



**Strategic Plan for Educational and Creative Activities
and Internationalisation Strategies**
Faculty of Health Studies, Technical University of Liberec
for the Period 2021-2025, with a View to 2030

Discussed by the Scientific Council of the Faculty of Health Studies on 9 February 2022

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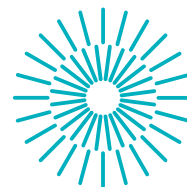


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Home

The Strategic Plan of Educational and Creative Activities and Internationalisation Strategy (hereinafter referred to as the "**Strategic Plan**") of the Faculty of Health Studies of the Technical University of Liberec (hereinafter referred to as "**FHS**") for the period 2021-2025, with a view to 2030 was prepared in relation to the following documents:

- Strategic Plan of Educational and Creative Activities and Strategy of Internationalisation of the Technical University in Liberec for the Period 2021 - 2025, with a View to 2030
- Strategic plan of the Ministry of Education and Science for Higher Education for the Period from 2021;
- Strategic Plan of the Ministry of Education, Youth and Sports for the Period from 2021
- Outline of the Investment Activity Plan for 2021-2030;
- Strategy for the Internationalisation of Higher Education for the Period from 2021;
- Announcement of the Programme for the Support of Strategic Management of Universities for 2022-2025; and
- Long-term Plan of Educational and Scientific, Research, Development and Innovation Activities of the Institute of Health Studies of the Technical University of Liberec for the period 2016-2020.

The Strategic Plan of FHS for the period 2021-2025 is a document focusing on the priority objectives of individual areas relevant to the university. It is a document that presents the main objectives of FHS in the areas of education, science and research, internationalisation, strategic management and the third role for the period 2021-2025, with a view to 2030.

The Strategic Plan of FHS for the period 2021-2025 will be discussed annually in the context of the implementation plan of the Strategic Plan of FHS for the respective year. A major evaluation and revision of the objectives will take place in 2025 in the context of the preparation of planned activities until 2030.

FHS will strive to fulfil not only the objectives stated in the Strategic Plan, but will also try to continue to be a high-quality faculty in all directions within non-medical health education with an open door for cooperation and professional discussion.





Vision of FHS

FHS is a continuation of the Institute of Health Studies, which was established at the Technical University of Liberec (TUL) on 1 December 2004. The faculty was established in 2016 and as such is the youngest faculty at TUL.

The vision of FHS for the coming years is:

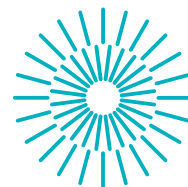
- To be a centre of education with a growing range of attractive study programmes in non-medical health disciplines;
- To be a centre with the function of connecting not only students with practice, but also experts from many technical and medical disciplines in the complex solution of research questions in the non-medical sector;
- To be a recognised faculty anchoring its place not only in the Czech Republic but also in the European Union;
- To be an independent centre promoting democratic principles with space for its own opinions and professional discussion;
- To be a modern place striving to contribute to solving current problems in the areas of healthcare and social responsibility;
- To maintain and expand very close cooperation with health care providers throughout the Czech Republic; and
- To utilise the synergic effects of cooperation with other components of TUL.

Mission of FHS

The main mission of FHS is to provide undergraduate and graduate education in non-medical medical disciplines and to be a very modern space for scientific research activities in areas combining medicine and technology.

The mission of FHS for the coming years is:

- To inspire students to develop knowledge, critical thinking, social responsibility and to adhere to ethical principles;
- To maintain and develop the position of FHS, which aims in particular to synergistically connect and as closely as possible theory with practice; and
- To contribute to the expansion of knowledge through creative activities and to strive for the practical application of new knowledge and its use in the development of society.



(A) EDUCATIONAL ACTIVITIES FROM 2021 TO 2025, WITH A VIEW TO 2030

FHS now offers education in four Bachelor's study programmes (**General Nursing, Emergency Medical Services, Biomedical Technology**, and the new **Radiological Assisting** programme) and in one further study programme called **Biomedical Engineering**. FHS underwent an extensive accreditation procedure in 2018-2020, which, following changes in legislation, respected the newly established structure of university study programmes.

The number of applicants to study at FHS is increasing every year, which points not only to the attractiveness of study programmes, the good reputation of the faculty and the right way of selecting newly accredited fields of study, but also to the successful form of promotion.

FHS has established the following priority objectives in educational activities for the strategic period:

1. Develop competences directly relevant to life and practice in the 21st century.
2. Improve the availability and relevance of flexible forms of education.
3. Aim at implementing a doctoral study programme (outlook to 2030).



Priority objective: Develop competences directly relevant to life and practice in the 21st century

FHS intends to continue to modernise its teaching laboratories focused mainly on interactive methods of education and to develop the building of infrastructure for interactive teaching methods. It is also important to support the long-term training of academic personnel by enhancing their professional competence in non-medical health professions.

Operational objectives of FHS:

Objective A-1-1: Increase student participation in student quality assessments.

Measure: In accordance with the TUL Strategic Plan, FHS will critically evaluate the content of existing questionnaires in IS/STAG, through which students have the opportunity to express their opinions on the quality of teaching. FHS will implement appropriate incentives for students to increase



participation in student surveys by emphasising to students the need for feedback to improve teaching quality. FHS will also focus on regular meetings between academic personnel and students with subsequent use of the suggestions for optimisation and improvement of teaching quality.

Indicators: Percentage of students who complete questionnaires to evaluate the quality of teaching and support services.

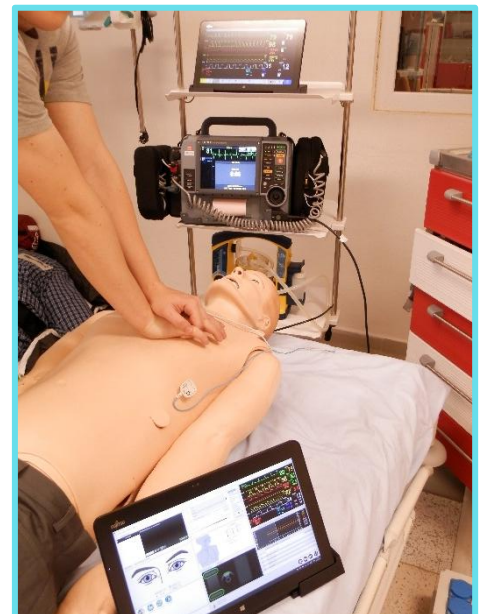
Objective A-1-2: Increase the number of career-oriented study programmes.

Measure: In the coming years, FHS will strive to optimise the existing study programmes with regard to new teaching opportunities, broader connections with practice, as well as the physical and psychological demands on students. In the outlook until 2030, FHS will support the creation of new professionally-oriented study programmes, which will be clearly targeted by the graduate profile to prepare practical skills for professional practice. In accordance with the current legislation, the opinions of the Ministry of Education, Youth and Sports and the recommendations of the National Accreditation Office, FHS intends to prepare accreditation for a follow-up Master's degree in Nursing specialising in the field of emergency medicine and urgent care. Furthermore, FHS will try to expand the existing follow-up programme Biomedical Engineering with the module Diagnostic Methods in Radiology. This programme currently has two optional modules, i.e., Robotics and Cardiology.

Indicators: Number of optimised and newly accredited study programmes and modules.

Objective A-1-3: Ensure the long-term high employability of graduates on the labour market.

Measure: FHS will continue to improve the employability of graduates on the labour market. FHS has been working on this point for a long time. For example, by accrediting programmes that are in high demand on the market (the newly accredited Radiology Assisting, etc.). FHS focuses on simulation teaching, which is a highly effective method of preparing non-medical students for practice, where they will often hold the fate of people's lives in their hands. The development of communication skills and teamwork is undoubtedly beneficial for students. In this respect, FHS has plans for continuous modernisation, i.e., it will strive to create a new emergency medicine simulation centre at TUL. In general, FHS's instrumentation and laboratories are of a very high standard and the faculty will continuously improve and modernise this equipment. FHS will continue to maintain good relations with healthcare and social service providers where students spend a substantial part of their studies as part of their professional practice. FHS will strive to provide wider involvement of students in real practice, including cooperation with the emergency services and participation of students in social, preventive, and educational programmes. It will also develop and support professional courses led by professionals from practice in a real environment.





Indicators: Graduate unemployment rate, number of practitioners involved in teaching study programmes, funds spent on improving the practical skills of students, innovation, and modernisation of equipment.

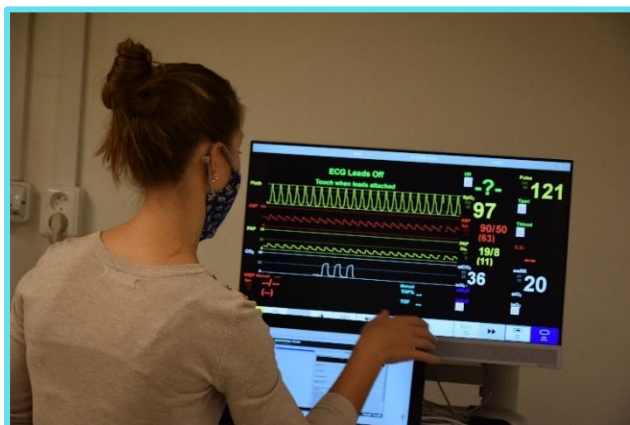
Objective A-1-4: Increase the proportion of students who successfully complete their studies (graduation rate).

Action: FHS will pay attention to students who enrol at the university for purposes other than study. It will take measures to identify such students quickly and to terminate their studies. The faculty will endeavour to ensure that the admission procedure includes verification of students' aptitude and knowledge in the field of study. At the same time, the faculty will endeavour to modify the thesis themes to be more relevant to the professional focus of the study programmes and the profile of the graduate.

Indicators: Percentage of students who fail to complete their first year with very low number of credits, percentage of students who successfully complete their studies.

Objective A-1-5: Provide a state-of-the-art infrastructure for education.

Measure: FHS will continuously invest in the renewal of the infrastructure for education in its core study programmes (specialised classrooms, laboratories, simulation centres, software equipment) in order to maintain the equipment at an internationally comparable level. FHS will strive to provide a comprehensive system of learning materials and will support the development of all available tool for effective student learning. It will also improve the didactic competence of academic personnel in working with technical and software equipment in classrooms and laboratories. Last but not least, it will strive to transform its institutes into departments.



Indicators: Amount of investment in instrumentation, amount of investment in upgraded study spaces, in a comprehensive system of study materials, and expenditure on the acquisition of specialised software, number of FHS departments.

Objective A-1-6: Ensure diversity and accessibility to study at FHS.

Measure: FHS will support the involvement of students in scientific research activities at the national and international level, and will take advantage of opportunities to financially support outstanding students. For students with specific needs, FHS will cooperate with the Academic Counselling Centre of TUL. FHS will also provide students with a social scholarship in justified cases. FHS will use all offers and opportunities to avoid social division of students in access to education, mobility, practice, or other qualitative characteristics of study. FHS will strive to ensure equal access to education for all students regardless of their socio-economic background.

Indicators: Number of scholarships for excellence, number of social scholarships, and number of students cooperating with the Academic Counselling Centre.



Priority objective: Improve the availability and relevance of flexible forms of education

The priority objective on flexible forms of education has become particularly important in recent years. FHS aims to offer a broad and diversified approach to high-quality education reflecting the needs, interests, and opportunities of the broad student population. FHS aims to create high-quality conditions for students, also in view of the current situation in the Czech Republic. It is not only about the necessity of distance learning, but also about keeping the information provided to students up-to-date. Updating study materials is a necessity for teaching in the rapidly developing non-medical fields. Therefore, FHS aims to appeal to academic personnel to continuously update their study materials to comply with current legislation and to ensure lifelong learning. Furthermore, FHS aims to improve the quality of the services provided to students, for example by improving the learning environment not only in terms of study support but also in terms of the aesthetics of the environment, promotion of social ties and extracurricular activities, study guidance, and by involving students in research activities. It will continue to investigate the causes of students' academic failure in the first years, organise information sessions with students and, last but not least, support exceptionally talented and active students by providing merit-based and exceptional scholarships.

Operational objectives of FHS:

Objective A-2-1: Improve the use of distance learning methods in the study programmes of FHS.

Measure: FHS is responding to changes regarding the alternation of in-class and distance learning and will continue to strive to improve in this direction (development of e-learning, electronic study materials, and support for streaming lectures and seminars). The elearning.tul.cz portal will serve as a basic platform for sharing experiences with distance learning and supporting teachers in this form of education. It will also support the building of infrastructure for interactive learning methods.

Indicators: Number of courses with streamed lectures, number of courses with created electronic study materials.

Priority objective: Aim at implementing a doctoral study programme (outlook to 2030).

Although FHS does not currently have a doctoral study programme, it supports its academic personnel in studying doctoral programmes at other faculties of non-medical disciplines. FHS offers these personnel the possibility to conclude a qualification contract, flexible working hours, or the possibility of conducting part-time work.

Objective A-3-1: Accreditation of a doctoral degree programme.

Measure: In the outlook until 2030, FHS aims to create conditions and prepare the accreditation of a doctoral study programme in Biomedical Engineering or Bioinformatics. In the preparation and implementation of the programme, it will cooperate with the Faculty of Mechatronics, Informatics and Interdisciplinary Studies of TUL and use the basic assumptions and theoretical foundations of Cybernetics and Informatics.

Indicators: Number of newly accredited doctoral study programmes.



(B) THE BASIS FOR SCIENTIFIC, RESEARCH, DEVELOPMENT, INNOVATION AND OTHER CREATIVE ACTIVITIES IN THE PERIOD 2021-2025, WITH A VIEW TO 2030

FHS will focus on motivating academic and research personnel in scientific research and publication activities in the coming years. As our young faculty has been lagging behind other faculties of the university in this sector, it will try to motivate its personnel and students not only through its salary policy, but also by supporting mobility and efforts to create international research teams. FHS wants to contribute to the dissemination of knowledge and to strive to provide the practical application of new knowledge and its use in the development of society. The main ideas in this sector for FHS are: free scientific research, sharing of information and ideas, openness to different scientific views, and promotion of critical thinking.

For the strategic period, FHS has established the following priority objective in scientific, research, development, innovation and other creative activities: strengthen strategic management and effective use of capacities in the field of research and development at universities.

Priority objective: Strengthen strategic management and effective use of R&D capacities at universities

Strategic tools for increasing the internationally competitive quality of research are: infrastructure retrofitting, creation and expansion of professional research teams, development of internationalisation, and building links with foreign research partners that will lead to the production of new results (publications, patents, etc.) and to the submission of joint project proposals and grants. In the next period, FHS will strive to increase the social and economic impact of the university research results and to strengthen its position as a partner for finding and implementing research tasks and solving societal challenges. An important tool for strategic management of FHS will be the Career Code and the associated evaluation system for academic and non-academic personnel at the faculty.

Operational objectives of FHS:

Objective B-1-1: Implement the recommendations resulting from the work of the International Evaluation Panel of TUL within the M17+ methodology.

Measure: The evaluation report of FHS, which was the result of the work of the International Evaluation Panel, includes a set of recommendations for improvement in the area of science and research management processes, organisation of doctoral studies, technology transfer, cooperation with commercial partners, and the international dimension of science and research at TUL, and others. FHS will analyse these recommendations and subsequently revise its internal processes and guidelines.

Indicators: Number of implemented recommendations of the International Evaluation Panel into the internal legislation of FHS.

Objective B-1-2: Establish an internal system for evaluating the quality of the results of creative and scientific work.

Measure: Together with the university, FHS will introduce an internal university-wide system for evaluating the quality of the results of scientific and creative work, which will be based on



internationally recognised indicators and which will take into account the characteristics of individual scientific fields.

Indicators: Introduction of a system of evaluation of the quality of results, evaluation within Modules 1 and 2 of the M17+ research organisation.

Objective B-1-3: Improve the quality of publications presenting the results of scientific and research activities, increase their international visibility and strengthen their impact in the relevant field.

Measure: FHS will focus on improving the quality of scientific research publications in the next strategic period. It will strive to support mentoring for young scientists and will financially support language proofreading of scientific articles. The rules for the reimbursement of these funds are defined in the framework of internal grant programmes.

Indicators: Evaluation under Module 2 of the M17+ research organisation.

Objective B-1-4: Support interdisciplinary collaboration and support themes of joint projects developed in cooperation of several TUL units.

Measure: FHS will support interdisciplinary cooperation of all its employees. FHS itself is interdisciplinary, linking medicine with technology, so it has experts with different specialisations. FHS will create conditions for the involvement of scientific teams into larger international cooperation projects. The administrative support for the preparation of these projects will be provided by the TUL rectorate departments in cooperation with the project departments of the faculties.

Indicators: Number of applications for joint projects, including Horizon Europe projects with international participation (2021-2027).

Objective B-1-5: Strengthen R&D personnel capacity.

Action: FHS will promote a work-life balance and remove barriers based on gender bias. FHS will support the identification and tools to address gender inequalities in scientific research activities. This includes, for example, organising questionnaire surveys to collect comments and feedback from male and female employees, analysing the results of the survey events and implementing corrective measures.

Indicators: Number of questionnaire surveys implemented, number of corrective measures implemented.



C) STRATEGY FOR THE INTERNATIONALISATION OF FHS IN EDUCATION, SCIENCE AND RESEARCH FOR THE PERIOD 2021-2025, WITH A VIEW TO 2030

Thanks to several bilateral agreements with foreign universities and other institutions, FHS offers its students and employees mobility abroad and gain valuable experience and contacts. FHS is also active in involving its employees in international projects, focusing in particular on cross-border cooperation (Saxony, Bavaria, Poland, and Slovakia)

FHS has established the following priority objectives for the strategic period in the field of internationalisation:

1. Develop global competences of students and personnel of FHS.
2. Internationalise the study programmes of FHS.
3. Create an international environment at FHS and promote it abroad.

Priority objective: Develop global competences of students and personnel of FHS

Operational objectives of FHS:

Objective C-1-1: Increase the international mobility of students and personnel of FHS.

Measure: In the coming years, FHS will further develop existing and create new active foreign contacts. It wants to increase the number of bilateral agreements, especially for the study programmes in Paramedicine. It aims to increase the number of applicants for the Paramedic and Radiological Assisting programmes. It will also expand cooperation with foreign health service providers (summer internships for students, personnel mobility).

Indicators: Number of bilateral agreements with foreign universities and other organisations.

Objective C-1-2: Improve the language competences of academic and relevant non-academic personnel of TUL.

Measure: FHS will support students and personnel in improving their language skills (internal language school, special language courses). It will also support the introduction of English language teaching, i.e., either a whole course in English or at least several lectures within a course. FHS will encourage students to write their theses in English and it will also encourage personnel to participate in international conferences and submit papers to international journals.

Indicators: Number of participants in language courses, number of personnel attending international conferences, number of courses (or parts thereof) taught in English.

Objective C-1-3: FHS will improve the quality of activities related to the organisation of mobility.

Measure: In the next strategic period, FHS aims to adapt its website for those interested in international mobility to make it clear and intuitive. FHS will promote all forms of international mobility (including short-term) among students and personnel.

Indicators: Number of outgoing students and personnel.



Priority objective: Internationalise the study programmes FHS

Operational objectives of FHS:

Objective C-2-1: Deepen contacts between Czech students and the international environment.

Measure: FHS will initiate lectures by invited experts from abroad to the faculty, either in the form of



by personal visit of foreign experts or by video conferences. In addition, FHS will focus on increasing international participation in FHS Autumn Conference. The long-term objective is to develop a Joint/Double Master's degree programme in Biomedical Engineering, which will be implemented in cooperation with foreign universities. FHS will focus on finding a suitable foreign partner in Biomedical Engineering and the subsequent agreement on the implementation of the double degree programme in Biomedical Engineering.

Indicators: the number of foreign experts lecturing at the Faculty of Medicine, the proportion of lecturers from abroad at FHS autumn conference, accreditation of the Double degree programme.

Priority objective: Create an international environment at FHS and promote it abroad

Operational objectives of FHS:

Objective C-3-1: Promote international cooperation strategic partnerships and membership in international networks/organisations

Measure: FHS will prepare a high-quality, professional, and interesting English website of the faculty. It will also support applications for international grants and joint international projects of various types. It will focus in particular on cross-border cooperation in the EURO region of NISA, with the aim of addressing informatics issues with a focus on crisis management. FHS wants to further develop cooperation in the field of biomedical technology with Slovakia (TU Žilina, TU Košice, TU Bratislava), Germany (Saxony and Bavaria), Austria (Vienna), and France (UPS Toulouse). FHS will prepare a blended intensive programme (BIP) in the form of a summer school or intensive course for students of biomedical study programmes. This is a combined activity (a virtual part is required in addition to a physical part) with at least two foreign partners. FHS will focus on finding contacts (through the Ministry of Foreign Affairs) and establishing cooperation with Israel in the field of emergency medicine.

Indicators: Share of personnel involved in international projects, number of applications for international grants, implementation of the BIP.



Objective C-3-2: Improve the quality of service and consulting activities for foreign applicants and foreign employees.

Measure: FHS will provide high-quality study materials and ensure teaching of selected subjects in English for incoming foreign students. In addition, it will provide incoming students with professional practice led by qualified English-speaking mentors working in clinical practice at healthcare providers.

Indicators: Number of courses with English language materials, number of English-speaking mentors at health service providers able to guide foreign students of FHS.



(D) THE BASIS FOR STRATEGIC MANAGEMENT IN THE PERIOD 2021-2025, WITH A VIEW TO 2030

The main instruments of strategic management are the strategic plan of the university, which is the result of a consensus of all stakeholders (the University's management, the Board of Trustees, the Scientific Council, the management of the units, but in a broader sense the entire academic community) and the central budget. From the strategic plan of the university, the strategic plans of the individual units, including FHS, are then derived. These basic strategic documents are then followed by development plans, which concretise and implement the set objectives in a shorter timeframe.

FHS has established the following priority objectives in the area of strategic management for the given period:

1. Build capacity for strategic management.
2. Reduce the administrative burden on personnel so that they can fully devote themselves to their mission.

Priority objective: Build capacity for strategic management

FHS will be actively involved in procedures to support the strategic management of the university. FHS manages the funds entrusted to it with due care and strives for efficient and transparent financing of all its activities and will continue to do so in the coming years.

Operational objectives of FHS:

Objective D-1-1: A transparent system for the distribution of funds.

Measure: FHS will promote a transparent system for the distribution of funds for educational and creative activities that takes into account the priority objectives stated in the strategic plan of FHS.

Indicator: Established mechanism for the distribution of funds.



Objective D-1-2: FHS will have a system of personnel evaluation linked to the career rules for academic personnel.

Measure: FHS will assist in the completion of a career rules for TUL academic personnel, which will be linked to the personnel evaluation system and will result in standardised job descriptions for academic and scientific personnel. The appraisal system will be supported within TUL's IT systems as an integrated application. Personnel satisfaction at TUL will be evaluated on a regular basis, and every two years at the longest, by selecting appropriate questions to obtain feedback from employees for further management of TUL.

Indicators: Career rules, established personnel evaluation system, internal wage regulation.



Objective D-1-3: The teaching of subjects for the individual units will be centrally provided by the respective specialist departments.

Measure: FHS identifies itself with the objective of TUL, in which the university undertakes to promote the principle that departments provide teaching within their expertise in all parts of the university. This form of service teaching will develop cooperation and the transfer of examples of good practice between individual components of the university.

Indicator: Volume of service teaching.



Objective D-1-4: Build and maintain the infrastructure and facilities for a European-oriented and research-oriented university

Measure: FHS will strive to continuously modernise and improve the conditions of teaching and R&D in all disciplines. The main priority is to create a new simulation centre for emergency medicine on the premises of the Technical University in cooperation with TUL (other faculties). The simulation centre will serve the needs of all study disciplines of the faculty under the guidance of experienced lecturers from practice, who will complete a simulation teaching course. The simulation centre will be multi-modular, and will allow training in different situations according to the current teaching needs. The simulation centre will also include an ambulance simulator and an outdoor area that will allow for a visual change of environment through projections. Virtual reality technology will be used in the context of emergency preparedness for mass casualty incidents. The use of state-of-the-art technology such as 5G networks, deep learning, virtual reality with support for 3D imaging, and artificial intelligence (AI) is also a prerequisite. The construction of the simulation centre in building E2 is also linked to the planned reconstruction of building F3 and the adaptation of the faculty to the new teaching conditions. In addition to the construction of the centre, it is also necessary to take into account the considerable financial costs of equipping it with the latest IT and simulation technology and training qualified personnel. In order to develop scientific research activities in the areas on which FHS focuses, will also be necessary to consider consumables when allocating funds.

Indicators: Volumes of investment in centre, apparatus, and equipment.



Objective D-1-5: Achieve a management style that effectively stimulates the commitment of all academic personnel to continuous quality improvement in all key activities.

Measure: FHS will fully assist TUL in meeting this objective, which wants to achieve a consensus between all parts of the university on its core priorities. In the basic points of the strategy, TUL wants to focus on linking research with education, innovation, artistic and other creative activities, cooperation with industry, internationalisation of studies with a greater involvement in international R&D structures. TUL wants to involve key actors of all its components in the development of strategic and conceptual documents.

Indicator: Number of stakeholders involved in commenting on TUL strategic documents.

Objective D-1-6: Innovate quality standards.

Measure: FHS will adapt its internal quality assessment systems to comply with international standards, strengthen their relevance, and ensure a more effective transfer of assessment feedback to all activities.

Indicators: Internal quality assessment report, rules of the quality assurance and internal quality assessment system.

Objective D-1-7: Implement a system of support and career advancement for non-academic personnel.

Measure: FHS will fully assist TUL in meeting this objective. The university aims to implement career rules for non-academic personnel and to implement means of improving their qualifications, including support for mobility. The reduction of the administrative burden on academic and scientific personnel, which is one of the strategic objectives of the Ministry of Education, Youth and Sports, on the one hand, and the increasing number of regulatory measures of funding providers and the state administration, on the other hand, place increasing demands on the volume and quality of work of non-academic personnel. TUL is aware of the role and importance of the administrative support of its non-academic personnel and their active interaction with academic personnel. TUL is standardising work volumes, and implementing a system for evaluating the quality of work of non-academic personnel, etc.



Indicators: Implementation of a career system for non-academic personnel, definition of standards for the volume and quality of work of non-academic personnel.

Priority objective: Reduce the administrative burden on TUL personnel to enable them to fully pursue their mission

Academic personnel not only at FHS, but also at TUL as a whole are burdened with excessive administration. This burden leads to a limited amount of creative activity and greatly slows down innovation in all areas of FHS activities. An important step to eliminate this problem is to coordinate the activities of academic and operational personnel.

Operational objectives of FHS:

Objective D-2-1: Digitise administration, internal processes, and the related document circulation.

Measure: FHS will continue to develop its information systems in accordance with TUL and will gradually convert its internal processes into digital form with the maximum use of synergies between information systems. It will strive to convert its document circulation into an electronic form as much as possible, including downstream processes (commenting, approval, etc.). FHS will also seek to optimise the number of administrative personnel to support the academic personnel.

Indicator: Number of processes that can be implemented electronically.

Objective D-2-2: Maintain an adequate IT infrastructure.

Measure: FHS will continuously innovate and strengthen computing and transmission capacities and information technology equipment.

Indicator: Volume of funds spent on information technology.



E) THE BASIS FOR THE SO-CALLED. THE THIRD ROLE OF FHS IN 2021-2025, WITH A VIEW TO 2030

As FHS focuses all its activities on human health, its third role is very important and beneficial for society. FHS strives to fulfil this role as best as possible. It has long been organising courses and educational events for various age groups of general professional public (e.g., "Safe by the water" courses, Prevention Days, University of the Third Age, annual conferences on non-medical fields and student conferences, etc.). It participates in educational and preventive activities within the Strategic Framework for the Development of Health Care in the Czech Republic until 2030 - HEALTH 2030 with a view to establishing an educational centre. It also strives to maintain close contacts with its graduates and will continue in these activities.

FHS has established the following priority objectives for the period in the area of the so-called third role:

1. To be a recognised centre of education in the field of non-medical disciplines for the general public not only in the Liberec Region but also beyond its borders.
2. To open the space of FHS to the public.



Operational objectives of FHS:

Objective E-1-1: FHS will develop interest in world knowledge and higher education among the youngest generation

Measure: FHS will continue to be actively involved in the organisation of the Children's University for primary school pupils, and Project Days for secondary school pupils. FHS will awaken students' interest in fields such as healthcare, biomedicine, nanomaterials, robotics, and others. It will also organise fun and educational events for young people of all ages. After all, this practice has a long tradition at the faculty.





Indicator: Number of lectures/seminars for participants of the Children's University, number of project days and number of entertainment and educational events.

Objective E-1-2: Expand cooperation in non-medical health professions.

Measure: FHS, together with the university, will hold professional events of lifelong learning for its graduates and personnel of non-medical health professions, innovate and develop a competition for students in the provision of pre-hospital emergency care, participate in important campaigns of the World Health Organisation and other institutions (e.g., International Nurses Day, World Health Day, Nursing Now, or World Heart Day). FHS will continue to organise consultancy and educational events for the professional and general public in the field of healthcare.

Indicators: Number of professional events with a focus on healthcare, number of participants in student competitions, number of persons involved in campaigns.



Conclusion

The Strategic Plan of Educational and Creative Activities and Internationalisation Strategy of FHS for the period 2021-2025, with a view to 2030, is based primarily on the approved university strategic plan and sets individual operational objectives in its continuity. The implementation of the Faculty's strategic plan will be periodically specified in each year of the strategic period. The Strategic Plan for Educational and Creative Activities and the Internationalisation Strategy of the FHS for the period 2021-2025, with a View to 2030, is mainly based on the approved strategic plan of the university and establishes individual operational objectives based on it. The fulfilment of the Strategic Plan of FHS will be regularly reviewed in each year of the strategic period.



List of abbreviations

FHS	Faculty of Health Studies, Technical University of Liberec
IS/STAG	Information system and study
IT	Information technology
IRS	Integrated Rescue System
MEYS	Ministry of Education, Youth and Sports
MFA	Ministry of Foreign Affairs
NAO	National Accreditation Office
FRG	Federal Republic of Germany
TU	Technical University
TUL	Technical University of Liberec
UPS	Universite Paul Sabatier
R&D	Research and Development