

**OUTLINE TO IMPLEMENT THE
STRATEGIC PLAN OF THE CENTRE OF
POLYMER SYSTEMS (TOMAS BATA
UNIVERSITY
IN ZLÍN) IN 2021–2025**

Pillar A: Education
Priority 1: Implement open, flexible and high-quality education responding to the needs of the labour market and the societal challenges of the 21st century
Strategic goal 1.1
Improve and develop open and non-discriminatory access to education
Sub-goal 1.1.1
Systematically encourage student participation in traineeships and internships with external partners as well as science & research projects on the University grounds; seek new possibilities for cooperation with the field
Indicator
Students on traineeships/internships – Number of students on traineeships/internships in the academic year
State of play – 2021
7
Estimate for 2022
8
Estimate for 2023
9
Estimate for 2024
10
Estimate for 2025
12
Activities to meet the indicator
Communicate, set up a system of horizontal mobility within the field, use of the job centre portal and other means of communication
Continue to implement traineeships/internships and expand students' soft competencies to prepare them for future employment
Continue to train thesis leaders and examiners in methodology and procedures related to producing and evaluating high-quality theses
Strategic goal 1.2
Innovate degree programmes in the light of technological developments and new societal challenges for the applicability of graduates in changing labour markets
Sub-goal 1.2.1
Enhance quality and relevance of both full-time and part-time modes of study.
Indicator
Number of accredited doctoral degree programmes
State of play – 2021
2 accredited doctoral degree programmes
Estimate for 2022
2 accredited doctoral degree programmes
Estimate for 2023
2 accredited doctoral degree programmes
Estimate for 2024
2 accredited doctoral degree programmes
Estimate for 2025
2 accredited doctoral degree programmes
Activities to meet the indicator
Create new digital learning resources to improve the quality of the combined form of study
Conduct training sessions and develop a methodology for teaching using distance communication
Continue to monitor the quality parameters of full-time and combined studies

Prepare and implement projects aimed at comprehensive support for the quality of teaching at HEIs (e.g. support for the development of new methods for teaching, new degree programmes (incl. their internationalisation), conducting the combined form of study, working with prospective students at HEIs, reducing academic failure or conducting activities addressing the institutional setting of HEIs and students with specific needs) and related educational infrastructure, including infrastructure for students with specific needs

Develop the material and infrastructural background for doctoral degree programmes to increase the quality and international competitiveness of the training of future researchers, i.e. education provided in doctoral degree programmes

Pillar B: Research and creative activities
Priority 2: Fulfil the CPS' Research Strategy to increase the competitiveness of research and creative activities throughout the sector and internationally
Strategic goal 2.1
Increase the extent and quality of basic research
Sub-goal 2.1.1
Increase the extent and quality of creative activities to achieve an overall year-on-year increase in the number of published outputs indexed in monitored databases (WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates
Indicator
Publishing output quality – Citation rate of published outputs indexed in monitored databases (WoS/Scopus) over the most recent five years Number of published outputs – Number of published outputs indexed in monitored databases (WoS/Scopus) in Q1 & Q2 (17+ Methodology)
State of play – 2021
Citation rate: 3002, number of outputs: 100
Estimate for 2022
Citation rate: 3100, number of outputs: 105
Estimate for 2023
Citation rate: 3200, number of outputs: 110
Estimate for 2024
Citation rate: 3300, number of outputs: 130
Estimate for 2030
Citation rate: 3500, number of outputs: 150
Activities to meet the indicator
Incentive system, internal training, support for cooperation with high-quality institutions Continue educational activities and development of services that increase the competence of CPS staff in the field of scientific publications Implement the recommendations of the International Evaluation Panel as part of the M17+ evaluation
Sub-goal 2.1.2
Increase the quality of creative activities to achieve year-on-year improvement of outputs evaluated as part of 17+ Methodology which cannot be measured through bibliometrics.
Indicator
Increased quality of creative activities – Year-on-year improvement of outputs evaluated as part of 17+ Methodology which cannot be measured through bibliometrics
State of play – 2021
Number: 3, rating: 2,3,4 (H2020)
Estimate for 2022
Number: 3, rating not known
Estimate for 2023
Number: 3, at least half with a rating of 2 or better
Estimate for 2024
Number: 3, at least half with a rating of 2 or better
Estimate for 2025
Number: 3, at least half with a rating of 2 or better

Activities to meet the indicator
Support for strategic partnerships following applicable internal standards
Prepare and conduct a training course to improve the quality of CPS outputs which cannot be measured through bibliometrics as part of the 17+ Methodology
Support the preparation and execution of infrastructure and human resources projects for the implementation of the EOSC initiative, i.e. making research data available following the FAIR principles
Sub-goal 2.1.3
Increase the proportion of outputs of creative activity in cooperation with international partners (strategic expansion of integration into the international research infrastructure)
Indicator
Basic research outputs in cooperation with international partners – Number of basic research outputs completed in cooperation with international partners
State of play – 2021
Number of projects: 7, financial grants: 5,004 thousand CZK
Estimate for 2022
Number of projects: 7, financial grants: 5,200 thousand CZK
Estimate for 2023
Number of projects: 8, financial grants: 5,460 thousand CZK
Estimate for 2024
Number of projects: 8, financial grants: 5,600 thousand CZK
Estimate for 2025
Number of projects: 9, financial grants: 6,000 thousand CZK
Activities to meet the indicator
Incentive system, internal standards
Support the creation of networking research structures to increase the number of R&D outputs with partners from abroad

Strategic goal 2.2
Increase the volume of R&D&I projects with an emphasis on the implementation of internationally recognized research
Sub-goal 2.2.1
Increase the percentage of earmarked funding for R&D and contract research in the financing of CPS
Indicator
Earmarked funds for R&D – Volume of earmarked funds raised for science and research (17+ Methodology)
Revenues raised through contract research – Volume of revenues raised through contract research (17+ Methodology)
State of play – 2021
The volume of earmarked funds received for science and research amounted to 92,225 thousand CZK
The volume of revenues raised through contract research: 10,600 thousand. CZK
Estimate for 2022
The volume of earmarked funds received for science and research amounted to 95,000 thousand CZK
The volume of revenues raised through contract research: 11,000 thousand. CZK
Estimate for 2023
The volume of earmarked funds received for science and research amounted to 99,000 thousand CZK
The volume of revenues raised through contract research: 11,500 thousand. CZK
Estimate for 2024
The volume of earmarked funds received for science and research amounted to 104,000 thousand CZK
The volume of revenues raised through contract research: 12,000 thousand. CZK
Estimate for 2025
The volume of earmarked funds received for science and research amounted to 109,000 thousand CZK
The volume of revenues raised through contract research: 13,000 thousand. CZK
Activities to meet the indicator
Incentive system, internal standards
Promote the generation of project capacities at the level of constituent units (minimum of two units each) to enhance interdisciplinary research
Support the preparation and implementation of projects completed along with the application sphere with emphasis on specific joint research projects, future applicability of results and building long-term partnerships
Sub-goal 2.2.2
Increase the proportion of basic and applied research project grants applied for / co-managed in cooperation with international partners (expansion of integration into international research infrastructure)
Indicator
International R&D projects – Number of international R&D projects as per 17+ Methodology
State of play – 2021
The number of projects submitted: 1; the number of projects accepted: 1; financial grants: 69 thousand CZK
Estimate for 2022
The number of projects submitted: 1; the number of projects accepted: 1; financial grants: 72 thousand CZK
Estimate for 2023

The number of projects submitted: 2; the number of projects accepted: 2; financial grants: 74 thousand CZK
Estimate for 2024
The number of projects submitted: 3; the number of projects accepted: 3; financial grants: 80 thousand CZK
Estimate for 2025
The number of projects submitted: 4; the number of projects accepted: 4; financial grants: 85 thousand CZK
Activities to meet the indicator
Incentive system, internal standards
Build project research capacity for the preparation of international projects and integration into international structures and Strategy for Internationalisation in Research and Development at UNI/CPS
Support the preparation and implementation of R&D projects (especially Horizon Europe and Marie Skłodowska-Curie COFUND action)
Support the preparation and implementation of projects aimed at upgrading research infrastructure and e-infrastructure
Support the preparation and implementation of projects focused on cutting-edge research projects addressing societal challenges (excellence in social sciences and humanities)
Strategic goal 2.3
Implement qualitative changes in the doctoral study system to increase its attractiveness
Sub-goal 2.3.1
Increase attractiveness and quality of DDP studies through the integration of students into both internal (IGA/RVO projects) and external sources of funding R&D&I as well as targeted PR. Involve students in real-life research activities and solving topics within research teams, creating conditions for their employment and smooth transition into the field.

Indicator
Number of DDP students involved in R&D projects
State of play – 2021
41
Estimate for 2022
42
Estimate for 2023
43
Estimate for 2024
44
Estimate for 2025
45
Activities to meet the indicator
Setting the system following applicable legislation
Continue to increase the activity of doctoral degree programmes through an internal grant competition for DDP students
Prepare and implement projects aimed at improving the quality of infrastructure for students in doctoral degree programmes
Introduce systematic and motivational support for supervisors/mentors of student grants in their guiding/mentoring activities
Continue to support DDP graduates at the start of their careers at CPS
Use scholarship funds, efficiently and effectively, for talented students to develop individually.
Sub-goal 2.3.2
Support, through scholarship and HR policies, DDP students to increase the graduation rate
Indicator
Students in degree programmes – Number of DDP students
Graduation rate – Percentage of students who completed their studies in DDP
Securing DDP students economically – Average amount of scholarships for DDP students
State of play – 2021
Number of DDP students: 47
Average student scholarship amount: 21,250 CZK
Estimate for 2022
Number of DDP students: 47
Average student scholarship amount: 21,250 CZK
Estimate for 2023
Number of DDP students: 47
Average student scholarship amount: 22,000 CZK
Estimate for 2024
Number of DDP students: 47
Graduation rate: a min. of 50%
Average student scholarship amount: 24,000 CZK
Estimate for 2025
Number of DDP students: 47
Graduation rate: a min. of 55%
Average student scholarship amount: 27,000 CZK
Activities to meet the indicator
Set up a system of funding and support for PhD students, ensure support for further career growth, quality control of supervisors, set up a communication channel with DDPs
Extend the offer of education for DDP students in generic, pedagogical and scientific skills
Prepare and implement programmes to provide an allowance for talented DDP students, including in collaboration with external partners

<p>Pillar C: Internationalisation Priority 3: Develop the international environment at CPS and extend international cooperation in all its activities through developing and implementing the 21+ CPS Internationalisation Strategy</p>
<p>Strategic goal 3.1 Enhance internationalisation at CPS by increasing the number of students and staff members from abroad, promoting their social integration and facilitating their cooperation with ‘domestic’ students and employees</p>
<p>Sub-goal 3.1.1 Increase the number of students from abroad in degree programmes accredited in Czech and English and bring the students to the successful completion of their studies</p>
<p>Indicator Students from abroad – Number of students from abroad at CPS; number of self-payers out of the figure above Degree programmes taught in a language other than Czech – Number of accredited degree programmes where teaching is underway in a language other than Czech Number of students from abroad in degree programmes DP graduates from abroad – Number of graduates from abroad; number of self-payers out of the figure above</p>
<p>State of play – 2021</p> <p>Number of students at CPS from abroad: 18; of which self-payers: 14 Number of accredited degree programmes in languages other than Czech where teaching is underway: 1 Number of students from abroad in degree programmes: 38.2% Number of graduates from abroad: 0; of which self-payers 0</p>
<p>Estimate for 2022</p> <p>Number of students at CPS from abroad: 19; of which self-payers: 18 Number of accredited degree programmes in languages other than Czech where teaching is underway: 1 Number of students from abroad in degree programmes: 38.5 % Number of graduates from abroad: 1; of which self-payers 0</p>
<p>Estimate for 2023</p> <p>Number of students at CPS from abroad: 20; of which self-payers: 19 Number of accredited degree programmes in languages other than Czech where teaching is underway: 1 Number of students from abroad in degree programmes: 39.2 % Number of graduates from abroad: 1; of which self-payers 0</p>
<p>Estimate for 2024</p> <p>Number of students at CPS from abroad: 21; of which self-payers: 20 Number of accredited degree programmes in languages other than Czech where teaching is underway: 1 Number of students from abroad in degree programmes: 40.5 % Number of graduates from abroad: 2; of which self-payers 0</p>
<p>Estimate for 2025</p> <p>Number of foreign students at CPS, of which self-payers – 23, 23 Number of accredited degree programmes in languages other than Czech where teaching is underway: 1 Number of students from abroad in degree programmes: 42 % Number of graduates from abroad: 3; of which self-payers 0</p>

Activities to meet the indicator
Cooperate with the International Department of TBU; Set up a system of funding and support for PhD students, provide support for further career growth, do quality control of supervisors, set up a communication channel with DDP
Implement measures to increase the number of students from abroad in DP accredited in English. Ensure continuity of funding (scholarships) for students from abroad studying the entire accredited English language degree programmes with the participation of CPS.
Sub-goal 3.1.2
Promote short-term stays of students from abroad coming to CPS
Indicator
Students from abroad on short-term stays – Number of students from abroad coming to CPS for short-term stays & number of student-days
State of play – 2021
Number of students from abroad coming to CPS for short-term study stays: 1 Number of student-days: 92
Estimate for 2022
Number of students from abroad coming to CPS for short-term study stays: 5 Number of student-days: 130
Estimate for 2023
Number of students from abroad coming to CPS for short-term study stays: 8 Number of student-days: 150
Estimate for 2024
Number of students from abroad coming to CPS for short-term study stays: 11 Number of student-days: 180
Estimate for 2025
Number of students from abroad coming to CPS for short-term study stays: 15 Number of student-days: 200
Activities to meet the indicator
Provide a system of inclusion and involvement in CPS research activities
Implement measures to increase the number of international students on short-term stays through a quality portfolio of partnership agreements and an upgraded offer of attractive educational courses. Encourage mobility of students from countries with rather poor socio-economic conditions.
Sub-goal 3.1.4
Increase the number of staff members from abroad and support their long-term presence at CPS
Indicator
Staff members from abroad at CPS – Number of staff members from abroad employed at CPS (17+ Methodology)
State of play – 2021
Number of staff members: 30 (FTEs: 19.68)
Estimate for 2022
Number of staff members: 32 (FTEs: 20.65)
Estimate for 2023
Number of staff members: 34 (FTEs: 21.68)
Estimate for 2024

Number of staff members: 37 (FTEs: 24.58)
Estimate for 2025
Number of staff members: 40 (FTEs: 28.18)
Activities to meet the indicator
Raise funds for projects to support staff members from abroad
Generate jobs for staff from abroad. Conduct strategic searches for researchers abroad, increase the attractiveness of CPS for researchers from abroad and prepare offers for these researchers, including assisting in their relocation to CPS
Strategic goal 3.2 Encourage international mobility of CPS students as well as members of academic and non-academic staff
Sub-goal 3.2.1 Increase the percentage of members of academic and non-academic staff who have completed studies/traineeships abroad or have gained significant professional experience in such places and remove formal and informal barriers to integration of such persons into the life of the academic community
Indicator Members of academic and non-academic staff with studies/traineeships abroad – The percentage of members of academic and non-academic staff who have completed studies/traineeships abroad
State of play – 2021
8%
Estimate for 2022
10 %
Estimate for 2023
12 %
Estimate for 2024
14 %
Estimate for 2025
15 %
Activities to meet the indicator
Encourage involvement in relevant projects (ERASMUS)
Implement the offer of financial support for CPS' academic and scientific staff abroad involving prestigious international institutions
Sub-goal 3.2.3 Increase the percentage of students who have completed studies/traineeships abroad.
Indicator Students with studies/traineeships abroad – Number of students who have completed studies/traineeships abroad and number of student-days
State of play – 2021
Number of students who have completed studies/traineeships abroad: 7 Number of student-days: 227
Estimate for 2022
Number of students who have completed studies/traineeships abroad: 9 Number of student-days: 245
Estimate for 2023
Number of students who have completed studies/traineeships abroad: 10 Number of student-days: 260

Estimate for 2024
Number of students who have completed studies/traineeships abroad: 12 Number of student-days: 280
Estimate for 2025
Number of students who have completed studies/traineeships abroad: 15 Number of student-days: 300
Activities to meet the indicator
Consistently implement internal NAU standards and requirements
Promote mobility for students with specific needs and from socio-economically disadvantaged backgrounds Continue with the set system of funding (scholarships) for students going abroad with the participation of CPS

Pillar D: The third role of CPS
Priority 4: Strengthen the standing of CPS as a strategic partner in shaping national/regional policies and strategies, implementing strategic projects in the region and shaping public-social partnerships in Zlín and the Zlín Region Enhance social responsibility activities both internally and externally and contribute to the sustainable development of society
Strategic goal 4.1
Promote the City of Zlín and the Zlín Region as a quality place to study and live by building the CPS image, including spreading the word about the legacy of Tomas Bata
Sub-goal 4.1.2
Popularise the results of learning, science and research toward the public and actively spread new findings, results of science & research activities and examples of good practice toward the general public
Indicator
Number of marketing events
State of play – 2021
7
Estimate for 2022
9
Estimate for 2023
11
Estimate for 2024
13
Estimate for 2025
15
Activities to meet the indicator
Provide a communication plan
Develop awareness and popularize educational and research & development activities of CPS through targeted events for the public.
Pillar E: Human Resources – Funding – CPS Internal Setting – Strategic Management
Priority 5: Develop CPS' inner environment as a setting that inspires and motivates to work and study, collaborate internally and externally, promote the sense of belonging to TBU and its values and respect the University's internal rules.
Strategic goal 5.2 Complete the development of a comprehensive internal system for

quality assurance and evaluation with respect to educational, creative and related activities at CPS
Sub-goal 5.2.2 Implement relevant recommendations that emerged from the work of external evaluation panels as part of rating conducted under MICHE, EUA – Institutional Evaluation Programme and the 17+ Methodology Take into account the respective conclusions when reviewing internal processes, allocating resources, strategically, within the institution and with respect to other policies under evaluation
Indicator Implement the relevant recommendations that emerged from the work of evaluation bodies
2021 state of play: Defining recommendations is underway. Over the next year, a gradual implementation is foreseen to achieve implementation to the full extent.
Activities to meet the indicator
Implement recommendations
Sub-goal 5.2.3 Consistently evaluate and assure the quality of international mobilities involving incoming/outgoing learners
Indicator A total number of mobilities, of which number of mobilities per institution ≤ 500 . in the order of THE
State of play – 2021
Number of international mobilities: 7; 3
Estimate for 2022
Number of international mobilities: 8; 4
Estimate for 2023
Number of international mobilities: 9; 5
Estimate for 2024
Number of international mobilities: 11; 6
Estimate for 2025
Number of international mobilities: 14; 7
Activities to meet the indicator
Internal standards

