IMPLEMENTATION PLAN OF 21+ STRATEGIC PLAN OF THE FACULTY OF APPLIED INFORMATICS, TOMAS BATA UNIVERSITY IN ZLÍN - 2025

The structure of the Implementation Plan of 21+ Strategic Plan of the Faculty of Applied Informatics, Tomas Bata University in Zlín - 2025 (hereinafter referred to as the "2025 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 as the "FAI") of Tomas Bata University in Zlín (hereinafter referred as the "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 OBJECTIVES, 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. • Support the activities of the *Math Support Centre* and the *Programming Support Centre*. • Utilize a system of tutoring first-year students by students from higher years. • 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 graduates in DSPs.
	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 • Develop cooperation with companies where students undertake internships during their Master's studies. • Search for new suitable companies for the preparation of final qualification theses. • Organise, in cooperation with companies, a *workshop for third- and fifth-year students* with the aim of presenting job offers and cooperation opportunities. • Continue organizing excursions to companies throughout the year for bachelor's and master's students, in line with the Faculty's professional focus. • Involve industry professionals in lectures on key subjects of the curricula of individual study programmes. • Support and co-organise the spring *iCareers 2025* fair, organised by IAESTE. • Support *Business Days 2025* organized at TBU rectorate in the autumn of 2025.
	Sub-goal 1.1.3 Deepen cooperation with primary and secondary schools and enhance student recruitment. • Present study programmes accredited at FAI to secondary school students through expert lectures at secondary schools. • Support the *Science on Demand initiative*, where FAI academic staff present their areas of expertise in a popular form through invited lectures. • Regularly organize the summer event *Programming Preparatory School*. • Organize a summer day camp in cooperation with the contributory organization Children and Youth Centre Astra Zlín Astra Zlín (hereinafter referred to as "DDM Astra"). • Support the year-round robotics clubs organized by DDM Astra. • Organize the ROBOGAMES robotics competition for students of primary, secondary and higher education.

	• In cooperation with the Regional Chamber of Commerce of the Zlín Region, organize "Girl's Day" to promote technical studies among female students.
	Sub-goal 1.1.4 Develop cooperation with the Faculty High Schools. • Establish a partnership with selected secondary schools in the form of Faculty High Schools. • Prepare joint projects with the Faculty High Schools. • Organise professional seminars within the OP JAK project to promote networking between secondary school teachers and academics.
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** Accredit study programmes that reflect labour market requirements and comply with accreditation standards arising from the requirements of the National Accreditation Bureau (hereinafter referred to as "NAU") and the internal regulations and standards of TBU in Zlín. • Submit an application for reaccreditation of the DSP Security Technologies, Systems and Management to the NAU. • Prepare an application for reaccreditation of habilitation and professorship procedures in the fields of "Machine and Plant Control" and "Applied Informatics". • Prepare an application for accreditation of the habilitation and professorship procedures in the field of "Security Technologies, Systems and Management"
	Sub-goal 1.2.2 Ensure updating of curricula in line with graduate profile to reflect trends in computer science, robotics, automation and security. • Ensure regular updating of Bachelor's and Master's study programme curricula through regular reviews. • Make appropriate updates to Bachelor's and Master's degree programmes curricula based on consultations with the FAI Industrial Board.
	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. • 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. • Contribute to organizing the "Young Science" conference in cooperation with the University of Žilina and VŠB – Technical University of Ostrava. • 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").

	Sub-goal 1.2.4
	Promote the involvement of the Regional Research Centre Cebia - Tech (hereinafter referred to as "RVC Cebia - Tech") in the educational process.
	• Involve RVC Cebia – Tech researchers in teaching with the aim of passing on new research findings to students.
	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.
	• 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 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 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 Enhance the quality of creative activities to achieve year-on-year improvement 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 share 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 funding and contract research in financing FAI UTB 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.
	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). • Use international calls of GAČR and TAČR to prepare project proposals with international partners. • Continue to address projects under the Horizon Europe calls. • Participate in the Horizon Europe calls.
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. • Increase the efficiency of IGA projects in relation to the recognized outputs and defined research areas of FAI. • Include DSP students in the research teams of Internal Research Projects • Involve DSP students in departmental and grant projects.
	Sub-goal 2.3.2 Support doctoral students through scholarship and HR policy to increase the graduation rate. • 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 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	
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. • Use electronic communication for admissions interviews with international applicants. • For the academic year 2025/2026, offer instruction in English only in study programmes with a sufficient number of enrolled students. • Create conditions for the establishment of Double Degree programmes.
	Sub-goal 3.1.2 Support short/long-term stays of international students coming to FAI. • Support short/long-term stays of international 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 staff and support their long-term engagement at FAI. • Use internal and external financial sources to support the medium- and long-term stays of international staff at FAI. • Continue implementing the Zlín Region project under the "Creativity, Intelligence & Talent for the Zlín Region" programme and support 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 number of students who have completed studies or internships abroad. • Implement marketing activities aimed at increasing interest in mobility programmes. • Continue creating financial and organisational conditions to increase student and staff mobility. • Use the university-wide portal to support Erasmus+ and other mobility programmes.
	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. • Create conditions for the successful completion of studies in due time for students who have completed a study abroad. • Ensure maximum compatibility when matching subjects with the aim of facilitating successful completion.

	Sub-goal 3.2.3 Enable academic, research, and technical-administrative staff (hereinafter referred to as "THP") to participate in short-term international internships to strengthen internationalization. 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 acclimatisation process in the target country. • Promote physical attendance at major international conferences with the aim of establishing long-term international cooperation.
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 those implemented in cooperation with strategic international partners (expanding integration into the international educational infrastructure). • Support the preparation of international educational projects with international partners. • Create conditions for supporting activities within the PIONEER Alliance.
	Sub-goal 3.3.2 Increase the number of international research projects. • 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 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. • Actively contribute to the development of strategic documents.
	Sub-goal 4.1.2 Support cultural and sports activities, particularly those involving FAI employees and students directly or those related to student projects. • Support sports and cultural events in Zlín and its region. • Participate, within capabilities, in the integration of refugees through educational activities. • 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 professional 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 cooperate on projects aimed at supporting talented pupils and students. • Participate in the preparation of the IDZ project (Implementation of the long-term plan) in cooperation with the Zlín Region and contribute to its implementation. • Assist in the preparation of other collaborative projects with secondary and primary schools.
	Sub-goal 4.2.2 Support cooperation with Faculty High Schools. • Offer expert lectures to faculty students through the Science on Demand activity. • Invite students of Faculty High Schools to participate in the STOČ competition organized in 2025 by VŠB-TO Ostrava. • Continuously deepen professional cooperation with Faculty High School teachers. • Consider expanding the number of Faculty High Schools to include institutions with long-term cooperation with FAI.
	Sub-goal 4.2.3 Implement activities focused on the development 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 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 (hereinafter referred to as "MEYS"), the NAU methodology and the MEYS 17+ Methodology and develop evaluation methods for ensuring the quality of education, creative activities and the university's. • 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 resulting from the work of external evaluation panels within the framework of the MICHE (Monitoring Internationalisation of Czech Higher Education), EUA (European University Association) and the MEYS 17+ Methodology evaluations. Take their conclusions into account when reviewing internal processes, strategic allocation of resources within the institution and other policies subject to evaluation. • 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. • 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 UTB in Zlín and support development in designated priority areas. • 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 Establish a strategic recruitment system for FA aimed at attracting academic and research staff from the 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. • 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.

	Sub-goal 5.3.3 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. • Fully respect the European Charter Code when recruiting new academic and research staff.
	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. • 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. • Support 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.
	Sub-goal 5.3.5 Create conditions for career growth of academic staff in the form of sabbaticals. • Establish conditions for the sabbaticals.