

21+ STRATEGIC PLAN OF THE
FACULTY OF APPLIED
INFORMATICS, TOMAS BATA
UNIVERSITY IN ZLÍN

PREAMBLE

The 21+ Strategic Plan of the Faculty of Applied Informatics, Tomas Bata University in Zlín (hereinafter referred to as FAI 21+ Strategy) is a key strategic document of the Faculty of Applied Informatics of Tomas Bata University in Zlín (hereinafter referred to as FAI), which defines the priorities and strategic objectives of its development until 2030. It builds on Czech and European conceptual and strategic documents, educational and scientific policies, particularly the following documents:

- Strategy for Education Policy until 2030+.
- National Research, Development and Innovation Policy of the CR 2021+.
- 2021+ Strategic Plan of the MEYS for the Area of Higher Education.
- 2021+ Strategy for Internationalization of Higher Education.
- National Research and Innovation Strategy for Smart Specialisation of the Czech Republic (“National RIS3 Strategy”) for 2014–2020 (the new title will be the 2021+ National Research and Innovation Strategy for Smart Specialisation of the Czech Republic).
- Innovation Strategy of the Czech Republic for 2019–2030 (Czech Republic The Country for The Future).
- 2021+ Strategy for Regional Development of the CR.
- Economic Policy Strategy of the CR.
- 21+ Strategic Plan of Tomas Bata University in Zlín (hereinafter referred as TBU 21+ Strategy).
- Strategy for the Development of the Zlín Region by 2030.
- 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).

The FAI 21+ Strategy accepts the expected measures at the higher education level, which are based on the six priority objectives of the Strategic Plan of the Ministry of Education, Youth and Sports (MEYS) for the Higher Education Sector for the period starting from 2021:

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

The FAI 21+ Strategy is followed by the annually issued Implementation Plans of the 21+ Strategic Plan of the Faculty of Applied Informatics of Tomas Bata University in Zlín for a given calendar year. These partial plans expand the list of priorities with a one-year implementation period and, last but not least, respond to current developments in higher education and society as a whole.

Pillars of the FAI 21+ Strategy

The FAI 21+ Strategy, in alignment with the TBU 21+ Strategy, is built on five pillars based on the three fundamental roles of a public university: education, research and the so-called third role.

Pillar A: Education

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

Pillar B: R&D and creative activities

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

Pillar C: Internationalisation

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

Pillar D: The third role

Priority 4: Strengthen the position of TBU in Zlín as a strategic partner in creating national/regional policies and strategies, implementing strategic projects in the region, and forming public-social partnerships in the town of Zlín and the Zlín Region.

Pillar E: Human resources, funding, FAI's internal environment and strategic management

Priority 5: Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, collaborate internally and externally.

TARGET INDICATORS FOR ACHIEVING THE FAI VISION IN 2030

The key measure of achieving the FAI vision is the target indicators. The following target indicators will be achieved in 2030 in cooperation with the individual institutes of the Faculty:

- 1,800 students enrolled in an academic year, with at least 10% being international students.
- A stable personnel structure of academic staff, with at least 25% associate professors and 12% full professors.
- At least 5% of academic staff will be from abroad.
- More than 60% of academic staff will have at least one high-quality scientific output indexed in the Web of Science database annually (most of them at the Q1 or Q2 quartile level)
- At least 35% of funding will come from external sources.

A key milestone for monitoring the achievement of the target indicators will be the year 2025, when the FAI 21+ Strategy Interim Implementation Report for the period 2021-2025 will be prepared.

PILLARS, PRIORITIES, STRATEGIC GOALS, SUB-GOALS AND INDICATORS

Pillar A: EDUCATION	
Priority 1 Implement open, flexible and high-quality education responding to the needs of the labour market and to the societal challenges of the 21st century	
Strategic Goal 1.1 Improve the quality of and develop open and non-discriminatory access to education	Sub-goal 1.1.1 Increase student success rates at all levels of study.
	Sub-goal 1.1.2 Systematically support student involvement in practice, seek new opportunities for cooperation with practice, including the preparation of final qualification theses
	Sub-goal 1.1.3 Deepen cooperation with primary and secondary schools and improve student recruitment efficiency.
	Sub-goal 1.1.4 Develop cooperation with Faculty High Schools.
Strategic Goal 1.2 Innovate degree programmes in connection with technological development and new societal challenges in order to enhance the career prospects of graduates on the changing labour market	Sub-goal 1.2.1 Accredite study programmes that reflect the labour market demands and comply with accreditation standards based on the requirements of the National Accreditation Bureau (NAU) and the internal regulations and standards of TBU in Zlín.
	Sub-goal 1.2.2 Update study plans in line with graduate profiles to reflect trends in computer science, robotics, automation and security.
	Sub-goal 1.2.3 Improve the quality of the educational environment with respect to graduate competencies and introduce new educational tools and support systems for talented students.
	Sub-goal 1.2.4 Promote the involvement of the Cebia-Tech research centre in the educational process.
	Sub-goal 1.2.5 Support student creativity through various forms of education, their involvement in research and creative activities, and support through systemic tools the implementation of specific technically oriented entrepreneurial projects.

Pillar B: R&D AND CREATIVE ACTIVITIES	
Priority 2 Fulfil the Research Strategy of FAI TBU in Zlín in order to increase the international competitiveness of R&D and creative activities and the competitiveness of the same activities in the relevant area of expertise.	
Strategic Goal 2.1 Increase the extent and quality of basic and applied research	Sub-goal 2.1.1 Increase the scope and quality of creative activities to achieve an overall year-on-year increase in the number of Q1 and Q2 publication outputs indexed in the WoS database.
	Sub-goal 2.1.2 Enhance the quality of creative activities to achieve year-on-year improvement in evaluated non-bibliometric outputs within the 17+ methodology.
	Sub-goal 2.1.3 Increase the share of creative activity outputs in cooperation with international partners (strategic expansion of integration into international research infrastructure).
Strategic Goal 2.2 Increased number of R&D&I projects with an emphasis on the implementation of internationally recognized research	Sub-goal 2.2.1 Increase the share of targeted R&D funding and contract research in financing FAI UTB in Zlín.
	Sub-goal 2.2.2 Increase the share of basic and applied research projects submitted/co-led in cooperation with international partners (expanding integration into international research infrastructure).
Strategic Goal 2.3 Implement qualitative changes in the system of doctoral programmes in order to increase their attractiveness	Sub-goal 2.3.1 Increase the attractiveness and quality of doctoral study programmes (DSP) by integrating students into internal (IGA, RVO projects) and external R&D&I funding sources, along with targeted PR efforts. Engage them in real research activities and problem-solving within research teams, thus creating conditions for their employment opportunities and smooth transition into practice.
	Sub-goal 2.3.2 Support doctoral students through scholarship and personnel policies to increase the graduation rate.

Pillar C: INTERNATIONALISATION Priority 3 Implement the Internationalization Strategy of FAI TBU in Zlín for the 21+ period with the aim of developing the international environment at FAI TBU in Zlín and enhance international cooperation in all of its activities.	
Strategic Goal 3.1 Strengthen internationalization at FAI Zlín by increasing the number of students and employees from abroad	Sub-goal 3.1.1 Increase the number and quality of international students in study programmes with the aim of forming study groups.
	Sub-goal 3.1.2 Support short-term stays of international students coming to FAI.
	Sub-goal 3.1.3 Increase the number of international staff and support their long-term engagement at FAI.
Strategic Goal 3.2 Encourage international mobility of students as well as members of academic and nonacademic staff of FAI	Sub-goal 3.2.1 Increase the number of students who have completed studies or internship abroad.
	Sub-goal 3.2.2 Streamline the recognition processes of foreign study results so that students participating in mobility programmes can complete their studies within the standard timeframe. Reflect international study stays in study plans and internal regulations in order to remove obstacles to study completion.
	Sub-goal 3.2.3 Enable academic, research, and administrative staff to participate in short-term international internships to strengthen internationalization.
Strategic Goal 3.3 Foster strategic collaboration, partnership and building of capacity for the purpose of internationalization	Sub-goal 3.3.1 Increase the total volume of national and international educational projects, including cooperation with strategic foreign partners (expanding integration into the international educational infrastructure).
	Sub-goal 3.3.2 Increase the number of international research projects.

Pillar D: THE THIRD ROLE of FAI	
Priority 4 Strengthen the position of FAI TBU in Zlín as a strategic partner in creating national/regional policies and strategies, implementing strategic projects in the region, and forming public-social partnerships in the town of Zlín and the Zlín Region.	
Strategic Goal 4.1 Actively participate in the creation, preparation and implementation of national and regional strategies, including development strategies of the Municipality of Zlín and other municipalities in the region, contribute to the development of the non-profit sector in cultural and social fields and cooperate with external actors during the implementation of development projects	Sub-goal 4.1.1 Establish active representation of FAI within the structures of strategic document creation and management while simultaneously participating in their implementation through own projects or partnerships, with the goal of influencing public life.
	Sub-goal 4.1.2 Support cultural and sports activities, particularly those involving FAI employees and students directly or those related to student projects.
Strategic Goal 4.2 Strengthen the position of TBU as a leader in the development of learning and of the level of education in the Zlín Region	Sub-goal 4.2.1 Prepare and implement cooperation projects with secondary and primary schools in order to develop the education system in the Zlín Region and cooperate on projects aimed at supporting talented pupils and students.
	Sub-goal 4.2.2 Support cooperation with Faculty High Schools.

Pillar E: HUMAN RESOURCES, FUNDING, FAI'S INTERNAL ENVIRONMENT AND STRATEGIC MANAGEMENT	
Priority 5 Develop the internal environment at FAI TBU in Zlín as an environment that inspires and motivates to work and study, collaborate internally and externally.	
Strategic Goal 5.1 Finalize the comprehensive internal system of assurance and evaluation of quality of educational, R&D, creative and related activities at FAI	Sub-goal 5.1.1 Implement an internal system for evaluating the quality of creative activities in accordance with the recommendations of the Ministry of Education, Youth and Sports (MEYS), the NAU methodology and the MEYS Methodology 17+ and develop evaluation methods for ensuring the quality of education, creative activities and the university's.
	Sub-goal 5.1.2 Implement relevant recommendations resulting from the work of external evaluation panels within the framework of the MICHE evaluation, the EUA - Institutional Evaluation Programme and the MEYS 17+ Methodology. Take their conclusions into account when reviewing internal processes, strategic allocation of resources within the institution and other policies subject to evaluation.
Strategic Goal 5.2 Assure the financial stability of FAI	Sub-goal 5.2.1 Increase the volume of non-public financial resources as well as financial resources from national and international projects.
	Sub-goal 5.2.2 Develop internal mechanisms for the allocation of financial resources and employee remuneration that take into account the implementation of the Strategic Plan of UTB in Zlín and support development in designated priority areas.
Strategic Goal 5.3 Strengthen the strategic management of human resources	Sub-goal 5.3.1 Establish a strategic recruitment system for FA aimed at attracting academic and research staff from external environment.
	Sub-goal 5.3.2 Fully implement a human resources management system in R&D, maintain and expand the HR Award certification, and continue setting up the strategic management of the research organization in compliance with the requirements for certificate renewal.
	Sub-goal 5.3.3 Implement the principles of Strategic Human Resource Management in R&D, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
	Sub-goal 5.3.4 Build the personnel structure of academic staff, establish and develop a career growth system for academic and research staff and support the young academic talent, including incentive-based remuneration.
	Sub-goal 5.3.5 Create conditions for career growth of academic staff through sabbaticals.