field of LL courses, not only as regards the specialized content of the course, but also as regards the high standards expected from the quality and personality of teachers.

Connection between the Lifelong Learning Strategy and strategic documents on the national and regional level and the Strategic Plan of Tomas Bata University in Zlín for the 21+ Period

The need to work intensively on the development of LL is based on strategic documents prepared on the national and regional level, as well as on TBU strategic documents.

On the national level:

- Country for Future: 2019-2030
- Strategy for Education Policy of the Czech Republic until 2030+
- Strategic Plan of the Ministry for Higher Education Institutions for the Period from 2021

In its vision for 2030, the Ministry's **Strategic Plan for Higher Education Institutions for the Period from 2021** specifies the important role of higher education institutions in providing of Lifelong Learning and contributing to the adaptation of the population to social, economic, environmental and technological changes. Within the Goal II.: Improve the accessibility and relevance of flexible forms of education, Operational goal: 2.B Strengthen the motivation of higher education institutions to develop the offer and innovate methods of flexible forms of education, including education provided online, measures have been specified with the aim of:

- Removing of barriers that have been identified by higher education institutions as limiting to the development of LL
- Setting of rules for the system for providing funding and organizational support to higher education institutions and their component parts which are actively involved in the development of flexible forms of education
- Strengthening of financial motivation of higher education institutions to offer LL

The MEYS will support the establishment of constituent parts at higher education institutions offering flexible forms of education – part-time and distance forms of study and LL courses, and providing support services for other component parts of higher education institutions in order to increase the quality and relevance of such programmes. The aim will be to support those constituent parts which have set the development of flexible forms of education as their primary task, which will concentrate didactic and technical know-how and innovate methods of education, but, at the same time, will closely cooperate with other component parts of the higher education institution and spread experience and good practice.

On the regional level:

- Regional Innovation Strategy of the Zlín Region, including the Regional Annex RIS3 for the Zlín Region (regional fields of expertise)
- Strategy of the Employment Pact of the Zlín Region

Link to TBU strategic documents:

- Strategic Plan of Tomas Bata University in Zlín for the 21+ Period

In its vision for 2030, the **Strategic Plan of Tomas Bata University in Zlín for the 21+ Period** describes the University as:

- A university with a solid reputation in the educational system, one that provides high-quality conditions for study and is the centre of development of education in the Zlín Region.
- An open and flexible university that reflects technological development, socio-economic changes and new societal needs and challenges in its development.
- A university which is a strong partner in directing the development of the region in all fields of work and social life.

Within the Pillar A: Education, Priority 1: Implement open, flexible and high-quality education responding to the needs of the labour market and to the societal challenges of the 21st century, the following Strategic goal 1.3 has been formulated: Open up opportunities for high-quality education to the public in order to increase the adaptability of the workforce to changes in the labour market. The following sub-goals have been formulated:

- Sub-goal 1.3.1: Build a working and collaborative system of further education at TBU in Zlín, focusing on the needs of the changing labour market and on new requirements regarding the candidates to be recruited.
- Sub-goal 1.3.2: Increase the information value of documents evidencing the learning outcomes achieved in Lifelong Learning and intended for employers.

At the same time, the following key measure has been formulated: Prepare and implement the Strategy for the Development of Lifelong Learning at TBU in Zlín.

The **Implementation Plan of the Strategic Plan of Tomas Bata University in Zlín for the 21+ Period** has listed specific implementation measures in this area, namely:

For 2021:

- Create a Strategy for the Development of Lifelong Learning at TBU in Zlín, including the international outreach and an action plan.

For 2022:

- Implement the Strategy for the Development of Lifelong Learning at TBU in Zlín, including the setting of rules for internal legislation.
- Cooperate on the development of the Centre of Education for Industry 4.0, z.ú. (see organizational provision of activities in the field of Lifelong Learning).

Implementation of the Lifelong Learning Strategy at TBU

Drawing up of a strategy and the pilot testing of the Lifelong Learning system at TBU takes place during the implementation of an internal project funded by the SDF, whose implementation started in November 2021 and which will be completed in December 2022. The project introduces new measures to the field of Lifelong Learning that should result in a redefining of the focus of Lifelong Learning at TBU in the years to come. For this purpose, both institutional organizational measures are introduced, such as updating of the currently valid internal regulations governing the implementation of LL, implementation of central administration of LL courses, interconnection between LL and third entities, adding the job position of LL Coordinator to the team, as well as introductory LL courses prepared by the individual component parts of TBU, which will be offered to prospective attendees and modified depending on market requirements. During the implementation of the project, the first – initiation – stage of the implementation of the Lifelong Learning Strategy will take place, including the assurance of its future coordination and the preparation of a stack of new – up-to-date – courses with the aim of enhancing the offer and competitiveness of TBU Faculties within LL.

Basic institutional and legislative environment

The basic legislative framework of Lifelong Learning

The legal framework of Lifelong Learning is defined in Act No. 111/1998 Coll., **on Higher Education Institutions and on Amendments and Modifications to Other Acts (hereinafter referred to as the “Higher Education Act”)**, in § 60 Lifelong Learning:

(1) As part of its educational activities, a higher education institution may provide vocational or hobby Lifelong Learning programmes free of charge or for a fee. More detailed requirements regarding Lifelong Learning shall be set out in the relevant internal regulation. Lifelong Learning attendees must be acquainted with that regulation in advance.

(2) A higher education institution issues a certificate to LL attendees certifying the completion of studies in a Lifelong Learning programme. Credits for Lifelong Learning programme obtained by successful graduates of Lifelong Learning carried out within accredited degree programmes, if they become students in compliance with this Act (§ 48 to 50), may be recognized by the higher education institution, and that up to 60% of the credits required for a due completion of study.

(3) Education offered within a Lifelong Learning Programme does not give its attendees the legal status of a student in compliance with this Act.

Internal rules and regulations

- Lifelong Learning Regulations of Tomas Bata University in Zlín issued on 5 January 2017 (MŠMT-573/2017)
- Rector’s Directive SR/7/2021 “Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers”

- Bursar's Directive SK/12/2020 Rules for Financial Management of Lifelong Learning
- Internal regulations of TBU component parts

Mission, vision, basic pillars of Lifelong Learning at TBU and strategic goals

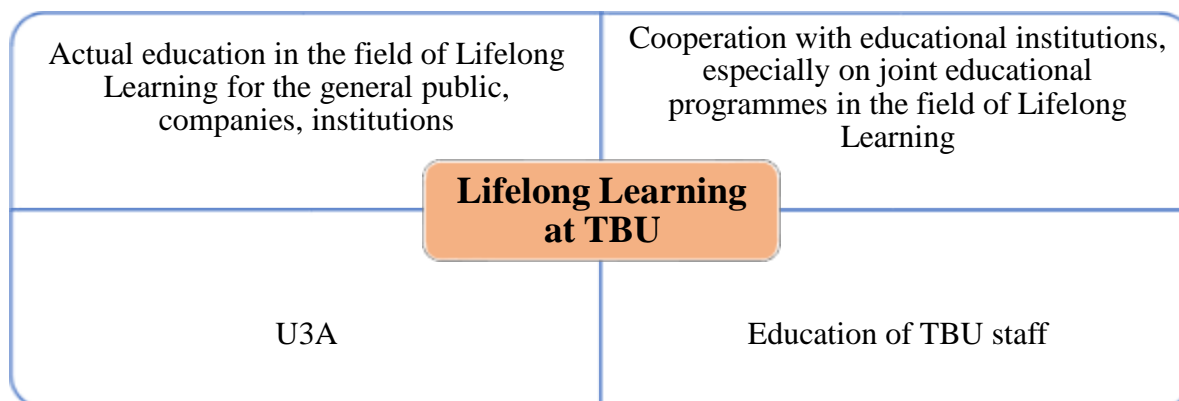
Mission

TBU is an educational institution that not only provides higher education, but is also a guarantor of further education as regards professions, expertise and development. Lifelong Learning at TBU is based on the philosophy of preferring agile and flexible methods of education in combination with high-quality lecturers/supervisors and digital learning support tools. Taking into consideration the structure of curricula, such educational programmes will be prepared and carried out that will be focusing primarily on the learning individual and on adapting the environment to effective learning.

Vision

TBU has established a functional, client-friendly and financially sustainable Lifelong Learning system. It provides adults across the society with educational products and services respecting their unique educational needs. Thanks to this, attendees to Lifelong Learning programmes will be able to achieve their life goals and actively transform their surroundings.

Basic pillars of Lifelong Learning at TBU



Actual education in the field of Lifelong Learning for the general public, companies, institutions

Within this pillar, it is about setting up of a unified approach to Lifelong Learning across the entire TBU, about building up of a specialized capacity for the organization and implementation of selected activities carried out within Lifelong Learning at TBU, about optimization of internal conditions and processes, enhanced promotion of Lifelong Learning and effectiveness

of communication towards target groups and increasing the motivation of TBU component parts and their specialized capacities to be used for the implementation of all forms of LL.

The basic goals are the following:

- Create an organizational unit for the purposes of preparation, accreditation and implementation of interdisciplinary degree programmes comprising higher education qualifications.
- Set up a motivating internal legislative environment, including the setting of the internal financial management with the aim of gaining a competitive position on the educational market.
- Systematize and expand the existing offer of vocational Lifelong Learning courses, namely of courses focusing on reskilling.
- Systematize and expand the current offer of vocational Lifelong Learning courses focusing on the development of adult skills – the so-called upskilling courses.
- Systematize and expand the current offer of hobby (non-professional) Lifelong Learning courses.
- Build up a digital platform aimed to support non-formal learning of TBU students/graduates and other people interested in Lifelong Learning.

The implementation of the above-mentioned goals will enable TBU to expand the Lifelong Learning offer and increase its relevance. At the same time, the prerequisites for improving the level of Lifelong Learning in the Zlín Region will be created, which will strengthen the role of TBU as a key educational institution supporting the transformation and resilience of the region.

Cooperation with educational institutions, especially on joint educational programmes in the field of Lifelong Learning

CENTRE FOR EDUCATION FOR INDUSTRY 4.0

The Centre of Education for Industry 4.0., z. ú. (registered institution), was established in September 2021. Its founders are: Tomas Bata University in Zlín, the Regional Chamber of Commerce of the Zlín Region and specialized consulting companies - TREXIMA, spol. s r.o. and CE-PA, spol. s r.o. The aim of the Centre is to build up an effective system of cooperation in the Zlín region in the field of Lifelong Learning by focusing on new requirements of the changing labour market, especially focusing on the current and future needs of companies in the field of Industry 4.0. The project of the Centre of Education for Industry 4.0 will be one of the tools aimed at fulfilling the priority set in the TBU 21+ Strategy in this area. In cooperation with partners, a system of coordination of further education modelled directly according to the needs of the corporate sector in the field of Industry 4.0 will be created, including the involvement of specialized capacities of the University.

In the following period, TBU would like to cooperate more intensely with other entities implementing activities in the field of Lifelong Learning.

U3A

TBU has a well-built U3A system, in operation for a long period of time. U3A educational activities take place during each academic year, which enables a better planning and processing of individual activities, with the involvement of all TBU component parts in the extended operation in 5 locations of the Zlín Region:

- Uherské Hradiště
- Uherský Brod
- Vsetín
- Kroměříž
- Bystřice pod Hostýnem

Within the U3A, activities will focus on innovations of individual courses in order to maintain and increase their attractiveness, and, depending on the number of applicants interested, local activities in the region could also be expanded.

Education of TBU staff

The education of TBU staff is specified and dealt with in the Strategy for Human Resources Development of Tomas Bata University in Zlín and in the Methodology for Work with Human Resources at TBU in Zlín, which is the implementation document of the strategy (action plan).

Strategic goals and sub-goals

Strategic goal 1: Set rules for a motivating internal legislative environment, including the setting of rules for the internal financial management in order to have a competitive position on the educational market.

- Sub-goal 1.1: Prepare an update to the Lifelong Learning Regulations of Tomas Bata University in Zlín and continuously respond to changes in legislation related to Lifelong Learning.
- Sub-goal 1.2: Reach a consensus with TBU component parts on a new funding model for the implementation of Lifelong Learning, set economic rules in order to increase the attractiveness of offers on behalf of TBU Faculties and continuously update the internal regulations of TBU and of TBU component parts related to this matter with the aim of increasing the revenues generated by the LL.
- Sub-goal 1.3: Build up a HR capacity for the implementation of Lifelong Learning as a partially centralized service and ensure its substitutability.

- Sub-goal 1.4: Systematically educate TBU teachers in the area of implementation and teaching of Lifelong Learning programmes with regard to the specifics of the target group.
- Sub-goal 1.5: Build up a functional and cooperative system of further education at TBU, in cooperation with TBU component parts, continuously coordinate Lifelong Learning activities and their development with the requirements set in national strategies in preparation.
- Sub-goal 1.6: Create a functional Lifelong Learning Board in accordance with the roles and competences defined in the Lifelong Learning Regulations.

Strategic goal 2: Intensively use TBU information systems for Lifelong Learning

- Sub-goal 2.1: Ensure a unified system for submission of applications and for registration of LL courses/attendees including U3A courses and attendees.
- Sub-goal 2.2: Set up rules for registration of LL attendees including U3A courses and attendees.
- Sub-goal 2.3: Increase the information value of documents certifying the learning outcomes achieved within LL.

Strategic goal 3: Build up a digital platform aimed to support non-formal learning of TBU students/graduates and other people interested in Lifelong Learning

- Sub-goal 3.1: Build up a digital platform aimed to support non-formal learning across the whole TBU.
- Sub-goal 3.2: Start cooperation within the Fénix Digital Centre, and start to prepare digitization in the field of Lifelong Learning.

Strategic goal 4: Systematize and expand the current offer of Lifelong Learning products and services, and prepare new offers within the entire TBU

- Sub-goal 4.1: Systematize and expand the existing offer of vocational Lifelong Learning course, namely of courses focusing on reskilling.
- Sub-goal 4.2: Systematize and expand the current offer of vocational Lifelong Learning courses focusing on the development of adult skills – the so-called upskilling courses.

- Sub-goal 4.3: Systematize and expand the current offer of hobby (non-professional) Lifelong Learning courses.
- Sub-goal 4.4: Prepare new Lifelong Learning activities, including supporting events, with the aim of maintaining the attractiveness and accessibility for target groups.
- Sub-goal 4.5: Ensure the implementation of Lifelong Learning projects submitted to the National Recovery Plan.
- Sub-goal 4.6: Develop U3A activities at TBU and participate in national and international cooperation networks in this area.

Strategic goal 5: Create an institutional system of offers in the field of Lifelong Learning intended for the general public, and build up effective marketing of Lifelong Learning activities

- Sub-goal 5.1: Prepare and update a unified offer of Lifelong Learning products and services posted on the TBU website and systematize information on the web pages of TBU component parts.
- Sub-goal 5.2: Create a unified system of marketing and promotion of TBU in Zlín in the area of all TBU activities related to Lifelong Learning.

Strategic goal 6: Build up networks of strategic cooperation in the field of Lifelong Learning in cooperation with other entities active on the educational market

- Sub-goal 6.1: Cooperate on the development of the Centre of Education for Industry 4.0.
- Sub-goal 6.2: Develop cooperation with other educational institutions in the field of Lifelong Learning, and that also on the international level.

Action Plan of the Lifelong Learning Strategy of Tomas Bata University in Zlín for the 21+ Period

Strategic goal	Sub-goal	Implementation measures	Time schedule	Tool (indicator)	Responsibility
Strategic goal 1: Set rules for a motivating internal legislative environment, including the setting of rules for the internal financial management in order to have a competitive position on the educational market.	Sub-goal 1.1: Prepare an update to the Lifelong Learning Regulations of Tomas Bata University in Zlín and continuously respond to changes in legislation related to Lifelong Learning	Prepare an update to the Lifelong Learning Regulations of Tomas Bata University in Zlín	06/2022	Prepared draft of the new internal regulation	Vice-Rector for Pedagogical Activities Legal Services
		Continuously monitor legislative changes in the field of LL and incorporate them into the internal legislative environment	Continuously	Continuous information on changes in legislation	Vice-Rector for Pedagogical Activities Legal Services
	Sub-goal 1.2: Reach a consensus with TBU component parts on a new funding model for the implementation of Lifelong Learning, set economic rules in order to increase the attractiveness of offers on behalf of TBU Faculties and continuously update the internal regulations of TBU and of TBU component parts related to this matter with the aim of increasing the revenues generated by the LL	Prepare a proposal for a new funding model of LL	06/2022	Elaborated proposal of a new economic model for LL	Vice-Rector for Pedagogical Activities
		Discuss and reach agreement on the proposal of a new funding model of LL with all component parts and with the Finance office.	08/2022	Approved proposal of a new economic model for LL	Vice-Rector for Pedagogical Activities Deans Head of the UNI
		Prepare a new Bursar's Directive including a new funding model	09/2022	Bursar's Directive	Bursar
	Sub-goal 1.3: Build up a HR capacity for the implementation of Lifelong Learning as a partially centralized service and ensure its substitutability	Maintain the created job position of the LL coordinator, link it to the coordination of the implementation of LL projects funded by the NRP	Continuously	Filled job position of Lifelong Learning Coordinator	Vice-Rector for Pedagogical Activities Rector
		Ensure effective cooperation with the employee in charge of the U3A, including the possible substitutability of these employees in some activities of the performed administration.	Continuously		Vice-Rector for Pedagogical Activities Vice-Rector for Internal and External Relations
	Sub-goal 1.4: Systematically educate TBU teachers in the area of implementation and teaching of Lifelong Learning programmes with regard to the specifics of the target group.	In cooperation with the HRD, create conditions for continuous education of TBU teachers in the field of lecturing of courses for adults and support teachers in attending such courses.	Continuously	Implemented staff trainings and courses for adult education lecturers	Vice-Rector for Pedagogical Activities HRD

	Sub-goal 1.5: Build up a functional and cooperative system of further education at TBU, in cooperation with TBU component parts, continuously coordinate Lifelong Learning activities and their development with the requirements set in national strategies in preparation.	Organization of work meetings with employees at the individual component parts who are in charge of LL	Continuously	Work meetings held	Vice-Rector for Pedagogical Activities Lifelong Learning Coordinator
	Sub-goal 1.6: Create a functional Lifelong Learning Board in accordance with the roles and competences defined in the Lifelong Learning Regulations.	Appointment of members of the Lifelong Learning Board and setting of their competences	9/2022	Meetings of the Lifelong Learning Board held	Rector Vice-Rector for Pedagogical Activities

Strategic goal	Sub-goal	Implementation measures	Time schedule	Tool (indicator)	Responsibility
Strategic goal 2: Intensively use TBU information systems for Lifelong Learning	Sub-goal 2.1: Ensure a unified system for submission of applications and for registration of LL courses/attendees including U3A courses and attendees	Test the possibilities of using the existing IS STAG functionalities	05/2022	Analysis of current functionalities of the IS STAG	Vice-Rector for Pedagogical Activities ITC
		Proposed solution for the acquisition of a system for submission of applications and for registration of non-accredited LL courses/attendees including U3A courses and attendees	06/2022	Solution proposed	Vice-Rector for Pedagogical Activities ITC
		Implementation of the selected solution for a system for submission of applications and for registration of non-accredited LL courses/attendees including U3A courses and attendees	Deadline to be set depending on provision of source of funding	Implementation of the solution	ITC
	Sub-goal 2.2: Set up rules for registration of LL attendees including U3A courses and attendees	Preparation of rules for registration of attendees outside accredited degree programmes within LL	Within 1 month of the installation of the solution	Internal regulation	Vice-Rector for Pedagogical Activities Lifelong Learning Coordinator

		Implementation of internal regulations at component parts	Depending on the implementation of NRP projects	Incorporation into internal regulations of TBU component parts	Deans Director of the UNI
	Sub-goal 2.3: Increase the information value of documents certifying the learning outcomes achieved within LL	Monitor the requirements set by the MEYS regarding the formalities related to documents on the learning outcomes achieved within the LL	Continuously	Continuous information on changes in legislation and methodological guidelines issued by the MEYS or by other authorities	Vice-Rector for Pedagogical Activities Lifelong Learning Coordinator
		Introduce a unified template of a certificate on completion of a LL course for attendees	06/2023	Unified certificate template	Lifelong Learning Coordinator
		Within the established information system, set up a system of additional issuance of certificates for attendees – issuance of duplicate certificates	06/2023	Procedures established for the issuance of a duplicate	Lifelong Learning Coordinator

Strategic goal	Sub-goal	Implementation measures	Time schedule	Tool (indicator)	Responsibility
Strategic goal 3: Build up a digital platform aimed to support non-formal learning of TBU students/graduates and other people interested in Lifelong Learning	Sub-goal 3.1: Build up a digital platform aimed to support non-formal learning across the whole TBU	Analyse the possibilities for building of a digital platform aimed to support non-formal learning across TBU.	06/2023	Analysis of options	Vice-Rector for Pedagogical Activities Head of the Digital Centre
	Sub-goal 3.2: Start cooperation within the Fénix Digital Centre, and start to prepare digitization in the field of Lifelong Learning	Prepare introductory LL courses held online for the general public	06/2023	Introductory courses	Head of the Digital Centre

Strategic goal	Sub-goal	Implementation measures	Time schedule	Tool (indicator)	Responsibility
Strategic goal 4: Systematize and expand the current offer of Lifelong Learning products and services and prepare new offers	Sub-goal 4.1: Systematize and expand the existing offer of vocational Lifelong Learning course, namely of courses focusing on reskilling	Preparation of LL courses/Innovation in LL courses currently offered	Continuously	Innovation of courses/programmes currently offered, new courses/programmes	Lifelong Learning Coordinator Deans Director of the UNI

within the entire TBU					
	Sub-goal 4.2: Systematize and expand the current offer of vocational Lifelong Learning courses focusing on the development of adult skills – the so-called upskilling courses	Preparation of LL courses/Innovation in LL courses currently offered	Continuously	Innovation of courses/ programmes currently offered, new courses/ programmes	Lifelong Learning Coordinator Deans Director of the UNI
	Sub-goal 4.3: Systematize and expand the current offer of hobby (non-professional) Lifelong Learning courses	Preparation of LL courses/Innovation in LL courses currently offered	Continuously	Innovation of courses/ programmes currently offered, new courses/ programmes	Lifelong Learning Coordinator Deans Director of the UNI
	Sub-goal 4.4: Prepare new Lifelong Learning activities, including supporting events, with the aim of maintaining the attractiveness and accessibility for target groups	Preparation of LL courses/Innovation in LL courses currently offered	Continuously	Innovation of courses/ programmes currently offered, new courses/ programmes	Lifelong Learning Coordinator Deans Director of the UNI
	Sub-goal 4.5: Ensure the implementation of Lifelong Learning projects submitted to the National Recovery Plan	Implementation of the project plan	In accordance with project schedule	Projects implemented	Lifelong Learning Coordinator for NRP projects
	Sub-goal 4.6: Develop U3A activities at TBU and participate in national and international cooperation networks in this area.	Innovate and expand the offer of courses for U3A attendees	Continuously	Innovation of courses currently offered, new U3A courses	Vice-Rector for Internal and External Relations
Develop the current cooperation and establish new cooperation within the U3A on the national and international level. Get actively involved in membership of the Association of Universities of the Third Age.		Continuously		Vice-Rector for Internal and External Relations	

Strategic goal	Sub-goal	Implementation measures	Time schedule	Tool (indicator)	Responsibility
Strategic goal 5: Create an institutional system of offers in the field of Lifelong	Sub-goal 5.1: Prepare and update a unified offer of Lifelong Learning products and services posted on the TBU website and systematize	Prepare a web page on the website of TBU in Zlin – provide basic information about LL offered at the entire TBU.	04/2022	Website	Lifelong Learning Coordinator Marketing and Communications

Learning intended for the general public, and build up effective marketing of Lifelong Learning activities.	information on the web pages of TBU component parts	Ensure the offer of upcoming LL activities at the entire TBU including U3A and continuously update it	Continuously	Website	Lifelong Learning Coordinator
	Sub-goal 5.2: Create a unified system of marketing and promotion of TBU in Zlín in the area of all TBU activities related to Lifelong Learning	Prepare a proposal for a system of communication with target groups, especially with companies, the public sector, schools, medical facilities, etc.	08/2022	Proposal and plan of communication with target groups	Lifelong Learning Coordinator Marketing and Communications
		Prepare a proposal for a unified marketing material – offers, advertising letters, etc.	09/2022	Documents proposed	Lifelong Learning Coordinator Marketing and Communications
		Create “client” portfolios/databases of target groups, including associations/platforms/clusters associating the target group.	Continuously	Database	Lifelong Learning Coordinator

Strategic goal	Sub-goal	Implementation measures	Time schedule	Tool (indicator)	Responsibility
Strategic goal 6: Build up networks of strategic cooperation in the field of Lifelong Learning with other entities operating on the educational market	Sub-goal 6.1: Cooperate on the development of the Centre of Education for Industry 4.0	Actively represent TBU in Zlín within the activities of bodies at the registered department	Continuously	Specific meetings of bodies	Rector Vice-Rector for Pedagogical Activities
		Actively represent TBU in Zlín within the activities of working groups at the registered department	Continuously	Specific meetings of working groups	Lifelong Learning Coordinator
		Interconnect or ensure the participation of expert capacities across TBU in educational programmes of the registered department	Continuously	Expert capacities involved Number of educational programmes where TBU is involved	Lifelong Learning Coordinator
	Sub-goal 6.2: Develop cooperation with other educational institutions in the field of Lifelong Learning, and that also on the international level	Monitor the possibilities of effective and beneficial cooperation for TBU on the regional, national and international level in this area, and propose a possible form of involvement of TBU in cooperation.	Continuously	Database of educational institutions with cooperation potential	Lifelong Learning Coordinator

Final provision

The Lifelong Learning Strategy of Tomas Bata University in Zlín for the 21+ Period was discussed (and approved) at the meeting of the TBU Academic Senate held on 7 June 2022.

List of the acronyms used

DP – degree programme

SDF – Strategic Development Fund

HRD – Human Resources Development

ICT – Information Technology Centre

IS SAP – information system for financial management

IS STAG – Information System for Studies Administration

LL - Lifelong Learning

MEYS – Ministry of Education, Youth and Sports

NRP – National Recovery Plan

NS – nursery school

PS – primary school

RIS3 – Regional Innovation Strategy

SK – Bursar’s Directive

SR – Rector’s Directive

SS - secondary school

TBU – Tomas Bata University in Zlín

U3A – University of the Third Age