



IMPLEMENTATION PLAN OF THE 21+ STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN – 2025

TOMAS BATA UNIVERSITY IN ZLÍN

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INTRODUCTION

The Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín – 2025 (hereinafter referred to as the “2025 Implementation Plan”) provides a tool for the implementation of the 21+ Strategic Plan of Tomas Bata University in Zlín (hereinafter referred to as the “TBU 21+ Strategy”).

The structure of the 2025 Implementation Plan is based on the structure of the TBU 21+ Strategy, which is based on five pillars and five priorities:

Pillar A: Education

Priority 1: Implement open, flexible and high-quality education responding to the needs of the labour market and to the societal challenges of the 21st century.

Pillar B: Research and R&D and creative activities

Priority 2: Fulfil the Research Strategy of TBU in Zlín in order to increase the competitiveness of R&D and creative activities in specific areas of expertise and the international competitiveness of R&D and creative activities.

Pillar C: Internationalization

Priority 3: Implement the Internationalization Strategy of TBU in Zlín for the 21+ Period with the aim of developing the international environment at TBU in Zlín and enhancing the international cooperation in all its activities.

Pillar D: Third role of TBU in Zlín

Priority 4: Strengthen the position of TBU in Zlín as a strategic partner in the preparation of national/regional policies and strategies, during the implementation of strategic projects in the region, and creation of public-social partnerships in the town of Zlín and the Zlín Region. Strengthen activities in the field of social responsibility both internally and externally and get involved in sustainable development of the society.

Pillar E: Human resources, funding, internal environment at TBU in Zlín and strategic management

Priority 5: Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, to collaborate internally and externally, that nurtures the sense of community among TBU employees/students and the importance of its values, and respects the observance of the TBU internal regulations.

The particular pillars are broken down into strategic goals and, subsequently, into specific sub-goals with a single indicator system. The indicators are defined in such a manner that the implementation of the TBU 21+ Strategy can be continuously monitored and evaluated, and that in the TBU Annual

Activity Report for the given year; an internal quality evaluation can be carried out in accordance with internal rules and regulations of TBU in Zlín while providing the said evaluation to the 17+ Methodology of the MEYS for evaluation purposes.

The 2025 Implementation Plan develops the strategic goals and sub-goals and defines specific measures, activities or projects (or parts of the measures/activities/projects to be implemented) for 2025 which will progressively aim at the fulfilment of the mission, vision and target indicators of TBU in Zlín. For each measure/activity/project, specific responsibilities are set out, outputs are defined, and, at the same time, links are provided to performance indicators relating to the respective sub-goals/strategic goals as outlined in the TBU 21+ Strategy.

In 2025, the fulfilment of the 2025 Implementation Plan will take place mainly through adopted internal strategies (action plans of strategies for specific areas) or methodologies:

- **Internationalization Strategy of TBU in Zlín** (Pillar C of the TBU 21+ Strategy) including:
 - **Strategy for Internationalization in Research and Development of TBU in Zlín**
 - **Strategy for Internationalization in Research and Development of Component Parts of TBU in Zlín**
- **Strategy for Human Resources Development of Tomas Bata University in Zlín for 2022-2025**
- **Gender Equality Plan of TBU in Zlín**
- **Strategy for Open Access to Scientific Information of TBU in Zlín**
- **Physical Security Strategy of TBU in Zlín for the 23+ Period**
- **Lifelong Learning Strategy of Tomas Bata University in Zlín for the 21+ Period**
- **Strategy for the Third Role of Tomas Bata University in Zlín**
- **Marketing and Communication Strategy for Popularization of R&D at TBU in Zlín**
 - Methodology of selection and evaluation of successfully implemented (transfer) outputs for their presentation and rewarding (TTC)
- **Methodology of Evaluation of Research and Development of Tomas Bata University in Zlín**
 - Methodology for Evaluation of R&D and Creative Activities of Component Parts, Departments and Research Teams of TBU in Zlín
 - Methodology for Collection, Records, Evaluation and Feedback for Individual Entities of the Research Organization on the Results Achieved within Modules 3, 4 and 5 of the 17+ Methodology
- **Methodology for Reducing of Dropout Rates at TBU in Zlín**

KEY ACTIONS TO BE TAKEN IN 2025 IN EACH OF THE PILLARS

The following measures are of key importance within the particular pillars:

Pillar A: Education

- Obtain accreditation for and carry out Lifelong Learning programmes/courses reflecting in particular the requirements of practice and social demand, with an emphasis on strengthening students' digital competences and on the use of artificial intelligence tools in education.
- Digitization of education – incorporate elements of interactive formats, new technologies and didactic approaches into the creation of study supports and materials in order to improve the quality of teaching.

Pillar B: Research and R&D and creative activities

- Create conditions for a gradual reform of doctoral programmes, and continue to increase the competitiveness of research with an emphasis on involvement in international projects and grants.
- Strengthen research and creative activities, particularly in the field of sustainable development and interconnection between research activities and practical needs of the society.

Pillar C: Internationalization

- Develop the international environment at TBU in Zlín, and strengthen its position, especially through partnership cooperation within the Pioneer Alliance, internationalization of degree programmes and support for academic mobility of students and staff.
- Carry out activities in compliance with the Strategy for Internationalization of TBU in Zlín, Strategy for Internationalization in Research and Development of TBU Faculties, Strategy for Setting of Rules and for Development of International Cooperation in Research and Development and for Internationalization of a Research Institution.

Pillar D: Third role of TBU in Zlín

- Strengthen the position of TBU in Zlín as a strategic partner in the formation of national and regional policies and strategies, the implementation of strategic projects in the region, the formation of partnerships and the implementation of activities of public and social life in Zlín as well as in the Zlín Region.
- Strengthen activities related to social responsibility and participate in measures leading to sustainable development both internally and externally.

Pillar E: Human resources, funding, internal environment at TBU in Zlín and strategic management

- Develop a respectful and open internal environment of TBU in Zlín, which supports cooperation and loyalty, and ensures security standards at all levels.
- Through gradual digitization of administrative and teaching processes, simplify their organization and improve their effectiveness.

SOURCES OF FUNDING ALLOCATED FOR THE FULFILMENT OF THE IMPLEMENTATION PLAN FOR 2025

Funding for the 2025 Implementation Plan will be allocated within the TBU Budget Rules for 2025, Budget Breakdown of TBU in Zlín for 2025, Budget Plan of TBU in Zlín for 2025, Medium-Term Budget Outlook for 2025 – 2026, Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2022 to 2025, Programme Aimed to Support the Strategic Management of Tomas Bata University in Zlín for 2025 (allocation of the funding is an integral part of the TBU 21+ Strategy included in Appendix 2 thereto), funding provided by the National Recovery Plan (hereinafter referred to as “NRO”), and financial resources from grants/subsidies, in particular, from the “John Amos Comenius” Operational Programme (hereinafter referred to as the “OP JAC”), and that also by means of the Integrated Territorial Strategy of the Zlín Agglomeration for the period 2021–2027 from the budget of the Zlín Regional Authority, regional municipalities or from contractual partners on the basis of concluded partnerships.

Pillar A: EDUCATION

Priority 1

Implement open, flexible and high-quality education reacting to the needs of the labour market and to the societal challenges of the 21st century

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicators
Strategic goal 1.1 Improve the quality of and develop open and non-discriminatory access to education	Sub-goal 1.1.1 Increase the academic success rate at all levels of study and create conditions favourable for the flexibility of study in relation to the individual needs of students.	Continue to support student activities that help reduce student dropout rates.	Vice-Rector for Pedagogical Activities	Overview of supported activities	A ₂ – Students in degree programmes – Number of students at TBU in Zlín
		Implement the conclusions of the Methodology for Reduction of Student Dropout Rates. Continue to organize surveys and analyze the reasons for student dropout rates.	Vice-Rector for Pedagogical Activities	Update of the Methodology for Reduction of Student Dropout Rates Survey and analysis of reasons for student dropouts Overview of measures planned to be implemented in 2025	A ₄ – Applications for study – Number of applications for study at TBU in Zlín A ₅ – Students admitted to study – Number of students admitted to study at TBU in Zlín A ₆ – Students enrolled at a HEI – Number of students enrolled at TBU in Zlín
		Continue to incorporate QRAM into new degree programmes and into course unit sheets of new degree programmes in the IS STAG system.	Vice-Rector for Pedagogical Activities	Update of current degree programmes and addition of QRAM to new degree programmes in the IS STAG system.	A ₇ – Graduates of degree programmes – Number of graduates at TBU in Zlín A ₉ – Graduation rate – Percentage of students who completed their studies
	Sub-goal 1.1.2 Develop the conditions for equal access to education at TBU in Zlín in accordance	Continue to improve and enhance the services provided by the Counselling Centre.	Vice-Rector for Development	Provision of services by the Counselling Centre	A ₂ – Students in degree programmes – Number of students at TBU in Zlín

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	with the Charter of Fundamental Rights and Freedoms (Constitutional Act No. 2/1993 Coll.).	Purchase equipment and recruit new employees for the TBU Counselling Centre.	Vice-Rector for Development	New employees recruited for the TBU Counselling Centre	A ₁₀ – Special needs students – Number of special needs students A ₁₁ – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students
		Improve the wheelchair accessibility of buildings of TBU component parts.	Vice-Rector for Development	Overview of implemented measures aimed to optimize the TBU buildings in terms of provision of wheelchair access and accessibility (ERDF)	
	Sub-goal 1.1.3 Systemically encourage student participation in practical training and traineeships organized in cooperation with external partners as well as within R&D projects implemented at TBU, and seek new possibilities for cooperation with business and industry, and cooperation during the elaboration of academic qualification theses.	Continue to develop the operation of the Job Centre.	Vice-Rector for Development	Implementation of activities of the Job Centre	A ₁₂ – Students participating in practical training/traineeships – Number of students participating in practical training/traineeships in the academic year
		Organize “Business Days 2025” – Job Opportunities Fair.	Vice-Rector for Development	Event held	
		Implement the complete application process and organization of specialized traineeships in the IS STAG system.	Vice-Rector for Development	Process implemented	A ₁₃ – Course units involving experts from the application sphere – Number of experts from the application sphere involved in teaching in accredited degree programmes
		Improve students’ soft skills/AI skills in order to prepare them for future career in the labour market.	Vice-Rector for Development	Events held	
		Hold other courses, especially those focusing on the recently issued document “Recommendations on the Use of AI Tools at TBU in Zlín”	Director of the TBU Library	Overview of educational events	
	Strategic goal 1.2 Innovate degree programmes in accordance with technological development and new	Preparation and submission of applications for accreditation, extension of the validity of accreditation or extension of accreditation of degree programmes: At all TBU component parts, support activities leading to the creation of degree programmes focusing mainly on areas of expertise listed in the Regional Innovation Strategy 3 of the Zlín Region (RIS3ZK), National RIS3	Deans of TBU Faculties	Preparation/ submission of applications for accreditation, extension of the validity of accreditation or	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A ₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín
			Director of the UNI Vice-Rector for R&D and		

<p>societal challenges for the career prospects of graduates on the changing labour market</p>	<p>National Accreditation Bureau and from internal rules and regulations of TBU in Zlín.</p>	<p>Strategy, Strategy for the Development of the Smart Region of the Zlín Region 2030, and on other strategic areas.</p> <p>Faculty of Technology: Application for accreditation:</p> <ul style="list-style-type: none"> • BP in <i>Food Technology and Evaluation</i> - FTM, EN • BP in <i>Semiconductors</i> (working title) – FTM+PTM, CZ • BP in <i>Semiconductors</i> (working title) - FTM, EN • FUMP in <i>Gastronomy and Nutrition</i> - FTM, CZ • FUMP in <i>Semiconductors</i> (working title) – FTM+PTM, CZ • FUMP in <i>Semiconductors</i> (working title) - FTM, EN • FUMP in <i>Food Technology and Applied Microbiology</i> – FTM, CZ • FUMP in <i>Food Technology and Applied Microbiology</i> – FTM, EN <p>* The specializations currently offered can be replaced by comprehensive degree programmes. In such a case, applications for accreditation shall be submitted, and that in both Czech and English.</p> <p>Application for extension of validity of the accreditation:</p> <ul style="list-style-type: none"> • BP in <i>Materials and Technologies</i> - FTM+PTM, CZ • BP in <i>Technologies and Food Evaluation</i> - FTM+PTM, CZ • FUMP in <i>Biomaterials and Cosmetics</i> - FTM+PTM, CZ • FUMP in <i>Biomaterials and Cosmetics</i> – FTM, EN <p>Faculty of Applied Informatics: Application for accreditation:</p>	<p>Creative Activities</p>	<p>extension of accreditation</p>	
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		<ul style="list-style-type: none">FUMP in <i>Automatic Control and Informatics</i> (extension of the accreditation) - FTM+PTM, CZ+EN) <p>Faculty of Multimedia Communications: Application for accreditation:</p> <ul style="list-style-type: none">BP in <i>Footwear Design and Production</i> (working title) in cooperation with the FT - FTM, CZ, career-oriented degree programme<i>Art, Culture and Creative Societies</i> (working title) - Erasmus Mundus, Joint Degree,FUMP in <i>Marketing Communication</i> (extension of accreditation, Double Degree) - FTM, EN <p>Faculty of Logistics and Crisis Management: Application for accreditation:</p> <ul style="list-style-type: none">DP in <i>Population Protection</i> (working title) - FTM+PTM, CZ+EN <p>TBU – Collaboration between multiple TBU component parts Application for accreditation:</p> <ul style="list-style-type: none">Habilitation and professorial appointment procedures in fields including “Biomaterials and Biocomposites” and “Nanotechnology and Advanced Materials”.			
Sub-goal 1.2.2 Improve the quality of the educational environment with regard to graduate competences and introduce new tools for education and for support of talented students.	Continue to prepare new career-oriented degree programmes.	Deans of TBU Faculties	Number of career-oriented degree programmes in preparation	A10 – Special needs students – Number of special needs students	
	Continue to implement support tools for exceptionally gifted students (Talented Students project – FaME, IGA-K, FMC Talent, IDEATHON, etc.).	Vice-Rector for Development	Number of supported students	A11 – Support tools for special needs students at TBU in Zlín - Number of support tools for special needs students	
	Organize the Call for the Rector’s Award for Pedagogical Activities	Rector	Announced Call for the Rector’s Award		

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				for Pedagogical Activities	<p>B₁ – Student-teacher ratio – Number of academics compared to the number of students</p> <p>B₄ – Quality of teachers – Number of academics without a PhD degree to those holding a PhD degree or higher</p> <p>C₁ – Quality of classes – Evaluation of the quality of classes in each of the course units via a joint questionnaire carried out in the IS/STAG system</p> <p>C₂ – Quality of study in degree programmes – Evaluation of the quality of study in each of the degree programmes by students in their final year of study</p> <p>D₁ – Quality of study in degree programmes – Graduates – Evaluation of the quality of study in each of the degree programmes by graduates who graduated 3 to 6 years ago</p> <p>D₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of degree programmes by key</p>
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					companies employing graduates of TBU in Zlín
	Sub-goal 1.2.3 Encourage the involvement of research centres in the educational process.	Encourage the involvement of academics employed in research centres in the educational process.	Vice-Rector for R&D and Creative Activities Deans Directors of research centres	Overview of classes as registered in the IS STAG and in the “Evaluation of Academic Staff” IS	B ₃ – Involvement of research centres in teaching – Number of degree programmes where research centres are involved
	Sub-goal 1.2.4 Prepare and apply for accreditation of new degree programmes for the needs of regional companies specializing in mechanical engineering and new degree programmes focusing on the principles of sustainable development.	Prepare applications for accreditation of new degree programmes according to requirements set by regional companies focusing on mechanical engineering and on new degree programmes focusing on the principles of sustainable development. FT: Application for accreditation: • BP in <i>Materials and Technologies</i> – FTM, EN	Dean of the FT	Preparation of applications for accreditations of degree programmes	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A ₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín
		Continue to offer classes in degree programmes prepared in accordance with requirements set by the NRO.	Dean of the FaME Dean of the FT Dean of the FHS Dean of the FLCM Director of the UNI	Provision of classes in the following accredited degree programmes: BP in <i>Sports Management</i> (FaME), <i>Gastronomy and Nutrition</i> (FT), <i>Specialist of Adult Development and Education</i> (FHS), BP in <i>Paramedic, Home Care and Hospice Care</i> (FHS), FUMP in <i>Sustainable Development</i>	

				Management (FaME, FLCM, UNI)	
		FAI: Application for accreditation: <ul style="list-style-type: none"> Security Technology (working title) (Habilitation and professorial appointment procedures) 	Dean of the FAI	Preparation of applications for accreditation	
		FAI: Application for extension of validity of the accreditation: <ul style="list-style-type: none"> Machine and Process Control (Habilitation and professorial appointment procedures) Applied Informatics (Habilitation and professorial appointment procedures) 	Dean of the FAI	Preparation of applications for extension of validity of accreditations	
	Sub-goal 1.2.5 Prepare and apply for accreditation of new degree programmes in order to activate education in the field of footwear industry, thus following in the long-term tradition of degree programmes in this field	UNI Application for accreditation: <ul style="list-style-type: none"> Joint Degree DP in “<i>Sustainable Design for Footwear and Textile Production</i>” (EN) FT and FMC Application for accreditation: <ul style="list-style-type: none"> BP in <i>Shoe Design and Production (working title)</i> (CZ, FTM, career-oriented degree programme) 	Director of the UNI Dean of the FT Dean of the FMC	Preparation of applications for accreditation Preparation of applications for accreditation	A ₁ – Degree programmes – Number of accredited degree programmes at TBU in Zlín A ₈ – Unemployed graduates – Number of unemployed graduates of TBU in Zlín
	Sub-goal 1.2.6 Enhance the quality and relevance of both full-time and part-time modes of study.	Provide funding for the purposes of innovation/digitization of teaching, improving the quality and interactivity of study-related materials available in the Moodle system Create new digital learning supports using new technologies, AI, etc. Continue to monitor and communicate across TBU in Zlín on the subject of the development and measures related to artificial intelligence (AI). Continue to support the incorporation of elements of artificial intelligence	Vice-Rector for Internal and External Relations Vice-Rector for Internal and External Relations Vice-Rector for Pedagogical Activities	Number of teachers supported Innovation in learning supports Outputs produced by projects funded by the National Recovery Plan – implementation of	B ₄ – Quality of teachers – Number of academics without a PhD degree to those holding a PhD degree or higher C ₁ – Quality of classes – Evaluation of the quality of classes in each of the course units via a joint questionnaire carried out in the IS/STAG system C ₂ – Quality of study in degree programmes –

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		into education with the aim of increasing the quality and development of education.		methodological recommendations	Evaluation of the quality of study in each of the degree programmes by students in their final year of study D ₁ – Quality of study in degree programmes – Graduates – Evaluation of the quality of study in each of the degree programmes by graduates who graduated 3 to 6 years ago D ₂ – Quality of study in degree programmes – Employers – Evaluation of the quality of degree programmes by key companies employing graduates of TBU in Zlín
		Continue to implement measures aimed to reduce misuse of AI. Continue to use anti-plagiarism systems.	Vice-Rector for Pedagogical Activities	Overview of measures Use of anti-plagiarism systems (e.g. Theses, Turnitin, etc.)	
		Incorporate the key recommendations arising from the NRP implementation and related to cybersecurity and proctoring into the use of online modes of study.	Vice-Rector for Internal and External Relations	Overview of implemented recommendations	
		In connection with digitization of TBU in Zlín, support professional preparation and creation of digital study-related materials and supports in key areas of education at TBU component parts (in cooperation with the Vice-Rector for Internal and External Relations).	Vice-Rector for Pedagogical Activities	Overview of supported activities	
		Continue to analyze degree programmes carried out at TBU in Zlín as regards their adaptation to the challenges of the 21 st century, the employability of graduates and readiness of graduates for changing labour market requirements. Support degree programmes closely linked to business and industry, ensuring a broad orientation and employability of graduates in the labour market.	Vice-Rector for Pedagogical Activities	Overview of results of analyses	
		Actively participate in project calls announced within the OP JAC and focused on the field of education.	Rector, Vice-Rector for Pedagogical Activities	Project application	
	Sub-goal 1.2.7 Encourage an entrepreneurial mindset and creativity in students through various forms of education,	In cooperation with the Technology Innovation Centre, carry out activities aimed at supporting of business activities and at developing of creativity of students of TBU in Zlín.	Vice-Rector for Internal and External Relations	Overview of activities aimed to support the business activities and creativity of	A ₁₄ – Students involved in research, R&D and creative activities – Number of students involved in research,

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	participation in research, R&D and creative activities, and support the implementation of specific student business plans through system tools.			students planned for 2025	R&D and creative activities
		Continue the activities carried out by the UPPER Centre of Creative Industries and Business, continue to implement the “FMC Talent” and IDEATHON projects with multidisciplinary involvement of students.	Dean of the FMC	Offer of services to be provided in 2025	A15 – Activities/events organized to encourage business activities and creativity of students – Number of events held to encourage business activities and creativity of students outside classes.
Strategic goal 1.3 Open up opportunities for high-quality education to the public with the aim of increasing the adaptability of employees to changes on the labour market	Sub-goal 1.3.1 Build a functional and collaborative system of further education at TBU in Zlín, focusing on the needs of the changing labour market and new requirements set on employees.	Implement the Strategy for the Development of Lifelong Learning at TBU in Zlín including the setting of internal legislative rules.	Vice-Rector for Development	Fulfilment of measures listed in the Strategy for Lifelong Learning at TBU in Zlín for the 21+ Period	G1 – Revenues from LL – Amount of funding raised through LL
		Prepare Lifelong Learning programmes focused on upskilling or reskilling.	Vice-Rector for Development	Number of LL Programmes offered/carried out	G2 – LL attendees – Number of attendees in accredited LL courses
		Create a legislative regulation for micro-certificates in the form of a Rector’s Directive.	Vice-Rector for Development	Rector’s Directive issued	G3 – Accredited courses – Number of accredited Lifelong Learning courses according to the methodology issued by the MEYS and the MoLSA
		Collaborate on the development of the Centre of Education for Industry 4.0., interconnect or ensure the participation of professional capacities across TBU in the educational programmes of the registered Department.	Vice-Rector for Development	Annual Activity Report of the Centre of Education for Industry 4.0 for 2024	

Pillar B: RESEARCH AND R&D AND CREATIVE ACTIVITIES

Priority 2

Fulfil the Research Strategy of TBU in Zlín in order to increase the competitiveness of R&D and creative activities in specific areas of expertise and the international competitiveness of R&D and creative activities

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicator(s)
Strategic goal 2.1 Increase the extent and quality of basic research	Sub-goal 2.1.1 Increased extent and quality of R&D and creative activities with the aim of achieving an overall interannual increase in the number of published outputs indexed in monitored databases (WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates.	Continue to carry out educational activities and to update the TBU website in the area of support provided to R&D.	Director of the TBU Library	Educational activities held	E ₁ – Quality of published outputs - Citation rate of published outputs indexed in monitored databases (WoS/Scopus) over the last five years E ₂ – Number of published outputs – Number of published outputs indexed in monitored databases (WoS/Scopus) in Q1 and Q2 (17+ Methodology)
		Monitor the development regarding updates to the Methodology for the Evaluation of Science and Research in the Czech Republic, and respond adequately by updating the TBU website and by transferring of new information to the TBU academic staff.	Vice-Rector for R&D and Creative Activities Director of the TBU Library	Update of the information portal for researchers	
		Ensure the operation of Ethics Committees for Research. <i>Joint activity with the sub-goal 2.1.2.</i>	Vice-Rector for R&D and Creative Activities Deans of TBU Faculties Director of the UNI	Number of applications for approval discussed by Ethics Committees for Research	
		Support the development of the TBU Faculties and research centres through their involvement in projects and their connection to the educational process.	Vice-Rector for R&D and Creative Activities Rector	Number of submitted research and creative projects	
		Organize the Call for the Rector's Award for R&D and Creative Activities.	Vice-Rector for R&D and Creative Activities	Call for the Rector's Award for R&D and Creative Activities	
	Sub-goal 2.1.2 Increased quality of R&D and creative activities with the aim of achieving an interannual improvement in outputs	Continue to optimize the process of collecting of results for the Module 1 and for their high-quality reporting.	Vice-Rector for R&D and Creative Activities Director of the TBU Library	Justifications prepared in cooperation with the Library of TBU in Zlín	E ₃ – Increased quality of R&D and creative activities - Interannual improvement in outputs evaluated in accordance with the 17+

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	evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators.	Prepare a procedure for commercialization of books published by the TBU University Press	Vice-Rector for R&D and Creative Activities Director of the TBU Library	Established commercialization process	Methodology which cannot be assessed using bibliometric indicators.
		Actively promote the activities of the TBU Data Steward and transfer knowledge and responsibility to the TBU Faculties. Continue to carry out activities within the implementation of the EOSC project.	Vice-Rector for R&D and Creative Activities Director of the TBU Library	An established system for the management of research data at all TBU Faculties and component parts	
	Sub-goal 2.1.3 Increased quality of results of artistic activities with the aim of achieving an interannual increase of number of outputs rated as AKX to BLX in accordance with the RAO Methodology.	Continuously update and, at the same time, implement the methodology aimed to support excellent outputs included in the RAO and focusing on cooperation between theoreticians, artists and designers.	Vice-Rector for R&D and Creative Activities Dean of the FMC	Updated methodology for the support of excellent outputs included in the RAO, implementation during entry of outputs	E4 – Artistic activity – Number of outputs included in the RAO E5 – Artistic activity rated as AKX to BLX – Number of outputs included in the RAO rated as AKX to BLX
	Sub-goal 2.1.4 Increased percentage of outputs of R&D and creative activities generated in cooperation with international partners (strategic expansion of integration into the international research infrastructure).	Support the creation of networking research structures with the aim of increasing the number of R&D outputs generated in cooperation with partners from abroad. Increase the number of R&D outputs generated in cooperation with partners abroad, especially within the PIONEER consortium, create other networking structures.	Vice-Rector for R&D and Creative Activities Vice-Rector for Internationalization	Number of outputs generated in cooperation with partners from abroad/ applications for project funding submitted with partners from abroad	E6 – Basic research outputs in cooperation with international partners – Number of basic research outputs produced in cooperation with partners from abroad
Strategic goal 2.2 Increased volume of R&D&I projects with an emphasis on the implementation of	Sub-goal 2.2.1 Increased percentage of public funding allocated to R&D and contract research within the funding provided to TBU in Zlín.	Support the creation of project capacities at the TBU Faculties/component parts (consisting of at least two Faculties/component parts at a time) in order to foster interdisciplinary research.	Vice-Rector for R&D and Creative Activities	Number of projects submitted/ implemented in cooperation with business and industry, number of	E7 – Public funding support allocated to R&D – Amount of public funding support allocated to R&D (17+ Methodology) E8 – Revenues generated by contract

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internationally recognized research				projects based on contract research	research – Amount of revenues generated by contract research (17+ Methodology)
	Sub-goal 2.2.2 Increased percentage of projects focusing on basic and applied research and submitted/co-implemented in cooperation with international partners (expansion of integration into the international research infrastructure).	Maintain project capacities for submission and implementation of international research projects.	Vice-Rector for R&D and Creative Activities	Number of applications submitted/projects implemented in international cooperation	E ₉ – International R&D projects – Number of international R&D projects as per 17+ Methodology
		Support the preparation and implementation of projects focused on the modernization of research infrastructure and e-infrastructure.	Vice-Rector for R&D and Creative Activities	Number of applications submitted/projects implemented	E ₇ – Public funding support allocated to R&D – Amount of public funding support allocated to R&D (17+ Methodology)
		Support the preparation and implementation of projects focused on top-class research plans responding to societal challenges (excellence in social sciences and humanities).	Vice-Rector for R&D and Creative Activities	Number of applications submitted/projects implemented	
		Take advantage of offers and extend cooperation with CZELO.	Vice-Rector for R&D and Creative Activities	Cooperation with CZELO	
		Ensure support for the operation of a Data Steward at TBU. Support the creation of a Data Steward at TBU component parts.	Vice-Rector for R&D and Creative Activities	Information sharing system	
Strategic goal 2.3 Implement qualitative changes in the system of doctoral programmes aimed to increase their attractiveness	Sub-goal 2.3.1 Increase the attractiveness and quality of doctoral programmes through the involvement of students in both internal (IGA/DRO projects) and external sources of funding for R&D&I as well as targeted PR. Involve PhD students in real research activities and in	Support the attractiveness of doctoral programmes by implementing internal grant competitions intended for PhD students.	Vice-Rector for R&D and Creative Activities	Internal calls within the IGA	B ₂ – Research focus of degree programmes – Number of PhD students
		Increase the attractiveness of doctoral programmes through promotion of the results of R&D and creative activities.	Vice-Rector for R&D and Creative Activities	Number of promotional activities	
		Support preparation of projects aimed at increasing the quality of infrastructure for PhD students.	Vice-Rector for R&D and Creative Activities	Number of project applications submitted and projects implemented.	

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	dealing with topics within research teams, create conditions for their work and a smooth transition to employment.	Prepare and implement programmes aimed to support PhD students and postdoctoral positions, also in collaboration with external partners.	Vice-Rector for R&D and Creative Activities	Number of project applications submitted/projects implemented, number of supported postdoctoral positions	
	Sub-goal 2.3.2 Support of PhD students through the scholarship and HR policy with the aim of increasing the Graduation Rate.	Implement the key outputs of the project funded by the Programme of Support for the Development of Higher Education.	Vice-Rector for R&D and Creative Activities	Overview of events organized for PhD students	A2 – Students in degree programmes – Number of PhD students A9 – Graduation Rate – Percentage of PhD students who completed their studies E11 – Financial support provided to PhD students – Average amount of scholarships paid to PhD students
Strategic goal 2.4 Continue to develop the Technology Transfer Centre with a focus on strengthening the professional capacity in counselling and supporting services	Sub-goal 2.4.1 Prepare and implement the strategy for further development of the TTC.	Implement technology transfer at TBU as well as the development of the Technology Park at TBU.	Director of the UNI	Technology transfer outputs and implementation of technology and knowledge transfer through participation in professional associations	E12 – Transfer of knowledge, cooperation – Number of technology transfer outputs
		As part of the further development of commercialization, continue to implement proof-of-concept projects, including a high-quality selection of R&D outputs with practical application.	Director of the UNI	Supported proof-of-concept transfer projects	
		Maintain high-quality HR for technology transfer and intellectual property protection and with an emphasis on sufficient professional HR capacities for specialized services in the field of effective communication and	Director of the UNI	Defined HR structure in accordance with the required qualifications	

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		cooperation with industrial partners and the public sector.			
	Sub-goal 2.4.2 Permanently educate employees in the field of intellectual property protection and handling of intangible property.	Provide continuous training for TBU staff in the field of technology transfer and intellectual property protection.	Director of the UNI	Staff training sessions held	E13 – Improved qualification of employees in the field of intellectual property protection – Number of educational events per year
	Sub-goal 2.4.3 Use system tools to support the transfer of R&D knowledge to practice.	Actively apply R&D results in cooperation with industrial partners with the intent of innovation and transformation.	Director of the UNI	Results of technology transfer, results of legal protection of industrial rights at TBU in Zlín	E12 – Transfer of knowledge, cooperation – Number of technology transfer outputs

Pillar C: INTERNATIONALIZATION

Priority 3

Implement the Internationalization Strategy of TBU in Zlín for the 21+ period with the aim of developing the international environment at TBU in Zlín and enhance the international cooperation in all its activities

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicator(s)
Strategic goal 3.1 Strengthen internationalization at TBU in Zlín by increasing the number of students and staff members from abroad, support their social integration and facilitate their cooperation with “home” students and employees	Sub-goal 3.1.1 Increase the number of international students enrolled in degree programmes accredited in Czech and English and motivate the students to successfully complete their studies.	Implement recruitment activities, especially in cooperation with the Czech National Agency for International Education and Research.	Vice-Rector for Internationalization	Overview of activities carried out	A3 – International students – Number of international students at TBU in Zlín; out of which the number of self-paying students
		Ensure the continuation of the scholarship programme for international students enrolled on full degree programmes accredited to be taught in English with participation by the component parts of TBU in Zlín.	Vice-Rector for Internationalization	Continuing scholarship programme	F1 – Degree programmes carried out in a language other than Czech – Number of accredited degree programmes where classes are offered in a language other than Czech
		Implement measures aimed at increasing the number of international students enrolled on degree programmes accredited to be taught in English.	Vice-Rector for Internationalization	Overview of activities carried out	F2 – Number of international students enrolled on degree programmes F3 – International graduates – Number of international graduates, out of which the number of self-paying students.
	Sub-goal 3.1.2 Support short-term study periods taken by	Continuously update and extend the offer of courses and traineeships for students participating in short-term mobility periods.	Vice-Rector for Internationalization Deans of TBU Faculties	Short-term courses intended for international students	F4 – International students participating in short-term study

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	international students coming to TBU in Zlín.	Intensify communication, in particular with strategic partners within the Erasmus+ programme.	Vice-Rector for Internationalization	Communication activities towards partner universities	periods – Number of international students coming to TBU in Zlín to participate in short-term study periods and the number of students participating in such study periods and duration of study periods in days
		Support the mobility of students from countries with deteriorated socioeconomic conditions.	Vice-Rector for Internationalization	Scholarship programme intended for students from countries with deteriorated socioeconomic conditions	
		Continue to harmonize the admission procedures in accordance with Erasmus Without Papers.	Vice-Rector for Internationalization	Specific modifications in the IS STAG system.	
	Sub-goal 3.1.3 Develop the international environment at TBU so that all departments are able to provide services in both Czech and English; develop a system of services and support for the integration of international students and staff, and promotion abroad.	Continue to implement the Strategy for Internationalization of TBU in Zlín.	Vice-Rector for Internationalization	Overview of measures adopted during the implementation of the Strategy for Internationalization for 2025	F5 – Quality of international services provided at TBU in Zlín – Evaluation of the quality of international services provided at TBU in Zlín
		Continue to provide international students and staff with supporting services.	Vice-Rector for Internationalization	Overview of services provided by the Welcome Centre	
		Carry out activities aimed at strengthening the international environment at TBU in Zlín.	Vice-Rector for Internationalization	Overview of activities	
		Provide funding for implementation of prestigious mobility opportunities for academics and researchers from institutions abroad.	Vice-Rector for Internationalization	Overview of funding provided to academic mobility periods	
		Cooperate with the Czech National Agency for International Education and Research, embassies, Czech centres, etc.	Vice-Rector for Internationalization	Overview of promotional activities carried out in 2025	

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	Sub-goal 3.1.4 Increase the number of employees from abroad and support their long-term presence at TBU in Zlín.	Create job positions for employees from abroad.	Vice-Rector for Internationalization Deans Director of the UNI	Offer of job opportunities for staff from abroad	F7 – Staff members from abroad at TBU – Number of staff members from abroad employed at TBU in Zlín (17+ Methodology)
		Pursue an increase in the attractiveness of TBU in Zlín for researchers from abroad, prepare an offer for these researchers, including the provision of cooperation during their relocation to TBU in Zlín.	Vice-Rector for R&D and Creative Activities Vice-Rector for Internationalization	Offer of job opportunities for researchers from abroad	
Strategic goal 3.2 Support international mobility of students as well as members of academic and non-academic staff of TBU in Zlín	Sub-goal 3.2.1 Increase the percentage of members of academic and non-academic staff who have completed study periods/traineeships abroad or have gained significant professional experience in such places, and remove formal and informal barriers to the integration of such persons into the life of the academic community.	UTB. Support the mobility of academics and researchers, in particular long-term mobility with regard to their contribution to the qualitative development of TBU.	Vice-Rector for Internationalization	Number of academic and non-academic staff participating in mobility periods	F8 – Members of academic and non-academic staff participating in study periods/traineeships abroad – Percentage of members of academic and non-academic staff who have participated in mobility abroad
		Develop language skills of employees of TBU in Zlín.	Rector	Overview of language courses held	
	Sub-goal 3.2.2 Simplify the processes of recognizing academic results gained abroad in such a manner that students participating in mobility can complete their studies within the standard period of time, reflect the student mobility in curricula and in internal regulations in order to remove obstacles to a successful completion of their studies.	Continue to implement the initiatives of the European Commission, i.e. Erasmus Without Papers, European Student Card.	Vice-Rector for Internationalization	Overview of measures	F10 – Students who have participated in a study period/traineeship abroad without having to extend the standard period of study – Number/percentage of students who have completed a study period/traineeship abroad and finished their studies within the standard period of study

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	Sub-goal 3.2.3 Increase the number of students who have completed study periods/traineeships abroad.	Support mobility of special needs/socio-economically disadvantaged students.	Vice-Rector for Internationalization	Number of funded mobility periods	F ₉ – Students who have participated in a study period/traineeship abroad – Number of students who have completed a study period/traineeship abroad and number of students participating in mobility and days of mobility taken
		Continue to implement the established system of funding (scholarships) for outgoing students with participation by the component parts of TBU in Zlín.	Vice-Rector for Internationalization Deans of TBU Faculties Heads/Directors of TBU component parts	Scholarship programme	
Strategic goal 3.3 Foster strategic collaboration, partnership and building of capacity for the purpose of internationalization	Sub-goal 3.3.1 Support the accreditation and implementation of joint/double/multiple degree programmes in cooperation with strategic international partners.	Support the development of joint degree programmes, and that through financial incentives and through provision of methodological support.	Vice-Rector for Internationalization	Overview of measures	F ₁₁ – Joint/double/multiple degree programmes – Number of joint/double/multiple degree programmes
	Sub-goal 3.3.2 Increased overall percentage of national and international educational projects, including those implemented in cooperation with strategic international partners (expansion of integration into the international research infrastructure).	Offer services aimed to support the preparation and submission of project applications.	Vice-Rector for Internationalization	Offer of services aimed to support the preparation and submission of projects	F ₁₂ – Expansion of the integration into the international educational infrastructure – Amount of funding allocated to international educational projects F ₁₃ – Expansion of the integration into the international research infrastructure – Number of projects accepted for funding
	Sub-goal 3.3.3 Support the involvement in international networks and support strategic partnerships.	Implement the Pioneer project, develop support for entry into international projects.	Vice-Rector for Internationalization Vice-Rector for R&D and Creative Activities	Number of cases of involvement in international networks Number of strategic partnerships	

Pillar D: THIRD ROLE OF TBU IN ZLÍN

Priority 4

Strengthen the position of TBU in Zlín as a strategic partner in the preparation of national/regional policies and strategies, during the implementation of strategic projects in the region, and creation of public-social partnerships in the town of Zlín and the Zlín Region. Strengthen social responsibility activities both internally and externally and get involved in sustainable development of the society.

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicator(s)
Strategic goal 4.1 Actively participate in the creation, preparation and implementation of national and regional strategies, including the development strategies of the Municipality of Zlín and other municipalities in the region, contribute to the development of the non-profit sector in cultural and social fields and cooperate with external entities during the implementation of development projects	Sub-goal 4.1.1 Build an active representation of TBU in Zlín in the structures for the production and management of key strategic documents and, at the same time, participate in their implementation through TBU's own projects/partnerships with the aim of influencing the public life.	Actively participate in the creation of strategic documents of the Zlín Region as part of membership in executive/advisory bodies; collaborate during the update of the RIS3 strategy by updating the Regional Innovation Strategy of the Zlín Region and the RIS3 Regional Annex.	Rector	Membership of TBU in Zlín in expert bodies, committees or boards of the Zlín Regional Authority	G ₁₁ – Public partnerships for the preparation of national and regional policies – Overview of strategic partnerships
		Implement the Memorandum of Cooperation between TBU in Zlín and the Zlín Regional Authority.	Rector	Fulfilment of indicators during the construction of the U1 building	G ₁₂ – Strategic regional development projects – Number of projects prepared
		Develop cooperation with the Municipality of Zlín on the development of the territory of the town of Zlín, including cooperation on the implementation of the Zlín 2030 Strategy as well as the Strategy for the Zlín Agglomeration for 2030.	Rector	Membership of TBU in Zlín in expert bodies, committees or boards of the Municipality of Zlín	
		Implement TBU strategic development projects, in particular within the ITI Zlín agglomeration.	Rector	Implemented projects	
		Cooperate on the implementation of the strategic project plan for the internationalization of the Zlín Region – Region Without Borders as part of the Zlín Region Smart Accelerator+ project 2023–2026.	Vice-Rector for Internationalization	Support of activities of the Welcome Centre/Regional Assistance Centre for Ukraine	

				Outputs generated during the implementation of the Zlín Regional Authority project – a region without borders, within the Zlín Region Smart Accelerator+ project 2023 – 2026	
Sub-goal 4.1.2 Update the involvement of TBU in clusters, platforms or societies/associations with the aim of participating in the activities of these entities through active membership and joint projects to the benefit of TBU in Zlín.	Maintain and extend an active status of the membership of TBU in Zlín in clusters, cluster platforms, industrial associations, other international associations, etc.	Vice-Rector for R&D and Creative Activities	Overview of cases of active membership/ representation of TBU in Zlín in 2025	G13 – Involvement in clusters, platforms, societies and associations – Overview of platforms where TBU in Zlín is represented	
Sub-goal 4.1.3 Support the non-profit sector and charity projects as well as cultural and sports activities, with particular regard to activities where TBU employees/students are directly involved or a student project is involved.	Continue to support sports and cultural activities.	Bursar	Project documentation, permits/contracts, overview of activities implemented	G15 – System providing support to sports activities at TBU in Zlín G14 – Cooperation with student organizations – System of cooperation with the TBU Student Union and with student public benefit associations	
	Implement campaigns aimed to support social activities.	Director of Marketing and Communications	List of projects implemented		
	Support establishment and activities of student associations.	Director of Marketing and Communications	List of TBU student associations		

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Strategic goal 4.2 Strengthen the position of TBU as a leader in the development of education and of the level of education in the Zlín Region	Sub-goal 4.2.1 Prepare and implement projects of cooperation with primary/secondary/nursery schools aiming at the development of the education system in the Zlín Region, and cooperate in projects focusing on the support of talented pupils and students.	Cooperate in the preparation of the Long-Term Concept for the Development of Education in the Zlín Region and the involvement of TBU in Zlín in implementation projects.	Rector	Participation in the preparation of concepts and implementation projects	G ₅ – Projects of cooperation with education levels below the higher education system – Number of projects of cooperation with primary/secondary/nursery schools aiming at the development of the education system in the Zlín Region G ₆ – Events intended for talented pupils/students – Number of projects supporting talented pupils and students with the involvement of TBU in Zlín G ₇ – Support of talented pupils/students – Number of talented pupils/students supported
	Sub-goal 4.2.2 Continue to offer courses within the University of the Third Age and develop the range of courses carried out.	Innovate and extend the offer of courses for U3A students.	Vice-Rector for Development	Innovation in current courses, new U3A courses	G ₄ – U3A – Number of U3A students
Strategic goal 4.3 Promote the town of Zlín and the Zlín Region as a high-quality place to study and live through building of the reputation of	Sub-goal 4.3.1 Strengthen the good reputation and promotion of TBU in Zlín on the national/international level, foster the reputation of the University, including spreading the legacy of Tomas Bata.	Continue to carry out publishing and lecturing activities related to business activities and to the legacy of Tomas Bata.	Director of the TBU Library	Updated website and other publishing outputs Publishing activities of the Bata Information Centre	G ₉ – Annual evaluation of marketing events G ₁₀ – Annual evaluation of the plan of activities of the Bata Information Centre

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TBU in Zlín, including spreading the legacy of Tomas Bata		Implement the Communication Plan for 2025	Director of Marketing and Communications	Overview of events held	
		Develop and improve the quality of activities of the Alumni Club.	Vice-Rector for Development	Activities related to the fostering of relations between alumni and TBU in Zlín	
	Sub-goal 4.3.2 Popularize the results of education, R&D among the public, and actively spread new findings, results of R&D activities and examples of good practice among the general public.	Implement the Marketing and Communication Strategy for the Popularization of R&D at TBU in Zlín.	Vice-Rector for Internal and External Relations Director of Marketing and Communications	Fulfilment of measures listed in the Marketing and Communication Strategy for the Popularization of R&D at TBU in Zlín.	Gs – Popularization of R&D – Number of events aimed to popularize R&D
		Develop awareness of and popularize educational and R&D activities of TBU in Zlín during targeted events intended for the general public (e.g. Researchers’ Night, Open Day).	Vice-Rector for Internal and External Relations Director of Marketing and Communications	Events implemented in 2025	
		Promote TBU and implement projects in cooperation with the Municipal Authority of Zlín and the Zlín Regional Authority, where TBU in Zlín acts as a leader in the spheres of specialization defined in the Regional Innovation Strategy of the Zlín Region (RIS3).	Vice-Rector for Internal and External Relations	Events and projects implemented in 2025 in cooperation with municipalities	

Pillar E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT

Priority 5

Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, to collaborate internally and externally, that nurtures the sense of community among TBU employees/students and the importance of its values, and respects the observance of the TBU internal regulations

Strategic goal	Sub-goal	Activities/Measures/Projects	Responsibility	Output(s)	Indicators
Strategic goal 5.1 Set up efficient internal processes and strategically manage the development of TBU in Zlín	Sub-goal 5.1.1 Build up the capacity for the strategic management of TBU in Zlín.	Implement the Safety Strategy at TBU in Zlín for the 23+ Period.	Bursar	Fulfilment of the Action Plan of the Strategy for 2025	H ₁ – Strategic management of development of TBU in Zlín - Number of senior executives at the Rectorate and at the TBU component parts involved in the preparation, elaboration, discussion and implementation of strategies and strategic documents
		Maintain and professionally develop human resources for the preparation of analytical supporting documents, data processing and evaluation of information for strategic management of TBU in Zlín.	Rector	Assurance of the conservation of a job position and assurance of its professional development	
		Maintain HR capacities for a stabilization of activities of the Project Management office at TBU in Zlín in the context of the preparedness for an effective participation in the Operational Programme “John Amos Comenius” or in the Operational Programme “Technologies and Application for Competitiveness”.	Rector	Conservation of a job position and assurance of its professional development	
		Develop professional skills of the new member of the R&D Office.	Vice-Rector for R&D and Creative Activities Bursar	Stabilized HR capacity of the R&D office	
	Sub-goal 5.1.2 Improve the quality of and develop centrally provided services with the aim of	Continue to implement the recommendations arising from the internal audit 2/2022 Audit of Duplicate Activities that have been set up as centrally provided services or capacities provided at the central level.	Rector	Fulfilment of recommendations regarding the elimination of duplicate	H ₂ – Finalized organizational structure of TBU in Zlín

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	reducing the duplication of capacity at each of the TBU component parts and reducing the administrative load in the internal environment.			activities in centralized services	H ₃ – Functional services provided centrally
		Implement a systemization of job positions at TBU in Zlín including a categorization of the same.	Rector	Internal systemization of job positions	
	Sub-goal 5.1.3 Develop the TBU information system with the aim of fully computerizing all of its segments and reducing the administrative load.	Continue to digitize activities directly related to the provision of educational activities and to administrative tasks connected with study-related affairs.	Bursar	Implementation in accordance with the Plan for Development/Sustainability of Outputs from the NRP project	H ₄ – Modern and functional information infrastructure H ₅ – Functional “E-spis” Electronic Records Management System
		Continue to modernize the system for Registration of Projects and Assigned Contracts.	Bursar Vice-Rector for R&D and Creative Activities	Contacting of prospective suppliers	
		Proceed in coordination with other higher education institutions when applying new EU directives in the higher education environment.	Bursar	Application of new EU regulations via new projects	
		Move to the next stage of security - secure ID.	Bursar	Transfer to secure ID	
		Continue to renew the electronic control system for access to TBU buildings.	Bursar	Replacement of the currently used electronic access control system in the U5, U56 buildings	
		Revitalize the server room in the U56 building.	Bursar	Modernized server room on the U5 premises	
		Continue to ensure the security of the network and server infrastructure used at TBU in Zlín. Implement the modifications proposed to the topology of the computer network and purchase tools required for detection and monitoring.	Bursar	Implementation of basic strategic measures	
		E-signing — a gradual transition to the exclusive use of e-signatures with support by the TBU information systems.	Bursar	Incorporation of electronic signing into	

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				all processes at TBU in Zlín	
		Continue to modify the information infrastructure in accordance with EU requirements.	Bursar	Modification of the information infrastructure	
		Commission the preparation of a process analysis focused on the migration of strategic IS, including integration links, with the aim of reducing the administrative load, in particular for academics and researchers.	Bursar	Process analysis carried out	
	Sub-goal 5.1.4 Strengthen the mutual awareness, internal communication and collaboration across the University, support the creation of communication platforms of employees in various sections of their professional activities. Encourage students (those actively participating as well as those not actively participating) to use formal mechanisms run by TBU to express their needs and concerns. Develop a more systemic approach to the participation of students in the operation of TBU.	Develop the established system of internal communication with employees.	Rector	Overview and evaluation of tools used for communication with employees in 2025	H ₆ – Communication plan
		Cooperation, communication, improvement of the internal climate - i.e. meetings and support for associations' activities, meetings of employees, preparation of the HR Award. Encourage students to participate in the operation of TBU (membership in working groups, support of association activities, etc.).	Vice-Rector for Internal and External Relations	Internal events, number of associations, meetings with them	
Strategic goal 5.2 Finalize the internal system of assurance and evaluation of quality of educational, R&D,	Sub-goal 5.2.1 Implement an internal system of evaluation of quality of R&D and creative activities in accordance with MEYS recommendations, the NAB	Continuously incorporate recommendations given by the International Evaluation Panel within the M17+ evaluation into the preparation of strategic documents and internal regulations issued by TBU in Zlín.	Vice-Rector for R&D and Creative Activities Vice-Rector for Development	Overview of measures adopted	H ₇ – An established system of internal quality assurance and evaluation

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creative and related activities at TBU in Zlín	methodology and the 17+ Methodology of the MEYS, and develop evaluation methods for the purposes of the assurance of quality of education, R&D and creative activities and the third role of the University.	Implement measures resulting from surveys carried out, which were focusing on TBU services not directly related to education (Halls of Residence, Refectory, sports grounds, etc.) and from surveys focusing on employers' requirements.	Vice-Rector for Internal and External Relations	Adopted measures related to the operation of the HRR, sports grounds, etc.	
	Sub-goal 5.2.2 Implement the relevant recommendations arising from the work of external evaluation panels as part of the evaluation conducted by the MICHE, EUA – Institutional Evaluation Programme, and in accordance with the 17+ Methodology. Take into consideration the conclusions taken by the panels when reviewing internal processes, during strategic allocation of resources within the institution and other policies which are the subject of evaluation.	Continue to monitor the implementation of the recommendations given by external evaluation panels within activities related to teaching.	Vice-Rector for Pedagogical Activities	Monitoring of fulfilment	H ₇ – An established system of internal quality assurance and evaluation H ₈ – Implement the relevant recommendations arising from the work of evaluation bodies
	Sub-goal 5.2.3 Consistently evaluate and ensure the quality of international mobility of incoming/outgoing students.	Carry out an internal evaluation of the quality of international mobility.	Vice-Rector for International-ization	Evaluation Report	F ₆ – Stabilization of the quality of international mobility
Strategic goal 5.3 Assurance of the financial stability of TBU in Zlín	Sub-goal 5.3.2 Develop internal mechanisms used for the allocation of funding and remuneration of staff that shall take the	During the process of internal allocation of financial resources provided within institutional funding systems (contributions), respect the principles of merit, take into account the actual performance and qualitative results of organizational units.	Rector Bursar	Budget Breakdown for 2025	H ₁₀ – TBU Budget Rules for the given years

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	fulfilment of the TBU Strategic Plan into consideration and support the development in the prioritized areas defined.	During the process of internal allocation and use of financial resources provided within institutional funding systems and intended for the long-term conceptual development of a research organization, strictly follow the prioritized aims of the MEYS and of TBU in Zlín (systemic measures aimed at supporting high-quality research, a career development system for academics/researchers, etc.), with emphasis on a higher level of centralization of processes.	Rector Bursar	Budget Rules for 2025	H ₁₀ – TBU Budget Rules for the given years H ₁₁ – System of human resource management at TBU in Zlín
		Strengthen staffing in health care specializations, use also funding provided within the CIT grant from the Zlín Regional Authority.	Rector	Staffing in health care specializations	
		Implement the Human Resources Development Strategy at TBU in Zlín, including the implementation of sub-methodologies in the field of human resources management.	Rector	Fulfilment of measures listed in the Implementation Plan of the Human Resources Development Strategy of TBU in Zlín for 2025	
	Sub-goal 5.3.3 Submit project applications to programme calls in order to ensure financial stability.	Actively participate in programme calls funded by the OP JAC, OP TAC and other Operational Programmes aimed at strengthening the infrastructure of the university environment.	Rector Bursar	Fulfilment of indicators of projects in implementation	H ₂₀ – Number of project applications
Strategic goal 5.4 Strengthen the strategic management of human resources	Sub-goal 5.4.1 Build up a functional system of human resource management at TBU in Zlín.	Ensure the implementation of the Strategy for Human Resources Development of TBU in Zlín for 2022–2025.	Rector	Maintenance and development of the built up HR and funding of the HRD	H ₁₁ – System of human resource management at TBU in Zlín H ₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being at least 30% and 15%, respectively
		Monitor the observance of principles of social security at TBU.	Rector	Meetings of the Ethics Committee	
	Sub-goal 5.4.2 Build up a system of strategic recruitment for the needs of TBU in Zlín aiming at recruiting of members of academic and research staff from outside.	Apply the principles of transparent staff recruitment.	Rector	Transparent staff recruitment	

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	<p>Sub-goal 5.4.3</p> <p>Fully implement a system of human resource management in R&D; retain and extend the HR Award certificate – continue to set the rules for strategic management of the research organization in accordance with requirements set for awarding of the certificate.</p>	Continue to set out rules for strategic management of the research organization in accordance with the requirements to be met in order to obtain the HR Award certificate.	Vice-Rector for Internal and External Relations	Setting of rules for strategic management of a research organization in accordance with the requirements to be met in order to obtain the HR Award certificate	H ₁₃ – Obtain the HR Award certificate at each of the TBU component parts
	<p>Sub-goal 5.4.4</p> <p>Implement the principles of strategic management of human resources in R&D, of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers.</p>	<p>Implement the GEP – Gender Equality Plan.</p> <p>Incorporate the principles set in the European Charter for Researchers into the internal structure of TBU in Zlín.</p>	<p>Rector</p> <p>Deans of TBU Faculties</p> <p>Rector (HRD)</p>	<p>Fulfilment of measures listed in the Implementation Plan of the GEP for 2025</p> <p>Monitoring of the fulfilment of indicators listed in the European Charter for Researchers</p>	<p>H₁₃ – Obtain the HR Award certificate at each of the TBU component parts</p> <p>H₁₄ – Include principles for strategic management of HR in R&D in key documents, thus incorporating them into internal regulations and processes at TBU in Zlín</p>
	<p>Sub-goal 5.4.5</p> <p>Build up the personnel structure of academic staff; set the rules for and develop a system for career development of academics/researchers, and manage the development of talents in junior academic staff, including incentive pay.</p>	Evaluate and, if necessary, update the Rector's Directive "Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers".	Rector	Updated Directive	<p>H₁₂ – Achievement of the required structure of the academic staff with the percentage of Associate Professors and Professors being at least 30% and 15%, respectively</p> <p>H₁₄ – Established rules for strategic management of human resources in R&D through key documents incorporated into the internal regulations</p>

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					and processes at TBU in Zlín
Strategic goal 5.5 Development of internal infrastructure and an increased adaptability thereof to climate changes including the implementation of measures aimed to reduce the carbon footprint	Sub-goal 5.5.1 Maintain and develop the infrastructure and facilities intended for educational and R&D and creative activities carried out at TBU in Zlín, including the development of the TBU Library and support of availability of the TBU Library's information resources.	Actively promote the activities of the University Data Steward and transfer knowledge and responsibility to the TBU Faculties.	Director of the TBU Library	An established system for management of research data at all TBU Faculties and component parts	H ₁₅ – Development of the TBU Library, including the implementation of the Open Access strategy to scientific information
		Continue to support all types of opportunities for Open Access publishing, both through vouchers and through other systemic measures.	Director of the TBU Library	Analysis of the impact of measures implemented	H ₁₆ – Built up capacity for educational and R&D and creative activities, including conference rooms
		Develop the availability of information resources, including tools for comfortable work with such resources. Prepare documents for continued access to information resources through the CzechElib licencing centre.	Director of the TBU Library	Available information resources	H ₁₇ – Satisfactory bed capacity at TBU in Zlín
		Continue to develop tools and environment for provision of access to relevant information resources.	Director of the TBU Library	Comprehensive offer of printed and electronic information resources	H ₁₈ – Modern system of catering and related services
		Provide professional supervision and monitoring of the optimized and modernized information and communication infrastructure	Bursar	Provision of professional supervision and monitoring	
		Evaluate the pilot operation of the FÉNIX Digitization Centre, develop a strategy in the field of digitization of education, including an action plan for the 2025-2026 academic year.	Bursar Vice-Rector for Internal and External Relations	Evaluation of implementation of the Digitization Strategy	
		Implementation of the “TBU – Construction of a New U1 Building” project.	Bursar	Fulfilment of milestones in accordance with the project dossier	
		Ensure co-funding for the construction of the new U1 building from grant resources, in particular from the OP Environment.	Bursar	Prepared project(s) to be submitted to Operational Programmes for the 21+ Period (in particular to the OP Environment)	

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		Continue to carry out activities related to the “Multifunctional Sports Hall U5” project.	Bursar	Obtaining the zoning decision	
		Obtaining a Decision on Grant Provision, organization of public tenders, implementation stage of the project entitled “Laboratories in the U2 Building” (Laboratory of Industrial Engineering U2, Laboratory of Behavioural Economics and Blockchain Technologies on the 4 th Floor).	Bursar	Full completion of construction and supplies of equipment, handover for permanent use.	
		Obtaining a Decision on Grant Provision, organization of public tenders, implementation stage within the ERDF project entitled “Specific Needs in Selected Buildings”.	Bursar	Full completion of construction and supplies of equipment, handover for permanent use.	
		Carry out the construction, organization of a public tender for supply of interior equipment, supply of interior equipment for the construction project “Renovation of the Eastern Section of the 2 nd , 3 rd and 4 th Floor of the U12 Building”.	Bursar	Full completion of construction and supplies of equipment, handover for permanent use.	
	Sub-goal 5.5.2 Maintain and develop the infrastructure for the provision of accommodation and catering services.	Build a relaxation room for special needs students/staff as part of wellbeing.	Director of the HRR Bursar	Implementation of measures	H ₁₇ – Satisfactory bed capacity at TBU in Zlín
		Implementation of the renovation of the Hall of Residence situated in the U12 building in 2024/25. Renovation of the U5 Refectory dishwasher including long-term sustainability measures within the HRR/Green deal.	Director of the HRR	Implementation of measures	H ₁₈ – Modern system of catering and related services H ₁₉ – Number of projects/measures implemented
	Sub-goal 5.5.3 Implement measures aimed to fulfil the Strategy for Long-Term Sustainability at TBU in Zlín with the aim of developing the environmental responsibility of TBU in Zlín.	Implement the measures set out in the Action Plan of the Strategy for Sustainable Development for 2025-2026.	Vice-Rector for Internal and External Relations	Number of events	H ₁₉ – Number of projects/measures implemented
		Prepare and implement projects aimed at reducing the dependence of TBU in Zlín on fossil fuels, thus reducing the environmental and economic impacts of	Bursar Vice-Rector for Internal and	Number of projects prepared or submitted	

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		water and waste management as well as the carbon footprint.	External Relations		
		Prepare and implement events supporting the awareness and vision of sustainable development.	Vice-Rector for Internal and External Relations	Number of events supporting the awareness and vision of sustainable development	

FINAL PROVISION

In accordance with Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to Other Acts (Higher Education Act), as amended, the Scientific Board of TBU in Zlín discussed and gave their opinion on the Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín - 2025 by electronic voting on 11 November 2024. After the document in question had been approved by the TBU Academic Senate in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Act on 10 December 2024, the Board of Governors of TBU in Zlín approved the document on 14 January 2025.

Assoc. Prof. Ing. Martin Sysel, Ph.D.

Chairperson of the Academic Senate of TBU in Zlín

Prof. Mgr. Milan Adámek, Ph.D.

Rector of TBU in Zlín

List of acronyms used:

AI	Artificial intelligence
AS	Academic staff
AY	Academic year
BP	Bachelor's programme
CR	Czech Republic
CZ	Czech language
DP	degree programme
DP	doctoral programme
DRO	Development of the research organization
DZS	Czech National Agency for International Education and Research
EACS	Electronic access control system
EN	English language
EOSC	European Open Science Cloud
EU	European Union
EUA	European University Association
FAIR	FAIR data are Findable, Accessible, Interoperable and Reusable
FMC	Faculty of Multimedia Communications of TBU in Zlín
FT	Faculty of Technology of TBU in Zlín
FTM	Full-time mode of study
FUMP	Follow-up Master's programme
HEI	Higher education institution/higher education
HR	Human resources
HR SAP	Human Resources module for the SAP information system
HRD	Human Resources Development office
HRR	Halls of Residence and Refectory
IEB	Internal Evaluation Board of TBU in Zlín
IEP	Institutional Evaluation Programme
IGA	Internal Grant Agency
IRAPE	Integrated Regional Action Plan in Education
IS HAP	Information System for the Evaluation of Academic Staff and Researchers
IS OBD	Personal Bibliographic Database information system
IS SAP	information system for financial management
IS STAG	Information System for Studies' Administration
IT	Information technology
ITI	Integrated Territorial Investments
LL	Lifelong Learning
MEYS	Ministry for Education, Youth and Sports of the Czech Republic
MEYS 17+	Methodology for the Evaluation of Research Organisations and Evaluation of Programmes Aimed to Support Research, Development and Innovations
MICHE	Monitoring Internationalization of Czech Higher Education
MoLSA	Ministry of Labour and Social Affairs of the Czech Republic
MP	Master's programme
MZ	Municipality of Zlín
NAB	National Accreditation Bureau for Higher Education
NRP	National Recovery Plan
NS	Nursery School
OP E	Operational Programme "Environment"
OP JAC	Operational Programme "John Amos Comenius"

OP TAC	Operational Programme “Technologies and Application for Competitiveness”
OP R&DfI	Operational Programme “Research and Development for Innovations”
PR	Public Relations
PS	Primary schools
PTM	Part-time mode of study
GRAM	Tertiary Education Qualification Framework
RACUA	Regional Assistance Centre for Ukraine Aid
RAO	Register of Artistic Outputs
RIS3	National Research and Innovation Strategy for Smart Specialization of the Czech Republic 2021–2027
R&D	Research, development and creative activities
R&D&I	Research, development and creative activities, innovation
SG	Strategic goal
SN	Special needs (Special needs students)
SP2021+	Strategic Plan of the Ministry for the Area of Higher Education Institutions for the Period from 2021 Onwards
SS	Secondary school
SW	Software
TBU	Tomas Bata University in Zlín
TTC	Technology Transfer Centre
UNI	University Institute of TBU in Zlín
UNI/CPS	University Institute of TBU in Zlín/Centre of Polymer Systems
UPPER	Centre of Creative Industries and Business
U3A	University of the Third Age
WoS	Web of Science