

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

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') for 2016 forms part of the TBU Strategic Plan for 2016-2020. The Update of the Strategic Plan specifies the objectives in relation to the long-term priorities and to Development Programmes announced by the Ministry of Education, Youth and Sports for 2016, in particular to the Update of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities for Public Higher Education Institutions for 2016.

Priorities of the Update of the Strategic Plan for 2016

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.

- Prepare a concept of a modular system of education, analyse possible interconnection between degree courses carried out within educational processes
- Prepare a proposal related to interdisciplinary course units focusing on knowledge transfer and management of innovation processes and Industry 4.0

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

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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.

Accreditation of degree programmes

Faculty of Technology

- Bachelor's programme in Chemistry and Technology of Environmental Protection, degree course in Environmental Engineering (full-time and part-time mode of study) taught in Czech (new accreditation)
- Follow-up Master's programme in Chemistry and Food Technologies, degree course in Food Technology (full-time and part-time mode of study) taught in Czech (extension of the validity of the accreditation)

- Follow-up Master's programme in Chemistry and Food Technologies, degree course in Analysis and Assessment of Food and Dishes (full-time and part-time mode of study) taught in Czech (extension of the accreditation)
- Follow-up Master's programme in Chemistry and Food Technologies, degree course in Fat, Surfactant and Cosmetics Technology (full-time mode of study) taught in Czech (extension of the validity of the accreditation). New accreditation for the part-time mode of study.

Faculty of Management and Economics

- Follow-up Master's programme in System Engineering and Informatics, degree course in Industrial Engineering (full-time and part-time mode of study) taught in Czech (extension of the validity of the accreditation)
- Create conditions for the accreditation of the doctoral programme in Economic Policy and Administration, degree course in Public Sector Administration and Regional Development (full-time and part-time mode of study) taught in Czech (new accreditation).

Faculty of Multimedia Communications

- Bachelor's programme in Media and Communication Studies, degree course in Marketing Communications (full-time and part-time mode of study) taught in Czech (extension of the validity of the accreditation)

Faculty of Applied Informatics

- Bachelor's programme in Engineering Informatics, degree course in Robotics and Intelligent Systems (full-time and part-time mode of study) taught in Czech (new accreditation)
- Bachelor's programme in Engineering Informatics, degree course in Security Technologies, Systems and Management (full-time and part-time mode of study) taught in Czech (extension of the validity of the accreditation)
- Follow-up Master's programme in Engineering Informatics, degree course in Teacher Training for Secondary Schools (full-time mode of study) taught in Czech (extension of the validity of the accreditation)
- Follow-up Master's programme in Engineering Informatics, degree course in Computer and Communication Systems (part-time mode of study) taught in Czech (extension of the accreditation)

Faculty of Humanities

- Master's programme in Teacher Training for Primary Schools, degree course in Teacher Training for First Grade of Primary Schools (full-time mode of study) taught in Czech (new accreditation)
- Follow-up Master's programme in Philology, degree course in Anglophone Area Studies (full-time mode of study) taught in Czech (new accreditation)
- Bachelor's programme in Philology, degree course in Chinese for Business Administration (full-time mode of study) taught in Czech (new accreditation)
- Follow-up Master's programme in Nursing, degree course in Nursing in Community Care (full-time and part-time mode of study) taught in Czech (new accreditation)
- Bachelor's programme in Health and Social Care, degree course in Health and Social Care Worker (full-time and part-time mode of study) taught in Czech (extension of the validity of the accreditation)
- Follow-up Master's programme in Specialization in Pedagogy (extension of the

accreditation by obtaining the authority to administer advanced Master's state examinations)

- Follow-up Master's programme in Pedagogy (extension of the accreditation by obtaining the authority to administer advanced Master's state examinations)

Faculty of Logistics and Crisis Management

- Bachelor's programme in Logistics, degree course in Applied Logistics (full-time mode of study) taught in Czech (new accreditation)
- Bachelor's programme in Population Security, degree course in Environmental Risk Management (full-time mode of study) taught in Czech (extension of the validity of the accreditation)
- Bachelor's programme in Process Engineering, degree course in Risk Control (full-time and part-time mode of study) taught in Czech (extension of the validity of the accreditation)
- Follow-up Master's programme in Population Security, degree course in Population Security (full-time mode of study) taught in Czech (new accreditation)

Habilitation and Professorial Appointment Procedures

Faculty of Multimedia Communications

- Habilitation and professorial appointment procedures in the degree programme in Visual Arts, degree course in Multimedia and Design (new accreditation)

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

- Prepare and obtain the accreditation of the following degree programmes at TBU (with participation by the University Institute):
 - Doctoral programme in Nanotechnology, degree course in Nanotechnology and Advanced Materials (full-time and part-time mode of study) taught in Czech and English (new accreditation)
 - Doctoral programme in Material Sciences and Engineering, degree course in Biomaterial and Biocomposites (full-time and part-time mode of study) taught in Czech and English (new accreditation)
- At the Faculty of Technology, obtain the accreditation of:
 - Doctoral programme in Chemistry and Food Technologies, degree course in Food Technology (full-time and part-time mode of study) taught in Czech (extension of the validity of the accreditation)
 - Doctoral programme in Food Chemistry and Technology, degree course in Food Technology (full-time and part-time mode of study) taught in English (extension of the validity of the accreditation)
 - Doctoral programme in Applied Chemistry (full-time and part-time mode of study) taught in Czech and in English (new accreditation)
- Prepare project applications aimed at developing research-oriented degree programmes to be submitted to the Operational Programme "Research, Development and Education", Priority Axis 2, Specific Aim 5

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

- Develop other transferable competences of students and graduates, e.g.

communication skills, identify and deal with problems, decide independently, learn independently, think creatively, participate in teamwork, deal with modern technologies and/or communicate in a foreign language, etc.

- Develop activities in the sphere of support of business skills and competences of students by extending classes in Business Basics
- Increase the number of international teachers and experts in classes

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

- Fully and publicly describe all degree programmes by means of learning outcomes in accordance with the National Qualification Framework

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.

- Ensure a sufficient number of appropriate traineeships in companies and placements in business and industry appropriate for the elaboration of Bachelor's and Master's theses and offer them to students via the TBU Job Centre portal.
- Organize Business Days 2016 – Job Opportunities Fair, where representatives of companies offer job vacancies, specialized internships and topics to be dealt with within Bachelor's and Master's theses to students.

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

- Systematically develop competences of academic staff in the sphere of R&D and creative activities with particular emphasis on an improvement in the quality and an increase in the amount of R&D and creative activities
- Improve the quality and the professional impact of periodicals published by TBU including the support of their inclusion in monitored databases
- Increase the efficiency of projects funded by the Internal Grant Agency in terms of the generated outputs and defined fields of research carried out at the relevant component part

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.

- Support the development of the Technology Transfer Centre (TTC) in compliance

with the budget rules

- Develop the activities of contact persons for cooperation with business and industry with emphasis on active search for prospective partners for long-term contractual cooperation
- Prepare offers for legal entities focusing on the implementation of assigned contracts funded by external public and non-public resources in accordance with the main directions of research

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

- Ensure the required sustainability of projects funded by the OP “Enterprise and Innovations” (ICT Technology Park) and the OP “R&DfI” in the Priority Axis 2 (Centre of Polymer Systems, Centre for Security, Information and Advanced Technologies), in the Priority Axis 3 (Development of the TTC at TBU in Zlín, STMFfull: Full-text Databases for Research and Development) and in the Priority Axis 4 (Laboratory Centre of the Faculty of Technology)
- Update internal regulations which specify rules for the sustainability of projects co-financed by the OP “R&DfI” and by the OP “Enterprise and Innovations”

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 and associations. Support infrastructures used for the implementation of project activities.

- Develop project support which will use resources distributed through the Institutional Plan
- Establish strategic partnerships with institutions abroad in the defined research directions
- Develop project support intended for researchers and related to international research networks and projects
- Complete the university infrastructure for an efficient support of project activities implemented with funding provided by international programmes such as Horizon 2020, COST, Interreg Danube, Central Europe, cross-border cooperation programmes and others

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.

- Support incentives intended for young researchers and funded by the Institutional Plan
- Introduce a system of a continuous and active search for candidates for postdoctoral positions, recruitment and support of postdoctoral employees

Aim 7: Create conditions for the establishment for interfaculty project research teams with the aim of increasing the potential and the outputs of R&D and creative activities

- Create motivation tools in compliance with the rules of the TBU Budget
- Create a system intended for the support of sharing of knowledge about research

directions and project plans of the faculties

- Set out the conditions for bonuses to be given to interfaculty cooperation in R&D and included in the evaluation 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

- Propose a flexible project management of R&D activities

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.

- Propose an internal system of quality evaluation in accordance with the Science-Quality-Management indicators as set by the MEYS
- Innovate the evaluation system for R&D and creative activities carried out at TBU with the aim of supporting a long-lasting quality of outputs of R&D and creative activities of the academic and research staff

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

- Continue to develop and support the role of quality evaluation of tuition and, based on the analysis thereof, propose measures as to the improvement of the tuition quality
- Propose, discuss and formulate internal standards of quality of the educational activity
- Use the evaluation system of quality of activities carried out at the faculty and of process management created at the FaME, and apply the system at other TBU faculties

Aim 2: Use the financial tools available to influence the quality of activities carried out at TBU while applying the principle of effectiveness

- Propose motivation tools in compliance with the rules of the TBU Budget

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, 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.

- Analyse degree programmes with high drop-out rates
- Perform an analysis of drop-out rates in individual degree courses and identify the reasons for the same. Find examples of good practice which could be shared by the individual component parts.

Aim 5: Systematically improve the quality of doctoral programmes, improve the conditions and funding intended for students in doctoral programmes

- Carry out analyses of doctoral programmes with emphasis on its quality, links to R&D and creative activities and on its arrangements; adopt the necessary measures depending on the results of the relevant analysis.

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

- Create a concept of inclusive education at TBU
- Consequently implement the Rector's Directive entitled "Support of Special Needs Applicants and Students at TBU" including the Methodological Instruction
- Provide the TBU Counselling Centre with the necessary technological equipment in order to ensure services to be offered to special needs students
- Create an active network of assistance services offered to special needs students
- Train the academic staff according to the needs of special needs students
- Provide methodological support to educational activities and training of teachers in the Zlín Region at all levels of the educational system, including the support of inclusive education

Aim 2: Ensure the development of counselling services provided to applicants for study, students and staff

- Search for project funding opportunities and prepare/implement projects aimed at improving the services provided by the TBU Counselling Centre
- Provide conditions for study and work suitable for persons returning to work from parental leave, ensure the operation and funding of the TBU Nursery School and of the TBU Counselling Centre

Aim 3: Support the production of graduates with specific knowledge and skills, and that by developing the individual talents of students

- Formulate a systematic concept of work with talented students at TBU
- Involve talented student in R&D projects implemented at TBU
- Motivate students in R&D, creative and sports activities
- Support the participation of students in student competitions held in the Czech Republic and abroad

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.

- Increase the offer and develop the quality of Lifelong Learning programmes, including the related processes, develop Lifelong Learning in compliance with the needs and interest of applicants living in the region
- Prepare an enhanced offer of professional education taking into consideration the financial aspect of the offer (e.g. training courses, MBA programme)

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

- Continue to develop methods, technologies and contents of electronic study supports and search for other options of their use in order to increase the efficiency and individualize the educational process, above all in the part time mode of study
- Develop study support systems and use their potential for education of students, including an enhancement of electronic communication with students through the MOODLE system

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

- Increase the involvement of external experts in the preparation of degree programmes, create a systemic approach to their involvement during the preparation for accreditation/reaccreditation of degree courses. Increase the involvement of communication with external partners as one of parameters of internal quality assurance.

Aim 7: Improve the quality and develop the University of the Third Age (U3A) as a service intended for the general public

- Offer selected U3A courses to the general public
- Focus further development of U3A courses on improving the quality of study, and that by introducing active outputs of the relevant courses

5. Internationalization

Aim 1: Ensure that the majority of degree programme have an international character and that incoming students and guest teachers are integrated into the life of the academic community

- Create financial and organizational prerequisites for an increase in the mobility of students and academic staff
- Define prioritized destinations for the sphere of internationalization to be targeted both on behalf of the University and of the component parts thereof
- Support long-term mobility of academic staff at TBU. Create a sustainable financial mechanism intended for grants to be used to support international students from economically disadvantaged countries.
- Establish strategic partnerships with international institutions for the relevant degree programmes and defined research directions
- Support the participation of international experts in educational and research activities carried out at TBU component parts

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.

- Continue to develop communication skills of employees
- Offer courses in English, Chinese and in other languages for TBU students and staff, and Czech courses for international students studying at TBU in long-term degree programmes taught in English
- Increase the efficiency of the communication process among international students, TBU component parts and the TBU International Office

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

- Implement measures at TBU faculties aimed to ensure mobility with a duration of no less than 14 days
- Depending on the availability of financial resources (mobility programmes, MEYS) ensure that the maximum possible number of students are enabled to participate in a short-term study period/traineeship abroad with a duration of no less than 14 days
- Introduce a uniform process of registration of student and academic staff mobility

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

- Launch, enhance and promote a portal aimed to support the Erasmus+ programme and other mobility programmes
- Provide accommodation of a sufficient quality and comprising a sufficient number of beds for international students participating in short-term exchange programmes as well as in long-term degree programmes taught in English
- Create conditions for an increased interest of international students in mobility at TBU
- Strengthen the communication in English with prospective students via social networks

Aim 5: Support academic mobility abroad to be offered to PhD students during their studies, prefer mobility longer than one month

- Create conditions for mobility abroad of incoming/outgoing students and project researchers
- Provide counselling services to PhD students and to academic staff before their mobility takes place, with the aim of simplifying and shortening the acclimatization process in the target country as much as possible
- Systematically prepare the individual curricula for PhD students including the obligation to participate in mobility at an institution abroad, and that no less than once per the student's studies and with a duration of at least 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

- At TBU faculties, create conditions suitable for the recognition of a part of studies completed at an educational institution abroad
- Include obligatory study periods and traineeships abroad taken by students in the highest possible number of degree programmes

- Modify curricula, time schedules and internal regulations issued by TBU component parts in such a manner so as to enable outgoing students to fulfil all academic requirements
- Simplify the procedure for recognition of credits obtained abroad

Aim 7: Support the accreditation and implementation of joint/double/multiple degree programmes

- Identify other partners suitable for the implementation of joint degree programmes. When entering into partnership contracts, prefer partners who have experience in the implementation of joint degree programmes.

Aim 8: Ensure an increase in the number of graduates from degree programmes accredited in another language than Czech

- Increase the number of self-paying students in degree programmes taught in English
- Create a uniform portal of TBU aimed to promote long-term degree programmes accredited to be taught in English and enabling a uniform submission of applications to the same programmes

Aim 9: Support the establishment and sustainability of TBU centres abroad

- Analyse possible 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

- Adopt measures aimed at an increase in the number of study periods/traineeships abroad to be taken by PhD students during their studies

Aim 12: Recruit high-quality students from universities abroad for studies in doctoral programmes and for postdoctoral fellowships

- Enhance the tools aimed at informing international applicants about doctoral programmes, postdoctoral positions and educational courses offered

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

- Create a systematic concept of educating the academic staff with the aim of enhancing the quality of their pedagogical competences
- Support the career development of newly-qualified academic staff

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

- Incorporate international experience into the activities of the Job Centre, particularly with respect to career counselling
- Provide appropriate conditions for the establishment of start-up companies and their location in the technology parks

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

- Adjust processes at TBU depending on the prospective amendments to the Higher Education Act
- Increase the number of members of project teams in accordance with current programme calls
- Cooperate with public institutions on the formulation of strategies and dealing with issues focused on the development of the territory and on challenges related to the whole society
- Develop cooperation with representatives of local and regional authorities related both to the development of TBU, and to dealing with regional issues

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

- Propose and implement forms of supporting educational activities and instruction of teachers

7. Development of the University infrastructure

Aim 1: Build up and open the TBU Educational Complex

- Start the construction of the TBU Educational Complex to the full extent

Aim 2: Build up and open the Creative Industry Centre (technology park, specific creative industry incubator)

- Prepare materials related to the “Creative Industry Centre” project application to be submitted to the Operational Programme “Enterprise and Innovation for Competitiveness”, including the architectural design project to be implemented in the current U3 building
- Verify the viability and prove the financial self-sustainability of the mentioned scheme by running the temporary Creative Industry Centre

Aim 3: Enhance the infrastructure for education by implementing financially demanding investment projects, namely renovation and modernization projects

- Prepare a strategic project to be submitted on behalf of TBU to the European Social Fund call - OP “Research, Development and Education” for higher education institutions (Priority Axis 2, Specific Aim 1 to 4) and subsequent projects to be funded by the European Fund for Regional Development and oriented towards renovation and modernization of educational facilities
- Complete the implementation of the project of renovation of the U2 building, and

provide conditions for further innovation of lecture rooms and halls located in the U2 building

Aim 4: Build up and develop e-infrastructures aimed to apply new technology and techniques in teaching and learning and in research

- Innovate the educational environment by modern information and communication technology

Aim 5: Develop the TBU information system with the aim of fully computerizing its basic segments and reducing administrative work and costs

- Within the migration of documents/contracts and the implementation of the CAFM system, implement the Alfresco document repository at the remote infrastructure of the Technical University in Ostrava
- Introduce electronic invoicing generated in the SAP system – sending customer invoices in electronic form

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

- Implement the preparation of the IS/STAG system in connection with alterations to the Higher Education Act
- Increase the user value of the SAP Information System by implementing new segments
- Upgrade the SAP system – transition to the ERP 6.0 EHP7, Netweaver 7.4, Oracle 12g Release (12.1) version
- Adjust systems to electronic sales reporting if needed

Aim 7: Ensure the availability of electronic information resources based on modern tools intended for effective search within their content.

- Migrate data included in the Aleph library system to a next generation library catalogue
- Complete the virtualization process in study rooms – development of services, gradual renovation of terminal workstations and of the infrastructure
- Submit projects to the Central Information Resources call to find funding for information resources

Aim 8: Ensure the economic independence of entrepreneurial behaviour of University entities, build entrepreneurial centres and incubators, support businesses run by TBU graduates and support the network of small and medium-sized companies on the regional level (clusters)

- Propose forms of transparent support of university entities and of future business environment

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.

- Promote TBU as an entrepreneurial university

- Complete the optimization of the TBU visual style and ensure its implementation across the University
- Open the newly established Bata Centre in Vietnam and ensure its promotion
- Cooperate with student organizations on building the reputation of the University

Aim 2: Ensure cooperation in the sphere of R&D and creative activities and of 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.

- Design and implement a functional communication system with external entities

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)

- Design a next generation website of TBU
- Set up an official TBU Facebook page in English
- Create English versions of mobile applications and of online presentations of TBU
- Ensure that the University participates in educational fairs

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

- Update the methods of public relations

Aim 5: Develop and implement a strategy for communication with TBU graduates

- Organize a TBU alumni meeting entitled “DEN UTeBe”
- Update the alumni portal
- Use social networks for effective communication with TBU graduates
- Support cooperation and communication with alumni clubs at the TBU component parts

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

- Promote the results of R&D activities, examples of good practice and achievements by students and employees 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

- Repeatedly take part in the Researchers’ Night project
- Organize a series of online lectures by interesting personalities, given on popular science topics

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

- Carry out an informative meeting of the TBU Management Board and staff to

- discuss topics related to the TBU long-term strategy
- Carry out tours of TBU research centres intended for staff, students and the general public

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.

- Support the R&D activities of the Bata Information Centre
- Publish a book of memories of managers of the Bata Shoe Organization in Czech and in English
- Organize and carry out a series of lectures on the subject of Tomas Bata
- Carry out publishing activities of the Bata Information Centre and search for other information resources related to the Bata Shoe Organization
- Ensure the support for scientific and editorial activities and student activities focusing on spreading the legacy
- Prepare projects to obtain external funding for the support of research and for spreading of the legacy

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

- Provide financial resources to be provided to strategic tasks and ensure the sustainability of obligations of TBU in projects funded by the OP “R&DfI” and by the OP “Enterprise and Innovations”
- Improve the stability, transparency and efficiency of funding of TBU through an optimization of the organizational and personnel structure at all TBU component parts

Aim 2: Increase multi-resource funding for 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.

- Adopt the End User Information System IS KP14+ for the administration of applications to all Operational Programmes both during the preparation of project applications (a strategic project to be funded by the ESF - European Social Funds, the follow-up project to be funded by the European Fund of Regional Development – Operational Programme “Research, Development and Education”, and - if applicable, individual projects submitted to the Priority Axis 2/Specific Aim 5 of the Operational Programmes “Research, Development and Education” and “Enterprise and Innovation for Competitiveness” - Creative Industry Centre, etc.) and during the project implementation. The project applications are expected to be filed centrally by the TBU Rectorate.

- Issue internal regulations for management, funding and implementation of projects (in case of project calls relevant to TBU after the project applications have been accepted by the grant provider)

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

- Propose and implement vertical project management of internal processes

Aim 6: Ensure that the legal and organizational environment at TBU is in accordance with the amended versions of the relevant Acts

- Modify internal regulations in accordance with alterations to the Higher Education Act
- Modify systems of internal management, of quality assurance and control in accordance with alterations to the Higher Education Act
- Prepare the relevant documents to be submitted in order to apply for the so-called “institutional accreditation”

Institutional Plan for 2016 - 2018

Aims to be supported in the Institutional Plan of TBU in the period from 2016 to 2018:

1. Development of internationalization
2. Improvement in language skills of employees
3. Development of internal and external quality of TBU
4. Support of cooperation with business, transfer and project activities
5. Increase in the competitiveness of TBU in the international environment
6. Development of information and communication technologies
7. Programme aimed to support marketing activities
8. Development of student counselling and of graduate employability
9. Support of information resources and development of activities carried out by the Bata Information Centre

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 Update of the TBU Strategic Plan for 2016 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.

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

Prof. Ing. Petr Sába, CSc.
Rector of TBU