

# **Update of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín for 2010**

## **Introduction**

The Update of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín (hereinafter referred to as “TBU” only) for 2010 takes into account the goals of the Strategic Plan for Education, Science, Research, Development, Art and Other Creative Activities of Tomas Bata University in Zlín for 2006-2010 and takes into consideration the Update of the Strategic Plan for Education, Science, Research, Development, Art and Other Creative Activities for the Sphere of Higher Education Institutions for 2010 drawn up by the Ministry of Education, Youth and Sports of the CR. It is further based on the TBU experience with projects within development programmes and with the evaluation of the EU development trends.

## **Priorities**

The main priorities for 2010 are:

- 1) Internationalization**
- 2) Quality and Excellence of Academic Activities**
- 3) Culture of Academic Life**
- 4) Student Numbers and Social Affairs**
- 5) Development of the Higher Education Institution, including the Material-Technical Base and Cooperation with Business and Industry**
- 6) Advancement of Research, Development and Innovations**
- 7) Support for Further Education**
- 8) Support for Development of Human Resources**
- 9) Elimination of Weaknesses and/or Promoting Strengths of the University**

### **1. Internationalization**

Internationalization serves at TBU as the main tool for achieving quality and excellence.

#### **Current state analysis:**

Internationalization at TBU is of a relatively high standard and is one of the strengths of the University. The University promotes bilingualism in all spheres and thus increases its capacity to communicate internationally. This is a factor contributing to the evolution towards excellence in a number of fields/segments.

#### **Aims for 2010:**

### **1.1. Internationalization**

- Continue in the implementation of international student and staff mobility within the cooperation programmes of higher education institutions (EU programmes, particularly Erasmus, Leonardo da Vinci and others) as well as in the implementation of mobility through direct cooperation between higher education institutions including the so-called “free movers”.
- Within the development projects and own resources continue to award scholarships to talented international students intended for their studies at TBU, and that particularly in Doctoral degree programmes.
- Improve the conditions for studies at TBU for international students including the Czech language courses offered and the social and professional welfare provided.
- Create joint Bachelor’s, Master’s and Doctoral degree programmes (the so-called “joint degrees”).
- Extend the range of specialized subjects taught in the English language and enable students to complete these subjects in the English language within degree programmes accredited to be taught in Czech.
- Encourage the admission of international employees with the aim to internationalize the TBU personnel structure.

#### **Controllable results:**

Number of student and academic staff mobilities

Number of admitted international students and hired international staff

#### **Main sources of support:**

International cooperation programmes

Development programmes

Own resources

## **2. Quality and Excellence of Academic Activities**

In the sphere of quality and excellence of academic activities TBU has achieved the necessary parameters in most of the fields.

#### **Current state analysis:**

Some stabilized TBU departments have already reached a high level of competitiveness. For understandable reasons, the newly built departments at the University have not met the qualitative parameters so far.

The quality of academic life has a standard level comparable to that of other universities in the Czech Republic. The academic life is being strongly influenced by the Bata principles, by the current situation in the Czech Republic, as well as by the location of the region of Zlín in the CR.

### **Aims for 2010:**

#### **2.1. Excellence of Academic Activities**

- Continue to improve the language skills of the present academic staff and other TBU employees in such a way as to ensure the functioning of TBU in the Czech as well as English language.
- Ensure that only employees who have knowledge of the English language adequate for the performance of their duties join the TBU staff.
- Support the education of students, academic and R&D staff in the sphere of project and team work and intellectual property protection.
- Constantly create conditions favourable for the career growth of academic staff; involve academic staff in research activities; follow the stimulation policy.

#### **2.2. Ensuring the Quality of Activities Carried Out at TBU**

- Take steps to establish a quality control system according to the regulation ČSN (Czech National Standard) EN ISO 9001.
- Extend the present information systems that facilitate bilingual communication in the Czech as well as English language.
- Complete a new structure and design of the University website within the implementation of the TBU portal project.
- Improve the methodology of the system of internal quality evaluation of TBU as a condition necessary for external evaluation.
- Ensure comparability of the results of internal evaluation with the international requirements usable for external evaluation.
- Improve the quality of accommodation and catering services at TBU.
- Prepare a new marketing strategy for the recruitment of students to technically-oriented degree programmes and guarantee its financing.

#### **2.3. Development of Study Opportunities**

- Create favourable conditions regarding the staff and related to the development of degree programmes to be implemented at the Institute of Health Care Studies of the Faculty of Humanities.
- Within a development project, to implement a centre for preparation of students for work with children of preschool age at the Faculty of Humanities.
- Within the innovation of educational processes, the following degree programmes and courses will be accredited or reaccredited at the relevant faculties:

#### **Faculty of Technology (FT)**

- Bachelor's degree programme, full-time mode of study:
  - Materials Technology
  - Special Technology
  - Chemistry and Materials Technology, degree course in Footwear and Leatherwear Technology
  - Chemistry and Materials Technology, degree course in Chemistry and Materials Technology
  - Chemistry and Materials Technology, degree course in Footwear Design

#### **Faculty of Management and Economics (FaME)**

- Bachelor's degree programme, part-time mode of study:
  - Systems Engineering and Informatics, degree course in Production and Quality Management

#### **Faculty of Humanities (FH)**

- Bachelor's degree programme, full-time mode of study:
  - Specialization in Health Care, degree course in Health Care and Social Work
- Follow-up Master's degree programme, full-time mode of study:
  - Secondary School Teaching, degree course in English Language and Literature Teaching at Secondary Schools
- Doctoral degree programme, full-time and part-time mode of study:
  - Specialization in Pedagogy, degree course in Social Pedagogy

#### **Faculty of Applied Informatics (FAI)**

- Bachelor's degree programme:
  - Engineering Informatics, degree course in Information Technology for Administrative Purposes
- Follow-up Master's degree programme:
  - Engineering Informatics, degree course in Software Engineering
- Reaccreditation of follow-up Master's degree programme:
  - Engineering Informatics, degree course in Informatics Teaching at Primary and Secondary Schools

### **Faculty of Multimedia Communications (FMC)**

- Bachelor's degree programme, full-time mode of study:
  - Media and Communication Studies, degree course in Multimedia Production
- Doctoral degree programme, full-time and part-time mode of study:
  - Visual Arts, degree course in Multimedia, Design, Art

### **Faculty of Logistics and Crisis Management (FLCM)**

- Bachelor's degree programme, full-time mode of study:
  - Economics and Management, degree course in Industrial Logistics
  - Economics and Management, degree course in Sports Management
  - Population Protection, degree course in Population Protection
- Bachelor's degree programme, part-time mode of study:
  - Economics and Management, degree course in Logistics and Management
  - Process Engineering, degree course in Risk Control
- Follow-up Master's degree programme:
  - Economics and Management, degree course in Logistics and Management
  - Process Engineering, degree course in Risk Engineering

## **Tomas Bata University in Zlín - University Institute (UNI)**

- Doctoral degree programme taught in the Czech language:
  - Special Technology, degree course in Medical Plastics
- Doctoral degree programme taught in the English language:
  - Special Technology, degree course in Medical Plastics
  - Special Technology, degree course in Polymer Processes
  - Special Technology, degree course in Applied Rheology
- Intensively cooperate with graduates of all degree programmes.
- Ensure accessibility of information resources for students as well as for all academic staff and support efficient use of information and communication technology in tuition.
- Obtain the “ECTS Label“ certificate awarded by the European Commission.
- Implement a systematic approach to innovations in the currently accredited degree programmes at all three levels. To keep central records of the projects being implemented which are aiming at innovating degree programmes. To support the preparation of projects within the OP Education for Competitiveness at those departments which have not implemented any innovations so far.

### **Controllable results:**

Issues to be discussed at the meetings of the Board of Governors, Scientific Board and TBU Academic Senate

### **Main sources of support:**

Development programmes 2010  
Operational programme Education for Competitiveness  
Own resources

## **3. Culture of Academic Life**

The culture of academic life at TBU has a standard level in comparison to other HEIs in the Czech Republic.

### **Current state analysis:**

In general outlines, the level of academic life has the same standard as at similar regional higher education institutions.

### **Aims for 2010:**

- Improve conditions for implementation of compulsory and non-compulsory sports activities offered to TBU students through contractual use of the premises of sports clubs located in the town of Zlín.
- Improve systems for comparison of qualification theses written by students as well as by the academic staff with databases (plagiarism).
- Enhance the quality of interfaculty cooperation at all levels of activities.
- Further increase the number of lifelong learning attendees by enhancing the attractiveness and quality of Lifelong Learning (hereinafter referred to as LL) programmes and by creating new programmes in accordance with the requirements set by the applicants.
- Innovate the range of courses offered within the Lifelong Learning to applicants with practical experience in accordance with their requirements and with the potentialities of TBU faculties.
- Develop the University of the Third Age (hereinafter referred to as U3A) with an emphasis on the range of activities offered and on quality. Continuously innovate lectures within the relevant courses offered.

### **Controllable results:**

Degree programmes 2009/2010 and 2010/2011

Accreditation applications

Issues to be discussed at the meetings of the Board of Governors, Scientific Board and TBU Academic Senate

External examination procedures within individual projects

### **Main sources of support:**

Operational programmes, particularly Education for Competitiveness

Development programmes 2010

Higher Education Development Fund 2010

Own resources

## **4. Student Numbers and Social Affairs**

TBU aims to ensure a sufficient number of study opportunities while respecting students' interest in studies and the labour market requirements. From this perspective more years of study will continue to be added in the newly implemented degree programmes in 2010 and new degree programmes will be opened within the innovation of educational programmes.

### **Current state analysis:**

In view of the TBU rapid development, the development of a number of degree programmes has not been completed yet. Bachelor's degree programmes have a predominantly stabilized structure; changes and modifications are being made within innovation processes. However, some of the Bachelor's degree programmes at present do not include all years of study. Further to the Bachelor's degree programmes, the respective follow-up Master's programmes are being prepared by the faculties. For this reason, the quantitative increase in the number of study opportunities has not been completed so far. The number of students in Doctoral degree programmes and the insufficient number of Doctoral degree programmes offered are neither satisfying.

The social background of the employees and students has not achieved adequate parameters so far. Mainly the accommodation capacities and the conditions for sports and cultural activities of students and employees prove insufficient.

### **Aims for 2010:**

#### **4.1. Modification of Numbers of Study Opportunities**

	<b>2009/2010</b>	<b>2010/2011</b>
1 <sup>st</sup> year – 3 <sup>rd</sup> year students	9,050	9,200
4 <sup>th</sup> year and higher year students	3,550	3,700
Doctoral students	500	600
<b>Total</b>	<b>13,100</b>	<b>13,500</b>
LL attendees	650	700
<b>Total per TBU</b>	<b>13,750</b>	<b>14,200</b>

In view of the gradual filling up of some of the new degree programmes offered at the Faculty of Humanities and the Faculty of Logistics and Crisis Management, TBU expects only a slight increase in the total number of students, from the estimated 13,100 (2009/2010) to approx. 13,500 (2010/2011) students. The Faculty of Management and Economics, Faculty of Applied Informatics, Faculty of Multimedia Communications and the Faculty of Technology do not expect any significant increase in student numbers as compared with the current state. Conditions for a significant increase in student numbers on the market of potential applicants interested in studies are rather unfavourable. The increase in the number of international students will particularly include students in Doctoral programmes. The University shall be oriented towards enhancement of the quality of studies. As far as the limitation on the student numbers is concerned, an exception will be made for Doctoral programmes only.

#### **4.2. Social Issues**

- Within the development projects, to support activities of the TBU Counselling Centre to improve the standard of counselling services provided to students and staff (teachers) in the field of psychological, pedagogical (pedagogical/psychological), social and career consultancy. Particular emphasis will be laid upon improving the standard of counselling services for students disadvantaged in any way.
- Continue to build wheelchair accessible areas across TBU and to improve the conditions for disabled students and their studies at TBU. To ensure the conditions essential to enable disadvantaged applicants to study.



### **Controllable results:**

Keeping records of the number of study places  
Keeping records of projects and their outcomes

### **Main sources of support:**

Development programmes  
Operational programme Education for Competitiveness

## **5. Development of the Higher Education Institution, including the Material-Technical Base and Cooperation with Business and Industry**

A number of investment projects have been implemented since the University was founded. All of them have considerably contributed to the development of the University. Recently, attention has been paid to building links with industry, particularly to building and running technology parks. These are either TBU's constituent parts or co-owned by TBU. The main priority is to build research centres that are competitive.

### **Current state analysis:**

TBU's material and technical base has developed dynamically since the University was founded. Most faculties now offer appropriate facilities of the usual standard. However, there are still problems with insufficient capacity for certain research, development and educational purposes. The Faculty of Humanities has an insufficient material and technical base, as it still lacks its own building as well as facilities for practical training within technology and health care courses. The conditions are insufficient within all current PhD programmes and the same applies to most research teams.

A positive trend is a capacity increase in some research areas. Collaboration with business and industry has recently had an increasing tendency, mainly thanks to the newly-built Technology Park (TP), the TBU Technology Transfer Centre (TTC) and also the Technology Innovation Centre (TIC), which is run in cooperation with the Zlín Regional Authority.

Despite its partial success, TBU has fundamental problems with the development of the material and technical base, which has an impact on qualitative parameters in a whole range of educational and research activities.

### **Aims for 2010:**

#### **5.1. Development of material and technical base, the funding of which has been applied for by TBU from the EU Structural Funds through operational programmes for the programme period of 2007 – 2013.**

The projects are based on feasible requirements of TBU and are in accordance with the TBU Capital Development Programme for 2010 – 2015.

*Renewal and expansion of infrastructure for tertiary education, to be primarily supported through the operational programmes of the EU Structural Funds in the programme period of 2007 – 2013.*

Renovation, modernization and completion of the laboratory section of the Faculty of Technology – Priority Axis 4

*Building the infrastructure for research, development and innovations related to applied research, to be supported from the EU Structural Funds through operational programmes for the programme period of 2007 – 2013*

European Polymer Centre – Priority Axis 1

Centre of Polymer Systems – Priority Axis 2

Centre for Security, Information and Advanced Technologies – Priority Axis 2

Research Centre for Modelling and Simulations in Crisis Management and in Fight against Terrorism – Priority Axis 2

Preparation of an independent unit of TBU, to be constructed on the InPARK premises (Industrial and Innovation Centre in Slaný) - Priority Axis 4 (FaME)

Construction of Technology Park – Information and Communication Technologies (within the Prosperity II programme) (FAI)

Construction of Technology Park in Uherské Hradiště – Institute of Technology and Industry (within the Prosperity II programme) (FLCM)

*Development of infrastructure in the area of social facilities for students and staff within tertiary education, research, development and innovations, to be funded outside the scope of the EU operational programmes*

Construction of the TBU Educational Complex

Renovation of the TBU Hall of Residence - U6 building

Renovation of the TBU Hall of Residence - U7 building

Construction of a new accommodation facility

Expansion of sports facilities

Preparation of the Centre of Industrial Design in Zlín

Construction of the Centre for Audiovisual Arts and Animation

Research and Training Centre for Medical Device Production

*Within the Prosperity programme, implementation of the following projects may be considered:*

TP Zlín - Kudlov

TP Zlín - Jižní Svahy

TP Holešov

*Within the development programmes and HEDF projects:*

- Ensure further development of information and communication technologies
- Ensure further development of instrumentation and modern technologies

- Create spatial and material conditions for the development of the Institute of Health Care Studies and to prepare the launch of the Faculty of Health Care and Social Studies.
- Prepare premises for a student training centre aimed at educating students for practical work with pre-school children.
- Create Industrial Councils composed of representatives of business and industry as advisory bodies to the Rector and Deans for building links with industry.

## **5.2. Cooperation with Business and Industry**

- Create conditions for internships and thus extend the practical form of teaching students within the core subjects accredited in degree programmes.
- Implement programmes of “pre-career” student training in the last semesters of their studies.
- Create a system of monitoring and evaluating the graduate careers in the labour market.
- In cooperation with the Regional Authority of the Zlín Region, to develop collaboration with business and industry through the Technology Innovation Centre, Ltd. (TIC).
- In cooperation with the Regional Authority of the Zlín Region, to develop collaboration in the field of crisis management.
- In cooperation with the Regional Authority of the Zlín Region, to develop collaboration in the field of social services.
- Develop collaboration with business and industry through the Technology Park and the TBU Technology Transfer Centre.
- Continue to invite experts with practical experience to join the preparation and innovation of degree programmes, as well as the search and assignment of topics for Bachelor’s, Master’s and PhD theses, and the organization of internships within subjects accredited in degree programmes; to continue to involve experts with practical experience in tuition, in organizing joint professional events, and in the implementation of joint projects.
- Create a network of experts with practical experience who will participate in supervising and examining Bachelor’s and Master’s theses.
- Create an incentive system for starting spin-off companies. Particularly within the development of conditions relating to starting spin-off companies to be established in the university milieu to support cooperation

aiming at creating a business incubator and technology park to be built in the Strategic Industrial Zone in Holešov.

- Create the conditions for the development of student and staff voluntary activities.

**Controllable results:**

Implemented construction projects  
Implemented facilities and instrumentation  
Implemented investment projects  
Examination procedures within smaller individual research and innovation projects  
Issues to be discussed by the Board of Governors, Scientific Board and TBU Academic Senate

**Main sources of support:**

Operational programmes, particularly ‘Research and Development for Innovations’ and ‘Industry and Innovations’  
Development programmes 2010  
Higher Education Development Fund 2010  
Programme financing – Property Renewal Funds  
Own resources

## **6. Advancement of Research, Development and Innovations**

A whole range of research and development (henceforth referred to as R&D) sections have not yet attained the level that would ensure smooth funding for research projects to be implemented. Despite this, the TBU’s research, development and innovation standard has had a tendency to improve. However, there is also a rapid capacity increase in the field of education, which causes imbalance between educational and research activities to the disadvantage of R&D. For these reasons, TBU has begun to considerably strengthen all activities that support basic and applied research related to PhD programmes.

**Current state analysis:**

The overall R&D and innovation level is a slight weakness of the University. Only certain research directions have attained the international or European standard. Some TBU sections still have not attained the level that would ensure smooth funding for research projects to be implemented.

**Aims for 2010:**

- Within the decentralized project of development programmes, to develop activities of the Strategic Development Centre and thus to convert the mentioned Centre into a control unit for innovations, in charge of executive activities within operational programmes, the 7<sup>th</sup> Framework Programme projects and other international support programmes for R&D.

- Create budgetary and location conditions for increasing the number of scientific and research staff. Support the building of international and interdisciplinary research teams.
- Within the decentralized development project of the Centre for PhD Studies, to create conditions for increasing the number of international PhD students and to start pilot PhD units in U3 and U11 buildings.
- Support the development of student research and development activities by involving students in the activities of research and innovation teams.
- Support academic staff members in raising their qualifications in order to achieve the following:
  - Increase the number of qualified supervisors for supervising PhD students
  - Increase the efficiency of research activities conducted at TBU to achieve recognizable results
- Ensure the functionality of the Technology Park and the Technology Transfer Centre (UNI) and also their interconnection with the University's research and development capacities as a basis for the advancement of applied research and development.
- Cooperate with the Zlín Regional Authority in the preparation of the document entitled "Development Strategy for the Zlín Region until 2020".
- Within the projects of operational programmes to produce effects favourable to TBU as regards:
  - Development of communication skills in science.
  - Implementation of technological and economic competencies for the European Research Area.
  - Building of a system for the development of cooperation between TBU and the Zlín Regional Authority.
  - Building of a logistics centre in Uherské Hradiště
- Create an e-journal within FAI (Trilobit) as a tool of information exchange among higher education researchers and also with the industrial sphere (information technology, measurement and automation technology, security technology).

**Controllable results:**

Examination procedures within smaller individual projects  
Issues to be discussed by the Board of Governors, Scientific Board and TBU Academic Senate

**Main sources of support:**

Development programmes 2010  
EU operational programmes  
Own resources

## **7. Support for Further Education**

At TBU, further education has long been provided to the academic and other staff in the areas of management, English and information technologies (IT), namely within development projects intended for further support of this segment.

**Current state analysis:**

The support provided to further education is currently above the standard and TBU aims to maintain this level despite changing conditions.

**Aims for 2010:**

- Support the preparation and implementation of projects aimed at extending the offer of further education courses within TBU in Zlín while using external financing sources (operational programmes).
- Submit an application to the OP Education for Competitiveness and if the project is accepted, to continue educating staff about management, English communication and IT.
- Support the U3A promotion and presentation.
- Support the U3A development within the University's independent units in the region – in Kroměříž, Vsetín, and Uherské Hradiště.
- Develop cooperation with other U3As (educational visits connected with lectures given at other institutions).
- Support the U3A club activities.
- Through Lifelong Learning, to support career advancement of academic staff and to continually create conditions suitable for gaining university degrees.

**Controllable results:**

Number of prepared or implemented projects  
Number of courses offered  
Examination procedures

**Main sources of support:**

Operational programmes ‘Education for Competitiveness’ and ‘Human Resources and Employment Rate’  
Development programmes 2010

## **8. Support for Development of Human Resources**

With regard to the current situation in the human resource development, this is a major priority for TBU.

**Current state analysis:**

The Zlín Region has not managed yet to stop either the decline in economic growth or the associated outflow of its highly-educated population to more successful regions.

**Aims for 2010:**

- In cooperation with the Regional Authority of the Zlín Region, to develop a strategy for attracting big names and highly-qualified workforce to meet the needs of TBU and the Zlín Region.
- To consistently use the OP Education for Competitiveness to implement activities aimed at raising the quality of the human resources structure at TBU in Zlín.

**Controllable results:**

Assessment reports, annual reports, statistical data on the Zlín Region, etc.  
Issues to be discussed by the Board of Governors, Scientific Board and TBU Academic Senate

**Main sources of support:**

Own resources  
Project grants  
Operational programme Education for Competitiveness

## **9. Elimination of Weaknesses and/or Promoting Strengths of the University**

The current economic situation in the Czech Republic and the rules for allocation of grants considerably disadvantage universities such as TBU. What may be considered as TBU's strengths are its bilingualism, the relatively high level of internationalization and the offer of new and innovative degree courses. On the contrary, the low efficiency of its R&D activities is now considered its weakest point.

### **Current state analysis:**

The location of the Zlín Region in the Czech Republic, a gradual retardation of the region and the lack of employment opportunities are significant factors influencing TBU's activities.

### **Aims for 2010:**

- In cooperation with the Regional Authority of the Zlín Region, to take measures that will improve the conditions for allocating strategic projects to TBU.
- Create the optimum conditions for attracting big names to become members of the TBU staff.
- Increase the awareness and involvement of TBU researchers in international R&D projects.
- Within the projects being implemented through the OP Education for Competitiveness, to implement activities aimed at promoting the outcomes of research, development and innovations in an efficient way.
- Increase the productivity of R&D activities.

### **Controllable results:**

TBU annual reports

Issues to be discussed and approved by the Board of Governors, Scientific Board and TBU Academic Senate

The number of staff trained in the preparation and implementation of international projects

Functional system of keeping project records, leading to creation of a database

### **Main sources of support:**

Operational programme Education for Competitiveness

Development programmes

Own resources



## **Final Provisions**

In accordance with § 15 Paragraph 2 Letter a) of the Law No. 111/1998 Coll. on Higher Education Institutions in the valid version, the TBU Board of Governors discussed and approved the Update of the TBU Strategic Plan on 18 September 2009. After the document in question had been discussed by the TBU Scientific Board on 25 September 2009, the TBU Academic Senate approved the Update of the TBU Strategic Plan on 6 October 2009, and that in accordance with § 9 Paragraph 1 Letter i) of the Law.

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