



**IMPLEMENTATION PLAN OF THE 21+
STRATEGIC PLAN OF TOMAS BATA
UNIVERSITY IN ZLÍN 2023**

TOMAS BATA UNIVERSITY IN ZLÍN

Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín 2023

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IMPLEMENTATION PLAN OF THE 21+ STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN – 2023

INTRODUCTION

The Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2023 (hereinafter referred to as the “2023 Implementation Plan”) provides a tool for the implementation of the 21+ Strategic Plan of Tomas Bata University in Zlín (hereinafter referred to as the “TBU 21+ Strategy”).

The structure of the Implementation Plan for 2023 is based on the structure of the TBU 21+ Strategy, which is based on five pillars and five priorities:

Pillar A: Education

Priority 1: Implement open, flexible and high-quality education responding to the needs of the labour market and to the societal challenges of the 21st century.

Pillar B: Research and R&D and creative activities

Priority 2: Fulfil the Research Strategy of TBU in Zlín in order to increase the competitiveness of R&D and creative activities in specific areas of expertise and the international competitiveness of R&D and creative activities.

Pillar C: Internationalization

Priority 3: Implement the Internationalization Strategy of TBU in Zlín for the 21+ period with the aim of developing the international environment at TBU in Zlín and enhance the international cooperation in all its activities.

Pillar D: Third role of TBU in Zlín

Priority 4: Strengthen the position of TBU in Zlín as a strategic partner in the preparation of national/regional policies and strategies, during the implementation of strategic projects in the region, and creation of public-social partnerships in the town of Zlín and the Zlín Region. Strengthen activities in the field of social responsibility both internally and externally and get involved in sustainable development of the society.

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

Priority 5: Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, to collaborate internally and externally, that nurtures the sense of community among TBU employees/students and the importance of its values, and respects the observance of the TBU internal regulations.

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

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

The 2023 Implementation Plan develops the strategic goals and sub-goals and defines specific measures, activities or projects (or parts of the project to be implemented) for 2023 which will progressively aim at the fulfilment of the mission, vision and target indicators of TBU in Zlín. For each measure/activity/project, specific responsibilities are set out, outputs are defined, and links are provided to performance indicators relating to the respective sub-goals/strategic goals as outlined in the TBU 21+ Strategy.

In 2023, the fulfilment of the 2023 Implementation Plan will take place mainly through adopted internal strategies (action plans of strategies for specific areas) or methodologies:

- **Internationalization Strategy** (Pillar C of the TBU 21+ SP) including:
 - **Strategy for Internationalization in Research and Development of Tomas Bata University in Zlín** (FHS, FaME, FMC, FT, FLCM including the implementation part of the strategy)
 - **Strategy for Internationalization in Research and Development of the FAI**
 - **Strategy for Internationalization in Research and Development of the CPS**
 - **Action Plan of the MICHE of TBU**
- **Strategy for Human Resources Development of Tomas Bata University in Zlín** (including the Methodology of Work with Human Resources at TBU in Zlín and the Action Plan for Implementation of Individual Tools for the Period from 2022 to 2025)
- **Gender Equality Plan of Tomas Bata University in Zlín** and the Action Plan for the GEP 2022 - 2025
- **Strategy for Open Access to Scientific Information of TBU in Zlín**
- **Lifelong Learning Strategy of Tomas Bata University in Zlín for the Period 21+ and the Action Plan for the Strategy**
- **Strategy for the Third Role of Tomas Bata University in Zlín**
- **Marketing and Communication Strategy for Popularization of R&D at TBU in Zlín**
 - Methodology of selection and evaluation of successfully implemented (transfer) outputs for their presentation and rewarding (TTC)
- **Strategy for the Digitization of Education for the Period 2021 – 2023**

- Plan for digitization of key course units taught at individual TBU Faculties and creation of distance course units, including a recording plan
- **Strategic Plan to Support the Establishment and Operation of Student Associations at Tomas Bata University in Zlín and Rules for Cooperation with Them**
- **Methodology of Evaluation of Science and Research of Tomas Bata University in Zlín**
 - Methodology for Evaluation of R&D and Creative Activities of Component Parts, Departments and Research Teams of TBU in Zlín
 - Methodology for Collection, Registration, Evaluation and Feedback for Individual Entities of the Research Organization on the Results within Modules 3, 4 and 5 of the 17+ Methodology
- **Methodology for Support of Excellent Outputs included in the RAO and Focused on Cooperation of Theoreticians, Artists and Designers**
- **Methodology for Reducing Dropout Rates at TBU** including an action plan of the methodology with the start of implementation in the academic year 2022/2023

KEY ACTIONS TO BE TAKEN IN 2023 IN EACH OF THE PILLARS

The following measures are of key importance within the particular pillars:

Pillar A: Education

- Implement measures requiring innovations in degree programmes including the Lifelong Learning with the aim of reacting to the needs of the labour market and to societal challenges.
- Digitization of education – Finalization of the technological facilities and development of specialized capacity for a professional preparation of digital materials and for the implementation of distance and blended forms of teaching, including the setting of tools for the provision of security of distance modes of study and provision of educational or counselling services for academics, researchers and students.

Pillar B: Research and R&D and creative activities

- Implement measures aimed to increase the extent and quality of R&D and creative activities – an increased number of published outputs indexed in monitored databases (WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates; an increased number and quality of results generated by artistic activities.
- Finalize the infrastructure for an effective evaluation of academic and research staff at TBU in Zlín.

Pillar C: Internationalization

- Carry out activities in compliance with the Strategy for Internationalization of TBU in Zlín, Strategy for Internationalization in Research and Development of TBU in Zlín (FHS, FaME, FMC, FT, FLCM), Strategy of Internationalization in Research and Development of the FAI and Strategy of Internationalization in Research and Development of the CPS.
- Carry out activities within the Action Plan of the MICHE for 2021- 2023.

Pillar D: Third role of TBU in Zlín

- Cooperate on the intensive development of the Zlín region, participate in the preparation of strategic projects of the Zlín Region and of Integrated Territorial Investments of the Zlín agglomeration.
- Cooperate when dealing with societal challenges on the regional and national level.

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

- Continue to build up the system of human resource management including computerization of HR work at TBU in Zlín.
- Continue to work on full digitization of TBU in Zlín, including the removal of internal administrative bureaucratic barriers.

SOURCES OF FUNDING ALLOCATED FOR THE FULFILMENT OF THE IMPLEMENTATION PLAN FOR 2023

Funding for the Implementation Plan for 2023 will be allocated within the TBU Budget Rules for 2023, Budget Breakdown of TBU in Zlín for 2023, Budget Plan of TBU in Zlín for 2023, Medium-Term Budget Outlook for 2022 – 2023, Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025 - Programme Aimed to Support the Strategic Management of Tomas Bata University in Zlín for 2023 (allocation of the funding is an integral part of the TBU 21+ Strategy included in Appendix 2 thereto), National Recovery Plan, and using financial resources from grants/subsidies.

Pillar A: EDUCATION

Priority 1

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

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicators
Strategic goal 1.1 Improve the quality of and develop open and non-discriminatory access to education	Sub-goal 1.1.1 Increase the academic success rate at all levels of study and create conditions favourable for the flexibility of study in relation to the individual needs of students.	In accordance with the Strategic Plan of Support of Establishment and Operation of Student Associations at Tomas Bata University in Zlín, support activities of student associations which, as part of their activities, develop activities aimed to reduce student dropout rates. ¹	Vice-Rector for Pedagogical Activities	Activities carried out by the working group across TBU in Zlín	A2 – Students in degree programmes – Number of students at TBU in Zlín A4 – Applications for study – Number of applications for study at TBU in Zlín
		Implement the Methodology for Reduction of Student Dropout Rates at TBU in Zlín.	Vice-Rector for for Internal and External Relations	Overview of measures planned to be implemented in 2023	A5 – Students admitted to study – Number of students admitted to study at TBU in Zlín
		Finalize the incorporation of the QRAM into the IS/STAG system. Put emphasis on the interconnection between theoretical course units and practical training completed.	Vice-Rector for Pedagogical Activities	QRAM launched in the IS/STAG for Course Unit Information Sheets	A6 – Students enrolled at a HEI – Number of students enrolled at TBU in Zlín A7 – Graduates of degree programmes – Number of graduates at TBU in Zlín A9 – Graduation rate – Percentage of students who completed their studies

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

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	Sub-goal 1.1.2 Develop the conditions for equal access to education at TBU in Zlín in accordance with the Charter of Fundamental Rights and Freedoms (Constitutional Act No. 2/1993 Coll.).	Ensure the operation of the Counselling Centre including the Centre for the Support of Special Needs Students.	Vice-Rector for Internal and External Relations	Provision of services by the Counselling Centre Offer of services for special needs students	A ₂ – Students in degree programmes – Number of students at TBU in Zlín A ₁₀ – Special needs students – Number of special needs students
		Optimize the system of services provided to students taking care of children, with the said services expected to ensure equal access to study for them, and a system of support for socially handicapped students.	Vice-Rector for Internal and External Relations	Overview of services provided	A ₁₁ – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students
	Sub-goal 1.1.3 Systemically encourage student participation in practical training and traineeships organized in cooperation with external partners as well as within R&D projects implemented at TBU, and seek new possibilities for cooperation with business and industry, and cooperation during the elaboration of academic qualification theses.	Ensure the operation of the Job Centre in such a manner that the use of services provided by the Job Centre to students at TBU in Zlín is extended.	Vice-Rector for Internal and External Relations	Implementation of activities of the Job Centre	A ₁₂ – Students participating in practical training/traineeships – Number of students participating in practical training/traineeships in the academic year
		Organize “Business Days 2023” – Job Opportunities Fair.	Vice-Rector for Internal and External Relations	Event held	A ₁₃ – Course units involving experts from the application sphere – Number of experts from the application sphere involved in teaching in accredited degree programmes
		Continue to organize practical training and traineeships and improve soft competences of students with the aim of improving their future career prospects on the labour market.	Vice-Rector for Internal and External Relations	Practical training and internships organized Educational events held	
		Continue to educate thesis supervisors and external examiners in methodology and procedures related to the production of high-quality academic theses and evaluation thereof.	Director of the TBU Library	Educational events	
Strategic goal 1.2 Innovate degree programmes in accordance with technological	Sub-goal 1.2.1 Apply for the accreditation of degree programmes reflecting the requirements of the labour market and respecting standards for accreditation	Accreditation of degree programmes: At all TBU component parts, support activities leading to the creation of degree programmes focusing mainly on areas of expertise listed in the Regional Innovation Strategy of the Zlín Region, National RIS3 Strategy,	Deans of Faculties	Accreditation	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A ₈ – Unemployed graduates – Number of

<p>development and new societal challenges for the career prospects of graduates on the changing labour market</p>	<p>arising from requirements set by the National Accreditation Bureau and from internal rules and regulations of TBU in Zlín.</p>	<p>Strategy for the Development of the Smart Region of the Zlín Region 2030, and on other strategic areas.</p> <p>Faculty of Technology:</p> <ul style="list-style-type: none"> • BP in <i>Sustainable Industrial Development</i> (CZ, FTM+PTM, academically oriented degree programme) • BP in <i>Gastronomy and Nutrition</i> (CZ, FTM+PTM), career-oriented degree programme) • BP in <i>Material Engineering and Nanotechnology</i> (CZ, FTM+PTM, academically oriented degree programme) • BP in <i>Radiological Assistance</i> (CZ, FTM+PTM, career-oriented degree programme) • BP in <i>Mechanical Engineering</i> (CZ, FTM+PTM, academically oriented degree programme) • FUMP in <i>Biotechnology</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • FUMP in <i>Production Engineering</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • DP in <i>Food Technology</i> (CZ+EN, FTM+PTM, academically oriented degree programme) • DP in <i>Functional Molecular Systems</i> (CZ+EN, FTM+PTM, academically oriented degree programme) <p>Faculty of Applied Informatics:</p> <ul style="list-style-type: none"> • BP in <i>IT in Administrative Activities</i> (CZ, FTM, academically oriented degree programme) • FUMP in <i>Informatics Teaching at Secondary Schools</i> (CZ, FTM, academically oriented degree programme) 			<p>unemployed graduates of TBU in Zlín</p>
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		<p>Faculty of Multimedia Communications:</p> <ul style="list-style-type: none"> • BP in <i>Design</i> (CZ, FTM, academically oriented degree programme). • FUMP in <i>Design</i> (CZ, FTM, academically oriented degree programme). • BP in <i>Multimedia</i> (CZ, FTM, academically oriented degree programme). • FUMP in <i>Multimedia</i> (CZ, FTM, academically oriented degree programme). • BP in <i>Marketing Communications</i> (CZ, FTM, career-oriented degree programme). • FUMP in <i>Marketing Communications</i> (CZ, FTM, career-oriented degree programme). • DP in <i>Marketing Communications</i> (CZ, FTM, career-oriented degree programme). • FUMP in <i>Marketing and Communication</i> (EN, FTM, career-oriented degree programme). • BP in <i>Animation</i> (CZ, FTM, career-oriented degree programme). • FUMP in <i>Animation</i> (CZ, FTM, career-oriented degree programme). • BP in <i>Creative Industries and Digital Culture</i> (CZ, FTM, career-oriented degree programme). <p>Faculty of Management and Economics:</p> <ul style="list-style-type: none"> • BP in <i>Sports Management</i> (CZ, FTM+PTM). • Habilitation procedure and professorial appointment procedure in the field of <i>Finance</i> (CZ+EN) <p>Faculty of Humanities:</p> <ul style="list-style-type: none"> • FUMP in <i>Nursing in Surgery</i> (CZ, FTM+PTM, career-oriented degree programme) • FUMP in <i>Home Care and Hospice Care</i> (CZ, FTM+PTM, career-oriented degree programme) 			
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		<ul style="list-style-type: none"> • FUMP in <i>English Philology</i> (CZ, FTM, career-oriented degree programme) • BP in <i>Paramedicine</i> (CZ, FTM+PTM, career-oriented degree programme) • DP in <i>Pedagogy</i> CZ, FTM+PTM, academically oriented degree programme) • FUMP in <i>Social Pedagogy</i> (CZ, FTM+PTM, academically oriented degree programme) • FUMP in <i>Pedagogy of Pre-school Age</i> (CZ, FTM+PTM, academically oriented degree programme). • MP in <i>Lower Primary School Teacher Training</i> (CZ, FTM, academically oriented degree programme). • BP in <i>General Nursing</i> (CZ, FTM+PTM, career-oriented degree programme). • BP in <i>Midwifery</i> (CZ, FTM, career-oriented degree programme) <p>Faculty of Logistics and Crisis Management:</p> <ul style="list-style-type: none"> • FUMP in <i>Security of the Society</i> (CZ, FTM+PTM, academically oriented degree programme) 			
	<p>Sub-goal 1.2.2 Improve the quality of the educational environment with regard to graduate competences and introduce new tools for education and for support of talented students.</p>	<p>Continue to prepare new career-oriented degree programmes:</p> <ul style="list-style-type: none"> • Adult Development and Learning Specialist (BP, FHS) <p>Continue to implement support tools for exceptionally gifted students (Talented Students project – FaME, IGA-K, FMC Talent, IDEATHON, etc.).</p> <p>Continue to implement the tool for rewarding excellent results of work of academics and employees in educational activities and for practice.</p>	<p>Dean of the FHS</p> <p>Vice-Rector for Internal and External Relations</p> <p>Rector</p>	<p>Outputs produced by projects funded by the National Recovery Plan for 2023</p> <p>Number of supported students</p> <p>Third round of the Rector’s Call for 2023</p>	<p>A₁₀ – Special needs students – Number of special needs students</p> <p>A₁₁ – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students</p> <p>B₁ – Student-teacher ratio – Number of academics compared to the number of students</p>

					<p>B₄ – Quality of teachers – Number of academics without a PhD degree to those holding a PhD degree or higher</p> <p>C₁ – Quality of classes – Evaluation of the quality of classes in each of the course units via a joint questionnaire carried out in the IS/STAG system</p> <p>C₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the degree programmes by students in their final year of study</p> <p>D₁– Quality of study in degree programmes – Graduates – Evaluation of the quality of study in each of the degree programmes by graduates who graduated 3 to 6 years ago</p> <p>D₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of degree programmes by key companies employing graduates of TBU in Zlín</p>
	Sub-goal 1.2.3	Develop degree programmes carried out in research centres at TBU in Zlín.	Vice-Rector for R&D and	Overview of degree programmes carried out	B ₃ – Involvement of research centres in teaching – Number of degree programmes where

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	Encourage the participation of research centres in the educational process.		Creative Activities		research centres are involved
	Sub-goal 1.2.4 Prepare and apply for accreditation of new degree programmes for the needs of regional companies specializing in mechanical engineering and new degree programmes focusing on the principles of sustainable development.	Obtain the accreditation of the BP in <i>Mechanical Engineering</i> (CZ, FTM+PTM, academically oriented degree programme) Obtain accreditation for: <ul style="list-style-type: none"> FUMP in <i>Management of Sustainable Development</i> (CZ, FTM, academically oriented degree programme) FUMP in <i>Management of Sustainable Development</i> (EN, FTM, academically oriented degree programme). 	Dean of the FT Dean of the FaME Dean of the FLCM Director of the CPS	Accreditation of the degree programme Accreditation of the degree programme	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A ₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín
	Sub-goal 1.2.5 Prepare and apply for accreditation of new degree programmes in order to activate education in the field of footwear industry, thus following in the long-term tradition of degree programmes in this field.	Prepare an action plan for the creation of a degree programme focusing on the footwear sector.	Director of the UNI	Action plan	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A ₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín
	Sub-goal 1.2.6 Enhance the quality and relevance of both full-time and part-time modes of study.	Implement the Strategy for Digitization of Degree Programmes at All Faculties of TBU in Zlín depending on their areas of education and key degree programmes, including the building up of specialist capacity for a professional preparation of digital materials and the implementation of distance modes of teaching.	Vice-Rector for Quality Management	Plan for the implementation of digitization of education at TBU in Zlín for each of the component parts	B ₄ – Quality of teachers – Number of academics without a PhD degree to those holding a PhD degree or higher C ₁ – Quality of classes – Evaluation of the quality of classes in each of the course units via a joint questionnaire carried out in the IS/STAG system
		Create digital study supports for the purposes of improving the quality of the part-time mode of study.	Vice-Rector for Quality Management	Innovation of study supports	

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	Set up comprehensive security for distance forms of study, including the provision of distance and blended learning tools at TBU in Zlín.	Vice-Rector for Pedagogical Activities	Outputs produced by projects funded by the National Recovery Plan for 2023 – implementation of methodological recommendations	C ₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the degree programmes by students in their final year of study D ₁ – Quality of study in degree programmes – Graduates – Evaluation of the quality of study in each of the degree programmes by graduates who graduated 3 to 6 years ago
	Carry out educational training and create a methodology for teaching using means of distance communication.	Vice-Rector for Quality Management	Outputs produced by projects funded by the National Recovery Plan for 2023	D ₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of degree programmes by key companies employing graduates of TBU in Zlín
	Continue to monitor qualitative parameters of full-time and part-time degree programmes/courses.	Vice-Rector for Pedagogical Activities	Pilot testing	
	Prepare and implement projects focused on comprehensive support for the quality of classes at TBU (e.g. support for the development of new teaching methods, new degree programmes, their internationalization, part-time mode of study, work with applicants for study at the University, reduction of student dropout rates, activities addressing the institutional settings of TBU and special needs students) and related educational infrastructure, including infrastructure for special needs students.	Vice-Rector for Pedagogical Activities Bursar	Submitted projects	
Sub-goal 1.2.7 Encourage an entrepreneurial mindset and creativity in students through various forms of education,	In cooperation with the Technology Innovation Centre, carry out activities aimed at supporting of business activities and at developing of creativity of students of TBU in Zlín.	Vice-Rector for Internal and External Relations	Overview of activities aimed to support the business activities and creativity of	A ₁₄ – Students involved in research, R&D and creative activities – Number of students involved in research,

	participation in research, R&D and creative activities, and support the implementation of specific student business plans through system tools.			students planned for 2023	R&D and creative activities
		Carry out UPPER activities with the aim of providing services of the existing innovation ecosystem focusing on the support of start-up projects implemented by students of TBU in Zlín, using the principle of collaboration between TBU Faculties and the public sector.	Dean of the FMC	Offer of services to be provided in 2023	A ₁₅ – Activities/events organized to encourage business activities and creativity of students – Number of events held to encourage business activities and creativity of students outside classes.
Strategic goal 1.3 Open up opportunities for high-quality education to the public with the aim of increasing the adaptability of employees to changes on the labour market	Sub-goal 1.3.1 Build a functional and collaborative system of further education at TBU in Zlín, focusing on the needs of the changing labour market and new requirements set on employees.	Implement the Strategy for the Development of Lifelong Learning at TBU in Zlín including the setting of internal legislative rules.	Vice-Rector for Pedagogical Activities	Fulfilment of measures listed in the Action Plan Strategy for the Development of Lifelong Learning at TBU in Zlín for 2023	G ₁ – Revenues generated by the LL – Amount of funds acquired through the LL G ₂ – LL attendees – Number of attendees in accredited LL courses
		Prepare Lifelong Learning programmes focused on upskilling or reskilling.	Vice-Rector for Pedagogical Activities	Outputs produced by projects funded by the National Recovery Plan for 2023 - 5 new courses focusing on upskilling	G ₃ – Accredited Lifelong Learning courses – Number of accredited LL courses in accordance with the Methodology issued by the MEYS and by the MoLSA
		Implement the national methodology for creation of Lifelong Learning programme creation on the basis of microcredentials.	Vice-Rector for Quality Management	Outputs produced by projects funded by the National Recovery Plan for 2023	
		Collaborate on the development of the Centre of Education for Industry 4.0., interconnect or ensure the participation of professional capacities across TBU in the educational programmes of the registered Department.	Vice-Rector for Pedagogical Activities	Annual Activity Report of the Centre of Education for Industry 4.0 for 2022	

Pillar B: RESEARCH AND R&D AND CREATIVE ACTIVITIES

Priority 2

Fulfil the Research Strategy of TBU in Zlín in order to increase the competitiveness of R&D and creative activities in specific areas of expertise and the international competitiveness of R&D and creative activities

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicator(s)
Strategic goal 2.1 Increase the extent and quality of basic research	Sub-goal 2.1.1 Increased extent and quality of R&D and creative activities with the aim of achieving an overall interannual increase in the number of published outputs indexed in monitored databases (WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates.	Continue to carry out educational activities and to develop such services that will lead to an increase in the competences of staff of TBU in Zlín in the field of scientific publishing.	Director of the TBU Library	Update of the information portal for researchers	E ₁ – Quality of published outputs - Citation rate of published outputs indexed in monitored databases (WoS/Scopus) over the last five years E ₂ – Number of published outputs – Number of published outputs indexed in monitored databases (WoS/Scopus) in Q1 and Q2 (17+ Methodology)
		Implement the recommendations given by the International Evaluation Panel within the M17+ evaluation.	Vice-Rector for R&D and Creative Activities	Overview of measures adopted	
	Sub-goal 2.1.2 Increased quality of R&D and creative activities with the aim of achieving an interannual improvement in outputs evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators.	Prepare and carry out an educational course aimed to improve quality of outputs evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators.	Support the preparation and implementation of projects focused on infrastructure and human resources for the implementation of the EOSC initiative, i.e. provision of access to research data in accordance with the FAIR principles.	Vice-Rector for R&D and Creative Activities	Update of study materials in accordance with the currently valid methodology
Director of the TBU Library				Submitted projects	

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			Director of the TBU Library		
	Sub-goal 2.1.3 Increased quality of results of artistic activities with the aim of achieving an interannual increase of number of outputs rated as AKX to BLX in accordance with the RAO Methodology.	Implement the methodology aimed to support excellent outputs included in the RAO and focusing on cooperation between theoreticians, artists and designers.	Dean of the FMC	Methodology for the support of excellent outputs included in the RAO	E4 – Artistic activity – Number of outputs included in the RAO E5 – Artistic activity rated as AKX to BLX – Number of outputs included in the RAO rated as AKX to BLX
		Support the implementation of excellent RAO outputs by improving project conditions for project investigators.	Dean of the FMC	Number of decisions aimed at increasing the number of projects/outputs in the RAO category	
	Sub-goal 2.1.4 Increased percentage of outputs of R&D and creative activities generated in cooperation with international partners (strategic expansion of integration into the international research infrastructure).	Support the creation of networking research structures with the aim of increasing the number of R&D outputs generated in cooperation with partners from abroad.	Vice-Rector for R&D and Creative Activities	Number of projects implemented in cooperation with partners from abroad, number of joint outputs	E6 – Basic research outputs in cooperation with international partners – Number of basic research outputs produced in cooperation with international partners
Strategic goal 2.2 Increased volume of R&D&I projects with an emphasis on the implementation of internationally recognized research	Sub-goal 2.2.1 Increased percentage of public funding allocated to R&D and contract research within the funding provided to TBU in Zlín.	Support the creation of project capacities at TBU component parts (always composed of no less than two component parts) in order to strengthen interdisciplinary research.	Vice-Rector for R&D and Creative Activities	Number of newly launched projects implemented/ prepared in cooperation between TBU component parts	E7 – Public funding support allocated to R&D – Amount of public funding support allocated to R&D (17+ Methodology)
		Support the preparation and implementation of projects with the application sphere with an emphasis on specific joint research plans, future applicability of results and building long-term partnerships.	Vice-Rector for R&D and Creative Activities	Number of projects submitted/ implemented in cooperation with	E8 – Revenues generated by contract research – Amount of revenues generated by contract research (17+ Methodology)

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				business and industry, number of projects based on contract research	
	Sub-goal 2.2.2 Increased percentage of project applications focusing on basic and applied research submitted/projects co-implemented in cooperation with international partners (expansion of integration into the international research infrastructure).	Create project research capacities for the preparation of international projects and integration into international structures, in particular at TBU component parts (implementation of measures listed in the Strategy for Internationalization in Research and Development of TU in Zlín (FHS, FaME, FMC, FT, FLCM), Strategy for Internationalization in Research and Development of the FAI and Strategy for Internationalization in Research and Development of the UNI/CPS).	Vice-Rector for R&D and Creative Activities	International cooperation projects	E ₉ – International R&D projects – Number of international R&D projects as per 17+ Methodology
		Support the preparation and implementation of R&D projects (particularly Horizon Europe and Marie Skłodowska-Curie COFUND action).	Vice-Rector for R&D and Creative Activities	Number of submitted projects	
		Support the preparation and implementation of projects focused on the modernisation of research infrastructure and e-infrastructure.	Vice-Rector for R&D and Creative Activities	Number of submitted projects	
		Support the preparation and implementation of projects focused on top-class research plans responding to societal challenges (excellence in social science and humanities).	Vice-Rector for R&D and Creative Activities	Number of submitted projects	
Strategic goal 2.3 Implement qualitative changes in the system of doctoral programmes	Sub-goal 2.3.1 Increase the attractiveness and quality of doctoral programmes through the involvement of students in both internal (IGA/DRO projects) and external sources	Continue to increase the attractiveness of doctoral programmes by implementing grant competitions intended for PhD students.	Vice-Rector for R&D and Creative Activities	Internal calls within the IGA	B ₂ – Research focus of degree programmes – Number of doctoral students compared to the number of Bachelor’s students E ₁₀ – Long-term traineeships taken by
		Prepare and implement projects focused on the enhancement of the quality of infrastructure for students of doctoral programmes.	Vice-Rector for R&D and Creative Activities	Number of submitted projects	

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aimed to increase their attractiveness	of funding for R&D&I as well as targeted PR. Involve PhD students in real research activities and dealing with topics within research teams, create conditions for their work and a smooth transition to employment.	Introduce a systematic and motivating support of guarantors/mentors active within student grants during their supervision/mentoring	Vice-Rector for R&D and Creative Activities	Number of projects and number of guarantors/mentors	PhD students – Number of doctoral students who completed a long-term traineeship abroad
		Efficiently use scholarship funds for individual development of talented PhD students.	Deans	Individual development projects	
		Continue to support the transition of PhD graduates to employment at the start of their career at TBU in Zlín.	Rector	Number of supported graduates in 2023	
	Sub-goal 2.3.2 Support of PhD students through the scholarship and HR policy in order to increase the Graduation Rate.	Extend the offer of education for PhD students in the field of generic, teaching and scientific skills.	Vice-Rector for R&D and Creative Activities Director of the TBU Library	Overview of events organized for PhD students	A2 – Students in degree programmes – Number of PhD students A9 – Graduation Rate – Percentage of students who completed their studies in doctoral programmes
		Prepare and implement programmes aimed to provide a contribution to talented PhD students, and that also in cooperation with external partners	Rector	Support programmes implemented	E11 – Financial support provided to PhD students – Average amount of scholarships paid to PhD students
	Strategic goal 2.4 Continue to develop the Technology Transfer Centre with a focus on strengthening the professional	Sub-goal 2.4.1 Prepare and implement the strategy for further development of the TTC.	Develop a Strategy for the Further Development of the TTC at TBU, including an action plan.	Director of the UNI	Strategy for Further Development of the TTC at TBU and an action plan
Implement the Strategy for Commercialization – “Procedure and Rules for Commercialization of Results at TBU” within the Internal Grant Funding for Commercialization			Director of the UNI	Updated regulation “Procedure and Rules for Commercialization of Results at TBU”	

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capacity in counselling and supporting services		As part of the further development of commercialization, continue to implement proof-of-concept projects, including a high-quality selection of R&D outputs with practical application.	Director of the UNI	Supported proof-of-concept transfer projects	
		Finalization of the pilot project “Internal Grant Funding for Commercialization”	Director of the UNI	Document “Internal Grant Funding for Commercialization”	
		Maintain high-quality HR facilities for technology transfer and intellectual property protection and with an emphasis on sufficient professional HR capacities for specialized services in the field of effective communication and cooperation with industrial partners and the public sector.	Director of the UNI	Defined HR structure in accordance with the required qualifications	
	Sub-goal 2.4.2 Permanently educate employees in the field of intellectual property protection and handling of intangible property.	Organize continuous training for TBU staff in the field of technology transfer and intellectual property protection.	Director of the UNI	Staff training organized	E13 – Deepening the qualification of employees in the field of intellectual property protection – Number of educational events per year
	Sub-goal 2.4.3 Use system tools to support the transfer of R&D knowledge to practice.	Actively apply the R&D results in cooperation with industrial partners with the intent of innovation and transformation, and that within the promotion of the TBU in Zlín as an entrepreneurial university.	Director of the UNI	Results of technology transfer, results of legal protection of industrial rights at TBU in Zlín	E12 – Transfer of knowledge, and cooperation – Number of outputs in technology transfer

Pillar C: INTERNATIONALIZATION

Priority 3

Implement the Internationalization Strategy of TBU in Zlín for the 21+ period with the aim of developing the international environment at TBU in Zlín and enhance the international cooperation in all its activities

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicator(s)
Strategic goal 3.1 Strengthen internationalization at TBU in Zlín by increasing the number of students and staff members from abroad, support their social integration and facilitate their cooperation with “home” students and employees	Sub-goal 3.1.1 Increase the number of international students in degree programmes accredited in Czech and English and motivate the students to successfully complete their studies.	Implement measures aimed at increasing the number of international students in degree programmes accredited to be taught in English.	Vice-Rector for Internationalization	Implemented measures aimed at increasing the number of international students in degree programmes accredited to be taught in English, marketing activities	A ₃ – International students – Number of international students at TBU in Zlín; out of which the number of self-paying students F1 – Degree programmes carried out in a language other than Czech – Number of accredited degree programmes where classes are offered in a language other than Czech
		Ensure the continuation of the scholarship programme for international students enrolled on full degree programmes accredited to be taught in English with participation by the component parts of TBU in Zlín	Vice-Rector for Internationalization	Continuing scholarship programme	F2 – Number of international students in degree programmes F3 – International graduates – Number of international graduates, out of which the number of self-paying students.
	Sub-goal 3.1.2 Support short-term study periods taken by international students	Implement measures aimed at increasing the number of international students participating in short-term mobility, and that through a high-quality portfolio of partnership agreements and	Vice-Rector for Internationalization	Short-term courses intended for international students	F ₄ – International students participating in short-term study periods – Number of

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	coming to TBU in Zlín.	through an innovated offer of attractive educational courses.			international students coming to TBU in Zlín to participate in short-term study periods and the number of students participating in such study periods and duration of study periods in days
		Support the mobility of students from countries with deteriorated socioeconomic conditions.	Vice-Rector for Internationalization	Scholarship programme intended for students from developing countries	
		Continue to harmonize the admission procedures in accordance with Erasmus Without Papers.	Vice-Rector for Internationalization	Specific modifications in the IS STAG system.	
	Sub-goal 3.1.3 Develop the international environment at the University so that all departments are able to provide services in both Czech and English; develop a system of services and support for the integration of international students and staff, and promotion abroad.	Implement the Strategy for Internationalization and update the Action Plan of the Strategy for the following period.	Vice-Rector for Internationalization	Overview of measures adopted during the implementation of the Strategy for Internationalization, activities listed in the Action Plan for 2023	F5 – Quality of international services provided at TBU in Zlín – Evaluation of the quality of international services provided at TBU in Zlín
		Provide international applicants for study and employment/students/employees with comprehensive information, integration, counselling and supporting services.	Vice-Rector for Internationalization	Overview of services provided by the Welcome Centre	
		Offer financial support for implementation of prestigious mobility opportunities for academics and researchers from institutions abroad.	Vice-Rector for Internationalization	Overview of financial support provided within the internal competition in 2023	
		Cooperate with the Czech National Agency for International Education and Research, embassies, Czech centres, etc. on the offer of a unified presentation abroad as part of the “Study in the Czech Republic” initiative.	Vice-Rector for Internationalization	Overview of promotional activities carried out in 2023	
	Sub-goal 3.1.4 Increase the number of employees from abroad and	Create job positions for employees from abroad.	Deans	Offer of job opportunities for staff from abroad	F7 – Staff members from abroad at TBU – Number of staff

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	support their long-term presence at TBU in Zlín.	Carry out a strategic recruitment of researchers abroad, pursue an increase in the attractiveness of TBU in Zlín for researchers from abroad, prepare an offer for these researchers, including the provision of cooperation during their relocation to TBU in Zlín.	Vice-Rector for R&D and Creative Activities	Offer of job opportunities for researchers from abroad	members from abroad employed at TBU in Zlín (17+ Methodology)
Strategic goal 3.2 Support international mobility of students as well as members of academic and non-academic staff of TBU in Zlín	Sub-goal 3.2.1 Increase the percentage of members of academic and non-academic staff who have completed study periods/traineeships abroad or have gained significant professional experience in such places, and remove formal and informal barriers to the integration of such persons into the life of the academic community.	Prepare an incentive system supporting the participation of academic and non-academic staff in mobility periods.	Vice-Rector for Quality Management	Number of academic and non-academic staff participating in mobility periods	F ₈ – Members of academic and non-academic staff participating in study periods/traineeships abroad – Percentage of members of academic and non-academic staff who have participated in mobility abroad
		Implement an offer of funding for mobility abroad taken by TBU academics and researchers at prestigious institutions abroad.	Vice-Rector for Internationalization	Overview of mobility periods completed	
		Develop language skills of employees of TBU in Zlín.	Rector	Implementation of language courses	
	Sub-goal 3.2.2 Simplify the processes of recognizing academic results gained abroad in such a manner that students participating in mobility can complete their studies within the standard period of time, reflect the student mobility in curricula and in internal regulations in order to remove obstacles to a successful completion of their studies.	Continue to implement the measures for a full application of tools for the electronic exchange of information on study, electronic identification and computerization of the recognition of credits gained during academic mobility abroad. Implement the initiatives of the European Commission, i.e. Erasmus Without Papers, European Student Card/ and EMREX.	Vice-Rector for Internationalization	Overview of measures	F ₁₀ – Students who have participated in a study period/traineeship abroad without having to extend the standard period of study – Number/percentage of students who have completed a study period/traineeship abroad and finished their studies within the standard period of study

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	Sub-goal 3.2.3 Increase the number of students who have completed studies/traineeships abroad.	Support mobility of special needs/socio-economically disadvantaged students.	Vice-Rector for Internationalization	Number of supported mobility periods	F ₉ – Students who have participated in a study period/traineeship abroad – Number of students who have completed a study period/traineeship abroad and number of students participating in mobility and days of mobility taken
		Continue to implement the established system of funding (scholarships) for outgoing students with participation by the component parts of TBU in Zlín.	Vice-Rector for Internationalization	Scholarship programme	
Strategic goal 3.3 Foster strategic collaboration, partnership and building of capacity for the purpose of internationalization	Sub-goal 3.3.1 Support the accreditation and implementation of joint/double/multiple degree programmes in cooperation with international strategic partners.	Support the development of joint degree programmes, and that through financial incentives and through the provision of methodological support.	Vice-Rector for Pedagogical Activities	Overview of measures	F ₁₁ – Joint/double/multiple degree programmes – Number of joint/double/multiple degree programmes
	Sub-goal 3.3.2 Increased overall percentage of national and international educational projects, including those implemented in cooperation with strategic international partners (expansion of integration into the international research infrastructure).	Continue to develop a system to support the preparation and submission of applications for funding of international education and mobility projects through using the networking already developed, identify funding opportunities and consulting as part of project preparation processes.	Vice-Rector for Internationalization	Offer of services aimed to support the preparation and submission of projects	F ₁₂ – Expansion of the integration into the international educational infrastructure – Amount of funding allocated to international educational projects F ₁₃ – Expansion of the integration into the international research infrastructure – Number of projects accepted for funding
	Sub-goal 3.3.3 Support the involvement in international networks and support strategic partnerships.	Join international networks corresponding to the profile, preferences and long-term goals of TBU in Zlín.	Vice-Rector for Internationalization	Number of cases of involvement in international networks Number of strategic partnerships	

Pillar D: THIRD ROLE OF TBU IN ZLÍN					
Priority 4					
Strengthen the position of TBU in Zlín as a strategic partner in the preparation of national/regional policies and strategies, during the implementation of strategic projects in the region, and creation of public-social partnerships in the town of Zlín and the Zlín Region. Strengthen social responsibility activities both internally and externally and get involved in sustainable development of the society.					
Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicator(s)
Strategic goal 4.1 Actively participate in the creation, preparation and implementation of national and regional strategies, including the development strategies of the Municipality of Zlín and other municipalities in the region, contribute to the development of the non-profit sector in cultural and social fields and cooperate with external entities during the implementation of development projects	Sub-goal 4.1.1 Build an active representation of TBU in Zlín in the structures for the production and management of key strategic documents and, at the same time, participate in their implementation through TBU's own projects/partnerships with the aim of influencing the public life.	Actively participate in the management of strategic documents of the Zlín Region as part of membership in executive/advisory bodies; collaborate during the update of the RIS3 strategy by updating the Regional Innovation Strategy of the Zlín Region and the RIS3 Regional Annex.	Rector	Membership of TBU in Zlín in expert bodies, committees or boards of the Zlín Regional Authority	G ₁₁ – Public partnerships for the preparation of national and regional policies – Overview of strategic partnerships G ₁₂ – Strategic regional development projects – Number of projects prepared
		Develop cooperation with the Municipality of Zlín on the development of the territory of the town of Zlín, including cooperation on the implementation of the Zlín 2030 Strategy including the Strategy for the Zlín Agglomeration for 2030.	Rector	Membership of TBU in Zlín in expert bodies, committees or boards of the Municipality of Zlín	
		Prepare TBU strategic development projects, in particular within the Zlín agglomeration, participate in pre-calls within the ITI of the Zlín agglomeration.	Rector	Annotations of projects to be submitted to pre-calls for the ITI of the Zlín Region, strategic projects prepared	
		Cooperate with the Municipality of Zlín and with the Zlín Regional Authority on a systematic removal of barriers to the daily lives of international students/employees in order to make Zlín a university town with an international outreach – collaborate during the implementation of projects aimed to build a foreigner-friendly region.	Vice-Rector for Internationalization	Support of activities of the Welcome Centre and in the Regional Assistance Centre for Ukraine	

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				Cooperation on the preparation of a strategic project plan for internationalization of the Zlín Region – a region without borders within the project of the Zlín Region Smart Accelerator + 2023 – 2026	
	Sub-goal 4.1.2 Update the involvement of TBU in clusters, platforms or societies/associations with the aim of participating in the activities of these entities through active membership and joint projects to the benefit of TBU in Zlín.	Maintain and extend an active status of the membership of TBU in Zlín in clusters, cluster platforms, industrial associations, other international associations, etc.	Vice-Rector for R&D and Creative Activities	Overview of cases of active membership/ representation of TBU in Zlín in 2023	G13 – Involvement in clusters, platforms, societies and associations – Overview of platforms where TBU in Zlín is represented
	Sub-goal 4.1.3 Support the non-profit sector and charity projects as well as cultural and sports activities, with particular regard to activities where TBU employees/students are directly involved or a student project is involved.	Continue to support sports activities, in particular by strengthening of material and technical facilities used for the purposes of physical training and sports at TBU in Zlín.	Bursar	Continue to implement projects on the U5 premises and in Jižní svahy	G15 – System providing support to sports activities at TBU in Zlín
		Implement the Strategic Plan for the Support of Establishment and Operation of Student Associations at Tomas Bata University in Zlín and setting up of cooperation with them.	Director of Marketing and Communications	Implementation of the measures listed the Action Plan for 2023	G14 – Cooperation with student organizations – System of cooperation with the TBU Student Union and with student public benefit associations
Strategic goal 4.2 Strengthen the position of TBU as a leader in the	Sub-goal 4.2.1 Prepare and implement projects of cooperation with primary/secondary/nursery schools aiming at the	Carry out the key activities specified within the Implementation of the Regional Action Plan for Development of Education for the Territory of the Zlín Region II (IKAP II): - Polytechnic education.	Rector	Implementation of the key activities of the IKAP II project relating to 2023	G5 – Projects of cooperation with education levels below the higher education system – Number of projects of

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development of education and of the level of education in the Zlín Region	development of the education system in the Zlín Region, and cooperate in projects focusing on the support of talented pupils and students.	<ul style="list-style-type: none"> - Support of the development of literacy - Equal opportunities in education 			cooperation with primary/secondary/nursery schools aiming at the development of the education system in the Zlín Region
		Actively participate in the preparation of the project Implementation of the Regional Action Plan for the Development of Education for the Territory of the Zlín Region for the 2024+ Period IKAP III.	Rector	Elaboration of a proposal for TBU partnership cooperation on the IKAP III project	<p>G₆ – Events intended for talented pupils/students – Number of projects supporting talented pupils and students with the involvement of TBU in Zlín</p> <p>G₇ – Support of talented pupils/students – Number of talented pupils/students supported</p>
	Sub-goal 4.2.2 Continue to offer courses within the University of the Third Age and develop the range of courses carried out.	Innovate and extend the offer of courses for U3A students.	Vice-Rector for Internal and External Relations	Innovation in existing courses, new U3A courses	G ₄ – U3A – Number of U3A students
Strategic goal 4.3 Promote the town of Zlín and the Zlín Region as a high-quality place to study and live through building the reputation of TBU in Zlín, including spreading the legacy of Tomas Bata	Sub-goal 4.3.1 Strengthen the good reputation and promotion of TBU in Zlín on the national/international level, foster the reputation of the University, including spreading the legacy of Tomas Bata.	Actively raise the awareness of the life and work of Tomas Bata.	Director of the TBU Library	Updated website and other published outputs	G ₉ – Annual evaluation of marketing events
		Ensure the participation of TBU in post-secondary education fairs. Organize a recruitment PPC campaign on Adwords, Sklik and via social networks.	Director of Marketing and Communications	Overview of organized participations in education fairs, documents related to the organized campaign	G ₁₀ – Annual evaluation of the plan of activities of the Bata Information Centre
		Actively participate in the supporting programme of the Zlín Film Festival.	Director of Marketing and Communications	Participation in the supporting programme –	

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				promotion of TBU as a brand	
		Build up the reputation of TBU in Zlín by improving the quality of activities of the Alumni Club.	Vice-Rector for Internal and External Relations	Activities related to the fostering of relations between alumni and TBU in Zlín	
Sub-goal 4.3.2 Popularize the results of education, R&D among the public, and actively spread new findings, results of R&D activities and examples of good practice among the general public.		Implement the Marketing and Communication Strategy for the Popularization of R&D at TBU in Zlín.	Dean of the FT	Fulfilment of measures listed in the Action Plan for 2023	G ₈ – Popularization of R&D – Number of events aimed to popularize R&D
		Develop awareness of and popularize educational and R&D activities of TBU in Zlín during targeted events intended for the general public.	Deans of TBU Faculties	Events to be held in 2023	

Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT

Priority 5

Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, to collaborate internally and externally, that nurtures the sense of community among TBU employees/students and the importance of its values, and respects the observance of the TBU internal regulations

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicators
Strategic goal 5.1 Set up efficient internal processes and strategically manage the development of TBU in Zlín	Sub-goal 5.1.1 Build up the capacity for the strategic management of TBU in Zlín.	Implement the Safety Strategy at TBU in Zlín for the 22+ Period.	Bursar	Plan for the implementation of the strategy for 2023	H ₁ – Strategic management of TBU in Zlín - Number of senior executives at the Rectorate and at the TBU component parts involved in the preparation, elaboration, discussion and implementation of strategies and strategic documents
		Conserve human resources for the preparation of analytical supporting documents, data processing and evaluation of information for the strategic management of TBU in Zlín and develop their professional skills.	Rector	Assurance of the conservation of the job position and assurance of its professional development	
		Ensure HR capacities for a stabilization of activities of the Project Management department at TBU in Zlín in the context of the preparedness for an effective participation in the Operational Programme “John Amos Comenius” or in the Operational Programme “Technologies and Application for Competitiveness”.	Rector	HR capacity of the Project Management department	
	Sub-goal 5.1.2 Improve and develop centrally provided services with the aim of reducing the duplication of capacity at each of the TBU component parts and reducing the administrative load in the internal environment.	Implement the recommendations arising from the internal audit 2/2022 Audit of Duplicate Activities that have been set up as centrally provided services or capacities provided at the central level.	Rector	Fulfilment of recommendations regarding the elimination of duplicate activities in centralized services	H ₂ – Finalized organizational structure of TBU in Zlín
		Implement a uniform categorization of jobs and job positions at TBU in Zlín.	Rector	Internal categorization of job positions	H ₃ – Functional services provided centrally

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<p>Sub-goal 5.1.3 Develop the TBU information system with the aim of fully computerizing all of its segments and reducing the administrative load.</p>	<p>Continue to digitize activities directly related to the provision of educational activities and administrative tasks related to study-related affairs.</p>	Bursar	Outputs from the NRP project for 2023	<p>H₄ – Modern and functional information infrastructure</p> <p>H₅ – Functional “E-spis” Electronic Records Management System</p>
	<p>Proceed in coordination with other higher education institutions when applying new EU directives in the higher education environment.</p>	Bursar	Application of new EU regulations	
	<p>Carry out the testing of the transition to Mifare DESFire chip cards</p>	Bursar	Testing of the transition to the Mifare DESFire chip cards	
	<p>Renew the electronic control system for access to TBU buildings.</p>	Bursar	Replacement of the currently used electronic access control system	
	<p>Ensure the security of the network and server infrastructure used at TBU in Zlín. Proposal and implementation of modifications to the topology of the computer network and purchase of tools required for detection and monitoring.</p>	Bursar	Implementation of basic strategic measures	
	<p>Continue to implement the security of the network and server infrastructure used at TBU in Zlín. Implement the modifications proposed in the topology of the computer network and purchase suitable tools required for detection and monitoring.</p>	Bursar	Implementation of basic strategic measures	
	<p>E-signing — a gradual transition to the exclusive use of e-signatures with the support of the University’s information systems.</p>	Bursar	Incorporation of electronic signing into all processes at TBU in Zlín	
	<p>Continue to modify the information infrastructure in accordance with EU requirements.</p>	Bursar	Modification of the information infrastructure	
	<p>Analyze the current situation and mutual compatibility of information systems used at TBU in Zlín (IS STAG, IS SAP, IS HAP and IS OBD) with the aim of</p>	Bursar	Analysis of the current situation and a proposed solution	

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		reducing the administrative load, in particular for academics and researchers.			
	Sub-goal 5.1.4 Ensure the conditions for the creation and development of new research centres focusing on strategic directions and ensure the sustainability and further development of the existing research centres.	Ensure, through the Budget Rules, the sustainability and development of the research centres, namely the CPS and CEBIA-Tech, built with funding provided by the OP R&DfI, Priority Axis II.	Bursar	TBU Budget Rules for 2023	E ₁₄ – Infrastructure for R&D and creative activities – Number of research centres at TBU in Zlín E ₁₅ – Development of infrastructure for R&D – Defined conditions for the development of research centres
	Sub-goal 5.1.5 Strengthen the mutual awareness, internal communication and collaboration across the University, support the creation of communication platforms of employees in various sections of their professional activities. Encourage students (those actively participating as well as those not actively participating) to use formal mechanisms run by the University to express their needs and concerns. Develop a more systemic approach to the participation of students in the operation of the University.	Develop the established system of internal communication with employees.	Rector	Overview and evaluation of tools used for communication with employees in 2023	H ₆ – Communication plan
		Encourage students to participate in the operation of the University and create a system of regular meetings with them, and that in accordance with the Strategic Plan of Support of Establishment and Operation of Student Associations at Tomas Bata University in Zlín and setting up of cooperation with them.	Vice-Rector for Internal and External Relations	Events held	
Strategic goal 5.2 Finalize the internal system of assurance	Sub-goal 5.2.1 Implement an internal system of evaluation of quality of R&D	Carry out a survey focusing on requirements set by employers and regarding career-oriented degree programmes and Lifelong Learning programmes.	Vice-Rector for Quality Management	Results in the form of a research report and its presentation	H ₇ – An established system of internal

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and evaluation of quality of educational, R&D, creative and related activities at TBU in Zlín	and creative activities in accordance with MEYS recommendations, the NAB methodology and the 17+ Methodology of the MEYS, and develop evaluation methods for the purposes of the assurance of quality of education, R&D and creative activities and the third role of the University.			at meetings of representative bodies of TBU in Zlín	quality assurance and evaluation
		Carry out an internal survey focusing on TBU services not directly related to education (Halls of Residence, Refectory, sports grounds, student associations).	Vice-Rector for Quality Management	Results in the form of a research report and its presentation at meetings of representative bodies of TBU in Zlín	
	Sub-goal 5.2.2 Implement the relevant recommendations arising from the work of external evaluation panels as part of the evaluation conducted by the MICHE, EUA – Institutional Evaluation Programme, and in accordance with the 17+ Methodology. Take into consideration the conclusions taken by the panels when reviewing internal processes, during the strategic allocation of resources within the institution and other policies which are the subject of evaluation.	Innovate the system of evaluation of teaching provided by the academic staff at TBU in Zlín.	Vice-Rector for Quality Management	A proposed Methodology for the Evaluation of Teaching Provided by Academic Staff at TBU in Zlín (according to the results of the CDP project)	H ₇ – An established system of internal quality assurance and evaluation H ₈ – Implement the relevant recommendations arising from the work of evaluation bodies
Sub-goal 5.2.3 Consistently evaluate and ensure the quality of international mobility of incoming/outgoing students.	Carry out a questionnaire survey in order to evaluate the quality of international mobility.	Vice-Rector for Internationalization	Questionnaire Survey Report	F ₆ – Stabilization of the quality of international mobility	

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Strategic goal 5.3 Assurance of the financial stability of TBU in Zlín	Sub-goal 5.3.1 Develop public funding resources aimed to support the development of TBU in Zlín, and ensure the fulfilment of strategic goals for the 21+ period.	Within the TBU Budget Rules for 2023, separate additional financial resources from institutional funding for defined purposes, which will be allocated depending on the results of internal competitions organized within the Strategic Development Fund.	Rector Bursar	TBU Budget Rules for 2023	H ₉ – Public funding resources for the support of development of TBU in Zlín - Number of grants provided/ funding received
	Sub-goal 5.3.2 Develop internal mechanisms used for the allocation of funding and remuneration of staff that shall take the fulfilment of the TBU Strategic Plan into consideration and support the development in the prioritized areas defined.	During the process of internal allocation of funds provided within the institutional funding systems (co-funding), consistently respect the merit principles, take into consideration the real performance and qualitative results produced by organizational units.	Rector Bursar	Budget Breakdown for 2023	H ₁₀ – TBU Budget Rules for the given years
		During the process of internal allocation and use of financial resources provided within institutional funding systems and intended for the long-term conceptual development of a research organization, strictly follow the prioritized aims of the MEYS and of TBU in Zlín (systemic measures aimed at supporting high-quality research, a career development system for academics/researchers, etc.), with emphasis on a higher level of centralization of processes.	Rector Bursar	Budget Rules for 2023	
Strategic goal 5.4 Strengthen the strategic management of human resources	Sub-goal 5.4.1 Build up a functional system of human resource management at TBU in Zlín.	Implement the strategy for the human resource development at TBU in Zlín, including the implementation of sub-methodologies for human resource management.	Rector	Fulfilment of measures listed in the Implementation Plan of the Strategy for Human Resource Development at TBU in Zlín for 2023	H ₁₁ – System of human resource management at TBU in Zlín
		Ensure the implementation of the Strategy for Human Resources Development of TBU in Zlín for 2022–2025.	Rector	Maintenance and development of the built up capacity of HR and funding of the HRD	

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		Incorporate the principles of social security at TBU into internal legislation.	Rector	Updated internal regulations	
Sub-goal 5.4.2 Build up a system of strategic recruitment for the needs of TBU in Zlín aiming at recruiting members of academic and research staff from outside.		Implement the Recruitment Strategy of TBU in Zlín.	Rector	Overview of measures listed in the implementation of the Strategy for 2023	H ₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being at least 30% and 15%, respectively
Sub-goal 5.4.3 Fully implement a system of human resource management in R&D; retain and extend the HR Award certificate – continue to set the rules for strategic management of the research organization in accordance with requirements set for awarding the certificate.		Continue to finalize the preparation of conditions for the certificate to be extended, i.e. obtained by each of the component parts of TBU in Zlín including the preparation of the project to be submitted to the OP JAC and preparation of the application for the HR Award.	Rector Deans of TBU Faculties	Project submitted and application prepared in order to obtain the certificate	H ₁₃ – Obtain the HR Award certificate at each of the TBU component parts
		Implement the GEP – Gender Equality Plan.	Rector Deans of TBU Faculties	Fulfilment of measures listed in the Gender Equality Plan at TBU in Zlín for 2023	
Sub-goal 5.4.4 Implement the principles of strategic management of human resources in R&D, of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers.		Ensure the incorporation of the European Charter for Researchers into the internal structure of TBU in Zlín.	Rector	Evaluation of the fulfilment of indicators listed in the European Charter for Researchers	H ₁₄ – Include the principles for strategic management of human resources in R&D in key documents, thus incorporating them into internal regulations and processes at TBU in Zlín

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	<p>Sub-goal 5.4.5 Build up the personnel structure of academic staff; set the rules for and develop a system for career development of academics/researchers, and manage the development of talents in junior academic staff, including incentive pay.</p>	<p>Evaluate and, if necessary, update 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”.</p>	<p>Rector</p>	<p>Monitoring of the evaluation system for 2023</p>	<p>H₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being at least 30% and 15%, respectively</p> <p>H₁₄ – Established rules for strategic management of human resources in R&D through key documents incorporated into the internal regulations and processes at TBU in Zlín</p>
<p>Strategic goal 5.5 Development of internal infrastructure and an increased adaptability thereof to climate changes including the implementation of measures aimed to reduce the carbon footprint.</p>	<p>Sub-goal 5.5.1 Maintain and develop the infrastructure and facilities intended for educational and R&D and creative activities carried out at TBU in Zlín, including the development of the TBU Library and support of availability of the TBU Library’s information resources.</p>	<p>Implement the strategy of open access to scientific information including the corresponding methodological support.</p>	<p>Director of the TBU Library</p>	<p>Evaluation of the impact of the Action Plan of the Strategy for Open Access to Scientific Information for 2023</p>	<p>H₁₅ – Development of the TBU Library, including the implementation of the Open Access strategy to scientific information</p> <p>H₁₆ – Built up capacity for educational and R&D and creative activities, including conference rooms</p>
		<p>Finalize a system for the management of data from the R&D&I field.</p>	<p>Director of the TBU Library</p>	<p>Pilot testing of the operation of the system through a Rector’s Directive</p>	
		<p>Optimize the technological equipment in the TBU Library, including the TBU University Press.</p>	<p>Director of the TBU Library</p>	<p>Development of services provided by the Library</p>	
		<p>Extend the offer of information and educational sources for students and academics of TBU in Zlín as well as for the general public and offer them via a uniform portal.</p>	<p>Director of the TBU Library</p>	<p>Comprehensive offer of printed and electronic information resources</p>	

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		Optimize and modernize information and communication technology with the aim of stabilizing and providing of remote access of users to the information systems of TBU in Zlín.	Bursar	Renewal of the server infrastructure	
		Carry out a test operation of the server room in the U13 building and optimize the functions of the individual components.	Bursar	Test operation of the server room in the U13 building carried out	
		Finalize the building of the infrastructure and technological facilities for a professional preparation of digital materials for the implementation of the distance mode of teaching.	Bursar Vice-Rector for Quality Management	Provision of technological facilities for the Centre for Digitization - FENIX project	
		Continue the design and legislative preparation of the project entitled “TBU – Construction of a New U1 Building”. Ensure an update of the sub-programme 13322R.	Bursar	Demolition of the former U1 building, zoning decision regarding the construction of the new U1 building, preparation of the project dossier – building permit, implementation of the construction of the new U1 building, registration of the project, provision of funding	
		Ensure co-funding for the construction of a new U1 building from grant resources, in particular from the OP Environment.	Bursar	Prepared project(s) to be submitted to Operational programmes for the 21+ Period (in	

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				particular to the OP Environment)	
		Continue to carry out design and engineering activities for the zoning decision regarding the project “Multifunctional Sports Hall U5”.	Bursar	Project dossier, engineering activities after obtaining the zoning decision	
		Carry out the design and legislative preparation of the project entitled “Laboratories in the U2 Building” (Laboratory of Industrial Engineering U2, Laboratory of Behavioural Economics and Blockchain Technologies on the 4 th Floor).	Bursar	Project dossier	
		Build an access and security system compatible with wheelchair access in buildings of TBU in Zlín, namely U5 or U15.	Bursar	Modifications completed	
	Sub-goal 5.5.2 Maintain and develop the infrastructure for the provision of accommodation and catering services.	Ensure the registration of the investment plan for the construction project “Renovation of the Eastern Section of the 2 nd , 3 rd and 4 th Floor of the U12 Building” by the MEYS.	Bursar	Registration of the investment plan, launch of the construction project	H ₁₇ – Satisfactory bed capacity at TBU in Zlín
		Implement a new system for the provision of catering services in the U41 Refectory (significant renovation of facilities and technologies).	Director of the HRR Bursar	Application of the IP in the Call organized by the MEYS and aimed to support catering/ accommodation facilities	H ₁₈ – Modern system of catering and related services
		Prepare a concept of accommodation for students and international staff which will comply with the current requirements set on the quality of accommodation services and with international standards.	Director of the HRR	Concept	
	Sub-goal 5.5.3 Implement measures aimed to fulfil the Strategy for Long-Term Sustainability at TBU in Zlín with the aim of developing	Implement the action plan of the Strategy for Sustainable Development at TBU in Zlín, and prepare projects supporting the environmental responsibility of TBU in Zlín.	Rector	Implementation of measures listed in the Action Plan of the Strategy for Sustainable	H ₁₉ – Number of projects/measures implemented

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	the environmental responsibility of TBU in Zlín.			Development at TBU in Zlín	
		Prepare and implement projects aimed at reducing the dependence of TBU in Zlín on fossil fuels by using the relevant grant funding, especially the OP Environment.	Rector	Number of projects prepared or submitted	

FINAL PROVISION

In accordance with Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to Other Acts (Higher Education Act), as amended, the International Board of TBU in Zlín discussed and gave their opinion on the Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín - 2023 on 20.10.2022. After the document in question had been approved by electronic voting by the TBU Scientific Board on 10.10.2023, the TBU Academic Senate approved the TBU Strategic Plan on 15.11.2022, and that in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Act, and the Board of Governors of TBU in Zlín approved the document on 25.11.2022.

Assoc. Prof. Ing. Martin Sysel, Ph.D.

Chairperson of the Academic Senate of TBU in Zlín

Prof. Ing. Vladimír Sedlařík, Ph.D.

Rector of TBU in Zlín

Acronyms used:

AS	Academic staff
AY	Academic year
BP	Bachelor's programme
CR	Czech Republic
CZ	Czech language
DP	degree programme
DP	doctoral programme
DRO	Development of the research organization
DZS	Czech National Agency for International Education and Research
EN	English language
EOSC	European Open Science Cloud
EU	European Union
EUA	European University Association
FAIR	FAIR data are Findable, Accessible, Interoperable and Reusable.
FMC	Faculty of Multimedia Communications of TBU in Zlín
FT	Faculty of Technology of TBU in Zlín
FTM	Full-time mode of study
FUMP	Follow-up Master's programme
HEI	Higher education institution/higher education
HR	Human resources
HR SAP	Human Resources module for the SAP information system
HRD	Human Resources Development office
HRR	Halls of Residence and Refectory
IEB	Internal Evaluation Board of TBU in Zlín
IEP	Institutional Evaluation Programme
IGA	Internal Grant Agency
IRAPE	Integrated Regional Action Plan in Education
IS HAP	Information System for the Evaluation of Academic Staff and Researchers
IS OBD	Personal Bibliographic Database information system
IS SAP	Information system for financial management
IS STAG	Information System for Studies' Administration

IT	Information technology
ITI	Integrated Territorial Investments
LL	Lifelong Learning
MEYS	Ministry for Education, Youth and Sports of the Czech Republic
MEYS 17+	Methodology for the Evaluation of Research Organisations and Evaluation of Programmes Aimed to Support Research, Development and Innovations
MICHE	Monitoring Internationalization of Czech Higher Education
MoLSA	Ministry of Labour and Social Affairs of the Czech Republic
MP	Master's programme
MZ	Municipality of Zlín
NAB	National Accreditation Bureau for Higher Education
NRP	National Recovery Plan
NS	Nursery School
OP E	Operational Programme "Environment"
OP JAC	Operational Programme "John Amos Comenius"
OP TAC	Operational Programme "Technologies and Application for Competitiveness"
OP R&Dfi	Operational Programme "Research and Development for Innovations"
PR	Public Relations
PS	Primary schools
PTM	Part-time mode of study
RAC	Regional Assistance Centre
RAO	Register of Artistic Outputs
RIS3	Regional Innovation Strategy 3
R&D	Research, development and creative activities
R&D&I	Research, development and creative activities, innovation
SG	Strategic goal
SN	Special needs (Special needs students)
SP2021+	Strategic Plan of the Ministry for the Area of Higher Education Institutions for the period from 2021 onwards
SS	Secondary school
SW	Software
TBU	Tomas Bata University in Zlín
TTC	Technology Transfer Centre
UNI	University Institute of TBU in Zlín

UNI/CPS	University Institute of TBU in Zlín/Centre of Polymer Systems
UPPER	Centre of Creative Industries and Business
U3A	University of the Third Age
WoS	Web of Science