

IMPLEMENTATION PLAN OF 21+
STRATEGIC PLAN OF THE FACULTY
OF APPLIED INFORMATICS, TOMAS
BATA UNIVERSITY IN ZLÍN - 2024

The structure of the Implementation Plan of 21+ Strategic Plan of the Faculty of Applied Informatics, Tomas Bata University in Zlín - 2024 (hereinafter referred to as the “2024 FAI Implementation Plan”) is based on the structure of the 21+ Strategy of the Faculty of Applied Informatics (hereinafter referred to as “FAI 21+ Strategy”), which is based on five pillars and five priorities of the Faculty of Applied Informatics (hereinafter referred to as “FAI”) Tomas Bata University in Zlín (hereinafter referred as “TBU”):

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.

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 academic success at all levels of study.

- Support the activities of the Math Support Centre and the Programming Support Centre.
- Utilize a system of tutoring first-year students by upper-year students.
- Establish a system for selecting supervisors and consultants for Doctoral Study Programmes (hereinafter referred to as “DSP”) with the aim of increasing the number of DSP graduates.

Sub-goal 1.1.2

Systematically support student involvement in practice, seek new opportunities for cooperation with industry, including the preparation of final qualification theses

- Develop cooperation with companies where students complete internships during their Master's degree programme.
- Seek new suitable companies for the completion of final qualification theses.
- At the beginning of the winter semester of the academic year 2024/25, organize a workshop for third- and fifth-year students in cooperation with companies, with the aim of presenting job offers and opportunities for cooperation with companies.
- Continue to excursions to companies during the academic year 2024/2025 for Bachelor's and Master's students.
- Support and contribute to the organization of the spring Job Fair IAESTE 2024.
- Support Business Days 2024 organized at the TBU Rectorate in the autumn of 2024.

Sub-goal 1.1.3

Deepen cooperation with primary and secondary schools and streamline student recruitment.

- Present the study programmes accredited at FAI to secondary school students through specialist lectures at secondary schools.
- Regularly organize the Summer Programming Prep School.
- Organize a summer day camp in cooperation with the Astra Zlín Children and Youth House.
- Support year-round robotics clubs organized by the Astra Zlín Children and Youth House.
- Organize the ROBOGAMES robotics competition for primary, secondary and higher education students.
- In cooperation with the Regional Chamber of Commerce, organize Girl's Day to promote technical studies among female students.

	<p>Sub-goal 1.1.4 Develop cooperation with Faculty High Schools.</p> <ul style="list-style-type: none"> • Establish cooperation with selected secondary schools in the form of Faculty High Schools. • Prepare joint projects with faculty the Faculty High Schools.
<p>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</p>	<p>Sub-goal 1.2.1 Accredit degree programmes reflecting labour market requirements and respecting the standards for accreditation arising from the requirements set by the National Accreditation Bureau and the internal rules and standards of TBU in Zlín.</p> <ul style="list-style-type: none"> • Submit an accreditation application for the Bachelor's study programme Information Technology in Administration to the National Accreditation Bureau. • Prepare an accreditation application for the follow-up Master's study programme Integrated Systems in Buildings. • Begin preparation for the reaccreditation of the doctoral study programme Security Technologies, Systems and Management.
	<p>Sub-goal 1.2.2 Update study plans in line with the graduate profile, reflecting current trends in computer science, robotics, automation and security.</p> <ul style="list-style-type: none"> • Ensure regular updating of Bachelor's and Master's study programme curricula through regular reviews.
	<p>Sub-goal 1.2.3 Improve the quality of the educational environment with regard to graduates' competencies and introduce new educational tools and support for talented students.</p> <ul style="list-style-type: none"> • Establish a mentoring system for early career academics. • Organize, in cooperation with the Faculty of Mechanical Engineering of VŠB – Technical University of Ostrava, an international competition of student and professional activities (STOČ) for students of bachelor and master study programmes. This competition should also be offered to students from the Faculty High Schools. • Involve bachelor's and master's students in the faculty's creative and professional activities by allowing them to work as research assistants. • Involve master's students in student projects within the Internal Grant Agency (hereinafter referred to as "IGA").
	<p>Sub-goal 1.2.4 Support the involvement of the Regional Research Centre Cebia - Tech (hereinafter referred to as "RVC Cebia - Tech") in the educational process.</p> <ul style="list-style-type: none"> • Involve RVC Cebia - Tech researchers in teaching with the aim of passing on new research findings to students.
	<p>Sub-goal 1.2.5 Support student creativity through various forms of education, involve them in research and creative activities, and support the implementation of specific technically oriented business ideas through systematic tools.</p> <ul style="list-style-type: none"> • Involve students of master's and doctoral study programmes in projects. • Engage talented students in competitions announced by foundations and ministries.

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 with the aim of achieving an overall year-on-year growth in the number of Q1 and Q2 publication outputs indexed in the WoS database.

- Update R&D activities across all disciplines based on current trends.
- Continue to motivate and support publishing in Q1 and Q2 journals indexed in the WoS database in accordance with the Dean's directive on setting personal bonuses.
- Increase the citation index, publish in open-access journals.
- Minimize the number of publications in so-called "predatory journals".
- Increase the quality and professional impact of the TRILOBIT journal published at FAI, including efforts to have it included in monitored databases.
- Prepare outputs in accordance with the evaluation of the International Evaluation Panel (MEP).

Sub-goal 2.1.2

Increase the quality of creative activity with the aim of year-on-year improvement in in outputs evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators.

- Focus on appropriate proposals for non-bibliometric outcomes within the 17+ Methodology in order to enhance year-on-year assessment.

Sub-goal 2.1.3

Increase the proportion of creative outputs in cooperation with international partners (strategic expansion of integration into international research infrastructure).

- Use internal and external project incentives to develop international cooperation with an impact on publication activities.

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 and contract research funding in the overall funding of FAI TBU in Zlín.

- Prepare project applications for calls from the grant agencies GAČR, TAČR and departmental calls.
- Prepare project applications for international grant calls.
- Ensure the successful implementation of projects recommended for funding.
- To prepare for the new programming period of OP JAK and OP TAK.
- Create conditions for increasing the volume of contract research, through the RVC Cebia - Tech and the institutes of FAI.

	<p>Sub-goal 2.2.2</p> <p>Increase the share of basic and applied research projects submitted/co-implemented in cooperation with international partners (expanding integration into international research infrastructure).</p> <ul style="list-style-type: none"> • Use international calls of GAČR and TAČR to prepare project proposals with international partners. • Participate in Horizon Europe call.
<p>Strategic Goal 2.3</p> <p>Implement qualitative changes in the system of doctoral programmes in order to increase their attractiveness</p>	<p>Sub-goal 2.3.1</p> <p>Increase the attractiveness and quality of doctoral programmes through the integration of students into both internal (IGA, RVO projects) and external sources of R&D&I funding and targeted PR. Involve PhD students in real research activities and in addressing topics within research teams, thus creating conditions for their employment and smooth transition into professional practice.</p> <ul style="list-style-type: none"> • Increase the efficiency of IGA projects in relation to the recognized outputs and defined research areas of FAI. • Involve Ph.D. students in departmental and grant projects.
	<p>Sub-goal 2.3.2</p> <p>Support Ph.D. students through scholarship and HR policy in order to increase the graduation rate.</p> <ul style="list-style-type: none"> • Use the credit system to evaluate the performance of DSP students and to check compliance with the conditions for continuing studies. • Continue to organize regular "Ph.D. Workshop" events to raise awareness of the work of Ph.D. students across the faculty and to continually review the work of Ph.D. students.

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. <ul style="list-style-type: none"> • Use electronic communication for admissions interviews for international students. • For AR 2024/2025, open English-language instruction only in degree programs that enroll a sufficient number of students. • Create conditions for the establishment of Double Degree programmes.
	Sub-goal 3.1.2 PromoteS short/long-term study periods of international students coming to FAI. <ul style="list-style-type: none"> • Support short/long-term stays of foreign students at FAI. • Establish strategic partnerships with foreign institutions for individual study programmes and defined research directions.
	Sub-goal 3.1.3 Increase the number of international employees and support their long-term presence at FAI. <ul style="list-style-type: none"> • To use internal and external financial resources to support the medium and long-term work of foreign staff at FAI. • To take advantage of the grant support of the Zlín Region within the program "Creativity, Intelligence & Talent for the Zlín Region" and to create conditions for postdoctoral positions 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 percentage of students who have completed studies/traineeships abroad. <ul style="list-style-type: none"> • Implement marketing activities to increase interest in mobility. • Continue to create financial and organizational conditions for increased student and staff mobility. • Use the university-wide portal to support Erasmus+ and other mobility programmes.
	Sub-goal 3.2.2 Simplify the process of recognizing study outcomes achieved abroad so that students participating in mobility can complete their studies within the standard time period, and reflect students' mobility in study plans and internal regulations in order to remove obstacles to the successful completion of their studies. <ul style="list-style-type: none"> • Create conditions for the successful completion of studies in due time for students who have participated in study programmes abroad. • When matching courses, ensure maximum compatibility of the paired subjects with the goal of their successful completion.

	<p>Sub-goal 3.2.3</p> <p>Enable academic, research, and technical-administrative staff (hereinafter referred to as "THP") to participate in short-term foreign internships in order to strengthen internationalization.</p> <ul style="list-style-type: none"> • Regularly offer opportunities for short-term foreign internships based on current offers and calls. • Provide advisory services to researchers and THP staff before departure to simplify and minimize the acclimatization process in the target country.
<p>Strategic Goal 3.3</p> <p>Foster strategic collaboration, partnership and building of capacity for the purpose of internationalization</p>	<p>Sub-goal 3.3.1</p> <p>Increase the total volume of national and international educational projects, including those implemented in cooperation with strategic international partners (expanding integration into the international educational infrastructure).</p> <ul style="list-style-type: none"> • Support the preparation of international educational projects with international partners.
	<p>Sub-goal 3.3.2</p> <p>Increase the number of international research projects.</p> <ul style="list-style-type: none"> • Create motivational conditions for the preparation of international projects. • Provide support for the successful implementation of international research projects.

Pillar D: THE THIRD ROLE	
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 Build an active representation of FAI in the structures of the creation and management of key strategic documents and, at the same time, participate in their implementation through FAI own projects/partnerships with the aim of influencing the public life. <ul style="list-style-type: none"> • Actively contribute to the development of strategic documents.
	Sub-goal 4.1.2 Support cultural and sports activities, with particular regard to activities where FAI employees/students are directly involved or where a student project is involved. <ul style="list-style-type: none"> • Support sports and cultural events in Zlín and its region. • Regularly participate in selected sports and cultural events in the Zlín region. • Organize informal meetings of students and the public with FAI academics on attractive expert topics.
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 to cooperate on projects aimed at supporting talented pupils and students. <ul style="list-style-type: none"> • Participate in the preparation of projects following up to IKAP II. • Assist in the preparation of other collaborative projects with secondary and primary schools.
	Sub-goal 4.2.2 Promote cooperation with partner secondary schools (Faculty High Schools). <ul style="list-style-type: none"> • Offer expert lectures to students of the Faculty High Schools through the “Science on Demand” initiative. • Offer students from Faculty High Schools to participate in the STOČ competition, organized by FAI in 2024. • Continuously deepen professional cooperation with teachers from the Faculty High Schools. • Consider expanding the number of Faculty High Schools to include institutions with a long-term cooperation history with FAI.
	Sub-goal 4.2.3 Implement activities aimed at developing of mathematical literacy supported by the Zlín Region.

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 To implement an internal system of evaluation of the quality of creative activities as per MEYS recommendations, the NAU methodology and the 17+ Methodology of the MEYS, and develop evaluation methods for the purposes of quality assurance of education, creative activities and the third role of the University. <ul style="list-style-type: none"> • If necessary, update the Dean's directive for the evaluation of creative and pedagogical activities to reflect the newly evaluated activities.
	Sub-goal 5.1.2 Implement relevant recommendations arising from the work of external evaluation panels as part of the evaluation conducted by the MICHE (Monitoring Internationalisation of Czech Higher Education), EUA (European University Association), and in accordance with the 17+ Methodology. Take into consideration the panel's conclusions when reviewing internal processes, strategically allocating institutional resources, and shaping other policies subject to evaluation. <ul style="list-style-type: none"> • Reflect the conclusions of the MICHE and EUA evaluation panels for the upcoming five-year period.
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. <ul style="list-style-type: none"> • Create conditions for developing cooperation with companies, addressing 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 TBU in Zlín and support the development of defined priority areas. <ul style="list-style-type: none"> • Incorporate into the FAI Budget internal mechanisms that reflect the implementation of the FAI Strategic Plan and the Strategic Plan of TBU in Zlín.
Strategic Goal 5.3 Strengthen the strategic management of human resources	Sub-goal 5.3.1 Build a strategic recruitment system for the needs of FAI aimed at attracting academic and scientific staff from outside the institution.
	Sub-goal 5.3.2 Fully implement the HR management system in R&D, maintain and expand the HR Award certificate - continue setting up the strategic management of the research organization in line with the conditions for defending the certificate. <ul style="list-style-type: none"> • Continue setting up the strategic management of the research organisation in line with the conditions for obtaining the certification. • Continuously create conditions for maintaining the HR Award certificate at the FAI level and to implement Action Plans in accordance with the set strategy.

	<p>Sub-goal 5.3.3</p> <p>Implement the principles of Strategic HR Management in R&D, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.</p> <ul style="list-style-type: none"> Fully respect the European Charter Code when recruiting new academic and research staff.
	<p>Sub-goal 5.3.4</p> <p>Build the personnel structure of academic staff, establish and develop a career growth system of academic and scientific staff, and foster the development of young academic talent, including motivational remuneration.</p> <ul style="list-style-type: none"> Continue to support the professional and expertise growth of employees by increasing their competencies in educational, research and other creative activities. Encourage academic staff to pursue habilitation and professorship procedures. Offer postdoctoral positions within the "Creativity, Intelligence & Talent for the Zlín Region" programme with the aim of supporting current and new academics after the completion of their doctoral studies.
	<p>Sub-goal 5.3.5</p> <p>Create conditions for career growth of academic staff through sabbaticals.</p> <ul style="list-style-type: none"> Set up conditions for sabbaticals.