

**UPDATE TO THE STRATEGIC PLAN OF
TOMAS BATA UNIVERSITY IN ZLÍN FOR 2026-2030**



#HEALTHY UNIVERSITY

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PREAMBLE

The updated Strategic Plan of Tomas Bata University in Zlín for 2060-2030 (hereinafter referred to as the “TBU 26+ Strategy”) is a key strategic document of Tomas Bata University in Zlín (hereinafter referred to as “TBU in Zlín”) which specifies the mission, vision, priorities and strategic goals of its development until 2030. Simultaneously, it enshrines the “Strategy for Education, R&D and Innovation for 2026–2030” (Pillars A and B) and the “26+ Strategy for Internationalization” (Pillar C) of Tomas Bata University in Zlín within a single text as these are documents complementary to each other, which cannot be segmented in each of their activities in terms of actual strategic management of the University. The TBU 26+ Strategy also takes into account the priorities set in the Sustainable Development Strategy of TBU in Zlín until 2030, targeting the vision of a “healthy university.”

BACKGROUND AND UNDERLYING DOCUMENTS

The TBU 21+ Strategy seamlessly builds on the past periods that began in 2001 when TBU in Zlín was established. The first stage of development, i.e. until 2005, was characterized by a process of intense development of the educational infrastructure and by increasing the quantitative parameters with the aim of obtaining capacities sufficient for a stable operation of the University. In the period that followed, i.e. until 2010, the educational infrastructure continued to develop; starting to build and form the research infrastructure was a key milestone. The key strategic mission of TBU in Zlín between 2011 and 2015 was to develop knowledge, competences and skills, to find new ideas and help implement them, as well as to serve the society and individuals in accordance with Bata-inspired values. In this period, however, TBU faced major restrictions in the number of contracted students, which slowed down the extensive development of the University. On the contrary, a considerable improvement was achieved in qualitative indicators and in research activities. The subsequent period of 2016–2020 was defined by the vision of transforming the University into an educational and R&D institution closely connected to the business sphere with the aim of developing activities typical of an entrepreneurial university.

The TBU 21+ Strategy was designed to continuously build on the previous stages, but, at the same time, to allow targeted qualitative development with the aim of strengthening the position of the University in international education and research. Due to significant changes and influences of the macroenvironment (significant legislative amendments, crisis situations during the COVID 19 pandemic, global changes and EU directives regulating, for example, equal pay equality, sustainable development directions, etc.), it was necessary to update the TBU 21+ Strategic Plan

Inputs sourced from the Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín for 2021-2024 including Amendments thereto, inputs for the evaluation in accordance with the MEYS 17+ Methodology

(including a SWOT analysis) and evaluation by the International Evaluation Panel initiated by the European University Association – Institutional Evaluation Programme and the MICHE (Monitoring Internationalization of Czech Higher Education), as well as the evaluation of the implementation of the Implementation Plan of the TBU Strategic Plan for 2021-2024 and outputs from discussion on priorities at meetings of the TBU Management Board and the Rector's Advisory Council.

The TBU 26+ Strategy was discussed by the Scientific Board of TBU in Zlín, and approved by the Academic Senate of TBU in Zlín and by the Board of Governors of TBU in Zlín.

The TBU 26+ Strategy supports the established direction of strengthening internal cooperation, cohesion and loyalty. As such, it will be systematically communicated to academia, employees, partners and the general public. The Strategy's aim of implementation is to become a widely shared and inter-integrated document, reflected in the everyday life of the University.

LINKS TO STRATEGIC DOCUMENTS

The TBU 21+ Strategy is based a number of strategic documents on the international, national and regional level:

International level:

- European higher education area (Bologna Declaration issued on 19 June 1999 and the subsequent communiqué)

National level:

- Long-Term Plan for Education and Development of the Education System for 2023-2027
- Strategy for Education Policy until 2030+
- 2021+ Strategic Plan of the MEYS for the Area of Higher Education
- 2021+ Strategy for Internationalization of Higher Education
- National Research, Development and Innovation Policy of the CR 2021+
- Economic Policy Strategy of the CR: Czech Republic to the Top 10
- National Research and Innovation Strategy for Smart Specialisation of the Czech Republic (“RIS3 Strategy”) for 2021–2027)
- Innovation Strategy of the Czech Republic for 2019–2030 (Czech Republic The Country for The Future)
- 2021+ Strategy for Regional Development of the CR

Regional level:

- Strategy for the Development of the Zlín Region by 2030 including update thereof
- Regional Innovation Strategy of the Zlín Region, including the Regional Annex RIS3 for the Zlín Region (areas of specializations set out for the Zlín Region)
- Smart Region – Smart Region Development Strategy of the Zlín Region 2030

The TBU 21+ Strategy accepts the expected measures at the university level which are based on six prioritized goals set in the Strategic Plan of the MEYS for the Area of Higher Education Institutions from 2021 onwards:

1. Develop student competences that are directly relevant to practice and to long-term career prospects in the 21st century (Pillar A of the TBU 21+ Strategy).
2. Improve the availability and relevance of flexible forms of education (Pillar A, Pillar E, Strategic Goal 5.5 of the TBU 21+ Strategy).
3. Improve the efficiency and quality of doctoral programmes/courses (Pillar A, Pillar B, Strategic Goal 2.3; Pillar C, Pillar E, Strategic Goal 5.4 of the TBU 21+ Strategy).
4. Strengthen strategic management and efficient use of R&D capacities at higher education institutions (Pillar B, Pillar E of the TBU 21+ Strategy).
5. Build up capacity for the strategic management of higher education (Pillar E of the TBU 21+ Strategy).
6. Reduce the administrative load of the university staff so that they can devote their full attention to their mission (Pillar E of the TBU 21+ Strategy).

It also accepts the expected measures at the level of higher education institutions, as described in the Strategy for the Internationalization of Higher Education from 2021+, it refers in

particular to the Pillar C of the TBU 21+ Strategy.

TBU 26+ STRATEGY: BASIC STRUCTURE

The TBU 26+ Strategy is based on six pillars, each of them corresponding to the three basic roles of public universities – the educational role, the research role, and the so-called third role. At the same time, three areas perceived as strategic horizontal topics are set out as separate pillars, namely Internationalization, Internal Environment, Funding and Strategic Management of the University.

For each of the pillars, a key priority has been defined for the upcoming period.

Pillar A: Education

Priority 1: Develop an open, flexible and high-quality academic environment which supports student success, professional growth of teachers and responds to the current societal and technological challenges.

Pillar B: R&D and creative activities

Priority 2: Develop an internationally competitive research environment based on the principles of excellence, open science, ethics and interdisciplinary collaboration, which fosters talent, implements knowledge transfer and benefits the society.

Pillar C: Internationalization

Priority 3: Develop TBU in Zlín as an open international university that actively interconnects students, staff and partners through academic mobility, joint degree programmes and involvement in international projects and networks.

Pillar D: Third role of TBU in Zlín

Priority 4: Strengthen the role of TBU as an open and responsible institution that actively contributes to sustainable development of the society, in particular through Lifelong Learning, partnerships and continuous involvement of the alumni community. Participates in the preparation of national and regional policies and strategies

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

Priority 5: Develop a sustainable and value-based HR management system based on planning, talent development, fair evaluation and support of diversity and wellbeing at work.

Pillar F: Funding and strategic management

Priority 6: Ensure sustainable development and modernization of TBU's material and technical infrastructure and information base in accordance with long-term investment and development plans, with emphasis on the support of key fields, security and digitization.

Strategic goals are formulated in each pillar, which are broken down into specific sub-goals with a single indicator system. The indicators are defined in such a way that the implementation

of the TBU 26+ Strategy can be evaluated every year, and that in the Annual Activity Report of TBU for the given year, and the internal quality evaluation can be elaborated in accordance with the TBU internal regulations while providing them to the 17+ Methodology of the MEYS for evaluation purposes.

The TBU 26+ Strategy will be implemented through annual Implementation Plans of the 26+ Strategic Plan of Tomas Bata University in Zlín, with each of them elaborating specific key measures, activities or projects in a given year in detail, including the specification of the responsibility for their implementation.

MISSION: “ERUDIRE et CREARE”

TBU in Zlín is a modern, safe, dynamic and multidisciplinary university that effectively supports education, R&D and creative activities and strives for transfer of knowledge in key fields of its activities and for social usefulness of the knowledge.

By providing high-quality education (especially in the areas of expertise of the Zlín Region, STEM fields, creative industries, economic and socially necessary fields), support of entrepreneurship, openness and social responsibility, TBU contributes to the sustainable development of the society and cultivates the creative and professional potential of TBU students and staff.

TBU develops cutting-edge scientific knowledge, supports innovation and technology transfer, and systematically connects research with practice and industry.

As one of few universities worldwide, it offers education of students in accordance with the principles of responsible entrepreneurship according to the entrepreneurial philosophy of Tomas Bata, whose name the University bears. Within this concept, it is developed as an open international centre of education, which continuously creates a transformable creative potential.

Like Tomas Bata, we believe that: “Nothing is impossible for a determined and knowledgeable person.”

VISION OF TOMAS BATA UNIVERSITY IN ZLÍN FOR 2030:

- An internationally acclaimed university.
- A university with a solid reputation in the educational system, one that provides high-quality conditions for study and is the centre of development of education.
- An open and flexible university that reflects technological development, socio-economic changes and new societal needs and challenges in its development.
- A university that prepares graduates for a successful career on the global labour market.
- A university that conducts research on an excellent level, thus co-participating in a long-term sustainable development and competitiveness of both the region and the Czech Republic.
- A university that places emphasis on education focusing on personal responsibility, developing creativity and entrepreneurial mindset, and creates room for new business opportunities through a stable support system.
- A university which is a strong partner in directing the development of the region in all fields of work and social life.
- An environmentally and socially responsible, “healthy” university.

VALUES

The implementation of the vision of TBU in Zlín is based on five core values:

- (1) An **Entrepreneurial mindset** inspired by the Bata tradition, which represents not only the transfer of knowledge and skills to business and industry, but also the ability of individuals to shape and reshape their surroundings.
- (2) An **Openness** to people, partnerships, cooperation, and changes, which presents the willingness to learn new things, the will to adapt to changing conditions, and the desire to enter unexplored spaces.
- (3) **Usefulness**, that means for us that all knowledge and education is expected to purposefully serve the community and society with the aim of generating profit and prosperity.
- (4) **Creativity**, that brings new knowledge, products and services through the ability of an individual to deal with problems freely, in an original and unique manner, and to face societal challenges.
- (5) **Responsibility** for the sustainable development of the University and its surroundings through economic, social and environmental measures that are reflected in the University's activities.

The fulfilment of these five values is a bond between TBU in Zlín and the society, a bond between the institution and its employees who fulfil its mission by carrying out their day-to-day work, and a bond between the University and its students, who not only acquire knowledge and skills, but also continuously form their system of values.

TARGET INDICATORS FOR THE FULFILMENT OF THE MISSION AND VISION OF TBU IN ZLÍN IN 2030

The focus of TBU in Zlín on the implementation of the vision refers to an increased competitiveness on the national, and, particularly, on the international level. All qualitative shifts are based on the quality of human resources as well as on the quality of their work/outputs. People are key to success. That is why all employees need to know where their work is going to achieve the vision and mission of TBU in Zlín.

- Target indicators present a basic benchmark against which the achieved fulfilment of the mission and vision of TBU in Zlín can be measured. Through synergy and cooperation involving all of the component parts of TBU in Zlín, target indicators will be achieved in 2030 as listed below:
- 11,000 students, 15% of which will be international students.
- Institutional accreditation will be extended to all key fields of education carried out at TBU in Zlín.
- A stable HR structure of academic staff with the percentage of Associate Professors and Professors being 35% and 15%, respectively. At least 15% of academics will be from abroad.
- More than 80% of academics with at least one scientific output of high quality indexed in the Web of Science or Scopus database (most of the outputs will be at the level of Q₁ or Q₂ quartile), or (depending on the specialization of the TBU component part) more than 40% of academics with at least one creative output of high quality certified in the Register of Artistic Outputs, and that at least at the BLY rating level.
- A stable position in the announced section of international rankings, in particular The Times of Higher Education – World University Ranking (THE) and the QS Ranking –with emphasis on an increase in quality and reputation.

A key milestone for the monitoring of the implementation of target indicators will be the year 2025, when the Progress Report on the Implementation of the TBU 21+ Strategy for the Period from 2021 to 2025 will be prepared after the end of the year 2025.

Pillar A: Education

Goals set by the MEYS:

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

Strategic goal	Sub-goal	2026+ Indicator
1.1 Prepare new and innovate the existing degree programmes in line with social needs and challenges, sustainability topics, needs of business/industry, in connection with technological development and career prospects of graduates in the changing labour market.	1.1.1 Accredite degree programmes significant in terms of social needs, sustainability topics and needs of business/industry, in connection with technological development and career prospects of graduates in the changing labour market.	Degree programmes – number of accredited degree programmes at TBU in Zlín Degree programmes – number of degree programmes prepared and submitted for accreditation
1.1 Prepare new and innovate the existing degree programmes in line with social needs and challenges, sustainability topics, needs of business/industry, in connection with technological development and career prospects of graduates in the changing labour market.	1.1.2 Innovate degree programmes currently carried out, in accordance with analyses of employers’ needs and on surveys conducted among graduates.	Degree programmes – number of accredited degree programmes at TBU in Zlín Quality of teaching – Evaluation of quality of teaching in individual course units by means of a unified questionnaire in the IS/STAG Unemployed graduates – Number of unemployed graduates of TBU in Zlín Degree programmes – number of degree programmes prepared and submitted for extension of accreditation
1.1 Prepare new and innovate the existing degree programmes in line with social needs and challenges, sustainability topics, needs of business/industry, in connection with technological development and career prospects of graduates in the changing labour market.	1.1.3 Enhance quality and relevance of both full-time and part-time modes of study. Implement and innovate the system of evaluation of quality of teaching, strengthen communication with students and increase their involvement in evaluation processes regarding teaching	Quality of teaching – Evaluation of quality of teaching in individual course units by means of a unified questionnaire in the IS/STAG

<p>1.1 Prepare new and innovate the existing degree programmes in line with social needs and challenges, sustainability topics, needs of business/industry, in connection with technological development and career prospects of graduates in the changing labour market.</p>	<p>1.1.4 In accredited degree programmes, prepare and introduce modules completed with microcredentials (after the required legislation has been approved).</p>	<p>Number of modules completed with microcredentials</p>
<p>1.1 Prepare new and innovate the existing degree programmes in line with social needs and challenges, sustainability topics, needs of business/industry, in connection with technological development and career prospects of graduates in the changing labour market.</p>	<p>1.1.5. Increase the number of students enrolled in the relevant degree programmes carried out at TBU.</p>	<p>Degree programmes – number degree programmes carried out at TBU in Zlín which are socially relevant and relevant to practical applications</p>
<p>1.2 Improve the academic success rate at all levels of degree programmes/ courses.</p>	<p>1.2.1 Support new tools used for education and support of students and talented students, support students’ business activities and creativity by means of education provided within in accredited degree programmes.</p>	<p>Activities/events aimed to support students’ soft skills</p> <p>Number of supported students</p> <p>Number of students who have taken an internship or participated in cooperation within classes for external partners</p>
<p>1. 2 Improve the academic success rate at all levels of degree programmes/ courses.</p>	<p>1.2.2 Carry out a systematic analysis of credit assessment and creation of course units according to the ECTS as a basis for optional unification of methodological approaches in future.</p>	<p>Analysis of the system of allocation of ECTS credits at TBU Faculties</p>
<p>1. 2 Improve the academic success rate at all levels of degree programmes/ courses.</p>	<p>1.2.3 Analyze the study load of students enrolled in specific degree programmes with the aim of introducing system measures – if required, of making adjustments to curricula study in order to reduce the dropout rate.</p>	<p>Number of remedial courses held.</p>

<p>1. 2 Improve the academic success rate at all levels of degree programmes/ courses.</p>	<p>1.2.4 Provide individual counselling to at-risk students in order to reduce the dropout rate (TBU Counselling Centre).</p>	<p>Number of students using counselling services</p>
<p>1. 3 Respond to changing social and technological conditions as regards the modes of study, requirements to be fulfilled by students and termination of study.</p>	<p>1.3.1 Support of modern forms of education.</p>	<p>Number of digitized courses within accredited degree programmes</p> <p>Elaboration and approval of internal regulations</p> <p>Number of provided educational or counselling services</p>
<p>1. 4 Prepare and implement a system of development of teaching skills and of professional knowledge in academics with the aim of increasing the quality of educational environment.</p>	<p>1.4.1 Respond to modern trends in didactics and technologies related to education by holding training sessions for academics in the TBU Centre for Pedagogical Competences.</p>	<p>Number of courses run</p>
<p>1.5 Prepare applications for and be granted institutional accreditation in key areas of education.</p>	<p>1.5.1 Support preparation and acquisition of institutional accreditation in key areas of education</p>	<p>Monitoring of legislative changes relevant for institutional accreditation</p>
<p>1.6. Create open and respectful university environment including the provision of high-quality supportive services and career support, which ensures equal approach, psychological well-being, satisfaction and long-term career prospects of graduates.</p>	<p>1.6.1 Support inclusive and diverse environment with emphasis on ensuring of well-being for all members of the academic/organizational community.</p>	<p>Number of special needs students</p> <p>Number of students using services provided by the Counselling Centre</p> <p>Number of activities supporting activities related to inclusion, diversity and well-being</p>
<p>1.6 Create open and respectful university environment including the provision of high-quality supportive services and career support, which ensures equal approach, psychological well-being, satisfaction and long-term career prospects of graduates.</p>	<p>1.6.2. Improve career prospects and chances of graduates through development of the relevant competences, links to business/industry and through support of professional development during studies.</p>	<p>Number of students using the Job Centre services</p> <p>Number of activities supporting the students' preparedness for the labour market</p>

<p>1.7 Ensure a stable, user-friendly and safe online teaching and learning environment.</p>	<p>1.7.1 Use the LMS Moodle as the only university educational tool, provide upgrading and the user-friendly environment of the LMS Moodle. Provide educational counselling services to academics in order to support the use of the LMS Moodle in teaching (training of work in the LMS Moodle).</p>	<p>Courses run in the LMS Moodle used for classes in the full-time and part-time mode of study.</p> <p>Number of staff training sessions held in the LMS Moodle</p> <p>Number of academics who attended a training session held in the LMS Moodle</p>
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Pillar B: Research and Development

Goals set by the MEYS:

Strengthen strategic management and effective use of R&D capacities at higher education institutions.

Strategic goal	Sub-goal	2026+ Indicator
2.1 Develop the system of career growth.	2.1.1 Ensure conditions for newly recruited/returning employees.	Established on-boarding system
2.1 Develop the system of career growth.	2.1.2 Ensure systematic recruitment and retention of excellent staff members coming from the Czech Republic and from abroad.	Implementation of the recruitment system
2.1 Develop the system of career growth.	2.1.3 Professionalization of management of research and creative teams.	Number of courses held/persons trained
2.2 Apply modern tools for monitoring and evaluation of R&D and creative activities	2.2.1 Implement recommendations resulting from the currently valid methodology for evaluation of research organizations and for evaluation of external advisory bodies and assemblies, such as the MEP or the TBU International Board.	Updated internal rules and regulations
2.2 Apply modern tools for monitoring and evaluation of R&D and creative activities.	2.2.2 Pay attention to a balanced and transparent system of evaluation of R&D and creative activities including bibliometric indicators, peer-review and evaluation of social impact.	Updated internal rules and regulations
2.2 Apply modern tools for monitoring and evaluation of R&D and creative activities.	2.2.3 Ensure systematic access to scientific integrity.	Number of courses held/persons trained
2.3 Create and maintain measures and tools used for support of high- quality R&D and creative activities.	2.3.1 Increase emphasis on qualitative parameters of outputs in accordance with the TBU Budget Rules and with the Budget Rules of the TBU component parts	TBU Budget Rules

2.3 Create and maintain measures and tools used for support of high- quality R&D and creative activities.	2.3.2 Increase the competences of staff/students which are necessary for preparation of high-quality outputs of R&D and creative activities.	Number of events
2.3 Create and maintain measures and tools used for support of high- quality R&D and creative activities.	2.3.3 Develop the TBU University Press, aimed in particular at publishing of prestigious publications.	Legislation enabling the operation of the TBU University Press
2.4 Support excellent teams and formation of new teams.	2.4.1 Ensure funding for teams which have the potential to achieve excellent results.	Targeted funding for excellent teams provided in accordance with the TBU Budget Rules
2.4 Support excellent teams and formation of new teams.	2.4.2 Create and implement the programme of “research sabbaticals” for leading TBU researchers/creative staff at top-notch institutions abroad.	Design and implementation of the programme, provision of funding
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.1 Develop Open Science and Fair data at TBU.	Number of training/consultation sessions and consultations provided by Data Stewards
2.5 Develop infrastructure supporting R&D and creative activities	2.5.2 Ensure information and supportive resources.	Number of information resources
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.3 Support project activities.	Number of project/financial managers and involvement of staff members in activities of grant agencies
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.4 Develop institutional tools for assurance of scientific ethics and of research integrity.	Ethical Committee for Research covering all fields of R&D and creative activities carried out at TBU
2.6 Increase the international dimension of R&D and creative activities.	2.6.1 Expand cooperation with research institutions abroad.	Number of cooperation projects implemented
2.7 Increase the prestige of R&D and creative activities and awareness of their social impact.	2.7.1 Implement the programme aimed to support dissemination of R&D and creative activities.	Number of activities carried out
2.8 Ensure conditions for intellectual property protection and support of technology transfer.	2.8.1 Develop the efficiency of technology transfer.	Fully staffed department specializing in transfer technology

2.8 Ensure conditions for intellectual property protection and support of technology transfer.	2.8.2 Permanently educate employees in the field of intellectual property protection and of handling of intangible property.	Number of courses held
2.8 Ensure conditions for intellectual property protection and support of technology transfer.	2.8.3 Support the transfer of R&D knowledge to business and industry, development of start-ups and spin-off companies.	Number of contracts and volume related to contracts implemented
2.9 Increase quality and organization of doctoral programmes/courses.	2.9.1 Establish institutional environment for provision high-quality doctoral programmes.	Introduction of the Bata Doctoral School ¹ as a compulsory course unit in doctoral programmes in the IS STAG
2.9 Increase quality and organization of doctoral programmes/courses.	2.9.2 Support the attractiveness of doctoral programmes.	Funding provided to PhD students

¹ The Bata Doctoral School (BDS) will build on the Bata-inspired principles and serve as an institutional framework for the development of professional, methodological and transferable competencies of PhD students in the field of research, ethics, project management, teaching skills and science popularization.

Pillar C: Internationalization

Goals set by the MEYS:

Increase the quality and effectiveness of studies in doctoral programmes. Develop competencies directly relevant to life and practice in the 21st century.

Strategic goal	Sub-goal	2026+ Indicator
3.1 Strengthen the internationalization of TBU in Zlín by increasing the number of international students and staff, support their social integration.	3.1.1 Ensure long-term sustainable enrolled in degree programmes carried out in English language and targeted support for high-quality applicants.	<p>Number of international graduates, out of which self-paying students</p> <p>Percentage of international students enrolled in degree programs when compared to the total number of students enrolled at TBU in Zlín</p> <p>Evaluation of quality of international services provided at TBU in Zlín</p>
3.1 Strengthen the internationalization of TBU in Zlín by increasing the number of international students and staff, support their social integration.	3.1.2 Increase the number of self-paying international students enrolled in degree programmes carried out in English, also increase the international students enrolled in degree programmes carried out in Czech.	<p>Number of accredited degree programmes accredited to be taught in a language other than Czech, with classes offered at present</p> <p>Percentage of international students enrolled in degree programs when compared to the total number of students enrolled at TBU in Zlín</p> <p>Evaluation of quality of international services provided at TBU in Zlín</p> <p>Number of international students</p>
3.1 Strengthen the internationalization of TBU in Zlín by increasing the number of international students and staff, support their social integration.	3.1.3 Increase the number of international academics.	<p>Number of international staff members employed at TBU in Zlín</p> <p>Evaluation of quality of international services provided at TBU in Zlín</p> <p>Number of international staff members employed at TBU in Zlín</p>

<p>3.2 Develop international degree programmes.</p>	<p>3.2.1 Accredite new degree programmes implemented in cooperation with foreign universities, especially with members of the “PIONEER” alliance.</p>	<p>Number of joint/double/multiple degree programmes</p>
<p>3.3 Encourage international mobility of students as well as members of academic and non-academic staff of TBU in Zlín.</p>	<p>3.3.1 Increase the number of students who have participate in academic mobility abroad (i.e. study period/traineeship) with a duration of at least one month.</p> <p>Support participation of TBU students in BIP.</p>	<p>Number of students who have completed a study period/traineeship abroad and number of students participating in mobility and days of mobility taken</p> <p>Number/percentage of students who have completed a study period/traineeship abroad and finished their studies within the standard period of study</p> <p>Evaluation of quality of international mobility</p>
<p>3.3 Encourage international mobility of students as well as members of academic and non-academic staff of TBU in Zlín.</p>	<p>3.3.2 Increase the percentage of academic and non-academic staff members who have participated in teaching/research mobility or mobility (staff training) at a university abroad.</p>	<p>Percentage of staff members who have participated in academic mobility abroad</p> <p>Evaluation of quality of international mobility</p>
<p>3.4 Support short-term mobility of students arriving at TBU to participate in study periods/traineeships, support mobility of international academics at TBU in Zlín.</p>	<p>3.4.1 Increase the number of international students arriving at TBU to participate in study periods/traineeships</p>	<p>Number of international students arriving at TBU to participate in study periods/traineeships and number of students participating in mobility and days of mobility taken</p> <p>Evaluation of quality of international services provided at TBU in Zlín</p> <p>Evaluation of quality of international mobility</p>
<p>3.4 Support short-term mobility students arriving at TBU to participate in study periods/traineeships, support mobility of international academics at TBU in Zlín.</p>	<p>3.4.2 Increase the number of international academics/researchers arriving at TBU to participate in teaching and research mobility.</p>	<p>Number of academics/researchers arriving at TBU to participate in teaching and research mobility.</p>

<p>3.5 Get involved in international networks corresponding to the orientation, preferences and long-term strategic goals of TBU in Zlín.</p>	<p>3.5.1 Implement the “European Universities Initiative” project within the PIONEER alliance. and deepen cooperation with American and Canadian universities.</p>	<p>Number of strategic partnerships concluded.</p>
<p>3.6 Support/ensure language classes for students/teachers, offer language courses for the public.</p>	<p>3.6.1 Improve language skills of students, academics and the public.</p>	<p>Number of language courses run</p>

Pillar D: Third Role

Goals set by the MEYS:

Others.

Strategic goal	Sub-goal	2026+ Indicator
4.1 Strengthen the position of TBU as a leader in the learning (unofficial as well) in the Zlín Region.	4.1.1 Prepare and implement projects of cooperation with primary/secondary schools and nursery schools aiming at the development of the education system in the Zlín Region, and cooperate in projects focusing on supporting talented pupils and students.	Number projects of cooperation with primary/secondary schools and nursery schools aiming at the development of the education system in the Zlín Region Number of projects and events aimed to support talented pupils/students with the involvement of TBU in Zlín Number of talented pupils/students supported
4.1 Strengthen the position of TBU as a leader in the learning (unofficial as well) in the Zlín Region.	4.1.2 Strengthen TBU's role as a major provider of Lifelong Learning in the region and beyond, with particular emphasis on the development of high-quality courses ending with micro-credentials and on promoting their accessibility, relevance and visibility.	Number of Lifelong Learning attendees Number of Lifelong Learning courses offered Number of micro-credentials issued
4.1 Strengthen the position of TBU as a leader in the learning (unofficial as well) in the Zlín Region.	4.1.3 Maintain and further develop the University of the Third Age as a stable, high-quality and socially beneficial part of the Lifelong Learning offer, with emphasis on the diversity of programmes and regional accessibility.	Total number of active U3A attendees Return rate of U3A attendees (repeated participation) Number of completed U3A courses Number of supporting events for the U3A per year

<p>4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.</p>	<p>4.2.1 Build long-term and mutually beneficial partnerships with businesses, professional, industry and interdisciplinary platforms not only in the Zlín Region.</p>	<p>Prepared analytical report with a proposal of priorities for further development of partnerships</p> <p>Number of partnerships and TBU's membership of professional platforms</p>
<p>4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.</p>	<p>4.2.2 Actively participate in the updating and implementation of regional and national strategies.</p>	<p>Overview and number of strategic partnerships</p> <p>Strategic regional development projects – number of projects prepared</p>
<p>4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.</p>	<p>4.2.3 Actively act as a partner of the non-profit sector and of projects in the areas of sustainability and specialization domains.</p>	<p>Overview and number of strategic partnerships</p> <p>Number of strategic regional development projects</p>
<p>4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.</p>	<p>4.2.4 Support creativity and business activities of students by organizing of competitions, courses and specialized events</p>	<p>Number of implemented projects and measures</p>
<p>4.3 Promote the town of Zlín and the Zlín Region as a high-quality place to study and live through building the reputation of TBU in Zlín, including spreading the legacy of Tomas Bata</p>	<p>4.3.1 Strengthen the good reputation and promotion of TBU in Zlín on the national/international level, and foster the reputation of the University, including spreading the legacy of Tomas Bata</p>	<p>Number of educational events held</p> <p>Number of publication outputs</p>
<p>4.4 Strengthen and systematize cooperation with graduates as natural ambassadors of the University and as a valuable source of specialist, professional and community ties.</p>	<p>4.4.1 Strengthen relations with alumni through systematic development of the Alumni Club and through the involvement of alumni in the life at the University.</p>	<p>Number of active followers of the TBU's official LinkedIn page</p> <p>Number of graduates who list TBU as their alma mater</p> <p>Number of members in the TBU Alumni Club</p> <p>Number of newsletters sent and their click-through rate</p>

		Number of events held for the alumni
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Pillar E: Human Resources and Internal Environment

Goals set by the MEYS:

5. Build up capacities for strategic management of higher education.

Strategic goal	Sub-goal	2026+ Indicator
5.1 Fulfil the goals set in the HR Development Strategy 2026+ in the area of planning, HR and personal development of employees.	5.1.1 Introduce a flexible system of monitoring, prediction and planning of future HR needs for individual staff categories at TBU in Zlín.	Number of senior management staff at the Rectorate and at TBU component parts involved in the preparation, processing, discussion and implementation of strategies and strategic documents Established system for monitoring, predicting and planning of HR needs
5.1 Fulfil the goals set in the HR Development Strategy 2026+ in the area of planning, HR and personal development of employees.	5.1.2 Create and actively use a comprehensive education system that will lead to increased competencies, personal and professional growth of staff of TBU in Zlín.	Number of training sessions held Pilot verification of a comprehensive education system
5.1 Fulfil the goals set in the HR Development Strategy 2026+ in the area of planning, HR and personal development of employees.	5.1.3 Obtaining the HR Award certification at all component parts of TBU in Zlín	Established principles of strategic HR management in R&D through key documents implemented into internal regulations and processes of TBU in Zlín Obtaining the HR Award certification at all component parts of TBU in Zlín
5.2 Develop a high-quality, inclusive and diverse environment at TBU.	5.2.1 Apply adequate gender policy at all levels – recruitment, filling of senior positions, equal pay.	Strategic management of the development of TBU in Zlín – Number of senior management staff at the Rectorate and at TBU component parts involved in the preparation, processing, discussion and implementation of strategies and strategic documents

5.2 Develop a high-quality, inclusive and diverse environment at TBU.	5.2.2 Create conditions and infrastructure for sports, culture and leisure activities	Budget rules for the relevant years
5.2 Develop a high-quality, inclusive and diverse environment at TBU.	5.2.3 Create conditions for setting of a fair working environment of a fair work-life balance.	Established principles of strategic HR management in R&D and creative activities through key documents implemented into internal regulations and processes of TBU in Zlín.
5.3 Strengthen the attractiveness of TBU as an employer through effective HR, high-quality communication, shared university culture, and support for inspiring leadership.	5.3.1 Set up brand building tools for effective communication of TBU as an attractive employer.	Fulfilment of the communication plan
5.3 Strengthen the attractiveness of TBU as an employer through effective HR, high-quality communication, shared university culture, and support for inspiring leadership.	5.3.2 Create and implement an internal communication strategy.	Fulfilment of the communication plan
5.3 Strengthen the attractiveness of TBU as an employer through effective HR, high-quality communication, shared university culture, and support for inspiring leadership.	5.3.3 Set up a HR work system at all component parts of TBU in Zlín, and introduce a functional HR service from the position of the Rectorate with the aim of reducing the administrative and bureaucratic load in the HR work, and increasing its professionalism.	Established organizational structure of TBU in Zlín Functional centralized services
5.4 Ensure a transparent and balanced staff evaluation system	5.4.1 Revise and unify staff evaluation criteria at all TBU component parts with emphasis on objectivity, clarity, and motivation for professional development.	Implemented Salary Regulations Internal staff evaluation system

Pillar F: Strategic Management and Funding

Goals set by the MEYS:

Build up capacities for strategic management of higher education.

Reduce the administrative load on university staff so that they can fully devote themselves to their mission.

Strategic goal	Sub-goal	2026+ Indicator
6.1 Develop the material and technical base of TBU in compliance with the Investment Plan until 2035.	6.1.1 Implement construction and investment development of TBU in compliance with the “Comprehensive Project of Construction and Development of TBU Buildings”.	Budget rules for the relevant years Percentage of use of investment budget Number of investments commenced/finalized
6.1 Develop the material and technical base of TBU in compliance with the Investment Plan until 2035.	6.1.2 Implement building renovations in compliance with the Renovation Plan for TBU Buildings by 2030, aiming to achieve carbon neutrality by 2050.	Investment projects Percentage of completion of the renovation plan Number of projects completed
6.1 Develop the material and technical base of TBU in compliance with the Investment Plan until 2035.	6.1.3 Ensure funding for suitable teaching premises within the development of TBU - location of the FMC, Institute of Healthcare Studies.	Compiled overview of available financial resources Number of providers or potential partners approached Compiled overview of available resources
6. 1 Develop the material and technical base of TBU in compliance with the Investment Plan until 2035.	6.1.4 Fulfil the goals and measures set for the area of Investment and Operation within the Sustainable Development Strategy and action plans thereto.	Fulfilment of indicators set in the TBU Sustainability Action Plan
6.2 Create and develop infrastructure for the fields of specialization domains set in the RIS 3 Strategy for Quality Assurance, healthcare and socially necessary fields.	6.2.1 Support of non-medical degree programmes in healthcare.	Number of built specialized laboratories and constituent parts

6.2 Create and develop infrastructure for the fields of specialization domains of the RIS 3 Strategy for Quality Assurance, healthcare and socially necessary fields.	6.2.2 Support degree programmes in engineering.	Number of built specialized laboratories and constituent parts
6.2 Create and develop infrastructure for the fields of specialization domains of the RIS 3 Strategy for Quality Assurance, healthcare and socially necessary fields.	6.2.3 Support degree programmes focused on semiconductor technologies.	Preparation of project documentation and conditions for implementation
6.3 Ensure the conditions for the establishment of the Institute of Healthcare Studies with the aim of meeting the criteria for the establishment of a new Faculty.	6.3.1 Create legislative conditions for the establishment of the Institute of Health Studies at the Faculty of Humanities.	Creating legislative conditions for the establishment of the Institute of Healthcare Studies
6.4 Permanently ensure physical and cyber security.	6.4.1 Ensure the integration of physical and cyber security measures into all key processes of the organization.	Functional internal recall system Updated emergency plan
6.4 Permanently ensure physical and cyber security.	6.4.2 Create a secure cyber and physical learning and working environment through the purchase of security equipment and services.	Fulfilment of the requirement set in the Cyber Security Act Electronic access control system in test operation mode
6.5 Renew information systems.	6.5.1 Implement a certified next-generation Electronic Records Management System.	Modern functional information infrastructure
6.5 Renew information systems.	6.5.2 Migration to SAP IS - S4 HANA version.	Approved transition project and its implementation
6.5 Renew information systems.	6.5.3 Implement modern information technologies in asset management.	Number of RFID items registered System active in all components
6.5 Renew information systems.	6.5.4 Ensure full digitalization of the study process in the IS STAG system.	Connecting of the IS/STAG to state registers Updated operational documentation

<p>6.6 Permanently reduce the administrative load and streamline administrative/accounting processes and procedures.</p>	<p>6.6.1 Digitize and optimize accounting and administrative processes and procedures.</p>	<p>Process analysis report Implementation of selected digitization steps</p>
<p>6.6 Permanently reduce the administrative load and streamline administrative/accounting processes and procedures.</p>	<p>6.6.2 Optimize internal rules with the aim of making user orientation in them more efficient.</p>	<p>Analysis of internal rules Established tool for orientation and search in internal rules.</p>
<p>6.6 Permanently reduce the administrative load and streamline administrative/accounting processes and procedures.</p>	<p>6.6.3 Digitize selected HR and payroll administration systems.</p>	<p>Number of digitized administration systems. Reducing of average processing time</p>

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 TBU Scientific Board approved the TBU Strategic Plan for 2026-2030 by electronic voting on 1 December 2025, the TBU Academic Senate approved the document on 13 January 2026, and that in accordance with the provisions of § 9 Paragraph 1 Letter i) of the Act; the Board of Governors of TBU in Zlín approved the document on 9 February 2026.

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

AS	Academic staff
BIP	Blended Intensive Programme
CR	Czech Republic
DC	Degree course
DMP	Data Management Plan
DP	Degree programme
DP	Doctoral programme
ECTS	European Credit Transfer and Accumulation System
EKV	Electronic crisis warning system
EU	European Union
FHS	Faculty of Humanities
FMC	Faculty of Multimedia Communications
HR	Human resources
MEP	International Evaluation Panel
IS/STAG	Information system for studies' administration
LL	Lifelong Learning
LMS	Learning Management System
MEYS	Ministry for Education, Youth and Sports of the Czech Republic
MICHE	Monitoring Internationalization of Czech Higher Education
PS	Primary school
R&D	Research and development / Creative activities
RIS3	Research and Innovation Strategy for Smart Specialisation
SAP	Data Processing Application and Product System
SS	Secondary school
SWOT	Strengths, Weaknesses, Opportunities, Threats (analysis)
TBU	Tomas Bata University
THE	Times of Higher Education
U3A	University of the Third Age
ZR	Zlín Region