

Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín for 2016 - 2020

Introduction

The Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín for 2016-2020 is a key strategic document prepared by Tomas Bata University in Zlín (hereinafter referred to as “TBU”) and specifying the priorities and the main measures planned for the period from 2016 to 2020.

The Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín for 2016-2020 (hereinafter referred to as “TBU Strategic Plan”) is based on Czech and European conceptual and strategic documents in the field of education and science policy. It reflects 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 2016-2020 drawn up by the Ministry of Education, Youth and Sports of the CR.

Current situation and basic documents

The TBU Strategic Plan comprises activities carried out in the past periods starting in 2001, when TBU in Zlín was established. In the first stage, i.e. in the period from 2001 to 2005, the University was characterized by an intensive development of the educational infrastructure and by an increase in the quantitative parameters of TBU with the aim of obtaining capacities sufficient for a stable operation of the University. In the following period from 2006 to 2010, the development of the higher education infrastructure continued and, at the same time, an intensive development of the research infrastructure started.

In the period from 2011 to 2015, TBU had to face major restrictions in the number of contracted students, which slowed down the extensive development of the University. On the contrary, a considerable improvement was achieved in qualitative indicators related to research activities. The development of the research infrastructure produced results which partly eliminated the restrictions in the educational segment.

Furthermore, the TBU Strategic Plan is based, as regards its topics, on a number of conceptual documents issued on the national level, in particular on the Educational Policy Strategy of the Czech Republic until 2020 (“Strategy 2020”), which was adopted in 2014 as a strategic umbrella document specifying the basic priorities for strategic plans prepared at all levels of the educational system including the higher education system, and on other conceptual documents.

Documents issued on the national level which form a basis for the TBU Strategic Plan also comprise:

- Strategic Plan for Education, Science, Research, Development, Innovation, Art and

Other Creative Activities for the Sphere of Higher Education Institutions for 2011 - 2015,

- Framework for Higher Education Development until 2020,
- Strategy for International Competitiveness 2012 – 2020,
- Framework for State Aid for Research and Development and Innovation (2014/C 198/01),
- Research and Innovation Strategy for Smart Specialisation of the Czech Republic (National RIS3 Strategy) including the Regional Annex issued by the Zlín Region.

On the international level:

- European higher education area (Bologna Declaration issued on 19 June 1999 and the subsequent communiqué),
- “Europe 2020” strategy,
- Strategic framework for European cooperation in education and training (ET 2020 – Education and Training 2020).

The TBU Strategic Plan is focused on cross-cutting strategic aims; the fulfilment of the mentioned aims requires coordination among several different measures in the medium and long term. The TBU Strategic Plan is annually updated; the Updates of the Strategic Plan, describe in detail the plan of key measures to be carried out in the given year on one hand and, on the other hand, enhance the list of priorities by adding less difficult tasks to be carried out during the period of twelve months, and, last but not least, reflect the current development in the sphere of higher education and in the entire society, new findings and analyses, and take into consideration the results of reforms implemented to date.

Strategic aims

In the period from 2016 to 2020, the basic aim for TBU is a transformation of the University into an educational and R&D institution closely connected to the business sphere, and the development of activities typical for an entrepreneurial university.

- Aim 1: Build up a university with a solid reputation in the educational system of higher education. Ensure the education of high-quality competitive graduates who will find employment in their profession on the global labour market.
- Aim 2: Ensure high-quality research activities generating eligible outputs in specializations pursued at the University, with a high level of usefulness for a continuous development of the region
- Aim 3: Continue to develop the natural international environment at TBU
- Aim 4: Exploit the knowledge potential and take advantage of the conditions for the transformation of TBU into an entrepreneurial university, and that through:
- Continuous search for new spaces on the market, search for and creation of opportunities, transfer of knowledge to practice, search for partners aimed at the development of the University, added value and risk sharing, implementation of commercial projects and assigned contracts in cooperation with the business sphere, with the implementation related to degree programmes carried out at TBU and to the R&D specialization of TBU

- Interconnection between the University, regional companies and regional self-governing authorities; development of innovation culture based on the cooperation between the University, companies and regional self-governing authorities, thus contributing to the prosperity of the region in the sphere of economy, social issues, arts, environment and technology.

Aim 5: Strengthening of activities carried out at the University in the field of social responsibility both in and outside through searching for and creating of partnerships and intensive cooperation in the non-profit sphere, through implementation of transparent procedures in the H&R sphere (recruitment, education, assessment, remuneration system, development of the system of employee benefits), through the support of flexible forms of work, through an improvement in the quality of services offered to students and staff, and through support of solidarity among students, graduates and staff of the University.

Priority aims

1. Education

Aim 1: Interconnect degree courses; create a modular system of education. Support the creation of interdisciplinary course units focusing on knowledge transfer and management of innovation processes.

Aim 2: Prepare and implement a new concept of language tuition at TBU.

Aim 3: Prepare and obtain the accreditation of new degree programmes, and that at the Bachelor's/follow-up Master's/doctoral level. Prepare the corresponding interdisciplinary degree programmes focusing on mechanical engineering according to the needs of regional machine-building companies.

Aim 4: Prepare and obtain the accreditation of follow-up Master's and doctoral programmes according to the needs of research institutions

Aim 5: Improve presentation, communication, IT, project and business skills and competences of students, support creativity, self-determination and dealing with difficult issues

Aim 6: Incorporate the National Qualification Framework of Tertiary Education into graduate profiles and into descriptions of learning outcomes at the relevant levels of study

Aim 7: Support the participation of students in traineeships and internships in companies, and in R&D activities of the TBU component parts, actively search for opportunities for cooperation with business and industry. Increase the number of Bachelor's and Master's theses based on requirements of business and industry.

2. High-quality and relevant research, development, innovations and other creative activities

- Aim 1: Increase the quality of R&D and creative activities carried out at TBU with the aim of an interannual increase in the number of publication outputs indexed in monitored databases (registered for the purposes of the Information Register of R&D Results database) and an increase in the citation rate of the same outputs
- Aim 2: Carry out an assessment of results of creative activities included in the Register of Artistic Outputs (RAO) using the all-university evaluation system of pedagogical and R&D and creative activities
- Aim 3: Increase the quality of the structure for transfer of R&D and innovation results to business and industry, in particular strengthen the involvement of TBU in applied R&D funded by non-public resources. Prepare a stable mechanism for the support of the development of the Technology Transfer Centre.
- Aim 4: Ensure the sustainability and development of research centres established with funding received from the OP R&DfI. Prepare a stable and transparent mechanism for the distribution of institutional funding in such a manner so as to reflect the strategic importance of the research centres for further development of TBU.
- Aim 5: Enhance the integration of the research infrastructure of TBU into international research networks and intensively participate in preparations and in the implementation of international research projects. Develop active participation in international scientific communities. Build up infrastructures used for the implementation of project activities.
- Aim 6: Recruit young researchers to be employed during the implementation of projects (postdoctoral employees) as potential human resources providing high-quality R&D and creative activities at TBU. Create grant incentives for young researchers in order to enable their career advancement.
- Aim 7: Create conditions for the establishment of interfaculty project research teams with the aim of increasing the potential and the outputs of R&D and creative activities
- Aim 8: Create a system for H&R management in R&D which will form a basis for controlling and influencing the quality of R&D and creative activities, and that both in the individual constituent parts and on the all-university level.
- Aim 9: Create an internal system of quality evaluation regarding the R&D and creative activities carried out by the relevant teams at TBU and enabling the identification of the teams' strengths and weaknesses. The quality evaluation system shall be reflected in an increase in the quality of strategic management of the relevant research team.
- Aim 10: Develop collaboration with research institutions in the Czech Republic and with departments of the Academy of Sciences of the Czech Republic

3. Quality assurance

- Aim 1: Complete the development of a comprehensive and efficient internal system of quality monitoring and assurance in all spheres of TBU activities. Ensure a regular collection and analysis of data relevant to the quality of all activities carried out at

TBU, apply for inclusion in international rankings featuring higher education institutions in order to test the quality of results of the above-mentioned activities and adopt the relevant measures depending on the results

- Aim 2: Use the financial tools available to influence the quality of activities carried out at TBU while applying the principle of effectiveness
- Aim 3: Evaluate and increase the quality and relevance of full-time and part-time degree programmes with the aim of harmonizing graduate profiles in both modes of study
- Aim 4: Analyse and identify reasons for high drop-out rates. Use analyses and examples of good practice in order to propose measures leading to an increase in the success rate, focusing on maintaining the quality standards and taking into consideration the specific features of the relevant degree programmes/courses.
- Aim 5: Systematically improve the quality of doctoral programmes, improve the conditions and funding intended for students in doctoral programmes.
- Aim 6: Support the involvement of students in all Master's and doctoral programmes in research activities

4. Diversity and availability

- Aim 1: Set out conditions for equal access to education provided to special needs/socially handicapped applicants/students
- Aim 2: Ensure the development of counselling services provided to applicants for study, students and staff
- Aim 3: Support the production of graduates with specific knowledge and skills, and that by developing the individual talents of students
- Aim 4: Open the University to the general public. Ensure permeability between degree programmes and Lifelong Learning (LL) programmes. Enhance the offer of LL courses.
- Aim 5: Develop systems of electronic study materials and systems for archiving of outputs of R&D and creative activities (R&D) generated at TBU
- Aim 6: Enhance and cultivate relations with employers of TBU graduates and involve them in the innovation of degree programmes, Lifelong Learning, cooperation in the sphere of R&D
- Aim 7: Improve the quality and develop the University of the Third Age (U3A) as a service intended for the general public

5. Internationalization

- Aim 1: Ensure that the majority of degree programmes have an international character and

that incoming students and guest teachers are integrated into the life of the academic community

- Aim 2: Develop the international environment at the University so that all departments are able to provide services both in Czech and in English. Increase the efficiency of the management of processes related to internationalization activities.
- Aim 3: Ensure that students studying in Bachelor's and follow-up Master's programmes participate in a study period/traineeship abroad during their studies, and that with a duration of no less than 14 days
- Aim 4: Ensure a growing number of international students coming to TBU to participate in a short-term study period of no less than 14 days
- Aim 5: Support academic mobility abroad to be offered to PhD students during their studies, prefer mobility longer than one month
- Aim 6: Include study periods taken by students in curricula and in internal regulations so as to avoid any difficulties that could hinder students from completing their studies in the standard period of study
- Aim 7: Support the accreditation and implementation of joint/double/multiple degree programmes
- Aim 8: Ensure an increase in the number of graduates from degree programmes accredited in another language than Czech
- Aim 9: Support the establishment and sustainability of TBU centres abroad
- Aim 10: Use the global Bata-related infrastructure for the needs of TBU
- Aim 11: Develop international mobility of students and academic staff with particular emphasis on high-quality scientific collaboration, support the involvement of PhD students in projects implemented in cooperation with partners abroad and with renowned experts
- Aim 12: Recruit high-quality students from universities abroad for studies in doctoral programmes and for postdoctoral fellowships

6. Relevance

- Aim 1: Support the career and professional development of TBU employees and enhance their competences in education as well as in R&D and creative activities and in other types of activities, including the valorisation of results
- Aim 2: Increase the employability of graduates in business and industry by means of cooperation with the relevant entities (employers, graduates, social partners, etc.) on the creation and innovation of degree programmes, by enhancing the quality of services provided by the TBU Job Centre, by supporting transferable competences of students, by encouraging business activities and by providing conditions for the establishment of start-up companies
- Aim 3: Reflect the local, regional, national, cross-border as well as international

circumstances and issues and challenges related to the whole society in educational, research, development, art and other activities of the University

- Aim 4: Ensure that TBU performs a fundamental role within the methodological support of educational activities and within the instruction of teachers in the Zlín Region at all levels of the educational system, including the inclusive education

7. Development of the University infrastructure

- Aim 1: Build up and open the TBU Educational Complex
- Aim 2: Build up and open the Creative Industry Centre (technology park, specific creative industry incubator)
- Aim 3: Enhance the infrastructure for education by implementing financially demanding investment projects, namely renovation and modernization projects
- Aim 4: Build up and develop e-infrastructures aimed to apply new technology and techniques in teaching and learning and in research
- Aim 5: Develop the TBU information system with the aim of fully computerizing its basic segments and reducing administrative work and costs
- Aim 6: Cooperate with higher education institutions and share capacities in those parts of the information infrastructure, in which the same electronic system – IS/STAG, SAP, OBD/GaP/IGA – is used.
- Aim 7: Ensure the availability of electronic information resources based on modern tools intended for effective search within their content
- Aim 8: Ensure the economic independence of entrepreneurial behaviour of University entities, build business centres and incubators, support businesses run by TBU graduates and support the network of small and medium-sized companies on the regional level (clusters)

8. External and internal communication of the University

- Aim 1: Strengthen the good reputation of TBU on the national and international level. Promote TBU as a modern university and a top-quality higher education institution. Foster a positive image of the University.
- Aim 2: Ensure cooperation in the sphere of R&D and creative activities and transfer of knowledge and innovations, and that through support of communication between the academic sphere and the private sector, public sector administration and the civil society.
- Aim 3: Use modern forms of communication in order to continue to improve the accessibility of well-arranged and reliable information on degree programmes/courses offered at TBU for applicants and for the general public (in

the Czech Republic and abroad)

- Aim 4: Establish contact with partners on the local, national and international level, i.e. with employers, research and academic institutions and non-profit organizations and public sector authorities.
- Aim 5: Develop and implement a strategy for communication with TBU graduates
- Aim 6: Actively spread new knowledge, results of R&D and creative activities and examples of good practice to the general public, thus accomplishing the mission of the University.
- Aim 7: Raise public awareness about R&D results, in particular among prospective applicants for study and for research activities at TBU.
- Aim 8: Optimize the internal communication system (standardized internal communication tools), increase the awareness about strategic intents of the University among the employees and improve the quality of communication between students/employees and members of the TBU Management Board.
- Aim 9: Support activities of the University in the sphere of education and R&D, i.e. activities focusing on spreading the legacy of Tomas Bata. Develop activities of the Bata Information Centre.

9. Funding and organization

- Aim 1: Ensure stable, transparent and efficient funding for all component parts of TBU, reflect demographic trends and alterations in the allocation of public resources through an optimization of the organizational and personnel structure at all TBU component parts
- Aim 2: Increase multi-resource funding provided to activities carried out at TBU and reduce the dependence on direct funding provided by the state budget by increasing the share of own resources. Support innovations in all activities carried out at TBU and funded by the Institutional Plan, Centralized Development Programmes and by the Operational Programme “Research, Development and Education”, and/or by other types of Operational Programmes. Provide funding to strategic and priority projects using resources of the European Structural and Investment Funds in the 2014-2020 programme period to the maximum extent.
- Aim 3: Improve the system of distribution of institutional resources to the relevant component parts of the University in such a manner so that the real performance is reflected to the maximum extent and, at the same time, the development of activities related to the priorities of the University in education and in R&D and creative activities receives support.
- Aim 4: Analyse possible divestment, i.e. sale of unnecessary and little-used property with the aim of using the financial resources obtained in this manner for an optimization of the material equipment of TBU

- Aim 5: Propose and apply the matrix management system in the structure of the University and of associated organizations
- Aim 6: Ensure that the legal and organizational environment at TBU is in accordance with the amended versions of the relevant Acts

Final Provisions

In accordance with § 15 Paragraph 2 Letter a) of the Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to other Acts (Higher Education Act), as amended, the TBU Board of Governors discussed and gave their opinion on the TBU Strategic Plan for 2016 – 2020 on 12 October 2015. After the document in question had been discussed by the TBU Scientific Board on 16 October 2015, the TBU Academic Senate approved the Update of the TBU Strategic Plan on 27 October 2015, and that in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Act.

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