

# **Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2018**

## **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 2018 forms part of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of TBU 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 2018, in particular to the Implementation Plan of the Strategic Plan for Higher Education Institutions for 2018. Priorities of the Implementation Plan for 2018 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) and with the subsequently issued implementing decrees.

The Implementation Plan for 2018 specifies priority aims and secondary aims set in the document entitled Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of TBU for 2016-2020. The priority aims are the following:

1. Education
2. High-quality and relevant research, development, innovation and other creative activities
3. Quality assurance
4. Diversity and availability
5. Internationalization
6. Relevance
7. Development of the University infrastructure
8. External and internal communication of the University
9. Funding and organization

## **Priorities of the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2018**

### ***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.*

- Assess the possibilities for the institutional accreditation.
- Modify the concept of the modular system of education at TBU taking into consideration the valid legislation in the sphere of higher education.
- Continue the incorporation of 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.*

- Incorporate the concept of language tuition into all newly submitted applications for

accreditation of degree programmes at TBU in Zlín.

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

- Prepare and implement a methodology for the submission of applications for accreditation of degree programmes at the institutional level.
- Prepare applications for accreditation of degree programmes in specializations attractive to applicants.

### **Faculty of Technology**

- Bachelor's programme in *Materials and Technologies* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Bachelor's programme in *Food Analysis and Technology* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Follow-up Master's programme in *Biomaterials and Cosmetics* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).
- Follow-up Master's programme in *Biomaterials and Cosmetics* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).
- Follow-up Master's programme in *Polymer Engineering* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Polymer Engineering* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Food Technology* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Food Technology* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Food Chemistry and Chemistry of Bioactive Substances* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Follow-up Master's programme in *Food Chemistry and Chemistry of Bioactive Substances* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Follow-up Master's programme in *Environmental Protection Engineering* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Environmental Protection Engineering* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme

not involving any specializations.

- Follow-up Master's programme in *Biotechnology* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).
- Follow-up Master's programme in *Biotechnology* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).
- Follow-up Master's programme in *Production Engineering* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Production Engineering* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Extension of the doctoral programme in *Process Engineering* taught in Czech. It is focused on mechanical engineering according to the needs of regional machine-building companies.
- Extension of the doctoral programme in *Process Engineering* taught in English.
- Habilitation procedure and professorial appointment procedure in the field of *Food Technology*.

### **Faculty of Applied Informatics**

- Bachelor's programme in *Intelligent Systems with Robots* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations and focusing on the needs of regional machine-building companies.
- Bachelor's programme in *Intelligent Systems with Robots* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Software Engineering* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Software Engineering* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Security Technologies, Systems and Management* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Information and Control Technologies* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Information and Control Technologies* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Information Technologies in Administration* taught in Czech (full-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Automatic Control and Informatics* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not

involving any specializations and focusing on the needs of regional machine-building companies.

- Follow-up Master's programme in *Automatic Control and Informatics* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Information Technologies* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Information Technologies* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Security Technologies, Systems and Management* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Security Technologies, Systems and Management* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Doctoral programme in *Automatic Control and Informatics* taught in Czech (full-time and part-time mode of study).
- Doctoral programme in *Automatic Control and Informatics* taught in English (full-time and part-time mode of study).
- Doctoral programme in *Information Technologies* taught in Czech (full-time and part-time mode of study).
- Doctoral programme in *Information Technologies* taught in English (full-time and part-time mode of study).
- Doctoral programme in *Security Technologies, Systems and Management* taught in Czech (full-time and part-time mode of study).
- Doctoral programme in *Security Technologies, Systems and Management* taught in English (full-time and part-time mode of study).

### **Faculty of Logistics and Crisis Management**

- Bachelor's programme in *Applied Logistics* taught in Czech (full-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Population Protection* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Risk Control* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Environmental Risk Management* (full-time mode of study) taught in Czech. It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Society Security* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.

### **Faculty of Management and Economics**

- Bachelor's programme in *Economics and Management* taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Economics and Management* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Bachelor's programme in *Industrial Engineering* taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Management in Healthcare* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Economics and Management* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Doctoral programme in *Industrial Engineering* taught in Czech (full-time and part-time mode of study).
- Doctoral programme in *Industrial Engineering* taught in English (full-time and part-time mode of study).
- Habilitation procedure and professorial appointment procedure in the field of *Enterprise Management and Economics*.

## **Faculty of Humanities**

- Bachelor's programme in *English for Business Administration* taught in Czech, philological course units taught in English (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in *German for Business Administration* taught in Czech, philological course units taught in German (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in *Chinese for Business Administration* taught in Czech (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in *Midwifery* taught in Czech (full-time mode of study)). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in *General Nursing* taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in *Health and Social Care Worker* taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in *Optical Science* taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations (preparation of the accreditation application).
- Bachelor's programme in *Andragogy* taught in Czech (part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Social Pedagogy* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in *Preschool Teacher Training* taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any

specializations.

- Non-follow-up Master's programme in *Lower Primary School Teacher Training* taught in Czech (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Anglophone Area Studies* taught in Czech (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Nursing* taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Pedagogy of Preschool Age* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in *Social Pedagogy* taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Doctoral programme in *Pedagogy* taught in Czech (full-time and part-time mode of study).

### **Faculty of Multimedia Communications**

- Follow-up Master's programme in *Arts Management* taught in Czech (full-time mode of study). It is a career-oriented degree programme not involving any specializations.

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

- Ensure that course unit guarantors have a sufficient amount of eligible activities in the given field so as to meet the accreditation requirements.
- Create optimum conditions for the implementation of projects funded by the Operational Programme "Research, Development and Education" and aimed at developing of research-oriented degree programmes.

*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, use modern technologies and/or communicate in a foreign language, etc.
- Increase the number of international teachers and experts in classes.
- Incorporate classes in entrepreneurship into all newly submitted applications for accreditation of Bachelor's and follow-up Master's programmes.
- Incorporate courses units developing specific ICT skills of students into all newly submitted applications for accreditation of Bachelor's and follow-up Master's programmes.
- Support talented students and create a system of a publicly effective presentation of outputs produced by students within their R&D, creative and specialized activities, aimed to promote the image of TBU.
- Increase the attention paid to interfaculty and interuniversity projects and to projects implemented by the entire Faculty, with all of them aimed at developing skills, knowledge and communication skills and at supporting successful employability of graduates in business and industry.

*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 description of learning outcomes as specified in the National Qualification Framework of Tertiary Education into the graduate profile in all newly submitted applications for accreditation 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 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 2018 – 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.
- Support the development of cooperation with institutions and companies, taking into consideration the future implementation of career-oriented degree programmes.

## ***2. High-quality and relevant research, development, innovation 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.*

- Support the development of activities of the TBU University Press as a centre for publishing of specialist publications at TBU. Adapt its activities in such a manner as to ensure the distribution of the specialist publications published, and that also of those which are not intended for sale, thus increasing their impact on experts from among the public.
- Improve the quality of activities and mutual collaboration between research teams and units of TBU with the aim of producing high-quality R&D outputs.
- 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 eligible outputs generated and of defined fields of research carried out at the relevant component part.
- Draw up a strategy for funding of electronic information resources in the period following after the provision of funding from projects funded by the OP R&DfI and by the "Information - Basis for Research" Programme is terminated.
- Continue to support the career and professional development of employees by developing competences of academic staff in the sphere of educational, R&D and other creative activities with particular emphasis on an improvement in the quality and an

increase in the amount of R&D and creative activities (also with funding provided by the TBU Strategic Project).

*Aim 2: Carry out an assessment of results of artistic/creative activities included in the Register of Artistic Outputs (RAO) using the institutional 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 2018.

*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.
- Provide permanent funding to the transfer of knowledge potential into the areas important for the strategic development areas of the Zlín Region in the field of technologies, materials, applied informatics and creative industry.
- 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 and Entrepreneurship Centre UPPER, its interconnection within the entire University, links to business and industry and cluster initiatives.
- 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 EIC).
- Continue to 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 the support of projects which will use resources distributed through the Institutional Plan and resources allocated thanks to participation in centralized development projects.
- Actively collaborate with cluster entities, seek joint projects and cooperation opportunities with the aim of developing and supporting creative industries in the Zlín Region.
- 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.
- Build up 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 and experience related to the implementation of projects.
- Ensure the operation of the Project Department of TBU.

*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 at the institutional 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 of R&D and creative activities in accordance with the quality and performance indicators set by the MEYS, taking into consideration the specificities of TBU, and using the network of collaborating higher education institutions and working teams comprised of experts.
- 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.
- Continue to build a system of evaluation of quality of R&D and creative activities in accordance with the implementation plan of the relevant project funded by the

Operational Programme "Research, Development and Education" – Strategic Project, key activity 7.

- Collaborate on the development of the system of quality evaluation in cooperation with other technology-oriented higher education institutions.
- Set rules for the strategic management of the research organization in accordance with requirements set for the eligibility for the "HR Award".
- Create conditions for a successful implementation of the project "Development of Capacities for Research and Development at TBU ve Zlín" (Operational Programme "Research, Development and Education").

*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.
- Create a comprehensive system of control and evaluation of quality of degree programmes in accordance with the amended version of the Higher Education Act.
- Establish rules for the evaluation of quality of degree programmes.
- Modify the TBU internal audit system with the aim of obtaining the relevant analysis with applicable outputs.
- Finalize and systematize the description of all key processes, of their owners, mutual relations and the related procedural documentation of TBU.
- Prepare a concept of the TBU Internal Evaluation Report and organize the required data collection, and that taking in consideration particularly the evaluation of degree programmes.
- Prepare a proposal of a system intended for regular data collection for amendments to the TBU Internal Evaluation Report and for a continuous assessment of degree programmes.
- Integrate the results of the examination conducted by the MEYS and focusing on the graduate employment rate into the system of evaluation of quality of degree programmes.
- Strengthen mechanisms necessary for self-evaluation processes taking place at arts-oriented faculties of higher education institutions not specializing in arts.

*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.

*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 new accreditations of degree programmes.
- Carry out a long-term analysis of the admission procedure and of the quality of full-time and part-time programmes, taking into consideration changes occurring in the labour market in the Zlín Region.

*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 focusing on the monitoring of efficiency of measures adopted in 2017 and designed to reduce the drop-out rates.
- Incorporate the outputs from the project “The Dropout Rates Calculation for the Czech Higher Education Institutions” into the system of the analysis of drop-out rates.
- Organize summer courses on topics of course units with high drop-out rates.
- Organize supplementary courses in mathematics in order to support and motivate students and achieve an increase in the success rate within standard courses in mathematics.
- Focus on a reduction in the student drop-out rates in doctoral programmes.

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

- Carry out analyses of doctoral programmes with emphasis on its quality, interconnection with R&D and creative activities and on its organization; adopt the necessary measures depending on the results of the relevant analysis.
- Innovate marketing tools for recruitment of PhD students.
- Offer a course in university teaching to PhD students across the University as a form of preparation for their teaching activities.
- Address the relevant bodies and support an increase in scholarships for PhD students.
- In order to improve the quality of doctoral programmes, ensure a successful implementation of the projects “Developing Research-oriented Degree Programmes at FAI” and “Developing Research-oriented Degree Programmes at UNI” (both funded by the OP “Research, Development and Education”).

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

- Increase the offer of project positions and topics of Master’s and doctoral theses 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 the TBU employees concerned.

- Organize specialized seminars/workshops aimed to develop academics' professional competences related to special needs students.
- Provide the Centre for Students with Special Educational Needs with the necessary technological equipment aimed to ensure services to be offered to students with special educational needs 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 with special educational 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.
- Prepare a methodology and materials intended for informing students with special educational needs.
- Modify study materials for classes in foreign languages for students with special educational needs.
- Organize awareness workshops for students and staff of TBU aimed at deepening of their knowledge related to students with special educational needs and their problems based on experience-based learning, organize specialized courses aimed at developing improved relations between students with special educational needs, non-disabled students and academics.
- Provide digitization services to students with special educational needs, provide access to educational facilities in the form of webinars and lectures on information-oriented education, specialized internships and career counselling, courses in career diagnostics and excursions to companies.

*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 after parental leave; ensure the operation and funding of the TBU Nursery School and of the TBU Counselling Centre.
- Develop a communication strategy for Student Affairs Offices, to be used for communication with applicants for study and with current students.

*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.
- Involve talented student in R&D projects.
- Motivate students to participate 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 in accordance with the needs of companies and interests of applicants.
- Develop courses offering career-oriented education.

- Support and motivate the participation by TBU Faculties in Lifelong Learning courses.
- Create a methodology and structure for the offer and organization of Lifelong Learning courses, taking into consideration the course costing and competitiveness.
- Develop collaboration with the Regional Authority in Zlín in the field of retraining and career-oriented Lifelong Learning 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.*

- 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 of degree programmes (in particular the career-oriented ones). Include the 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*

- Innovate the offer and the number of courses offered by the U3A and intended for senior citizens.
- Strengthen the collaboration with Universities of the Third Age at other higher education institutions which joined the U3A Association of the Czech Republic, and that with the aim of exchanging courses and teachers within the U3A.
- Expand education offered within the U3A to new locations and introduce new forms (e.g. e-learning, Internet, etc.).
- Develop activities of the U3A in international organizations focusing on the education of seniors (AIUTA, EFAOS, etc.).

## **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.*

- Continue to create financial and organizational prerequisites for an increase in the mobility of students and academic staff.
- Support long-term employment of international 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.
- Support the organization of international conferences and workshops.
- Support the membership of professional international associations, e.g. by means of a University project.
- Actively use opportunities to take advantage of the TBU Faculties' membership of

international associations, thus raising the awareness about the quality of educational, R&D and creative activities carried out at TBU. Get involved in projects implemented by such associations in the European and global context.

- Create a system for admission of international students to Bachelor's programmes accredited to be taught in English and in Czech (find a solution to the problem related to the validation of documents).

*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 internationalization activities.*

- Continue to develop communication skills of employees by offering courses in English, Chinese and in other languages.
- Organize Czech language courses for international students studying at TBU in long-term degree programmes taught in English.
- Organize Czech language courses for applicants from abroad with the aim of reaching the B2 level and subsequent studies in Czech.
- Intensify activities connected with the recruitment of international students to Czech language courses and with the online promotion of the same courses.

*Aim 3: Ensure that Bachelor's and follow-up Master's students participate in a study period/traineeship abroad during their studies, and that with the duration of no less than 14 days.*

- Implement measures at TBU Faculties aimed to ensure study periods/traineeships with the duration of no less than 14 days.
- Enable students and academics to share their experiences gained during study periods/traineeships abroad.
- Simplify the process of registration of student and academic staff mobility.

*Aim 4: Ensure an increase in the 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 of 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.
- 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 the duration of at least one month or active participation in an international project.

*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.

*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 the portal enabling the submission of applications to degree programmes accredited to be taught in English (testimonials, information targeted at individual countries) and promote the same portal.
- Streamline the strategy of communication with international applicants for study at TBU.
- Improve the procedure for admission of international students to TBU.
- Create conditions for the use of the "Student Mode", aimed at visa facilitation.
- Participate in activities organized by the Centre for International Cooperation in Education, with great emphasis on regions which are strategic for the recruitment of long-term students.

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

- Continue to support the activities of Bata Centre located in Vietnam.

*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.
- Support mobility of postdoctoral employees and researchers, with funding provided particularly by the project call "International Mobility of Researchers" (OP Research, Development and Education).

*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 and educational events and funded by the Strategic Project of TBU in Zlín (Operational Programme "Research, Development and Education") to support the education of the academic staff with the aim of enhancing the quality of their teaching skills.
- Support the career development of newly qualified academics and researchers.
- Develop the personnel structure of academics holding the degree of Ph.D., Assoc. Prof., Prof. in accordance with the methodology issued by the National Accreditation Bureau for Higher Education.
- Motivate academics to improve their language skills.

*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 experience gained abroad into the activities of the TBU Job Centre, taking into consideration particularly the career counselling, and strengthen the international cooperation in career counselling services.
- Systematically increase and improve the quality of employability of TBU graduates on the labour market by means of activities of the TBU Job Centre.
- Intensely collaborate with employers and strengthen cooperation opportunities.
- Support business activities of students and students' involvement in contests.
- Provide appropriate conditions for the establishment of start-up companies and their location in technology parks.

*Aim 3: Reflect the local, regional, national, cross-border as well as international circumstances, issues and societal challenges in educational, research, development, artistic and other activities of the University.*

- Adjust processes at TBU to the 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 with societal challenges.
- Develop cooperation with representatives of local and regional authorities related both to the development of TBU, and to dealing with regional issues.
- Carry out research activities reflecting the current societal development; when doing so, use the corresponding methods/analyses and involvement of international research partners.

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

- Propose and implement educational activities and training of teachers.

## **7. Development of the University infrastructure**

*Aim 1: Complete the construction of the TBU Educational Complex,, ensure that the buildings are*



*put into operation.*

- Ensure that the completed buildings of the “TBU Educational Complex” are put into operation, optimize the modes of operation of technical equipment located in these buildings, ensure that the users move into the buildings (FHS and FMC).

*Aim 3: Enhance the infrastructure used 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.
- Start the construction of the project “RIFT - Renovation of the 2<sup>nd</sup> Floor in the U2 Building” in accordance with the documents elaborated for the implementation of the construction (OP RDE) in order to ensure the creation of a laboratory infrastructure for an improvement in the quality of classes provided at the FT.
- Purchase the technical equipment for the educational exhibition gallery of the FMC, and that during the implementation of the project entitled “ART GALLERY of TBU in Zlín” (funded by the OP RDE).

*Aim 4: Build up and develop e-infrastructures intended for the application of new technology and techniques in teaching and learning and in research.*

- Use state-of-the-art information and communication technology in order to innovate the educational environment on the U5 premises, in particular by starting the construction project entitled “MoVI FAI” (Operational Programme “Research, Development and Education”).
- Build a laboratory for basic laboratory procedures to be used during studies in degree courses in Population Protection, Risk Control and Environmental Risk Management (FLCM).

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

- Launch a HR portal aimed at providing an easy access to the data included in the HR SAP system for employees.
- Start activities related to the transition to the next generation electronic records management system.
- Start building up a trustworthy digital archive.

*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.*

- Continue to carry out modifications to the IS/STAG system necessary due to alterations to the Higher Education Act.
- Proceed in coordination with other higher education institutions when applying EU directives in the higher education environment (GDPR, eIDAS).
- Carry out the necessary modifications to the information infrastructure in order to meet the requirements specified in EU directives.

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

- Complete the transition to a next generation library system.
- Continue the virtualization process in study rooms – complete the renewal of terminal workstations and of the infrastructure.

- Participate in the CzechElib project in order to obtain funding for electronic 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.
- Present significant accomplishments achieved by the University, by its students and staff in the media.
- Support the development of the International Marketing department.

*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).*

- Use appropriate marketing strategies in order to recruit excellent students.
- Review and update the TBU strategy for digital communication.
- Ensure the operation of the 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.*

- 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 and examples of good practice in the media.
- Collaborate on the creation of the Universitas portal informing about news at higher education institutions.
- Support the writing of scientific monographs and publishing thereof by 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, 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 and ensure the promotion thereof.

*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.*

- Organize informative meetings of the TBU Management Board and employees, focusing on the topics of long-term strategy of TBU.
- Commemorate important national anniversaries in 2018.

*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 and publishing activities of the Bata Information Centre.
- Organize and carry out a series of lectures on the subject of Tomas Bata for students and for the public.
- Administer and develop the website [www.tomasbata.com](http://www.tomasbata.com) and the “Bata’s World” portal.
- 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, respecting the copyright).
- Prepare projects to obtain external funding for the support of research and for spreading of the legacy of Tomas Bata.
- Collaborate on the project of a digital archive of the Bata company with the Bata company and with the Thomas Bata Foundation.
- Add archiving and processing of documents related to the history of TBU to the activities carried out by 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.*

- Provide financial resources to strategic tasks and projects; ensure the sustainability of liabilities 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 increase the share of the University’s own resources so as to reduce the dependence on direct funding provided by the state budget. 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 submitted to all Operational Programmes in the sphere of operation and organization. The project applications shall 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).
- Generate financial resources through running Lifelong Learning courses, through the production of copyright works for external entities, organization of summer schools, contract research, drawing up marketing strategies, etc.

*Aim 3: Implement 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.
- Take into consideration the strategy adopted by the provider of institutional resources during the process of re-allocation of the resources within TBU for 2018, at the same time respecting the strategy of sustainability of the individual organizational units.
- Ensure an efficient use of resources intended for long-term conceptual development of a research organization, emphasizing the development of qualitative parameters of TBU through the implementation of 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.*

- Organize a public tender seeking the most convenient bid for the sale of land in the cadastral territory of Zlín – Příluky.

*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 internal regulations and methodology in order to meet the requirements specified in EU directives (General Data Protection Regulation, eIDAS - Electronic Identification, Authentication and Trust Services) and in the legislation of the Czech Republic (Act on Cyber Security).

## ***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 2018 on 27 October 2017. After the document in question had been discussed by the TBU Scientific Board on 10 October 2017, the TBU Academic Senate approved the same document on 24 October 2017, 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

### ***List of acronyms:***

ACS	Act on Cyber Security
AIUTA	Association Internationale des Universités du Troisième Age
COST	European Cooperation in Science and Technology
DP	degree programme
EFOS	European Federation of Older Students
eIDAS	electronic IDentification, Authentication and trust Services
FAI	Faculty of Applied Informatics of TBU
FaME	Faculty of Management and Economics of TBU
FHS	Faculty of Humanities of TBU
FLCM	Faculty of Logistics and Crisis Management of TBU
FMC	Faculty of Multimedia Communications of TBU
FT	Faculty of Technology of TBU
GaP	Grants and Projects module of the OBD system
GDPR	General Data Protection Regulation
GEPOS	Complete Renovation of A,B Lecture Halls (U2 building)
HE	higher education institutions/higher education system
HR SAP	Human Resources module for the SAP information system
HR	human resources
ICT	information and and communication technology
IGA	Internal Grant Agency
IS KP14+	End-user information system
IS/STAG	Information System for Studies Administration
IT	information technologies
LL	Lifelong Learning
MEYS	Ministry of Education, Youth and Sports of the Czech Republic
MoVI FAI	Modernization of Educational Infrastructure at the Faculty of Applied Informatics
OBD	Personal Bibliographic Database
OP EI	Operational Programme “Enterprise and Innovations”
OP EIC	Operational Programme “Enterprise and Innovations for Competitiveness”
OP R&Dfi	Operational Programme “Research and Development for Innovations”
OP RDE	Operational Programme “Research, Development and Education”
R&D	research and development/creative activities
RIFT	Development of the Infrastructure of the Faculty of Technology
RIS3	Regional Innovation Strategy 3
RIV	Information Register of R&D Results
RUV	Register of Artistic Outputs
SN	special educational needs (special needs students)
TA CR	Technology Agency of the Czech Republic
TBU	Tomas Bata University
TTC	Technology Transfer Centre of TBU
U3A	University of the Third Age
UNI	University Institute of TBU