

Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín for 2011 – 2015

Introduction

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 2011-2015 is based on Czech and European conceptual and strategic documents in the field of education and science policy. It takes into consideration the objectives of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities for the Sphere of Higher Education Institutions for 2011-2015 drawn up by the Ministry of Education, Youth and Sports of the CR.

Mission of the University

The mission of Tomas Bata University in Zlín is to develop knowledge, skills and competences, to find new ideas and help to implement them, to serve the society and the individuals, in agreement with the Bata spirit respected at the University.

Values respected at the University

Since Tomas Bata University in Zlín was established, values have been preserved and respected at the University that are related to the life and work of the personality the University was named after. To educate and to create, to serve the public – those were the dominant values in the life and work of Tomas Bata; those are the basic values held and shared by the academic community at the University. The University is founded on principles based on these basic values:

- Academic freedom for all members of the academic community, freedom to research, create, educate and serve to the benefit of the society.
- Shared internal culture aimed at cooperation, equal opportunities, open internal and external communication, mutual respect, honesty and integrity.
- Professional enthusiasm to the benefit of the University and its permanent professional and human development.
- Awareness among all members of the academic community of the role of the University in the external environment, as the University is an organism that takes part

in and permanently strengthens the quality of life and develops the culture in the society.

Basic visions of the University

In 2015 Tomas Bata University in Zlín aims to be an internationally acclaimed university:

- With a significant position in the fields which are or will be developed at TBU.
- Able to generate internationally comparable results in R&D and innovations.
- Offering tuition at the level of international standards of higher education.

In order to achieve the set aim, it is necessary to continue to improve the educational process, to improve and to strengthen activities in the sphere of R&D, innovations, art and other creative activities, and to ensure the transfer of knowledge and of the results of activities done at TBU into practice.

In the educational sphere, TBU will offer high-quality degree programmes for all three levels of study, based on an efficient personnel structure involving a sufficient number of specialists successful in international comparison and a greater number of international experts.

Degree programmes at TBU will be prepared in accordance with the requirements set by the labour market and depending on priority directions of education and research.

The sphere of R&D and creative activities will be based on priority aims and objectives, on a continuous increase in the level of currently employed researchers, on a systematic approach to education and to recruitment of new specialists, on the development of research infrastructure, on increased participation of TBU in projects with the emphasis laid on international projects, and on an increased amount of financial resources from R&D and creative activities.

TBU shall play a key role in regional events and secure its leading position in the innovation efforts. TBU will actively participate in activities and projects in order to increase the competitiveness of the region. Conditions will be created so as to introduce an efficient system of transfer of results of activities done at the University into practice.

I. Basis for the Formulation of Priorities

TBU was established on 1 January 2001 in compliance with the Law No. 404/2000 Coll. Initially, the TBU priorities concentrated on meeting quantitative parameters aiming at building a working infrastructure at the University.

The quantitative parameters to be fulfilled were aimed at creating educational capacities that will prevent young people from leaving the region. This requirement is still relevant and is based on the European concept of balanced infrastructure and competitiveness of the region.

For the upcoming period the following priorities have been determined:

- On the regional level, TBU will significantly participate in increasing the competitiveness of the region.
- On the national level, TBU will aim to rank among Czech leading universities.
- On the international level, TBU will aim to attain an internationally significant position in selected fields and to determine the direction of development in research.

II. Priorities of the Strategic Plan

1. Quality and Relevance

1.1 Number of students

Aim: To coordinate the numbers of students with the demographic development and the requirements of the labour market.

TBU has the following objectives:

- Balanced relation between the number of newly arriving students and students leaving the region, thus preventing a decrease in highly qualified employees in the region.
- Gradual increase in the number of students in Doctoral programmes, also in cooperation with other educational and research institutions, especially with the Institutes of the Academy of Sciences of the Czech Republic.

Tools:

TBU budget;

Operational Programme ‘Education for Competitiveness’, Support area 2.2.

1.2 TBU structure and orientation

Aim: To optimize the structure of the TBU constituent parts.

TBU intends to present itself as a useful member of the international educational and research system striving for excellence, dynamic innovations and modern strategic management.

- Based on the analysis of strengths and weaknesses of TBU, to stabilize the current orientation of educational and research fields and to continually improve their quality.
- Gradually integrate activities done at the remote workplaces, where further development cannot be expected.

- Create conditions for the development of health-care studies resulting in the establishment of a new faculty with this specialization.
- Create conditions for mutual cooperation and the establishment of interfaculty professional groups of existing or newly established units, aiming at increasing the scientific and technological potential and results of R&D activities done at TBU in Zlín
- Increase the accommodation capacities, improve the accommodation facilities and other social services provided to TBU students and staff.
- Create conditions for an improved offer of leisure activities.

Tools:

TBU budget;

Operational Programme ‘Education for Competitiveness’: Support area 4.2 - Individual national project “Reform of Tertiary Education”, Individual national project ‘Quality Evaluation’, Individual national project Q-RAM (National Qualification Framework of Tertiary Education), Individual national project ‘Audit of R&D and Innovations’;

Operational Programme ‘R&D for Innovations’: Support area 2.1.

1.3 Internal and external quality assurance

Aim: To modify the internal and external systems of quality evaluation at TBU so that those are in accordance with international standards.

- Propose, verify and adopt evaluation criteria for educational, scientific, art and other key activities, taking into consideration the specificity of disciplines developed at TBU.
- Obtain the international assessment certificate “ECTS Label”.
- Support information and communication technologies and the development of information systems.
- Continue to develop an efficient system for the detection of plagiarism.
- Create conditions for improving workplace and social facilities (e.g. establishment of the TBU Nursery School).

Tools:

Development programmes;

Operational Programme ‘Education for Competitiveness’: Support area 2.2, Support area 4.2 - Individual national project ‘Reform of Tertiary Education’, Individual national project Q-RAM (National Qualification Framework of Tertiary Education), Individual national project

‘Quality Evaluation’.

1.4 National Qualification Framework as a Tool for Quality Assurance

Aim: To implement the National Qualification Framework of Tertiary Education

- Implement the National Qualification Framework of Tertiary Education in the system of preparation and assessment of degree programmes.
- Based on the National Qualification Framework of Tertiary Education to specify the profiles of degree programmes offered at TBU and to use these profiles to lay down the criteria for the evaluation of results achieved in the sphere of educational activities.

Tools:

Operational Programme ‘Education for Competitiveness’: Support area 4.2 - Individual national project Q-RAM (National Qualification Framework of Tertiary Education);

Institutional funding.

1.5 Progressive educational forms and methods

Aim: To diversify the forms of study and the educational methods.

- Extend the share of activating educational forms and methods in the tuition, e.g. project tuition, work in groups, tuition focusing on dealing with problems, tuition supported by modern information technologies.
- Develop a system of interconnection between the educational programmes and R&D, innovations, arts and other creative activities and increase the participation of students in the relevant projects.
- Develop a system of student internships (incl. international internships) and ensure interconnection between the educational programmes and requirements of practical applications.
- Support the use of e-learning in all modes of study.
- Support talented students, individualize the tuition offered to these students and involve them in the implementation of R&D projects.
- Implement a system of further education of academic staff in order to ensure the quality of education.
- Provide differentiated pedagogic-psychological education to the academic staff so as to prepare them for use of progressive educational forms and methods.

Tools:

Development programmes;

Higher Education Development Fund;

Operational Programme 'Education for Competitiveness': Support areas 2.2 and 2.4;

Operational Programme 'R&D and Innovations': Support area 4.1.

1.6 Responsibility for the employability of graduates and their success in the labour market

Aim: To increase the TBU responsibility for the employability of graduates and their success in the labour market.

- Support the development of such skills and competences of the students which will improve their success rate in the labour market (e.g. communication, management and organizational skills, their ability to flexibly solve problems in changing conditions).
- Innovate degree programmes in order to adapt them to the requirements of the labour market and depending on the employability of graduates.
- Use and further develop relations with potential employers, introduce a monitoring system regarding the requirements of the labour market and internal processes of implementation of requirements of the labour market in the degree programmes.
- Carry out and deepen subsequent cooperation with TBU graduates.

Tools:

Operational Programme 'Education for Competitiveness': Support areas 2.2 and 2.4, Support area 4.2 – Individual national project PTTO (Support of Technological and Scientific Disciplines).

1.7 Human resources for R&D and innovations

Aim: To ensure high-quality human resources for R&D and innovations.

- Adapt the conditions of study in Doctoral programmes to similar programmes offered at prestigious international universities.
- Prepare and implement a programme of postdoctoral studies and scholarships.
- Implement programmes and projects supporting the employment of international researchers at TBU and internships abroad intended for TBU researchers and academic staff.

- Implement a system of further education of scientific staff depending on excellent results achieved in R&D and innovations.

Tools:

Operational Programme ‘Education for Competitiveness’: Support areas 2.3 and 2.4;

1.8 Development of the internal culture of the University

Aim: To create the identity of TBU as a respected and prestigious institution in the academic and social environment.

- Strictly follow the Ethical Code of the members of the academic community at Tomas Bata University in Zlín.
- The assessment process regarding the TBU academic staff shall include the criterion of sharing common values preserved at the University and focusing on cooperation, open communication, mutual respect, integrity, honesty, responsibility and professional enthusiasm favourable to the development of TBU.
- Study plans shall offer suitable courses providing education focusing on ethical behaviour, social responsibility and on sharing of common values.

Tools:

Development programmes;

Higher Education Development Fund.

2. Openness

2.1 Internationalization

2.1.1 Internationalization in the education

Aim: To increase the competitiveness of TBU in the international environment.

- Optimize the TBU infrastructure necessary for efficient studies of international students and for the work of the international academic staff.
- Develop the current and create new partnerships with international educational institutions in order to exchange knowledge and experience, to transfer knowledge and involve the TBU researchers in international research teams.

- Increase the number of outgoing students participating in studies and internships abroad.
- Increase the number of international students at all levels of study and the number of international academic staff.
- Increase the mobility of academic staff as a part of their further qualification development.
- Extend the offer of degree programmes accredited and taught in English.
- Participate in EU Community programmes – Lifelong Learning Programme - and in shared degree programmes – joint/double/multiple degree.

Tools:

EU Community programmes;

Development programmes;

Operational Programme ‘Education for Competitiveness’: Support area 2.2;

Own resources

2.1.2 International cooperation in the sphere of R&D and innovations

Aim: To create conditions for the participation of TBU in international cooperation in R&D and innovations.

- Develop the current and create new partnerships with international research institutions aimed at exchange of knowledge and experience, transfer of knowledge and participation of TBU researchers in international research teams.
- Implement a strategy on intellectual property protection at TBU in the international environment including the organization of subsequent use of intellectual property.
- Develop international cooperation in R&D at the TBU constituent parts as a priority task.

Tools:

Operational Programme ‘Education for Competitiveness’: Support areas 2.3 and 2.4, Support area 4.2 – Individual national project ‘Audit of R&D and Innovations’, Individual national project ‘Effective Knowledge Transfer’;

Projects within the 7th Framework Programme.

2.2 Cooperation with Business and Industry

Aim: To make TBU the most important institution as regards the innovation potential in the region.

- Develop activities carried out and services provided in the technology parks, in the Centre of Applied Economic Research and the Technology Transfer Centre at TBU in Zlín in the field of applied research, information and communication technologies, development and innovations in accordance with the requirements set by the regional partners; ensure an effective transfer of results of these activities into practice.
- Prepare and implement motivation projects supporting the establishment of spin-off companies and participate in building of industrial infrastructures and zones.
- Have more representatives of business and industry involved in Specialist Boards and in Boards of Degree Programmes.
- Prepare and implement projects aimed at the development of cross-border cooperation focusing on support provided to the development of the region.
- Prepare an offer of educational projects intended for industrial and institutional partners in the region.
- Implement projects aimed at the development of the research infrastructure, and adapt the activities done in the research centres to the requirements set by regional, national and international partners.
- Support specialized internships of students at all levels of study, including Doctoral studies, and ensure their quality.
- Support volunteer activities done by TBU students, particularly in the social sphere.
- Extend and further deepen the cooperation with secondary and tertiary technical schools and with other non-profit institutions in the region.

Tools:

Development programmes;

Operational Programme ‘Education for Competitiveness’: Support areas 2.2, 2.3, 2.4, Support area 4.2 – Individual national project ‘Effective Knowledge Transfer’, Individual national project ‘Reform of Tertiary Education’, Individual national project PTTO (Support of Technological and Scientific Disciplines);

Operational Programme ‘R&D for Innovations’: Support areas 2.1, 3.1 and 3.2.;

Operational Programme SR – CR, etc.

2.3 Lifelong Learning

Aim: To complete a system of implementation of Lifelong Learning (LL).

- Prepare and implement a comprehensive offer of LL programmes usable in practice

and ensure their implementation at the TBU constituent parts.

- Prepare and implement studies in LL programmes incl. study supports and e-learning courses.
- Organize LL programmes for academic and other employees.
- Develop and implement suitable marketing strategies aimed at the target groups (applicants for further education, employers, etc.).
- Improve the personnel structure (academic and other TBU staff) with the aim to increase their competitiveness in the international environment.

Tools:

Operational Programme ‘Education for Competitiveness’: Support area 2.2, Support area 4.2 – Individual national project Q-RAM (National Qualification Framework of Tertiary Education), Individual national project ‘Quality Evaluation’, Individual national project PTTO (Support of Technological and Scientific Disciplines);

Operational Programme ‘Human Resources and Level of Employment’: Priority Axis 1 and 2.

2.4. Accessibility of higher education

Aim: To remove barriers to access to education.

- Systematically remove barriers to access to education.
- Prepare study supports with remote access.
- Create a system of support to be provided to socially handicapped students and students with special needs.

Tools:

Operational Programme ‘Education for Competitiveness’: Support area 2.2;

Operational Programme ‘Development of Human Resources’: Priority Axis 3.

2.5 Counselling services provided at TBU

Aim: To adapt the counselling services to the requirements of students and employees.

- Ensure the development of counselling services provided at TBU with the aim to increase the number of applicants for studies.
- Provide quality counselling services to students during their studies and facilitate the

placement of graduates in the labour market.

- Provide quality counselling services to TBU employees.

Tools:

Operational Programme ‘Education for Competitiveness’: Support areas: 2.2, 2.3 and 2.4.

2.6 Promotion and marketing

Aims: To strengthen the good reputation of TBU.

- Continue to promote the University and its activities through the media, on the website, at fairs, etc.

Tools:

Development programmes;

TBU Budget.

3. Effectiveness and Funding

3.1 Effective management of TBU

Aim: To introduce more effective management and a more effective operation of TBU.

- Develop the sphere of information and communication technologies in accordance with the latest trends in the sphere in question.
- Optimize and coordinate the management systems at TBU and its constituent parts.
- Implement projects to ensure effective financial and executive management of institutions.
- Prepare and implement a quality evaluation system at TBU and at its constituent parts.

Tools:

Operational Programme ‘Education for Competitiveness’: Support area 4.2 - Individual national project ‘Reform of Tertiary Education’, Individual national project ‘Audit of R&D and Innovations’;

Development programmes.

3.2 Investment funding

Aim: To renew and develop the TBU infrastructure.

Within the completion of the investment infrastructure, the following investment priorities will be carried out:

- TBU Educational Complex
Funding: State budget (with financial participation by TBU)
- Laboratory Centre at the Faculty of Technology
Funding: Operational Programme ‘R&D for Innovations’, Priority Axis 4 (with financial participation by TBU)
- Centre of Polymer Systems
Funding: Operational Programme ‘R&D for Innovations’, Priority Axis 2
- ICT Technology Park
Funding: Operational Programme ‘Enterprise and Innovations’, supported by: Prosperity II (with financial participation by TBU)
- Research and Training Centre for Medical Device Production
Funding: MIT Operational Programmes (with possible financial participation by TBU)
- Centre for Security, Information and Advanced Technologies
Funding: Operational Programme ‘R&D for Innovations’, Priority Axis 2
- TBU Nursery School
Funding: TBU Budget, Operational Programme ‘Human Resources and Level of Employment’, Priority Axis 4.3 (with financial participation by TBU)
- Building of Photovoltaic Systems Producing Electricity and Other Systems Using Renewable Resources
Funding: MIT Operational Programmes (with possible financial participation by TBU)

3.3 Funding of research, experimental development and innovations from institutional resources

Aim: To increase the efficiency of financial resources used for research, experimental development and innovations, in the sphere of institutional support, depending on results achieved in the mentioned spheres:

- Adopt measures to ensure the use of institutional resources only for research, experimental development and innovations producing eligible results in accordance with the valid methodology.
- Prepare and implement a strategy on the use of R&D results in accordance with the external evaluation and internal distribution of financial flows.
- Propose and implement measures to create favourable conditions for achieving

excellent results in the sphere of research, experimental development and innovations.

3.4 Funding of research, experimental development and innovations from project resources

Aim: To increase the amount of project funding of science, R&D, innovations, arts and other creative activities.

- Increase the participation of TBU in national and international grant programmes aimed at supporting R&D and innovations.
- Propose and implement measures to increase the competitiveness of research teams in international competitions organized in order to support R&D and innovations.
- Propose a strategy on the participation of TBU in projects and create conditions for participation of researchers in R&D and innovation projects.
- Adopt measures to support applied research, development and innovations in relation to the commercial sphere.
- Ensure the preparation and implementation of the full cost methodology in all types of projects.

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 gave their opinion on the TBU Strategic Plan on 13 September 2010. After the document in question had been discussed by the TBU Scientific Board on 7 September 2010, the TBU Academic Senate approved the TBU Strategic Plan on 21 September 2010, and that in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Law.

Ing. Alena Macháčková, CSc.
Chairperson of the TBU Academic Senate

Doc. RNDr. Vojtěch Křesálek, CSc.
Vice-Rector authorized to fully act
on behalf of TBU in Zlín