

CENTRE OF POLYMER SYSTEMS OF TOMAS BATA UNIVERSITY IN ZLÍN 2021–2025 STRATEGIC PLAN

CENTRE OF POLYMER SYSTEMS OF TOMAS BATA UNIVERSITY IN ZLÍN: 2021–2025 STRATEGIC PLAN

LINKS TO STRATEGIC DOCUMENTS

The 2021–2025 CPS Strategic Plan is based on Tomas Bata University's 21+ Strategy.

MISSION

Support research and its links with the field.

VISION

Become a centre of excellence in research with a worldwide impact in the field of innovative, polymer-based products – an institution aiming at long-term collaboration with its strategic partners as well as a research entity which employs motivated and satisfied researchers, fosters the competitiveness of the region and the country and respects its values with regard to the sustainable development of society.

VALUES

Excellence

Creativity

Innovation

Efficiency

Transparency

Openness

Freedom of research

Equal opportunities

Diversity

Professional responsibility

Career development

Flexibility

Mobility

Fair play

Work-life balance

Social responsibility

The CPS' Strategic Plan is primarily based on the TBU's Strategy and also on the strategies set within the Research and Development Capacity Development project of TBU in Zlín.

The CPS 2021–2025 Strategy is based on five pillars, each of them stemming from the three basic roles of public higher-education institutions – the educational role, the research role, and one referred to as the third role. At the same time, two other areas (perceived as strategic horizontal topics) are set out as separate pillars – the field of internationalisation and the field of strategic management of CPS, including human resources management, setting up a managerial approach to internal process management and the reduction of bureaucratic burden.

For each of the pillars, a key priority is defined for the upcoming period.

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

Pillar B: Research and creative activities

Priority 2: Fulfil the Research Strategy of CPS to increase the competitiveness of research and creative activities throughout the sector and internationally

Pillar C: Internationalisation

Priority 3: Develop the international environment at CPS and enhance international cooperation in all its activities through developing and implementing the CPS' Internationalisation Strategy.

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

Pillar E: Human Resources – Funding – CPS Internal Setting – Strategic Management

Priority 5: Develop CPS's 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.

CPS Director or an officer in charge shall be the persons responsible for the completion of each of the goals.

STRATEGIC GOALS IN RELATION TO THE TBU STRATEGIC PLAN

STRATEGIC GOALS	SUB-GOALS	INDICATOR
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 at external partners as well as science & research projects on the University grounds, and seek new possibilities for cooperation with the field	A ₁ – Students on traineeships/internships – Number of students on traineeships/internships in the academic year
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.	A ₂ – Number of accredited doctoral degree programmes
Pillar B: Research and creative activities Priority 2: Fulfil the Research Strategy of CPS 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 with a view to achieving 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	B ₁ – Publishing output quality – Citation rate of published outputs indexed in monitored databases (WoS/Scopus) over the most recent five years B ₂ – Number of published outputs – Number of published outputs indexed in monitored databases (WoS/Scopus) in Q1 and Q2 (17+ Methodology)

Centre of Polymer Systems (Tomas Bata University in Zlín): 21+ Strategy

	<p>Sub-goal 2.1.2 Increase the quality of creative activities with a view to achieving year-on-year improvement of outputs evaluated as part of 17+ Methodology which cannot be measured through bibliometrics.</p>	<p>B₃ – Increased quality of creative activities – Year-on-year improvement of outputs evaluated as part of 17+ Methodology which cannot be measured through bibliometrics</p>
	<p>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)</p>	<p>B₄ – Basic research outputs in cooperation with international partners – Number of basic research outputs completed in cooperation with international partners</p>
<p>Strategic goal 2.2 Increase the volume of R&D&I projects with an emphasis on the implementation of internationally recognised research</p>	<p>Sub-goal 2.2.1 Increase the percentage of earmarked funding for R&D and contract research in the financing of CPS</p>	<p>B₅ – Earmarked funds for R&D – Volume of earmarked funds raised for science and research (17+ Methodology)</p> <p>B₆ – Revenues raised through contract research – Volume of revenues raised through contract research (17+ Methodology)</p>
	<p>Sub-goal 2.2.2 Increased percentage of basic and applied research project grants applied for / co-managed in cooperation with international partners (expansion of integration into international research infrastructure)</p>	<p>B₇ – International R&D projects – Number of international R&D projects as per 17+ Methodology</p>
<p>Strategic goal 2.3 Implement qualitative changes in the doctoral study system to increase its attractiveness</p>	<p>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 move into the field</p>	<p>B₈ Number of DDP students in projects</p>
	<p>Sub-goal 2.3.2 Support, through scholarship and HR policies, DDP students to increase the graduation rate</p>	<p>B₉ – Students in degree programmes – Number of DDP students</p> <p>B₁₀ – Graduation rate – Percentage of students who</p>

		<p>completed their studies in DDP</p> <p>B11 – Securing DDP students economically – Average amount of scholarship for DDP students</p>
<p>Pillar C: Internationalisation</p> <p>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</p> <p>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</p> <p>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>C₁ – Students from abroad – Number of students from abroad at CPS; number of self-payers out of the figure above</p> <p>C₂ – Degree programmes in a language other than Czech – Number of accredited degree programmes where teaching is underway in a language other than Czech</p> <p>C₃ – Number of students from abroad in degree programmes</p> <p>C₄ – DP graduates from abroad – Number of graduates from abroad; number of self-payers out of the figure above</p>
	<p>Sub-goal 3.1.2</p> <p>Promote short-term stays of students from abroad coming to CPS</p>	<p>C₅ – Students from abroad on short-term stays – Number of students from abroad coming to CPS for short-term stays & number of student-days</p>
	<p>Sub-goal 3.1.3</p> <p>Increase the number of staff members from abroad and support their long-term presence at CPS</p>	<p>C₆ – Staff from abroad at CPS – Number of staff members from abroad employed at CPS (17+ Methodology)</p>
<p>Strategic goal 3.2</p> <p>Encourage international mobility of CPS students as well as members of academic and non-academic staff</p>	<p>Sub-goal 3.2.1</p> <p>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</p>	<p>C₇ – Members of academic and non-academic staff with studies/traineeships abroad – The share of members of academic and non-academic staff who have completed studies/traineeships abroad</p>

	Sub-goal 3.2.2 Increase the percentage of students who have completed studies/traineeships abroad	C8 – Students with studies/traineeships abroad – Number of students who have completed studies/traineeships abroad and number of student-days
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 through building the CPS image, including spreading the word about the legacy of Tomas Bata	Sub-goal 4.1.1 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	D1 – Evaluate marketing events on an annual basis
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 respecting the University's internal rules.		
Strategic goal 5.2 Finish the building of the comprehensive internal system of assuring and evaluating the quality of educational, creative and related activities at CPS	Sub-goal 5.2.1 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 conclusions of the panels when reviewing internal processes, in the strategic allocation of resources within the institution and with respect to other policies under evaluation.	E1 – Implement the relevant recommendations that emerged from the work of evaluation bodies
	Sub-goal 5.2.2 Consistently evaluate and assure the quality of international mobilities involving incoming/outgoing learners	E2 – Stabilise the quality of international mobilities

STRATEGIC GOALS IN RELATION TO THE PROJECT ENTITLED R&D CAPACITY DEVELOPMENT AT TBU IN ZLÍN

Strategic goals of the research centre with respect to **labour arrangements**(material and technical pre-requisites), **development of qualification**(knowledge, skills, personal qualifications) and **employee motivation** (financial/non-financial incentives) are defined and continuously updated in the eight fields of strategic development of the research centre, i.e., PhD students, career system, evaluation of SS, women, evaluation of RO, international cooperation, cross-sectoral cooperation and popularisation.

SUB-GOALS	COMPLETED / NOT COMPLETED
Strategy for evaluating the research organisation internally	
Set CPS activities and priorities in relation to the parameters of evaluation under 17+ Methodology (RDIC)	COMPLETED
Implement training activities for CPS executives in the field of evaluating a research organisation	COMPLETED
Research organisation evaluation is a major factor of motivation for improving the CPS quality, performance and reputation.	COMPLETED
Set up and communicate the CPS strategic plan and implement the plan in the year in question	COMPLETED
Make periodical reviews of the implementation of the CPS Strategy	COMPLETED
Carry out an internal evaluation at CPS annually	ONGOING
Strategy for evaluating research staff	
Issue a relevant CPS internal standard following the Rector's Directive 23/2019	COMPLETED
Increase staffing at CPS' HR Department	CANCELLED – REORGANISATION WAS CARRIED OUT

Implement training activities for CPS's HR Department in the field of making use of researcher evaluation	COMPLETED
Implement training activities for CPS executives in the field of researcher evaluation	COMPLETED
Implement training activities for CPS researchers in the field of CPS researcher evaluation	COMPLETED
Implement a system of evaluation of researchers as a major tool of motivation to develop performance and support of loyalty of research staff members at CPS	COMPLETED
Evaluate RS career plans from the previous year	COMPLETED
Evaluate RS in accordance with the applicable internal TBU and UNI standards	COMPLETED
Determine the variable wage component for the next period based on the results of career plan implementation, RS evaluation and personal conversation	COMPLETED
Strategy for updating the career system applicable to members of R&D staff at CPS	
Issue a relevant internal standard on possible directions of career development/career paths of members of research staff at CPS	COMPLETED
Implement the career system for researchers into the CPS Salary Regulations	COMPLETED
Implement training activities in the field of utilisation of the CPS career system for executives	COMPLETED
Implement training activities in the field of applicability of the CPS career system for researchers	COMPLETED
Make use of the CPS career regulations as one of the criteria for the evaluation of CPS executives	ONGOING
Strategy for enhancing the presence of women in research and development	
Issue CPS Director's Instruction on the application of the gender policy and women representation at CPS (both R&D and non-R&D)	COMPLETED
Implement training activities in gender policy for all CPS staff members	COMPLETED

Map the needs of women in connection with achieving gender equality and women empowerment in R&D at CPS	COMPLETED
Making activities of women at CPS visible (both R&D and non-R&D)	ONGOING
Strategy for supporting doctoral students	
Re-accreditation of existing doctoral programmes in line with UNI/CPS development and updated documents and rules	COMPLETED
Obtain accreditation for habilitation procedures and professor appointment procedures at UNI/CPS	2025 TARGET
Update the job description for the positions of the officer and UNI/CPS Deputy Director to ensure the implementation of doctoral degree programmes under development	COMPLETED
Create a clear platform of information on DDP, supervisors & topics	COMPLETED
Define the participation of DDP students in contract research and UNI/CPS projects not directly related to their dissertations	COMPLETED
Make the scholarship scheme for DDP students for the full standard length of study in both Czech and English degree programmes a reasonable system	COMPLETED
Make use of the supervisor evaluation system as part of evaluating UNI/CPS researchers	COMPLETED
Generate a possibility for long-term professional development of DDP graduates at UNI/CPS	COMPLETED
Strategy for setting and developing international cooperation in research and development & internationalising the research organisation	
Issue CPS Director's Instruction on internationalisation	COMPLETED
Set up CPS' International Department	COMPLETED
Process and continuously update the list of partners from abroad	COMPLETED
Obtain feedback from the international partner as to the completed RS mobility	COMPLETED

Implement training activities for RS in the field of communication in the international environment	COMPLETED
Implement activities aimed at sharing the knowledge acquired as part of mobility after the return of the RS	COMPLETED
Mandatory mobility at least once per 5 years, following an assessment of the worker and his/her career plan	COMPLETED
Conduct an active search for international cooperation in R&D	COMPLETED
Strategy for developing cross-sectoral cooperation in transferring knowledge from the research area into the field	
Develop a list of potential industrial partners of CPS as per R&D output	COMPLETED
Issue CPS Director's Instruction setting out the terms and conditions for the contractual regulation of ownership of the CPS R&D results and the subsequent TT for each type of result; The document also sets out the competencies and rules of communication between TTC and CPS R&D	COMPLETED
Develop a TTC staff-focused training plan in areas such as communication, negotiation and assertiveness, teamwork, presentation and business skills, placing products in the market including knowledge of legislation, project management, transfer activities including internships, intellectual property and its protection, including in the setting of Industry 4.0/5.0	COMPLETED
Present TTC outputs for a given period intended for CPS researchers	COMPLETED
Prepare a draft plan for the awarding of completed (transferred) CPS R&D outputs	COMPLETED
Strategy in setting and developing popularisation of research and development	
Issue CPS Director's Instruction on the popularisation of R&D	12–2022
Set processes at CPS' PR Department	12–2022
Publish an annual plan for popularising R&D (measures, deadline, costs)	COMPLETED

Exhibit in the foyer of the building	COMPLETED
Identify appropriate staff with positive relations to the field of R&D popularisation in each research group	COMPLETED
Implement training activities in the field of R&D popularisation for the CPS' PR Department	COMPLETED
Implement training activities in the field of media communication for selected staff members of CPS	COMPLETED
Generate possibilities to present R&D results of CPS in an attractive manner (exhibitions, trade fairs, promotional events, etc.)	COMPLETED

