



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



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BASIC STRUCTURE OF THE TBU 26+ STRATEGY

The TBU 26+ Strategy comprises six pillars, which are based on the three main roles of a public higher education institution – educational, research and the so-called third role. These pillars are complemented by three cross-cutting areas, which are: Internationalization, Human Resources and Internal Environment, and Funding and Strategic Management of TBU.

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

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 26+ 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 2026 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 2026 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 26+ Strategy.

In 2026, the fulfilment of the 2026 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**
- **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 22+ 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**

SOURCES OF FUNDING ALLOCATED FOR THE FULFILMENT OF THE IMPLEMENTATION PLAN FOR 2026

Funding for the 2025 Implementation Plan will be allocated within the TBU Budget Rules for 2026, Budget Breakdown of TBU in Zlín for 2026, Budget Plan of TBU in Zlín for 2026, Medium-Term Budget Outlook for 2026 – 2027, Programme Aimed to Support the Strategic Management of Higher Education Institutions for the years 2026 to 2030, 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

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	Measures set for 2026	Responsibility	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.	<p>Prepare supporting documents for the extension of extension of validity of accreditation of specific degree programmes in accordance with the plans set by TBU component parts for 2026:</p> <p><i>FT – BP in Materials and Technologies; BP in Food Technology and Evaluation; BP in Nutritional Therapy; FUMP in Gastronomy and Nutrition; FUMP in Semiconductor Materials and Technologies</i></p> <p><i>Application for accreditation of the habilitation procedure/professorial</i></p>	Vice-Rector for Pedagogical Activities Dean of the FT	<p>Degree programmes – number of accredited degree programmes at TBU in Zlín</p> <p>Degree programmes – number of degree programmes prepared and submitted for accreditation</p>

		<i>appointment procedure in the field: Chemistry and Technology of Environmental Protection at the FT of TBU</i>		
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.	Prepare supporting documents for the extension of extension of validity of accreditation of specific degree programmes in accordance with the plans set by TBU component parts for 2026: FMC – accreditation of the FUMP in <i>Creative Cultures and Societies</i>	Vice-Rector for Pedagogical Activities Dean of the FMC	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	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.	Prepare supporting documents for the extension of extension of validity of accreditation of specific degree programmes in accordance with the plans set by TBU component parts for 2026: FAI – Preparation of accreditation of the FUMP	Vice-Rector for Pedagogical Activities Dean of the FAI	Degree programmes – number of accredited degree programmes at TBU in Zlín Degree programmes – number of degree programmes prepared and submitted for accreditation

<p>development and career prospects of graduates in the changing labour market.</p>		<p>in <i>Automatic Control and Informatics in Industry 4.0</i> by adding new specializations: <i>Smart Systems with Robots; Industrial Automation, Smart Buildings</i></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>1.1.1 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.</p>	<p>Prepare supporting documents for the extension of extension of validity of accreditation of specific degree programmes in accordance with the plans set by TBU component parts for 2026:</p> <p>FHS – BP in <i>Language Specialist - English Language</i></p> <p>BP in <i>Physiotherapy</i></p>	<p>Vice-Rector for Pedagogical Activities Dean of the FHS</p>	<p>Degree programmes – number of accredited degree programmes at TBU in Zlín</p> <p>Degree programmes – number of degree programmes prepared and submitted for accreditation</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</p>	<p>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.</p>	<p>Prepare supporting documents for the extension of extension of validity of accreditation of specific degree programmes in accordance with the plans set by TBU component parts for 2026:</p>	<p>Vice-Rector for Pedagogical Activities Dean of the FLCM</p>	<p>Degree programmes – number of accredited degree programmes at TBU in Zlín</p> <p>Degree programmes – number of degree programmes prepared</p>

connection with technological development and career prospects of graduates in the changing labour market.		<i>FLCM – DP in Strategic Risk and Safety Management</i>		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.	Revise the degree programmes currently offered in terms of demand, quality and effectiveness of teaching, as well as in terms of employability of graduates in the labour market.	Vice-Rector for Pedagogical Activities Vice-Rector for Development Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI	Degree programmes – number of accredited degree programmes at TBU in Zlín Quality of teaching in degree programmes 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,	1.1.2 Innovate degree programmes currently carried out, in accordance with analyses of employers' needs and on surveys conducted among graduates.	Prepare supporting documents for the extension of extension of validity of accreditation of specific degree programmes in accordance with the plans	Vice-Rector for Pedagogical Activities Dean of the FHS	Degree programmes – number of accredited degree programmes at TBU in Zlín

<p>sustainability topics, needs of business/industry, in connection with technological development and career prospects of graduates in the changing labour market.</p>		<p>set by TBU component parts for 2026: FHS – BP in Midwifery, BP in <i>Health and Social Care</i></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>1.1.2 Innovate degree programmes currently carried out, in accordance with analyses of employers' needs and on surveys conducted among graduates.</p>	<p>Prepare supporting documents for the extension of extension of validity of accreditation of specific degree programmes in accordance with the plans set by TBU component parts for 2026: FLCM – BP in <i>Applied Logistics</i></p>	<p>Vice-Rector for Pedagogical Activities Dean of the FLCM</p>	<p>Degree programmes – number of accredited degree programmes at TBU in Zlín</p>

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<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>1.1.3 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</p>	<p>Implement and assess the results of 2 evaluations of the quality of teaching by TBU students (winter semester 2025/26, summer semester 2026).</p>	<p>Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI Head of the IT Centre</p>	<p>Quality of teaching – Evaluation of quality of teaching in individual course units by means of a unified questionnaire in the IS/STAG</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>1.1.3 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</p>	<p>Obtain and analyze feedback on full-time and part-time modes of study from non-graduates whose studies were suspended (outputs from IS/STAG after the end of the 2025/2026 academic year).</p>	<p>Vice-Rector for Pedagogical Activities Head of the IT Centre</p>	<p>Quality of teaching – Evaluation of quality of teaching in individual course units by means of a unified questionnaire in the IS/STAG</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>1.1.4 In accredited degree programmes, prepare and introduce modules completed with microcredentials (after the required legislation has been approved).</p>	<p>Monitor legislation related to the possible introduction of modules completed with micro-credentials accredited degree programmes.</p>	<p>Vice-Rector for Pedagogical Activities Vice-Rector for Development</p>	<p>Implementation of a comparative analysis of good practice</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>1.1.4 In accredited degree programmes, prepare and introduce modules completed with microcredentials (after the required legislation has been approved).</p>	<p>Analyse the implementation of modules completed with micro-credentials within accredited degree programmes at universities abroad.</p>	<p>Vice-Rector for Pedagogical Activities Vice-Rector for Development</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>Increase the number of students enrolled in degree courses of high social and practical relevance (especially in selected health and degree programmes in healthcare and technology) in accordance with the plans of individual TBU component parts for 2026.</p>	<p>Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM</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>Prepare, implement and continuously modernize courses focusing on the development of students’ soft skills and skills transferable in specific areas of expertise.</p>	<p>Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM</p>	<p>Activities/events aimed to support students’ soft skills</p>

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<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>Support the involvement of students in specialized activities and contests.</p>	<p>Vice-Rector for R&D and Creative Activities Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM</p>	<p>Number of supported students</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>Support the involvement of students in internships/traineeships organized in cooperation with external partners, seek and implement new opportunities for cooperation with business/industry, including the processing of academic qualification theses focusing on topics related to business/industry.</p>	<p>Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM</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>Analyze the current situation regarding the creation of credit allocation system used in courses within the ECTS and at the TBU Faculties</p>	<p>Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM</p>	<p>Analysis of the system of allocation of ECTS credits at TBU Faculties</p>

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1. 2 Improve the academic success rate at all levels of degree programmes/ courses.	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.	Prepare materials for the analysis of the study load of students enrolled in specific degree programmes.	Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Students enrolled in degree programmes
1. 2 Improve the academic success rate at all levels of degree programmes/ courses.	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.	Prepare materials for the analysis of the study load of students enrolled in specific degree programmes.	Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Number of remedial courses held.
1. 2 Improve the academic success rate at all levels of degree programmes/ courses.	1.2.4 Provide individual counselling to at-risk students in order to reduce the dropout rate (TBU Counselling Centre).	Continuously ensure and provide counselling to students in order to reduce the dropout rates.	Vice-Rector for Development Vice-Rector for Pedagogical Activities TBU Counselling Centre	Number of students using counselling services
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.	1.3.1 Support of modern forms of education.	Continue the digitization of the learning process at TBU component parts.	Vice-Rector for Internal and External Relations Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Number of digitized courses within accredited degree programmes

			Director of the UNI Head of the IT Centre	
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.	1.3.1 Support of modern forms of education.	Prepare rules/regulations required for the implementation of distance/ blended modes of study.	Vice-Rector for Pedagogical Activities Head of the IT Centre	Elaboration and approval of internal regulations
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.	1.3.1 Support of modern forms of education.	Prepare conditions for the implementation of distance/blended modes of study, in accordance with the TBU rules and regulations applicable.	Vice-Rector for Internal and External Relations Vice-Rector for Pedagogical Activities Head of the IT Centre	Elaboration and approval of internal regulations
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.	1.3.1 Support of modern forms of education.	Provide educational or consulting services in the field of digitization for academics and students.	Vice-Rector for Internal and External Relations Vice-Rector for Pedagogical Activities Head of the IT Centre	Number of provided educational or counselling services

<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>Support the preparation and implementation of courses in teaching skills, courses in the use of AI in classes, LMS Moodle courses, in order to increase teaching skills of academics and to modernize classes.</p>	<p>Vice-Rector for Pedagogical Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Head of the HRDO</p>	<p>Number of courses run</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>Prepare conditions for the establishment and operation of the TBU Centre of Pedagogical Competences.</p>	<p>Vice-Rector for Pedagogical Activities</p>	<p>Implementation of a comparative analysis of good practice</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>Monitor legislation in connection with the preparation and process of application for institutional accreditations</p>	<p>Vice-Rector for Pedagogical Activities Vice-Rector for R&D and Creative Activities Vice-Rector for Development Vice-Rector for Internal and External Relations Rektor</p>	<p>Monitoring of legislative changes relevant for institutional accreditation</p>

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<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>Systematically support the well-being of students and teachers through integration of mental health care into the university environment and teaching (e.g. stress management workshops, mentoring, etc.).</p>	<p>Vice-Rector for Development Counselling Centre Job Centre Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI</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>Launch a programme entitled How to Build Skills for Professional Growth – an optional course and a set of workshops which prepare students for entry to the labour market, complemented by systematic development of a network of partners for organization of internships, excursions and joint projects.</p>	<p>Vice-Rector for Development Head of the Counselling Centre/Job Centre Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI</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</p>	<p>1.7.1 Use the LMS Moodle as the only university educational</p>	<p>Monitoring of the status of the Moodle LMS,</p>	<p>Vice-Rector for Pedagogical Activities</p>	<p>Courses run in the LMS Moodle used for</p>

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<p>safe online teaching and learning environment.</p>	<p>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>monitoring of upgrade options.</p>	<p>Vice-Rector for Internal and External Relations Head of the IT Centre</p>	<p>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	Measures set for 2026	Responsibility	2026+ Indicator
2.1 Develop the system of career growth.	2.1.1 Ensure conditions for newly recruited/returning employees.	Define the job position of “postdoc”.	Vice-Rector for R&D and Creative Activities Head of the HR Office	Updated internal rules and regulations
2.1 Develop the system of career growth.	2.1.1 Ensure conditions for newly recruited/returning employees.	Prepare an on-boarding system for early career academics and researchers.	Vice-Rector for R&D and Creative Activities Head of the HR Office	Design of an on-boarding system, provision of funding for the system
2.1 Develop the system of career growth.	2.1.1 Ensure conditions for newly recruited/returning employees.	Support the transition of PhD students to post-doc positions through preparation and implementation of internal and external projects.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Number of postdocs involved in projects
2.1 Develop the system of career growth.	2.1.1 Ensure conditions for newly recruited/returning employees.	Create a system of support for the return of employees from internships abroad, after illness or after maternity/parental leave.	Vice-Rector for R&D and Creative Activities Head of the HR Office	Design of the support system, provision of funding for the system

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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.	Develop a strategy for international recruitment of academic staff.	Vice-Rector for R&D and Creative Activities Head of the HRDO	Design of the recruitment system, provision of funding for the 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.	Design a system of incentives aimed to retain excellent R&D staff in strategic areas of R&D and creative activities.	Vice-Rector for R&D and Creative Activities Head of the HRDO	Design of the incentive system, provision of funding for the system
2.1 Develop the system of career growth.	2.1.3 Professionalization of management of research and creative teams.	Organize an educational programme for team leaders, focusing on modern management methods related to R&D teams.	Vice-Rector for R&D and Creative Activities Head of the HR Office Head of the HRDO	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.	Continuously update internal rules and regulations.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	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.	Continuously update internal rules and regulations.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	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.	Provide staff training for all researchers and R&D staff in research ethics, R&D creative activities and scientific integrity.	Vice-Rector for R&D and Creative Activities Director of the TBU Library	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	Define field-specific markers of the quality of bibliometric and non-bibliometric outputs of R&D and creative activities.	Vice-Rector for R&D and Creative Activities Director of the TBU Library	Analysis of specifics of specializations and of optional quality parameters
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	Start the preparation of internal methodological documents defining the qualitative parameters of outputs of R&D and creative activities and their weight.	Rector	TBU Budget Rules

	Rules of the TBU component parts			
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.	Implement supporting training courses and programmes aimed to support R&D and creative activities.	Director of the TBU Library	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.	Update the legislation related to the commercialization of books.	Director of the TBU Library	Internal regulation
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.	Analyze research and creative directions and teams, assess their potential for excellence in the international environment.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Analysis elaborated
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.	Evaluate the existing system of funding provided to research and creative teams, prepare a proposal of rules for systematic support of excellent teams through LCDRO and through institutional funding.	Rector	Targeted funding for excellent teams provided in accordance with the TBU Budget Rules

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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.	Ensure the sustainability and support of research centres, in particular through involvement in project calls.	Rector	Number of project applications involving research centres
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.	Create a design of a system programme aimed to support sabbaticals.	Vice-Rector for R&D and Creative Activities Vice-Rector for Internationalization Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Design of the programme, provision of funding for the programme
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.1 Develop Open Science and Fair data at TBU.	Support the development of the Data Stewards network.	Director of the TBU Library	Number of training/consultation sessions and consultations provided by Data Stewards
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.1 Develop Open Science and Fair data at TBU.	Ensure the operation of the DSW for the purpose of preparation of the DMP.	Vice-Rector for R&D and Creative Activities Bursar Head of the IT Centre	Functional DSW system
2.5 Develop infrastructure supporting R&D and creative activities	2.5.2 Ensure information and supportive resources.	Update the project management system.	Head of the IT Centre	Updated project management system
2.5 Develop infrastructure supporting R&D and creative activities	2.5.2 Ensure information and supportive resources.	Ensure the maximum range of information resources.	Director of the TBU Library	Number of information resources

2.5 Develop infrastructure supporting R&D and creative activities.	2.5.3 Support project activities.	Maintain a network of project and financial managers.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Number of project/financial managers
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.3 Support project activities.	Support the involvement of staff in specialized/advisory bodies of grant agencies.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Involvement of staff members in activities of grant agencies
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.3 Support project activities.	Support the involvement of staff in national/ international consortia in order to increase project activities.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Number of staff members involved in consortia
2.5 Develop infrastructure supporting R&D and creative activities.	2.5.3 Support project activities.	Actively participate in project calls enabling the development of research and artistic infrastructure.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME	Number of active participations in project calls

			Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	
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.	Ensure operation and further development of Ethical Committees for Research.	Vice-Rector for R&D and Creative Activities	Number of DMP prepared
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.	Implement processes preventing illegitimate influence.	Vice-Rector for Internationalization	Updates to internal processes during the initiation and implementation of international cooperation
2.6 Increase the international dimension of R&D and creative activities.	2.6.1 Expand cooperation with research institutions abroad.	Analyze the internal environment at TBU and at TBU component parts in order to identify limits for involvement in international research and R&D and creative activities	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Analysis elaborated
2.6 Increase the international dimension of R&D and creative activities.	2.6.1 Expand cooperation with research institutions abroad.	Cooperate with foreign research institutions.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Number of cooperation projects implemented

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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.	Develop a system of active promotion of researchers and R&D staff employed at TBU.	Vice-Rector for 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.	Analyze the possibilities of development of the TTC.	Director of the UNI	Development analysis
2.8 Ensure conditions for intellectual property protection and support of technology transfer.	2.8.1 Develop the efficiency of technology transfer.	Recruit HR for technology transfer.	Director of the UNI Head of the IT Centre	Fill the job position
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.	Offer continuous education for employees of TBU in Zlín in the field of technology transfer and intellectual property protection.	Director of the UNI Head of the IT Centre	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.	Actively look for partners for technology transfer.	Director of the UNI Head of the IT Centre	Number of contracts and volume related to contracts implemented
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-	Analyze and update the legislative rules for the establishment of start-up and spin-off companies at TBU.	Director of the UNI Head of the IT Centre	Analysis of the current situation

	ups and spin-off companies.			
2.9 Increase quality and organization of doctoral programmes/courses.	2.9.1 Establish institutional environment for provision high-quality doctoral programmes.	Establish the parameters of excellence in doctoral programmes.	Vice-Rector for R&D and Creative Activities Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Analysis of the current situation
2.9 Increase quality and organization of doctoral programmes/courses.	2.9.1 Establish institutional environment for provision high-quality doctoral programmes.	Establish the Bata Doctoral School.	Vice-Rector for R&D and Creative Activities	Inclusion of the Bata Doctoral School as a compulsory course unit in doctoral programmes Inclusion of the Bata Doctoral School in the IS STAG
2.9 Increase quality and organization of doctoral programmes/courses.	2.9.2 Support the attractiveness of doctoral programmes.	Prepare and implement programmes aimed to support PhD students and postdocs.	Vice-Rector for R&D and Creative Activities	Funding provided to PhD students

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	Measures set for 2026	Responsibility	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.	Establish a methodology for support of international applicants/students, revise the directives concerning the admission of international PhD students.	Vice-Rector for Internationalization Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI	Number of international graduates, out of which self-paying students Percentage of international students enrolled in degree programs when compared to the total number of students enrolled at TBU in Zlín Evaluation of quality of international services provided at TBU in Zlín
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.	Revise the strategy for the recruitment of International students and for implementation of individual activities.	Vice-Rector for Internationalization	Number of accredited degree programmes accredited to be taught in a language other than Czech, with classes offered at present Percentage of international students enrolled in degree programs when compared to the total number of students enrolled at TBU in Zlín Evaluation of quality of international services provided at TBU in Zlín

				Number of international students
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.	Create jobs for academics from abroad according to the needs of the TBU constituent parts.	Vice-Rector for Internationalization Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI Head of the HRDO	Number of international staff members employed at TBU in Zlín Evaluation of quality of international services provided at TBU in Zlín
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.	Provide support to academics from abroad through the Welcome Centre.	Vice-Rector for Internationalization	Number of international staff members employed at TBU in Zlín Evaluation of quality of international services provided at TBU in Zlín
3.2 Develop international degree programmes.	3.2.1 Accredite new degree programmes implemented in cooperation with foreign universities, especially with members of the “PIONEER” alliance.	Ensure compliance with the requirements of the Czech/partner legislation, designs of curricula.	Vice-Rector for Internationalization Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM	Number of joint/double/multiple degree programmes

<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>Conclude inter-institutional agreements specifying the allocation of classes between partners, language of instruction, assessment method, funding, quality assurance, administrative processes and other matters relating to the organization of study.</p>	<p>Vice-Rector for Internationalization Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM</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. Support participation of TBU students in BIP.</p>	<p>In cooperation with TBU component parts, revise the strategy aimed to support international academic mobility, and implement the relevant steps.</p>	<p>Vice-Rector for Internationalization</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>

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<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>In cooperation with TBU component parts, revise the strategy aimed to support academic mobility of staff, and implement the relevant steps.</p>	<p>Vice-Rector for Internationalization</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>In cooperation with TBU component parts, revise the strategy to support academic mobility of incoming students, and implement individual steps.</p>	<p>Vice-Rector for Internationalization</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>Number of academics/researchers arriving at TBU to participate in teaching and research mobility.</p>	<p>3.4.2 Increase the number of international academics/researchers arriving at TBU to participate in teaching and research mobility.</p>	<p>Support the mobility of incoming international academics, with funding provided within an internal competition.</p>	<p>Vice-Rector for Internationalization</p>	<p>Number of academics/researchers arriving at TBU to participate in teaching and research mobility.</p>

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Number of strategic partnerships concluded.	3.5.1 Implement the “European Universities Initiative” project within the PIONEER alliance. and deepen cooperation with American and Canadian universities.	Carry out specific sub-tasks within the individual work packages of the PIONEER alliance; support cooperation with the St. Mary’s University, Texas, and support cooperation with other universities from the USA and Canada.	Vice-Rector for Internationalization	Number of strategic partnerships concluded.
3.6 Support/ensure language classes for students/teachers, offer language courses for the public.	3.6.1 Improve language skills of students, academics and the public.	Provide a regular offer of language courses for students and teachers	Dean of the FHS	Number of language courses run
3.6 Support/ensure language classes for students/teachers, offer language courses for the public.	3.6.1 Improve language skills of students, academics and the public.	Introduce language courses focused on professional and academic communication	Dean of the FHS	Number of language courses run
3.6 Support/ensure language classes for students/teachers, offer language courses for the public.	3.6.1 Improve language skills of students, academics and the public.	Open selected language courses to the public and actively promote them.	Dean of the FHS	Number of language courses run

Pillar D: Third Role

Goals set by the MEYS:

Others.

Strategic goal	Sub-goal	Measures set for 2026	Responsibility	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.	Analyze the necessity and effectiveness of non-formal education projects supported so far.	Vice-Rector for Internal and External Relations Vice-Rector for Development	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.	4.1.1 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.	Create a concept of cooperation with nursery/primary/secondary schools, systematically provide them with an offer of activities from TBU, implement joint projects.	Vice-Rector for Internal and External Relations	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

<p>4.1 Strengthen the position of TBU as a leader in the learning (unofficial as well) in the Zlín Region.</p>	<p>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.</p>	<p>Support academic staff during the creation and implementation of courses in order to increase the number and attractiveness of LL courses upon the completion of which the students receive micro-credentials.</p>	<p>Vice-Rector for Development</p>	<p>Number of Lifelong Learning attendees</p> <p>Number of Lifelong Learning courses offered</p> <p>Number of micro-credentials issued</p>
<p>4.1 Strengthen the position of TBU as a leader in the learning (unofficial as well) in the Zlín Region.</p>	<p>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.</p>	<p>Increase the number and enhance the attractiveness of LL courses upon the completion of which the students receive micro-credentials: Systemically support and create the required infrastructure (finalize online applications for LL courses, introduce a mechanism for regular evaluation of demand and satisfaction of attendees).</p>	<p>Vice-Rector for Development</p>	<p>Number of Lifelong Learning attendees</p> <p>Number of Lifelong Learning courses offered</p> <p>Number of micro-credentials issued</p>
<p>4.1 Strengthen the position of TBU as a leader in the learning (unofficial as well) in the Zlín Region.</p>	<p>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-</p>	<p>Promote LL courses in a targeted manner, and enhance the attractiveness of LL courses upon the completion of which the students receive micro-credentials (create a</p>	<p>Vice-Rector for Development</p>	<p>Number of Lifelong Learning attendees</p> <p>Number of Lifelong Learning courses offered</p> <p>Number of micro-credentials issued</p>

	quality courses ending with micro-credentials and on promoting their accessibility, relevance and visibility.	marketing campaign aimed at graduates, companies and the general public, regularly update the LL web page and social networks by adding new courses offered.		
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.	Innovate educational programmes, keep up the offer of courses on the regional level, and strengthen ties with the community senior citizens.	Vice-Rector for Development	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
4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.	4.2.1 Build long-term and mutually beneficial partnerships with businesses, professional, industry and interdisciplinary platforms not only in the Zlín Region.	Analyze existing partnerships with companies and membership of industry/interdisciplinary platforms, including their potential.	Vice-Rector for Development	Prepared analytical report with a proposal of priorities for further development of partnerships
4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.	4.2.1 Build long-term and mutually beneficial partnerships with businesses, professional, industry and interdisciplinary	Extend and improve the system of TBU's strategic partnerships with companies and institutions with the aim of strengthening the involvement of these partners in teaching,	Vice-Rector for Development	Map and evaluate current partnerships and TBU's membership of professional platforms in order to identify opportunities for their further development.

	platforms not only in the Zlín Region.	practical training for students and joint activities which have an impact on regional development.		
4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.	4.2.2 Actively participate in the updating and implementation of regional and national strategies.	Actively participate in platforms developing a sustainable ecosystem of the Zlín Region.	Vice-Rector for Internal and External Relations Vice-Rector for Development	Public partnerships for preparation of national and regional policies – Overview of strategic partnerships Strategic regional development projects – number of projects prepared
4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.	4.2.3 Actively act as a partner of the non-profit sector and of projects in the areas of sustainability and specialization domains.	Organize contests and implement projects holding the potential to deal with societal challenges, to contribute to the development of the Zlín Region in ESG areas and domains of specialization of the Zlín Region in accordance with the RIS3 strategy.	Vice-Rector for Internal and External Relations	Public partnerships for preparation of national and regional policies – Overview of strategic partnerships Strategic regional development projects – number of projects prepared
4.2 Strengthen the position of TBU as an important and active member of the sustainable ecosystem of the Zlín Region.	4.2.3 Actively act as a partner of the non-profit sector and of projects in the areas of sustainability and specialization domains.	Implement internal supporting projects for the purpose of sustainable development of TBU.	Vice-Rector for Internal and External Relations Vice-Rector for Development	Public partnerships for preparation of national and regional policies – Overview of strategic partnerships Strategic regional development projects – number of projects prepared

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<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>Organize contests, specialized events aimed to support creativity and business activities of students</p>	<p>Vice-Rector for Internal and External Relations Vice-Rector for Development</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>Actively spread awareness of the Bata legacy.</p>	<p>Director of the TBU Library</p>	<p>Number of educational events held 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>Intensify collaboration with alumni through the development of the Alumni Club, targeted communication (including LinkedIn), and greater alumni involvement in teaching, mentoring, community and specialized activities of TBU.</p>	<p>Vice-Rector for Development</p>	<p>Number of active followers of the TBU's official LinkedIn page Number of graduates who list TBU as their alma mater Number of members in the TBU Alumni Club Number of newsletters sent and their click-through rate Number of events held for the alumni</p>

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	Measures set for 2026	Responsibility	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.	Prepare and continuously update the HR Development Plan for individual component parts of TBU in Zlín.	Rector Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI	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
5.1 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.	Implement a staff training system in cyber and physical security, Red Flags, AI.	Rector Head of the HRDO	Number of staff training sessions held
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.	Streamline the onboarding process (mandatory training sessions, mentoring). Prepare a concept of a comprehensive education system and conduct a pilot verification thereof.	Rector Head of the HRDO	Pilot verification of a comprehensive education system

<p>5.1 Fulfil the goals set in the HR Development Strategy 2026+ in the area of planning, HR and personal development of employees.</p>	<p>5.1.3 Obtaining the HR Award certification at all component parts of TBU in Zlín.</p>	<p>Create a working group, administrative and conceptual conditions for certification of all TBU component parts.</p>	<p>Vice-Rector for Internal and External Relations Vice-Rector for R&D and Creative Activities HR Office Dean of the FT Dean of the FaME Dean of the FMC Dean of the FAI Dean of the FHS Dean of the FLCM Director of the UNI</p>	<p>Established principles of strategic HR management in R&D through key documents implemented into internal regulations and processes of TBU in Zlín</p> <p>Obtaining the HR Award certification at all component parts of TBU in Zlín</p>
<p>5.2 Develop a high-quality, inclusive and diverse environment at TBU.</p>	<p>5.2.1 Apply adequate gender policy at all levels – recruitment, filling of senior positions, equal pay.</p>	<p>Update and implement measures set in the Gender Equality Plan.</p>	<p>Vice-Rector for Internal and External Relations Head of the HRDO</p>	<p>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</p>
<p>5.2 Develop a high-quality, inclusive and diverse environment at TBU.</p>	<p>5.2.2 Create conditions and infrastructure for sports, culture and leisure activities</p>	<p>Create and support cultural, sporting and social events.</p>	<p>Vice-Rector for Internal and External Relations</p>	<p>Budget rules for the relevant years</p>
<p>5.2 Develop a high-quality, inclusive and diverse environment at TBU.</p>	<p>5.2.2 Create conditions and infrastructure for sports, culture and leisure activities</p>	<p>Launch the operation of the TBU Student Club, ensure funding for the</p>	<p>Rector Bursar Director of the HRR</p>	<p>Budget rules for the relevant years</p>

		construction of the Sports Hall on the U5 premises.		
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.	Optimize the conditions for application of flexible forms of work.	Rector Head of the HRDO	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.	Analyze the effectiveness of external communication tools, set up the 2026+ communication strategy for brand building.	Vice-Rector for Internal and External Relations Director of Marketing and Communications	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.	Analyze the effectiveness of internal communication tools, set up competencies and tools for internal communication.	Vice-Rector for Internal and External Relations Head of the HRDO	Fulfilment of the communication plan
5.3 Strengthen the attractiveness of TBU as an employer through effective HR, high-quality communication, shared university culture,	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	Optimize the organizational structure and setting of competencies and activities of individual	Rector	Established organizational structure of TBU in Zlín Functional centralized services

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and support for inspiring leadership.	administrative and bureaucratic load in the HR work, and increasing its professionalism.	departments regarding the care of human resources.		
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.	Update the TBU Salary Regulations	Rector Bursar	Implemented Salary Regulations Strategic management of the development of TBU in Zlín

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	Measures set for 2026	Responsibility	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”.	Implement investment projects in accordance with the approved plan for 2026, including the provision of funding and construction preparation.	Bursar Head of Property and Investment Management	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.	Carry out renovations in accordance with the plan for 2026, including energy savings, efficient use of energy and green measures.	Bursar Head of Property and Investment Management	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,	Launch activities related to the provision of funding for the construction/renovation of suitable premises for teaching within the development of TBU – buildings for the FMC,	Bursar Head of Property and Investment Management	Compiled overview of available financial resources Number of providers/potential partners approached

	Institute of Healthcare Studies.	Institute of Health Care Studies.		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.	Implement measures and goals as set in the Action Plan of the TBU Sustainable Development Strategy until 2030 - e.g. water management audit, energy management, methodology for the use and sharing of building areas and technologies.	Bursar Vice-Rector for Internal and External Relations Head of Property and Investment Management	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.	With funding provided by ERDF and OP JAC projects, develop the FHS specialized laboratories and lecture halls/rooms.	Bursar Dean of the FHS Head of Property and Investment Management	Number of specialized laboratories built
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.	Carry out the modernization of specialized laboratories ERDF projects and other sources of funding.	Bursar Dean of the FT Head of Property and Investment Management	Number of specialized laboratories built
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.	Prepare investment and project plans for the extension of infrastructure for research and education in the field of semiconductors.	Rector Bursar Dean of the FT	Approved preparation schedule Finalized analysis of conditions

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.	Prepare an overview of legislative and organizational requirements for the establishment of the Institute; propose a timetable for action and a financial framework.	Rector Bursar Dean of the FHS	Specification of legislative requirements
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.	Implement the internal recall system, update the TBU emergency plan	Rector Bursar Physical Security Manager	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.	Renew server infrastructure, introduce monitoring and processes in accordance with the Occupational Safety and Fire Prevention	Rector Bursar Physical Security Manager Head of the Information Technology Centre	Active monitoring system active Fulfilment of the requirement set by the Occupational Safety and Fire Prevention
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.	Finalize the implementation of the electronic access control system in TBU buildings and provide the relevant maintenance support.	Rector Bursar Physical Security Manager Head of Technical Services Head of the Information Technology Centre	Electronic access control system in test operation mode
6.5 Renew information systems.	6.5.1 Implement a certified next-generation	Start the transition to a certified New Generation	Bursar	Modern functional information infrastructure

	Electronic Records Management System.	Electronics Records Management System	Head of the Information Technology Centre	
6.5 Renew information systems.	6.5.2 Migration to SAP IS - S4 HANA version.	Finalize the preparation stage for transition to S/4 HANA (licensing, migration, integration).	Bursar Head of the Information Technology Centre	Approved transition project Implementation schedule
6.5 Renew information systems.	6.5.3 Implement modern information technologies in asset management.	Finalize the implementation of RFID technology for property registration and set up maintenance support.	Bursar Head of the Information Technology Centre	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.	Finalize the connection of IS/STAG to state registers and ensure full functionality of the electronic administration system.	Bursar Head of the Information Technology Centre	Connecting of the IS/STAG to state registers Updated operational documentation
6.6 Permanently reduce the administrative load and streamline administrative/accounting processes and procedures.	6.6.1 Digitize and optimize accounting and administrative processes and procedures.	Carry out an analysis of administrative and accounting processes and continue to digitize them.	Bursar Head of the Finance Office	Process analysis report Implementation of selected digitization steps
6.6 Permanently reduce the administrative load and streamline administrative/accounting processes and procedures.	6.6.2 Optimize internal rules with the aim of making user orientation in them more efficient.	Carry out an analysis of internal regulations and introduce tools for more effective orientation in the regulations.	Bursar Head of the Information Technology Centre	Analysis of internal rules Established tool for orientation and search in internal rules.
6.6 Permanently reduce the administrative load and streamline administrative/accounting processes and procedures.	6.6.3 Digitize selected HR and payroll administration systems.	Continue to implement electronic forms and approval workflows.	Bursar Head of the Information Technology Centre	Number of digitized administration systems. Reducing of average processing time

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			Head of Human Resources Head of Payroll	
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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 26+ Strategic Plan of Tomas Bata University in Zlín for 2026 by electronic voting on 1 December 2025. 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 13 January 2026, 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:

AI	Artificial intelligence
AS	Academic staff
AY	Academic year
BIP	Blended Intensive Programme
BP	Bachelor's programme
CR	Czech Republic
CSA	Cyber Security Act
DP	degree programme
DP	doctoral programme
DSW	Data Stewardship Wizard
EACS	Electronic access control system
ECTS	European Credit Transfer and Accumulation System
ERDF	European Regional Development Fund
FAI	Faculty of Applied Informatics
FaME	Faculty of Management and Economics
FHS	Faculty of Humanities
FLCM	Faculty of Logistics and Crisis Management
FMC	Faculty of Multimedia Communications
FO	Finance Office
FT	Faculty of Technology

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FUMP	Follow-up Master's programme
HR	Human Resources
HRDO	Human Resources Development Office
HRR	Halls of Residence and Refectory
IPM	Investment and Property Management
IS STAG	Information System for Studies' Administration
ITC	Information Technology Centre
LCDRO	Long-term conceptual development of the research organization
LL	Lifelong Learning
LMS	Learning Management System
MC	Marketing and Communications
MEYS	Ministry for Education, Youth and Sports of the Czech Republic
OP JAC	Operational Programme "John Amos Comenius"
PS	Primary school
R&D	Research, development and creative activities
RFID	Radio Frequency Identification
RIS3	Research and Innovation Strategy for Smart Specialisation
SAP	Systems, Applications, and Products in Data Processing
SS	Secondary school
SWOT	Strengths, Weaknesses, Opportunities, Threats (analysis)
TBU	Tomas Bata University in Zlín
TS	Technical Services

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TTC	Technology Transfer Centre
U3A	University of the Third Age
UNI	University Institute
ZRA	Zlín Regional Authority