

Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2017

Introduction

The Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín (hereinafter referred to as 'TBU') for 2017, previously entitled, in accordance with the announcement by the Ministry of Education, Youth and Sports, the "Update of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín for 2017" forms part of the TBU Strategic Plan for 2016-2020. The Implementation 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 2017, 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 2017. Priorities and the new terminology are in accordance with the amended version of the Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to Other Acts (Higher Education Act).

Priorities of the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2017

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 on management of innovation processes.

- Start the implementation of the concept of a modular system of education in the form of optional course unit blocks available to students of all faculties, further analyse possible interconnection between degree courses carried out within educational processes.
- Incorporate proposals related to interdisciplinary course units focusing on knowledge transfer and on management of innovation processes and Industry 4.0 into the curricula of selected degree programmes

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

- Start the implementation of 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.

Preparation of accreditation of degree programmes within the TBU Strategic Project (ESF - European Social Funds, Call for Universities, Operational Programme "Research, Development and Education"):

Faculty of Multimedia Communications

- Preparation of the application for the accreditation of the follow-up Master's programme in Art Business Management (full-time of study) taught in Czech

Faculty of Humanities

- Preparation of the application for the accreditation of the follow-up Master's programme in Nursing (full-time and part-time mode of study) taught in Czech

Faculty of Logistics and Crisis Management

- Preparation of the application for the accreditation of the Bachelor's programme in Logistics (full-time mode of study) taught in Czech
- Preparation of the application for a reaccreditation of the follow-up Master's programme in Population Security (full-time mode of study) taught in Czech

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

- 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, incorporate the results of Erasmus+ projects into classes.
- 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

- Incorporate the methodology using the description of learning outcomes into the relevant course units in all types of study and of degree programmes

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 specialized 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 2017 – 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.
- Support the project “Water for All”, which is beneficial to the whole society and implemented by the Faculty of Multimedia Communications in cooperation with the public sector and with business and industry, under the auspices of the Ministry of Environment.
- Organize specialized lectures/workshops with participation by experts from 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

- Formalize the activities of the TBU University Press as a centre for publishing of specialized periodicals at TBU
- 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 artistic/creative activities included in the Register of Artistic Outputs (RAO) using the all-university evaluation system of pedagogical and R&D and creative activities

- Take the assessment of results of artistic/creative activities included in the RAO into consideration when preparing the TBU Budget Rules 2017

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. Set 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, and using funding provided by the Institutional Plan.
- Establish a Shoe Research Centre and support activities thereof
- Establish a Centre for Cosmetic Materials and Technologies and support activities thereof
- 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
- Support the development of the Creative Industries Centre, in particular by supporting the preparation of project documents related to the implementation of Creative Industries Centre II.
- Prepare project applications to be submitted to Calls announced within the Operational Programme “Research, Development and Education” (OP RDE) and the Operational Programme “Enterprise and Innovations for Competitiveness” (OP EIK).
- Implement the project entitled Commercialization at Tomas Bata University in Zlín (TA CR GAMA).

Aim 4: Ensure the sustainability and development of research centres established with funding received from the OP R&DfI. Set a stable and transparent mechanism for the distribution of institutional funding in such a manner 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, STMFULL: Full-text Databases for Research and Development) and in the Priority Axis 4 (Laboratory Centre of the Faculty of Technology).

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 of research directions and of project plans of the faculties

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 component parts and on the all-university level.

- Propose a flexible project management of R&D activities in order to support activities of project teams

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

- Analyze and develop the current 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.
- Formulate internal standards of quality of the educational activity in cooperation with other higher education institutions and in compliance with European standards set for educational activities

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 accordance with the rules of the TBU Budget
- Prepare and ensure the approval of a new internal regulation: “Salary Regulations of TBU”

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

- Continuously implement the above-mentioned aim during the preparation of reaccreditations and during the preparation of the institutional accreditation

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.

- Perform an analysis of drop-out rates in individual degree courses and, subsequently, identify the reasons for the same drop-out rates and adopt measures in order to reduce the drop-out rates.

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.

- Innovate marketing tools for recruitment of PhD students

Aim 6: Support the involvement of students in all Master's and doctoral programmes in research activities

- Increase the offer provided by TBU research centres and intended for students

4. Diversity and availability

Aim 1: Set out conditions for equal access to education provided to special needs/socially handicapped applicants/students

- Create a tool for mapping of prospective special needs applicants currently studying at secondary schools in the Zlín Region, actively cooperate with representatives of the Zlín Regional Authority in the field of inclusive education.
- Increase the awareness among special needs applicants/students, improve the quality of communication among tutors, coordinators and TBU employees in charge of this issue.
- Organize specialized seminars/workshops aimed to develop professional competences of the academic staff related to special needs students.
- Provide the TBU Counselling Centre with the necessary technological equipment aimed to ensure services to be offered to special needs students and fulfilling the requirements regarding the accessibility of buildings/premises for special needs students; build up an adaptive aids hire service to be used for study or awareness purposes, and create an active network of personal assistance services intended for special needs students.
- Strengthen the cooperation with other centres focusing on the support of students who have special education needs.
- Provide methodological support to educational activities and to training of prospective 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.

- 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.

- Implement 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, ...).
- Launch specialized software courses for applicants from firms and companies
- Organize IT courses for the general public
- Elaborate organizational regulations and prepare a structure containing the Lifelong courses offered and carried out at TBU, with participation by TBU faculties.
- Start activities aimed at obtaining funding by projects and grants in order to support Lifelong Learning
- Develop collaboration with the Regional Authority in Zlín in the field of Lifelong Learning and the U3A

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 electronic support systems and use their potential for education of students, including an enhancement of electronic communication with students.

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

- Continue to enhance and update the courses offered by the U3A and intended for senior citizens.
- Start active collaboration with other Universities of the Third Age at public higher education institutions which joined the U3A Association of the Czech Republic.
- Offer selected U3A courses to the general public as Lifelong Learning courses
- Launch activities in international organizations focusing on the education of seniors (EFOS, AIUTA,...).

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
- Support long-term mobility of academic staff at TBU
- 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 by offering courses in English, Chinese and in other languages.
- Organize Czech courses for international students studying at TBU in long-term degree programmes taught in English

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
- Enable students and academics to share their experiences gained during academic mobility abroad
- Simplify the 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.

- 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 and promote degree programmes and courses offered at TBU on web portals and by means of webinars
- Increase the number of international students participating in TBU Summer Schools

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.
- Increase professional capacities of supervisors

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. Modify curricula, time schedules and internal regulations issued by TBU component parts in such a manner as to enable

outgoing students to fulfil all academic requirements.

- Include obligatory study periods and traineeships abroad taken by students in the highest possible number of degree programmes

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 accredited to be taught in English
- Increase the attractiveness of and promote the portal enabling the submission of applications to degree programmes accredited to be taught in English (testimonials, information targeted at individual countries).

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

- Support the development of TBU centres abroad

Aim 10: Use the global Bata-related infrastructure for the needs of TBU

- Participate in the information sharing system
- Actively collaborate in shoe design and shoe research

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.

- Support an increase in the number of study periods/traineeships abroad to be taken by PhD students during their studies, and that by means of an individual approach to be adopted by supervisors and Heads of Departments.

Aim 12: Recruit excellent 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

- Use courses focused on university teaching to support the education of 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.

- Strengthen international collaboration of the TBU Job Centre in the field of career and counselling services provided at higher education institutions
- Systematically increase and improve the quality of employability of TBU graduates on the labour market by means of activities of the TBU Job Centre
- Support business activities of students and students' involvement in contests (e.g. My First Million, etc.)
- Provide appropriate conditions for the establishment of start-up companies and their location in the technology parks and in the Creative Industries Centre

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 in accordance with amendments to the Higher Education Act
- 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 educational activities and instruction of teachers

7. Development of the University infrastructure

Aim 1: Build up and open the TBU Educational Complex

- Complete the construction of the TBU Educational Complex funded in particular by a MEYS programme, furnish the interior, ensure that the buildings are put into operation.

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

- Prepare the “Creative Industries 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.

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

- Start the implementation of the FaME project entitled “GEPOS” (Operational Programme “Research, Development and Education”) in order to create 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, in particular by starting the implementation of the project “MoVI FAI” (Operational Programme “Research, Development and Education”).

- Build a laboratory for basic laboratory procedures to be used during the study in degree courses in Population Protection, Risk Control and Environmental Risk Management

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

- Continue to migrate data included in the currently used library system to a next generation library system
- Continue the virtualization process in study rooms – gradual renovation of terminal workstations and of the infrastructure
- Submit projects to the Central Information Resources call to obtain 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.

- Focus on promoting TBU as an entrepreneurial university
- Implement the TBU visual style
- Support the employment of renowned international experts at TBU

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
- Participate in the implementation of the National RIS3 Strategy

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)

- Launch a new website of TBU
- Use modern and attractive communication tools to address prospective applicants for study

Aim 4: Establish contact with partners on the local, national and international level, i.e. with employers, research and academic institutions as well as with non-profit organizations and public sector authorities

- Update forms of cooperation with partner institutions

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

- Organize a TBU alumni meeting
- 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 accomplishments by students and employees of the University in the media.
- Launch a news portal containing up-to-date information about events at TBU
- Support the writing of scientific monographs and publishing thereof by the newly established TBU University Press

Aim 7: Raise public awareness about R&D results, in particular among prospective applicants for study, and about research activities at TBU.

- Continue to support projects implemented at TBU component parts, e.g. the Researchers' Night, Science Café, Become a Scientist!, Day of the Zlín Region, summer programming courses, etc. with the aim of popularizing science and research with children, young people and adults.
- Continue to 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.

- Strengthen solidarity among students and employees of the University
- Inform the TBU freshmen about the vision of the University, about the use of a uniform visual style, about a possible active participation in the activities of the academic community.

- Support the awareness of the status and development strategy of TBU among the TBU employees

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 the form of an electronic book via the Internet.
- Organize and carry out a series of lectures on the subject of Tomas Bata for students and for the public
- Carry out publishing activities of the Bata Information Centre within the book series entitled “Inspired by Bata”
- Ensure the support for students, for experts from among the public as well as for non-professionals during activities spreading the legacy of Tomas Bata (consultations)
- Administer and develop the website www.tomasbata.com, add new information on worldwide business activities of the Bata company.
- Continue to obtain valuable archival documents from Czech and international archives and provide access to these documents for experts from among the public (in an appropriate manner, taking into consideration the copyright).
- 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 projects; 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 prioritized 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: TBU Strategic Project (ESF - European Social Funds - Call for Universities); follow-up projects to be funded by the ERDF (ERDF - European Regional Development Fund - Call for Universities) in the Operational Programme “Research, Development and Education”; 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 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

- Continue to implement internal strategic projects

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 and internal rules of TBU and of the TBU component parts 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 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 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 approved the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2017 on 20 October 2016. After the document in question had been discussed by the TBU Scientific Board on 20 September 2016, the TBU Academic Senate approved the same document on 18 October 2016, 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