Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2020

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 2020 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 2020, in particular to the Implementation Plan of the Strategic Plan for Higher Education Institutions for 2020. Priorities of the Implementation Plan for 2020 are in accordance with alterations included in 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 2020 specifies prioritized 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 prioritized 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 2020

1. Education

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.
- Preparation of newly planned degree programmes in cooperation between the Faculty of Technology (FT), Faculty of Applied Informatics (FAI), Faculty of Management and Economics (FaME), University Institute (UNI) and, if applicable, external entities for part-time degree programmes in the field of mechanical engineering, materials and technologies.

Tomas Bata University in Zlín (degree programmes carried out at the university level)

Accreditation and implementation of degree programmes approved by the IEB:

- DP in *Nanotechnology and Advanced Materials* (CZ, FTM+PTM)
- DP in *Nanotechnology and Advanced Materials* (EN, FTM+PTM)
- DP in *Biomaterials and Biocomposites* (CZ, FTM+PTM)
- DP in *Biomaterials and Biocomposites* (EN, FTM+PTM)

Faculty of Technology

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Process Engineering* (CZ, FTM+PTM, academically oriented degree programme)
- FUMP in *Process Engineering* (CZ, FTM+PTM, academically oriented degree programme)
- FUMP in *Material Engineering* (CZ, FTM+PTM, academically oriented degree programme)
- FUMP in *Material Engineering* (EN, FTM+PTM, academically oriented degree programme)
- DP in *Technology of Macromolecular Compounds* (CZ, FTM+PTM)
- DP in *Technology of Macromolecular Compounds* (EN, FTM+PTM)
- Habilitation procedure and professorial appointment procedure in the field *of Food Technology*
- Habilitation procedure and professorial appointment procedure in the field of *Technology of Macromolecular Compounds*
- Habilitation procedure and professorial appointment procedure in the field of *Tools and Processes*

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- BP in *Dairy Technology* (CZ, PTM, academically oriented degree programme).
- FUMP in *Food Biotechnology and Microbiology* (CZ, FTM+PTM, academically oriented degree programme)
- FUMP in *Food Biotechnology and Microbiology* (EN, FTM+PTM, academically oriented degree programme)
- DP in *Chemistry and Technology of Environmental Protection* (CZ, FTM+PTM)
- DP in *Chemistry and Technology of Environmental Protection* (EN, FTM+PTM)
- DP in *Materials and Technologies* (CZ, FTM+PTM)
- DP in *Materials and Technologies* (EN, FTM+PTM)
- Habilitation procedure and professorial appointment procedure in the field of *Chemistry, Structure and Properties of Materials*

Faculty of Applied Informatics

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Applied informatics in Industrial Automation* (CZ, FTM+PTM, academically oriented degree programme focusing on the needs of regional machine-building and technological companies)
- BP in *Applied informatics in Industrial Automation* (EN, FTM, academically oriented degree programme focusing on the needs of regional machine-building and technological companies)
- BP in *Software Engineering* (CZ, FTM+PTM, academically oriented degree programme)
- BP in *Software Engineering* (EN, FTM, academically oriented degree programme)
- BP in *Security Technologies, Systems and Management* (CZ, FTM+PTM, academically oriented degree programme)
- BP in *Information Technologies in Administration* (CZ, FTM, academically oriented degree

programme)

- FUMP in *Automatic Control and Informatics* (CZ, FTM+PTM, academically oriented degree programme focusing on the needs of regional machine-building and technological companies) FUMP in *Automatic Control and Informatics in Industry 4.0* (EN, FTM, academically oriented degree programme)
- FUMP in *Information Technologies* (CZ, FTM+PTM, academically oriented degree programme)
- FUMP in *Information Technologies* (EN, FTM, academically oriented degree programme).
- FUMP in *Security Technologies, Systems and Management* (CZ, FTM+PTM, academically oriented degree programme)
- FUMP in *Security Technologies, Systems and Management* (EN, FTM+PTM, academically oriented degree programme)

Faculty of Logistics and Crisis Management

Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Environmental Security* (CZ, FTM, academically oriented degree programme)
- BP in *Population Protection* (CZ, FTM+PTM, academically oriented degree programme)
- BP in *Risk Control* (CZ, FTM+PTM, academically oriented degree programme)

Faculty of Management and Economics

Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- Extension of the accreditation of the BP in *Economics and Management* – part-time mode of study to be added
- FUMP in *Finance* (CZ, EN, FTM+PTM, academically oriented degree programme)

Faculty of Multimedia Communications

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *Theory and Practice of Audiovisual Arts* (CZ, PTM, career-oriented degree programme).
- FUMP in *Theory and Practice of Audiovisual Arts* (CZ, PTM, career-oriented degree programme)
- BP in *Theory and Practice of Audiovisual Arts* (CZ, PTM, career-oriented degree programme).
- FUMP in *Theory and Practice of Audiovisual Arts* (CZ, PTM, career-oriented degree programme)

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- BP in *Multimedia and Design* (CZ, FTM, academically oriented degree programme)
- FUMP in *Multimedia and Design* (CZ, FTM, academically oriented degree programme)
- DP in *Multimedia and Design* (CZ, EN, FTM+PTM)
- Habilitation procedure and professorial appointment procedure in the field of *Multimedia and Design*
- BP in *Marketing Communications* (CZ, FTM+PTM, career-oriented degree programme)
- FUMP in *Marketing Communications* (CZ, FTM+PTM, career-oriented degree programme)
- FUMP in *Marketing Communications* (EN, FTM, career-oriented degree programme)

Faculty of Humanities

a) Accreditation and implementation of degree programmes approved by the IEB:

- BP in *English for Business Administration* (CZ, FTM, philological course units taught in English, FTM, career-oriented degree programme)
- BP in *German for Business Administration* (CZ, FTM, philological course units taught in German, FTM, career-oriented degree programme)
- MP in *Lower Primary School Teacher Training* (CZ, FTM, career-oriented degree programme)
- FUMP in *Pedagogy of Preschool Age* (CZ, FTM+PTM, academically oriented degree programme)

b) Preparation of proposed accreditations of degree programmes to be discussed by the IEB:

- BP in *Health and Social Care Worker* (CZ, FTM+PTM), career-oriented degree programme)
- BP in *Paramedic* (CZ, FTM+PTM, career-oriented degree programme)
- BP in *Chinese for Business Administration* (CZ, FTM, career-oriented degree programme)
- BP in *Andragogy* (CZ, PTM, academically oriented degree programme)
- BP in *English for Business Administration* (EN, FTM, career-oriented degree programme)
- FUMP in *Anglophone Area Studies* (CZ, FTM, career-oriented degree programme)
- FUMP in *Nursing* (CZ, FTM+PTM, career-oriented degree programme)

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, and that by means of an effective human resource management at TBU component parts.
- Create optimum administrative conditions for the implementation of projects funded by the Operational Programme "Research, Development and Education" and aimed at developing of research-oriented degree programmes.
- Start the preparation of accreditations of doctoral programmes in the fields where significant knowledge potential is created (e.g. shoe materials and technologies, energetic materials and devices).

Aim 5: Improve presentation, communication, IT, project and business skills and competences of students, support creativity, self-determination and dealing with difficult issues.
- Increase the number of international teachers and experts in classes.

Aim 7: Support the participation of students in traineeships and internships in companies, and in R&D activities of 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.
- Organize Business Days 2020 – Job Opportunities Fair.
- Educate senior executives and external examiners of academic qualification theses in methodology and procedures related to the creation of high-quality theses and evaluation thereof.
- Propose a strategy for an optimization of the plagiarism prevention system and for an improved quality of writing of academic qualification theses.

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.

- Carry out an evaluation of academics and researchers employed at TBU in Zlín in accordance with the Rector's Directive "Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities of TBU Academic Staff and Researchers".
- Permanently create conditions for a defence of the HR Award certificate at the university level; implement Action Plans at TBU component parts which have already obtained the HR Award certificate.
- Prepare a methodology for evaluation of R&D and creative activities in 2019 in accordance with the 17+ Methodology, Methodology for Individual National Projects and the TBU Strategic Project.
- Prepare a Self-Evaluation Report for the purposes of evaluation to be carried out within the Module 3, 4 and 5 in accordance with the Methodology 17+.
- Support the availability of top-level information resources and modern tools used for work with the said resources.

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 2020 (including allocation of financial resources from the Arts Activities Fund).

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.

- Establish a stable mechanism for the funding of the TTC and for further development of the TTC.
- Support the development of research and service units of the University Institute.
- Continue to develop collaboration with strategic partner institutions abroad by means of building new and developing of existing joint research laboratories.
- Support the development of the Footwear Research Centre at the UNI.
- Support the development of the Accredited Footwear Testing Laboratory at the UNI.
- Prepare project applications to be submitted to calls organized by funds funded by EU resources, which are in accordance with the strategy followed by TBU and by TBU component parts.
- Develop the support of projects connected to international networks and projects.
- Develop the activity of contact persons for cooperation with business and industry, with the emphasis on active search for prospective partners for a long-term contractual collaboration.
- Continue to implement programmes and projects supporting transfer of research results to practice.

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.

- Set up a system aimed to provide for an effective use of infrastructures built up with funding provided by projects funded by the OP RDf&I, Priority Axis 2, particularly after the termination of implementation of projects funded by the National Programme for Sustainability, and that by means of allocation of institutional support for long-term conceptual development of a research organization.
- Ensure that requirements regarding the sustainability of projects funded by Operational Programmes are fulfilled.

Aim 5: Enhance the integration of the research infrastructure of TBU into international research networks and intensively participate in preparations and in the implementation of international research projects. Develop active participation in international scientific communities. Build infrastructures used for the implementation of project activities.

- Collaborate with cluster entities, particularly with the aim of developing and supporting creative industries in the Zlín Region.
- Establish strategic partnerships with institutions abroad in the field of research.
- Develop project support intended for researchers and related to international research networks and projects (Horizon 2020, COST, etc.).

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.

- Introduce a system of a continuous and active search for candidates for postdoctoral positions, recruitment and support of postdoctoral employees.
- Continue to carry out mobility programmes with funding provided by a project implemented within the OP RDE.

Aim 7: Create conditions for the establishment of interfaculty project research teams with the aim of increasing the potential and the outputs of scientific and research activities.

- Set concrete prioritized aims of internal funding for 2020 in order to create motivation tools in compliance with the TBU Budget Rules, with the internal Strategic Development Fund and other resources.
- Continue to ensure the operation of the Project Department of TBU and support horizontal communication in research directions and project activities.

Aim 8: Create a system for H&R management in R&D which will form a basis for controlling and influencing the quality of R&D and creative activities, and that both in the individual component parts and at the institutional level.

- Use funding provided by projects focusing on the development of capacities for research and development (OP RDE) for a finalization of a system for the management of human resources in R&D.

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 an 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.

- Support activities leading to a long-lasting increase in the 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.
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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.
- Prepare self-evaluation processes in arts-oriented degree programmes.
- Prepare the Self-Evaluation Report for the purpose of external evaluation to be made by the EUA in the area of R&D.
- Organize a survey focusing on the evaluation by TBU made by employees.
- Organize a survey focusing on the evaluation by TBU made by applicants for study.

Aim 2: Use the financial tools available to influence the quality of activities carried out at TBU while applying the principle of effectiveness.
- Efficiently set the TBU Budget Rules, Strategic Development Fund and other financial tools in such a manner as to continue to influence the quality of activities.

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.
- Carry out and evaluate the analysis of the quality of classes offered in the full-time and part-time mode of study.

Aim 4: Analyse and identify reasons for high drop-out rates. Use analyses, examples of good practice in order to propose measures leading to an increase in the success rate, focusing on maintaining the quality standards and taking into consideration the specific features of the relevant degree programmes/courses.
- Organize remedial courses for course units with high drop-out rates throughout the entire year.
- Support the development of the Math Support Centre.
- Create a comprehensive methodology for calculating and reducing of drop-out rates at TBU.

Aim 5: Systematically improve the quality of doctoral programmes, improve the conditions and funding intended for PhD students.
- Support an increase in the specialist and pedagogical skills of PhD students.
- Increase the quality of doctoral programmes, also with funding provided during the implementation of the following projects: "Developing Research-Oriented Degree Programmes at FAI", "Developing Research-Oriented Degree Programmes at UNI", "Implementation of Doctoral Programme in Industrial Engineering" (all of the above-mentioned funded by the OP "Research, Development and Education").

Aim 6: Support the involvement of students of 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.
- Support activities of junior researchers and contests held within student research projects (SVOČ).

4. Diversity and availability

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

- Intensify the cooperation with representatives of the Zlín Regional Authority in the area of inclusive education.
- Propose a project focusing on the accessibility of TBU buildings for persons who have a sight impairment or a physical handicap.
- Develop professional competences of academics related to the issues of special needs students, and that by organizing specialized educational events.
- Support participation of students in awareness workshops focusing on special pedagogy.
- Propose a system of support for applicants/students coming from disadvantaged socioeconomic background.

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

- Improve the quality of services provided by the TBU Counselling Centre.
- Provide conditions for study and work suitable for persons returning to work after maternal/parental leave; ensure the operation and stabilize the 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.

- Individually 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.

- Support and motivate the participation by TBU component parts in Lifelong Learning courses.
- Create conditions for the organization of attractive Lifelong Learning courses with the aim of making them competitive in the educational market of the region.
- Implement the project entitled "Creation of Lifelong Learning Programmes at TBU in Zlín" (OP RDE).

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 content of electronic study supports and search for other options of their use in order to increase the efficiency of the educational process and individualize the same process.

- Develop electronic support systems working on a uniform software basis and use their potential for education of students and for communication with students.
- Support the development of the Repository of Publication Activities of TBU as a system intended for filing of results of R&D activities produced at TBU and for provision of access thereto.

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.
- Improve the promotion and awareness of activities of the U3A.
- Expand education offered within the U3A to new locations and introduce new forms (e.g. e-learning, Internet, 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 institutions abroad for the individual degree programmes and the research directions defined.
- Support the participation of international experts in educational and research activities.
- Support the organization of international conferences and workshops.
- Support the participation of TBU in higher education fairs.
- 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. Get involved in projects implemented by such associations.
- Put into operation an information sharing system, a digital platform aimed to support meetings between Czech and international students/employees and to support internationalization, for marketing purposes in order to increase the attractiveness of incoming/outgoing mobility.

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 in English, and that by offering courses and possibilities of staff mobility abroad.
- 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.
- Increase the number of Czech lessons for foreigners and improve the quality thereof.
- Create an assistance programme for newly arriving international students and staff.

Aim 3: Ensure that Bachelor's and Master's students participate in a study period/traineeship abroad during their studies, and that with a duration of no less than 30 days.
- Implement measures at TBU Faculties aimed to ensure study periods/traineeships with a

duration of no less than 30 days.
- Carry out marketing activities aimed at increasing the interest in 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 30 days.
- Provide accommodation of a sufficient quality and comprising a sufficient number of beds for international students.
- 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 academics before their mobility takes place, with the aim of simplifying the acclimatization process in the target country.
- Prepare 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, 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 the faculty level, 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 of their 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.
- Prepare a strategy for communication with international applicants for study at TBU.
- Extend the network of internal and external collaborators aimed to support the recruitment of international students.
- 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
- Improve the efficiency of the procedure for admission of international students to TBU and incorporate it into the IS/STAG system.
- Modify the admission procedure in such a manner that enables to use the "Student Mode" as efficiently as possible.
- Participate in activities organized by the Centre for International Cooperation in

Education.

Aim 9: Support the establishment and sustainability of TBU centres abroad.
- Continue to support activities of Bata Centre located in Vietnam.
- Analyse possibilities for the establishment of a TBU campus abroad.

Aim 10: Use the global Bata-related infrastructure for the needs of TBU.
- Actively collaborate in shoe design and shoe research.

Aim 11: Develop international mobility of students and academics 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.
- Use the mobility of academic staff at universities abroad in order to recruit applicants for doctoral programmes.

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.
- Support the education of the academic staff with the aim of enhancing the quality of their teaching competences.
- 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.
- Apply modern trends in human resource management.

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.
- Improve the quality of services provided by the Job Centre, enhance the services in accordance with experience gained during collaboration with Czech/international centres.
- 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 placement in TBU technology parks.

- Support specialized student internships and excursions to companies and institutions.

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.
- 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.

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.
- Get regional teachers employed at a lower level of schools involved in projects funded by the MEYS.

7. *Development of the University infrastructure*

Aim 1: Complete the construction of the TBU Educational Complex, put the buildings into operation.
- Equip the Gallery situated in the Educational Complex with the required gallery technology (particularly with video mapping equipment) and put the same into operation.

Aim 2: Build up and open the Creative Industries Centre (technology park, specific creative industry incubator).
- Support activities of the Centre of Creative Industries and Business UPPER and its interconnection within TBU, the business sector and cluster initiatives.

Aim 3: Enhance the infrastructure used for education by implementing financially demanding investment projects, namely renovation and modernization projects.
- Determine the use of the U3 building in future and establish a binding procedure for a renovation/re-development of the building.
- Optimize modes of operation of technological and software equipment after the completion of the construction part of the "TBU – Renovation of C,D Lecture Halls" project funded by the MEYS programme 133D 21R.
- Optimize modes of operation of technological equipment in the completed laboratory for the Department of Food Technology (built with funding provided by the "RIFT - Renovation of the 2nd Underground Floor in the U2 Building" project).
- Determine further procedure to be followed during the implementation of the construction project entitled "Complete Renovation of the U1 Building" in accordance with the elaborated project documentation necessary to obtain a building permit and with results of detailed assessments of the U1 building.

Aim 4: Build up and develop e-infrastructures intended for the application of new technologies 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 implementing the construction project entitled "MoVI FAI" (Operational Programme "Research, Development and Education").
- Optimize technological equipment, processes and software in constituent parts established with funding provided by the "MoVI FAI" project in the U5 building, "Comprehensive

Robotic Technology Line" and "Small Robotics Unit".

- Ensure the preparedness as regards construction work and technology for installation and putting into operation of robotic lines in the U53 area.
- 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).
- Build a Cyber Security Laboratory at the FLCM (Master's level) intended for education of students of cyber security, put the laboratory into operation

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

- Continue to implement a HR portal aimed at providing an easy access to the data included in the HR SAP system for employees.
- Optimize the operation of the "E spis" Electronic Records Management System at all component parts including integrating links to selected TBU information systems.
- Complete the building up of 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 and new EU projects focusing on digitalization (Erasmus Without Paper).
- Proceed in coordination with other higher education institutions when applying new EU directives in the higher education environment.
- Continue to 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.

- Continuously provide access to new possibilities of the library system for users.
- Finalize the virtualization process in study rooms. Offer additional services with a high added value to users.
- Increase the attractiveness of the information resource portal and ensure compatibility with mobile device access.
- Improve the quality of printed collections available in the Library and pay attention to an efficient protection thereof.

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.

Aim 9: Increase and improve the quality of accommodation offered to students, employees and participants in short-term mobility.

- Ensure a sufficient capacity as regards student accommodation in the academic year 2020/2021, also in relation to the planned renovation of the U7 Residence Hall, and that through a long-term rental of facilities.
- Start the implementation of the investment project entitled "TBU – Renovation and Modernization of the U7 Building" (accepted for funding by the MEYS, 133D 221 sub-

grant).
- Propose a concept of accommodation for students and international employees which will comply with the current requirements regarding the quality of accommodation services. Purchase suitable flats so as to strengthen the housing stock in order to provide accommodation to external employees.
- Prepare a single-level project documentation (documentation necessary for the construction process and documentation necessary to obtain a building permit) for the construction project entitled "Renovation of the U12 Building - 5th Stage" (Renovation of the 2nd, 3rd and 4th above-ground floor, eastern part).

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.
- Continue to present TBU as an entrepreneurial university.
- Present significant accomplishments achieved by the University, by its students and staff in the media.
- Develop the news portal "News from TBU".
- Organize a campaign supporting the image of TBU and associated with the 20th anniversary of the University's establishment.
- Organize lectures by world-renowned experts in various fields.
- Draw up a strategy for a sustainable development of 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.
- 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).
- Continuously develop and improve the quality of the website of TBU, of microsites and of the mobile application for applicants for study.
- Organize presentations of TBU at educational fairs in the Czech Republic and Slovak Republic.
- Organize visits to TBU and lectures by experts in various locations in order to support communication with secondary schools.
- Prepare a plan of communication with applicants for study who have submitted their applications 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.
- Develop the TBU Alumni Club and enhance benefits for graduates.
- Use social networks for effective communication with TBU graduates.
- Support cooperation and communication with alumni clubs at 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.

- Increase the efficiency of collection and promotion of the results of R&D activities and examples of good practice in the media.
- Support the writing, publishing and effective distribution of scientific monographs by TBU University Press with the aim of facilitating the approach to the publications for the target group.

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

- Continue to support projects implemented at TBU component parts, with the aim of raising public awareness about science and research, and that with children, young people and adults.
- Prepare and start the implementation of a new strategy aimed at raising the prestige of TBU on the regional, national and international level.

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.
- Develop and implement a gender policy at TBU.
- Propose and implement strategy aimed at improving internal relations between employees and at the employees' solidarity with TBU.

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.

- Draw up a plan of activities of the Bata Information Centre, support the scientific, research and publishing activities of the Bata Information Centre.
- Carry out a series of lectures on the subject of Tomas Bata for secondary schools.
- Administer and develop the website www.tomasbata.com and the "Bata's World" portal (www.svet.tomasbata.org).
- Create conditions for an intensification of project funding for the Bata information Centre.
- Continue to regularly organize Bata School of Management courses and periodically hold conferences on the creative legacy of Tomas Bata.

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.

- Ensure the sustainability of liabilities of TBU in projects funded by the OP "R&DfI" and by the OP "Enterprise and Innovations".
- Ensure that resources are available for financial participation by TBU in funding of eligible and non-eligible expenses during the implementation of projects accepted for funding by the OP RDE.
- 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.

- Run a centralized filing system for project applications at the TBU Rectorate.
- Issue internal regulations for management, funding and implementation of projects.
- Generate financial resources through running Lifelong Learning courses, through the production of copyright works for external entities, through organization of summer schools, contract research, drawing up of 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 projects funded by the Strategic Development Fund.
- During the process of internal re-allocation of financial resources provided within institutional funding, consistently take into consideration real performance and qualitative results produced by organizational units.
- During the process of internal re-allocation and use of financial resources provided within institutional funding intended for the long-term conceptual development of a research organization, strictly follow prioritized aims of the MEYS and of TBU (systematic measures aimed at supporting high-quality research, a career development system for academics/researchers, etc.), with emphasis on a higher degree of centralization of processes.

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.

- Continuously analyse possible divestment.

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.

- Continue to modify internal regulations and internal rules of TBU and of TBU component parts in accordance with alterations to legislation.
- Modify systems of internal management, of quality assurance and control in accordance with alterations to the Higher Education Act.
- Continue to prepare the relevant internal regulations and methodology in order to meet the requirements specified in EU directives and in the legislation of the Czech Republic.

Institutional Plan for 2019 - 2020

Aims to be supported in the Institutional Plan of TBU in the period from 2019 to 2020:

1. Development of internationalization
2. Support of the development of language skills of employees
3. Improvement in soft skills of employees
4. Development of internal and external quality
5. Support of the Technology Transfer Centre and cooperation with business and industry
6. Increase in the competitiveness in the international environment
7. Development of information and communication technologies
8. Programme aimed to support marketing activities
9. Development of study-related environment and of graduate employability
10. Support of information resources and development of activities carried out by the Bata Information Centre
11. Support of the University's third role

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 2020 on 21 October 2019. After the document in question had been discussed by the TBU Scientific Board by correspondence on 30 September 2019, the TBU Academic Senate approved the same document on 15 October 2019, and that in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Act.

Assoc. Prof. Ing. Martin Sysel, Ph.D.   Prof. Ing. Vladimír Sedlařík, Ph.D.
Chairperson of the TBU Academic Senate   Rector of TBU

List of acronyms:

BP	Bachelor's programme
CEBIA-Tech	Centre for Security, Information and Advanced Technologies
COST	European Cooperation in Science and Technology
CPS	Centre of Polymer Systems
DP	degree programme
DP	doctoral programme
EUA	Institutional Evaluation Report
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
FTM	full-time mode of study
FUMP	follow-up Master's programme
GaP	Grants and Projects module of the OBD system
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
IEB	International Evaluation Board of TBU
IGA	Internal Grant Agency
IS/STAG	Information System for Studies Administration
IT	information technologies
LCFT	Laboratory Centre of the Faculty of Technology
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
MP	Master's programme
NABHE	National Accreditation Bureau for Higher Education
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"
PTM	part-time mode of study
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
RAO	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