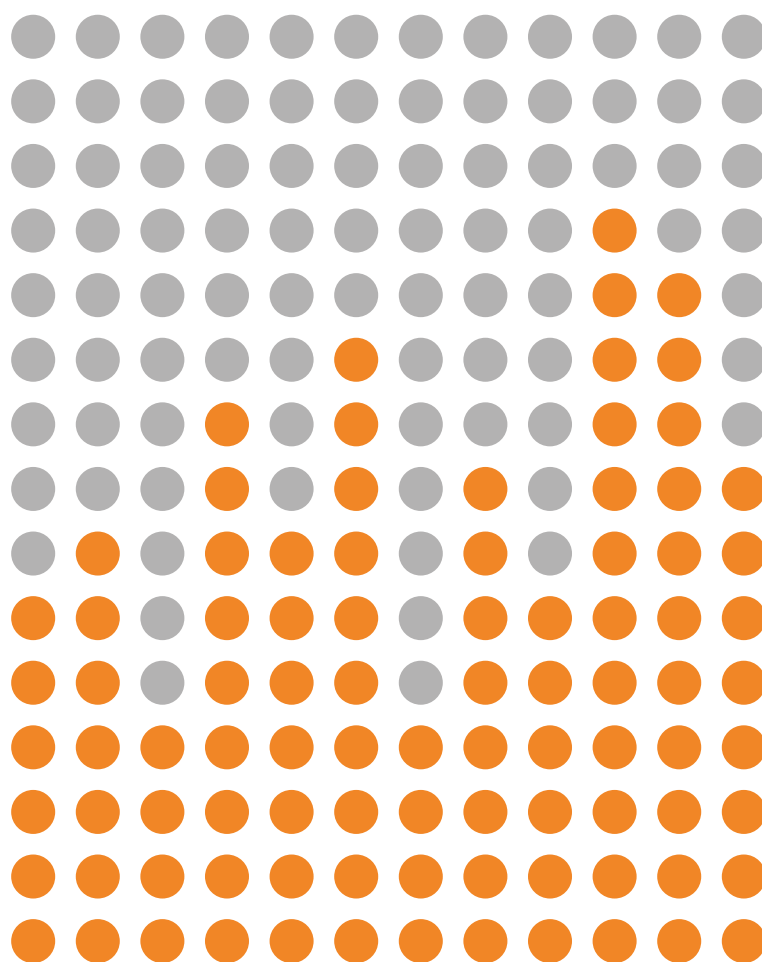
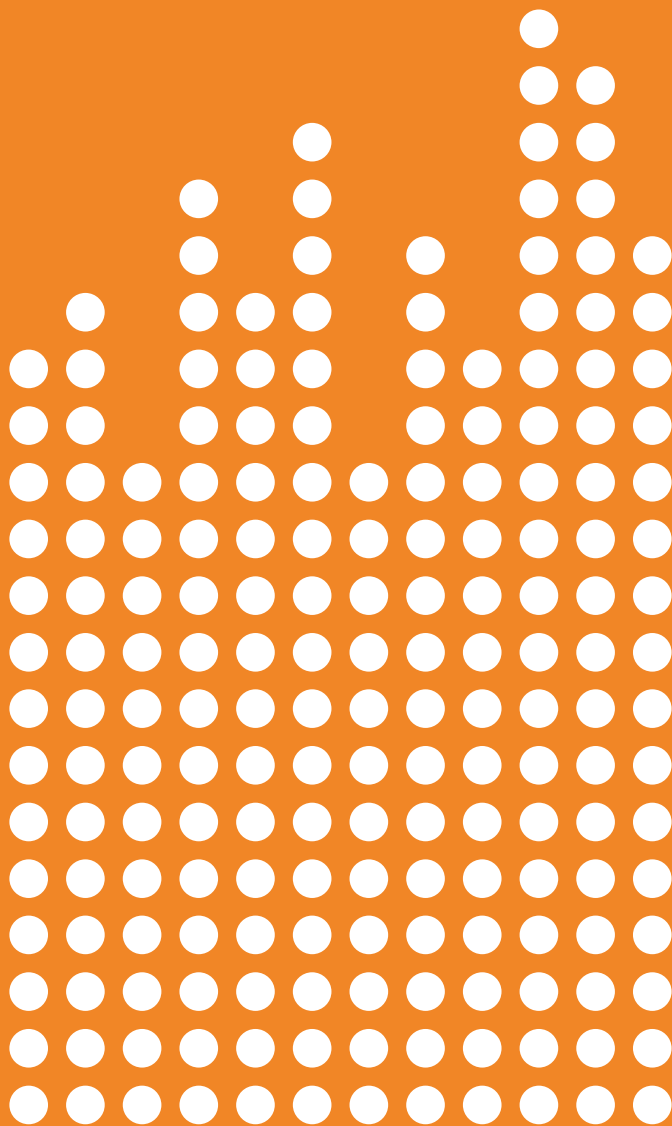


# ANNUAL ACTIVITY REPORT 2017





# ANNUAL ACTIVITY REPORT

# 2017

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## **FULFILMENT OF PRIORITIZED TASKS SET IN THE IMPLEMENTATION PLAN OF THE STRATEGIC PLAN FOR EDUCATION, RESEARCH, DEVELOPMENT AND CREATIVE ACTIVITIES OF TOMAS BATA UNIVERSITY IN ZLÍN FOR 2017**

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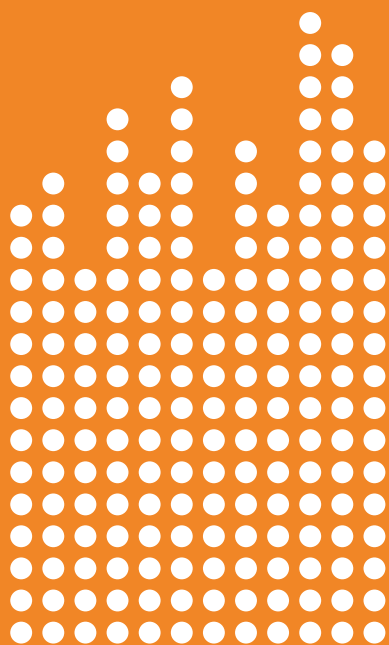
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The presented Annual Report portrays the activities of Tomas Bata University in Zlín (hereinafter referred to as "TBU") in 2017. The principal part of the Annual Report provides information on the fulfilment of the priorities of the Implementation Plan of the Strategic Plan for Education, Research, Development and Creative Activities of Tomas Bata University in Zlín for 2017.

The text supplement comprises 11 chapters describing the activities of TBU in the following spheres: Internal organization, educational activities, students, graduates, interest in studies, employees, international relations, R&D and creative activities, quality assurance, excellence and the third role of a higher education institution. Each chapter includes the relevant tables.

*Photos on the following pages depict the TBU Educational Complex, opened by the University in 2017.*

FULFILMENT OF PRIORITIZED  
TASKS SET IN THE  
IMPLEMENTATION PLAN OF  
THE STRATEGIC PLAN FOR  
EDUCATION, RESEARCH,  
DEVELOPMENT AND CREATIVE  
ACTIVITIES OF TOMAS BATA  
UNIVERSITY IN ZLÍN FOR 2017







# 1. EDUCATION

Education was a top priority for TBU. Therefore, the University concentrated on the task of adapting the offer of degree programmes/courses to the requirements of the labour market and to the needs of research institutions, and, at the same time, interconnected the degree courses offered. Language tuition and involvement of students in practical training/internships was also supported.

## **AIM 1: INTERCONNECT DEGREE COURSES; CREATE A MODULAR SYSTEM OF EDUCATION. SUPPORT THE CREATION OF INTERDISCIPLINARY COURSE UNITS FOCUSING ON KNOWLEDGE TRANSFER AND MANAGEMENT OF INNOVATION PROCESSES.**

In the course of 2017, a concept of an offer of optional courses intended for TBU students was prepared, and that in the form of options of choice between modules offered by the faculties, which resulted in a higher degree of interdisciplinarity of educational plans and in an enhancement of the professional profile of students. The total number of 18 modules were incorporated into the offer of optional course units in the relevant degree programmes and courses in accordance with recommendations given by the Degree Programme Boards. At the same time, specific scheduling was used in order to guarantee their accessibility for students of all faculties. Topics focusing on transfer and management of the innovation process and on Industry 4.0 were incorporated in classes taught within selected degree courses, i.e. in lessons provided at the faculties.

## **AIM 2: CREATE AND IMPLEMENT A NEW CONCEPT OF LANGUAGE TUITION AT TBU**

For all TBU degree programmes planned to be accredited, the obligatory inclusion of course units focusing on language tuition in the curricula was imposed in accordance with the concept of language tuition na TBU. In this regard, the concept lists both the final competences to be acquired by Bachelor's and Master's graduates and the structure and the total number of foreign language classes to be taught at TBU and included in the curricula.

## **AIM 3: PREPARE AND OBTAIN THE ACCREDITATION OF NEW DEGREE PROGRAMMES, AND THAT AT THE BACHELOR'S/FOLLOW-UP MASTER'S/DOCTORAL LEVEL. PREPARE THE CORRESPONDING INTERDISCIPLINARY DEGREE PROGRAMMES FOCUSING ON MECHANICAL ENGINEERING ACCORDING TO THE NEEDS OF REGIONAL MACHINE-BUILDING COMPANIES.**

In 2017, the preparation for accreditation of the following degree programmes, as planned and listed in the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of Tomas Bata University in Zlín for 2018 was started. In the course of 2017, the degree programmes in question were at least discussed at meetings of Degree Programme Boards of TBU faculties and at meetings of the Rector's Advisory Board, some of them were also discussed at meetings of the Scientific Boards and Academic Senates of TBU faculties. These programmes also include interdisciplinary degree programmes focusing on mechanical engineering.

## **FACULTY OF TECHNOLOGY**

- Bachelor's programme in Materials and Technologies taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Bachelor's programme in Food Analysis and Technology taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Follow-up Master's programme in Biomaterials and Cosmetics taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).

- Follow-up Master's programme in Biomaterials and Cosmetics taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).
- Follow-up Master's programme in Polymer Engineering taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Polymer Engineering taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Food Technology taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Food Technology taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Food Chemistry and Chemistry of Bioactive Substances taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Follow-up Master's programme in Food Chemistry and Chemistry of Bioactive Substances taught in English (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Follow-up Master's programme in Environmental Protection Engineering taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Environmental Protection Engineering taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Biotechnology taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).
- Follow-up Master's programme in Biotechnology taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations (preparation of the application for accreditation).
- Follow-up Master's programme in Production Engineering taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Extension of the doctoral programme in Process Engineering taught in Czech. It is focused on mechanical engineering according to the needs of regional machine-building companies.
- Extension of the doctoral programme in Process Engineering taught in English.

## **FACULTY OF MANAGEMENT AND ECONOMICS**

- Bachelor's programme in Economics and Management taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Economics and Management taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Bachelor's programme in Industrial Engineering taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in Management in Health Care taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Economics and Management taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.
- Doctoral programme in Industrial Engineering taught in Czech (full-time and part-time mode of study).
- Doctoral programme in Industrial Engineering taught in English (full-time and part-time mode of study).

## **FACULTY OF MULTIMEDIA COMMUNICATIONS**

- Follow-up Master's programme in Arts Management taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.

## **FACULTY OF APPLIED INFORMATICS**

- Bachelor's programme in Intelligent Systems with Robots taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations and focusing on the needs of regional machine-building companies.
- Bachelor's programme in Intelligent Systems with Robots taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Software Engineering taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Software Engineering taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Security Technologies, Systems and Management taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Information and Control Technologies taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Information and Control Technologies taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Information Technologies in Administration taught in Czech (full-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Automatic Control and Informatics taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations and focusing on the needs of regional machine-building companies.
- Follow-up Master's programme in Automatic Control and Informatics taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Information Technologies taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Information Technologies taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Security Technologies, Systems and Management taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Security Technologies, Systems and Management taught in English (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Doctoral programme in Automatic Control and Informatics taught in Czech (full-time and part-time mode of study).
- Doctoral programme in Automatic Control and Informatics taught in English (full-time and part-time mode of study).
- Doctoral programme in Information Technologies taught in Czech (full-time and part-time mode of study).
- Doctoral programme in Information Technologies taught in English (full-time and part-time mode of study).
- Doctoral programme in Security Technologies, Systems and Management taught in Czech (full-time and part-time mode of study).
- Doctoral programme in Security Technologies, Systems and Management taught in English (full-time and part-time mode of study).

## FACULTY OF HUMANITIES

- Bachelor's programme in English for Business Administration taught in Czech, with philological course units taught in English (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in German for Business Administration taught in Czech, with philological course units taught in German (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in Chinese for Business Administration taught in Czech (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in Midwifery taught in Czech (full-time mode of study)). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in General Nursing taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in Health and Social Care Worker taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Bachelor's programme in Optical Science taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations (preparation of the accreditation application).
- Bachelor's programme in Andragogy taught in Czech (part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Social Pedagogy taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Preschool Teacher Training taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Non-follow-up Master's programme in Lower Primary School Teacher Training taught in Czech (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in Anglophone Area Studies taught in Czech (full-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in Nursing taught in Czech (full-time and part-time mode of study). It is a career-oriented degree programme not involving any specializations.
- Follow-up Master's programme in Pedagogy of Preschool Age taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Social Pedagogy taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Doctoral programme in Pedagogy taught in Czech (full-time and part-time mode of study).

## FACULTY OF LOGISTICS AND CRISIS MANAGEMENT

- Bachelor's programme in Applied Logistics taught in Czech (full-time mode of study). Originally, it was an academically oriented degree programme not involving any specializations. The Scientific Board of the FLCM recommended that the programme should be changed into a career-oriented degree programme not involving any specializations.
- Bachelor's programme in Population Protection taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations.
- Bachelor's programme in Risk Control taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme not involving any specializations. During the preparation of the programme, the programme was renamed to Risk Assessment and Control.
- Bachelor's programme in Environmental Risk Management (full-time mode of study) taught in Czech. It is an academically oriented degree programme not involving any specializations.
- Follow-up Master's programme in Society Security taught in Czech (full-time and part-time mode of study). It is an academically oriented degree programme involving specializations.

An analysis of options of the creation of degree programmes focusing on mechanical engineering at the institutional level in cooperation with external entities was carried out.

#### **AIM 4: PREPARE AND OBTAIN THE ACCREDITATION OF FOLLOW-UP MASTER'S AND DOCTORAL PROGRAMMES FOR THE NEEDS OF RESEARCH INSTITUTIONS**

In 2017, TBU was allocated funding from the Operational Programme "Research, Development and Education" for a total number of 3 projects aimed at developing research-oriented degree programmes, to be carried out at TBU in the future. These are the following:

- Implementation of Doctoral Programme "Industrial Engineering" (FaME)
- Developing Research-oriented Degree Programmes at the FAI
- Developing Research-oriented Degree Programmes at the UNI

#### **AIM 5: IMPROVE PRESENTATION, COMMUNICATION, IT, PROJECT AND BUSINESS SKILLS AND COMPETENCES OF STUDENTS, SUPPORT CREATIVITY, SELF-DETERMINATION AND DEALING WITH DIFFICULT ISSUES**

In 2017, TBU paid particular attention to the so-called "soft skills" to be acquired by students, which resulted in the incorporation of compulsorily-optional course units in all proposals for accreditations of degree programmes at TBU (see Aim 3) which develop entrepreneurial skills and professional IT competences. At the same time, professional internships and specialized workshops were organized with funding provided by the Strategic Project of TBU in Zlín, which are precisely aimed at developing the students' "soft skills".

#### **AIM 6: INCORPORATE THE NATIONAL QUALIFICATION FRAMEWORK OF TERTIARY EDUCATION INTO GRADUATE PROFILES AND INTO DESCRIPTIONS OF LEARNING OUTCOMES AT THE RELEVANT LEVELS OF STUDY**

The National Qualification Framework of Tertiary Education was incorporated into all newly prepared proposals of accreditations of degree programmes. The incorporation thereof shall be supervised by the Internal Evaluation Board.

#### **AIM 7: SUPPORT THE PARTICIPATION OF STUDENTS IN TRAINEESHIPS AND INTERNSHIPS IN COMPANIES, ACTIVELY SEARCH FOR OPPORTUNITIES FOR COOPERATION WITH BUSINESS AND INDUSTRY. INCREASE THE NUMBER OF BACHELOR'S AND MASTER'S THESES BASED ON REQUIREMENTS OF BUSINESS AND INDUSTRY.**

TBU students were offered a number of traineeships in companies and placements in business and industry (More than 800 vacancies were posted via the TBU Job Centre portal). TBU organized the Job Opportunities Fair – Business Days, where 74 exhibitors presented their offers and which was attended by more than 1,700 TBU students/graduates. The exhibitors offered job positions, internships, traineeships, topics for Bachelor's and Master's theses.

## 2. HIGH-QUALITY AND RELEVANT RESEARCH, DEVELOPMENT, INNOVATION AND OTHER CREATIVE ACTIVITIES

TBU put great emphasis on the quality of R&D and creative activities, number of publication outputs and transfer of results of research, development and innovations to practice. TBU put in a great deal of effort in order to further develop the TBU research centres. It actively collaborated in international research networks and developed cooperation with national research units.

### **AIM 1: INCREASE THE QUALITY OF R&D AND CREATIVE ACTIVITIES CARRIED OUT AT TBU WITH THE AIM OF AN INTERANNUAL INCREASE IN THE NUMBER OF PUBLICATION OUTPUTS INDEXED IN MONITORED DATABASES (REGISTERED FOR THE PURPOSES OF THE INFORMATION REGISTER OF R&D RESULTS DATABASE) AND AN INCREASE IN THE CITATION RATE OF THE SAME OUTPUTS**

In 2017, the implementation of the project entitled “Strategic Project of TBU in Zlín” started. One of the goals set in the project was the specification of the process of assessment of academics and researchers, which will also produce a motivation effect on quantitative and qualitative indicators of outputs of R&D and creative activities. Significant development activities of R&D and creative activities were primarily specified in research centres established with funding provided by the Operational Programme “R&D for Innovations” for the implementation of projects. The basic bibliometric indicators of TBU included in the Web of Science and Scopus databases were continuously monitored. The analysis also comprised a comparison with similar higher education institutions in the Czech Republic. In the upcoming year, the analysis will be enhanced by adding selected international institutions. Significant supporting activities were carried out by the TBU Library, which organizes staff trainings, seminars and workshops focusing on the support of R&D activities of TBU employees.

### **AIM 2: CARRY OUT AN ASSESSMENT OF RESULTS OF ARTISTIC CREATIVE ACTIVITIES INCLUDED IN THE REGISTER OF ARTISTIC OUTPUTS (RAO) USING THE ALL-UNIVERSITY EVALUATION SYSTEM OF PEDAGOGICAL AND R&D AND CREATIVE ACTIVITIES**

In 2017, a methodological instruction in the form of a TBU internal regulation was issued, which establishes procedures for processing and reporting of results of creative activities included in the Register of Artistic Outputs (RAO). The evaluation of results of creative activities included in the RAO was taken into consideration in the case of staff employed at the relevant component parts, which had issued their own internal rules specifying the evaluation details. The evaluation of results of creative activities included in the RAO was regulated, as regards the component parts, in the institutional system in the Budget Rules for the relevant year. Another type of interconnection between the RAO and the staff evaluation system used at TBU is planned as one of the outputs of the Strategic Project of TBU in Zlín (KA7).

**AIM 3: INCREASE THE QUALITY OF THE STRUCTURE FOR TRANSFER OF R&D AND INNOVATION RESULTS TO BUSINESS AND INDUSTRY, IN PARTICULAR STRENGTHEN THE INVOLVEMENT OF TBU IN APPLIED R&D FUNDED BY NON-PUBLIC RESOURCES. PREPARE A STABLE MECHANISM FOR THE SUPPORT OF THE DEVELOPMENT OF THE TECHNOLOGY TRANSFER CENTRE.**

The aim was continuously implemented with funding provided by proof-of-concept projects and projects supported by the Technology Agency of the Czech Republic – Gama and by internal development projects.

The Technology Transfer Centre (TTC) as a unit providing centralized services for the whole University ensured the protection and observance of rights over results of research, development and innovations throughout the University and contributed to the transfer of the rights to practice. The TTC participated in the arrangement of the provision of funding for strategic tasks and ensured the observance of valid rights over the intellectual property of TBU. It proposed mechanisms leading to an increased stability, transparency and efficiency of funding of the TTC, and developed a system leading to a stable, transparent and effective funding.

The TTC took part in transfer activities in the Czech Republic and abroad, thus contributing to the creation and development of human resources focusing on an effective use of knowledge and new information in the process of protection and commercialization of research results. The transfer activities were based on business principles inspired by Bata, which lead to an extension and acceleration of transfer of knowledge from research units to industry.

**AIM 4: ENSURE THE SUSTAINABILITY AND DEVELOPMENT OF RESEARCH CENTRES ESTABLISHED WITH FUNDING RECEIVED FROM THE OP R&DFI. PREPARE A STABLE AND TRANSPARENT MECHANISM FOR THE ALLOCATION OF INSTITUTIONAL FUNDING IN SUCH A MANNER AS TO REFLECT THE STRATEGIC IMPORTANCE OF THE RESEARCH CENTRES FOR FURTHER DEVELOPMENT OF TBU.**

In 2017, both research centres closely collaborated on the creation of a strategy for the development of R&D and creative activities, which resulted in the submission of a joint application of the project entitled “Developing Capacity for Research and Development at TBU in Zlín” submitted to the OP RDE. The project application was accepted for funding and the project has been in implementation since 2018 under the Reg. No. CZ.02.2.69/0.0/0.0/16\_028/0006243. The methodology for internal reallocation of institutional funding taking into consideration the strategic contribution of both centres is specified in the Budget Rules of TBU in Zlín for the relevant year as approved by the TBU Academic Senate.

**AIM 5: ENHANCE THE INTEGRATION OF THE RESEARCH INFRASTRUCTURE OF TBU INTO INTERNATIONAL RESEARCH NETWORKS AND INTENSIVELY PARTICIPATE IN PREPARATIONS AND IN THE IMPLEMENTATION OF INTERNATIONAL RESEARCH PROJECTS. DEVELOP ACTIVE PARTICIPATION IN INTERNATIONAL SCIENTIFIC COMMUNITIES. SUPPORT INFRASTRUCTURES USED FOR THE IMPLEMENTATION OF PROJECT ACTIVITIES.**

The aim was fulfilled by active involvement in international platforms and clusters (e.g. ECP4, The European Composites, Plastics and Polymer Processing Platform, Plastics Cluster, Moravian-Silesian Automotive Cluster, Moravian Aerospace Cluster, Czech Technological Platform PLASTICS).

**AIM 6: RECRUIT YOUNG RESEARCHERS TO BE EMPLOYED DURING THE IMPLEMENTATION OF PROJECTS (POSTDOCTORAL EMPLOYEES) AS POTENTIAL HUMAN RESOURCES PROVIDING HIGH-QUALITY R&D AND CREATIVE ACTIVITIES AT TBU. CREATE GRANT INCENTIVES FOR YOUNG RESEARCHERS IN ORDER TO ENABLE THEIR CAREER ADVANCEMENT.**

The aim was fulfilled particularly in research centres, and that by involving young researchers in the implementation of projects of basic and applied research.

**AIM 7: CREATE CONDITIONS FOR THE ESTABLISHMENT OF INTERFACULTY PROJECT RESEARCH TEAMS WITH THE AIM OF INCREASING THE POTENTIAL AND OUTPUTS OF R&D AND CREATIVE ACTIVITIES**

Multidisciplinary research at TBU received funding from project competitions organized by the Internal Grant Agency of TBU.

**AIM 8: CREATE A SYSTEM FOR H&R MANAGEMENT IN R&D WHICH WILL FORM A BASIS FOR CONTROLLING AND INFLUENCING THE QUALITY OF R&D AND CREATIVE ACTIVITIES, AND THAT BOTH IN THE INDIVIDUAL CONSTITUENT PARTS AND AT THE INSTITUTIONAL LEVEL**

Activities leading to the fulfilment of this aim were included in the Strategic Project of TBU in Zlín, which will be in 2018 interlinked with projects focusing on the development of capacity in research and development carried out in research centres.

**AIM 9: CREATE AN INTERNAL SYSTEM OF QUALITY EVALUATION REGARDING THE R&D AND CREATIVE ACTIVITIES CARRIED OUT BY THE RELEVANT TEAMS AT TBU AND ENABLING THE IDENTIFICATION OF THE TEAMS' STRENGTHS AND WEAKNESSES. THE QUALITY EVALUATION SYSTEM SHALL BE REFLECTED IN AN INCREASE IN THE QUALITY OF STRATEGIC MANAGEMENT OF THE RELEVANT RESEARCH TEAM.**

The system will be created as an output of the implementation of the "Strategic Project of TBU in Zlín" in 2018.

**AIM 10: DEVELOP COLLABORATION WITH RESEARCH INSTITUTIONS IN THE CZECH REPUBLIC AND WITH DEPARTMENTS OF THE ACADEMY OF SCIENCES OF THE CZECH REPUBLIC**

The cooperation was carried out within joint projects funded by programmes organized primarily by the Czech Science Foundation and the Technology Agency of the CR. Collaboration on the implementation of Centralized Development Projects implemented in 2017 in cooperation with other Czech higher education institutions is of strategic importance.



# 3. QUALITY ASSURANCE

The aim of TBU was the finalization of the internal system of quality monitoring and assurance in all spheres of TBU activities.

**AIM 1: COMPLETE THE DEVELOPMENT OF A COMPREHENSIVE AND EFFICIENT INTERNAL SYSTEM OF QUALITY MONITORING AND ASSURANCE IN ALL SPHERES OF TBU ACTIVITIES. ENSURE A REGULAR COLLECTION AND ANALYSIS OF DATA RELEVANT TO THE QUALITY OF ALL ACTIVITIES CARRIED OUT AT TBU, APPLY FOR INCLUSION IN INTERNATIONAL RANKINGS FEATURING HIGHER EDUCATION INSTITUTIONS IN ORDER TO TEST THE QUALITY OF RESULTS OF THE ABOVE-MENTIONED ACTIVITIES AND ADOPT THE RELEVANT MEASURES DEPENDING ON THE RESULTS.**

In the course of 2017, the process of completion of a comprehensive and efficient internal system of quality monitoring and assurance in all spheres of TBU activities was launched. The process involved several key components.

In the first place, the Internal Evaluation Board started to carry out its activities, In the course of 2017, two Board meetings took place. In 2017, the Internal Evaluation Board approved of the structure of key qualitative indicators of TBU and the manner of preparation and the elaboration of the Internal Evaluation Report, which will provide documentary evidence for the development of these indicators, goals in the sphere of quality management, and the measures adopted. During the preparation of the Internal Evaluation Report, the preparation of a whole series of research surveys was started, which are connected to information about the feedback regarding the quality of activities carried out by TBU. It refers to the monitoring of the feedback from students in their final year of study, from TBU graduates and key employers.

Furthermore, the implementation of the Strategic Project of TBU in Zlín funded by the Operational Programme "Research, Development and Education" (RDE) was started, with the obtained resources also provided to the project entitled "Completion of the System of Strategic Management of Quality and Evaluation Assurance at TBU", which is focused both on the mapping of key control and controlled processes (the given key activity enables the implementation of a process control system at the University) and the creation of new methodologies as well as updates of methodologies currently used for quality assurance and evaluation of activities of TBU.

Last but not least, indicators of quality and performance were analysed at meetings of the Rector's Advisory Council and at other meetings – in particular those concerning the numbers of students (e.g. student dropout rates and success rates during the admission process), degree programmes carried out, qualification structure of the academic staff, scientific and artistic performance of the University, as well as international mobility and internationalization. In 2017, the indicators monitored at TBU also included the graduate employability on the labour market, assessed depending on the individual degree programmes at six-month intervals and based on the number of graduates registered by Employment Offices as provided by the Ministry of Labour and Social Affairs.

During the evaluation of activities of TBU as a whole, as well as during the evaluation of the individual faculties and component parts, indicators used in international rankings in which TBU had been included were taken into consideration and also assessed within the internal evaluation process. These are, for example, the Times Higher Education World University Rankings, QS World University Rankings and U-Multirank. During 2017, steps were taken towards the completion of a comprehensive and efficient internal system of quality monitoring and assurance in all spheres of TBU activities. This refers particularly to the organization of a regular collection and assessment of data relevant to the quality of all activities of TBU.

**AIM 2: USE THE FINANCIAL TOOLS AVAILABLE TO INFLUENCE THE QUALITY OF ACTIVITIES CARRIED OUT AT TBU WHILE APPLYING THE PRINCIPLE OF EFFECTIVENESS**

In the TBU Budget Rules for 2017, such components were included which also comprise qualitative indicators. At the same time, the completion of the quality management system is funded from resources provided by the

OP RDE – “Strategic Project of TBU in Zlín”, and that from one of the key activities, as well as from resources from the Centralized Development Project “Deepening of Strategic Cooperation between HEIs in the Sphere of Management of Quality of Education in Technology According to the Needs of the Society and of Knowledge Economy”, focusing on sharing of experience and knowledge acquired during the development of a quality management system.

### **AIM 3: EVALUATE AND INCREASE THE QUALITY AND RELEVANCE OF FULL-TIME AND PART-TIME DEGREE PROGRAMMES WITH THE AIM OF HARMONIZING GRADUATE PROFILES IN BOTH MODES OF STUDY**

At the faculties, further steps were taken towards an increase in the quality of the part-time mode of study and of part-time graduates as regards the content of the tuition offered, the study supports prepared and an effective and intensive use of the LMS Moodle so as to equalize the graduate profile in the full-time and in the part-time mode of study.

Concurrently, surveys were prepared at TBU aimed at the evaluation of:

- Classes,
- Studies assessed by students,
- Studies assessed by employers,
- Studies assessed by graduates.

Information obtained from the above-mentioned surveys will be used to further increase the quality and relevance of part-time programmes at TBU.

### **AIM 4: ANALYSE AND IDENTIFY REASONS FOR HIGH DROPOUT RATES. USE ANALYSES, EXAMPLES OF GOOD PRACTICE IN ORDER TO PROPOSE MEASURES LEADING TO AN INCREASE IN THE SUCCESS RATE, FOCUSING ON MAINTAINING THE QUALITY STANDARDS AND TAKING INTO CONSIDERATION THE SPECIFIC FEATURES OF THE RELEVANT DEGREE PROGRAMMES/COURSES.**

Both at the institutional and at the faculty level, detailed analyses of high dropout rates in the individual degree courses and compulsory course units were carried out. Depending on the results of the analyses, the faculties were able to identify the main reasons for dropout rates and proposed measures aimed at reducing the mentioned rates, taking into consideration the requirement of maintaining the desired level of quality. Information on results of the analyses and on the measures proposed as well as the mutual exchange of examples of good practice were agenda items discussed at a joint meeting of representatives of the faculties’ Management Boards.

### **AIM 5: SYSTEMATICALLY IMPROVE THE QUALITY OF DOCTORAL PROGRAMMES, IMPROVE THE CONDITIONS AND FUNDING INTENDED FOR STUDENTS IN DOCTORAL PROGRAMMES.**

The aim was fulfilled by implementing projects funded by the OP RDE and with funding provided by the TBU Institutional Plan for 2016-2018.

### **AIM 6: SUPPORT THE INVOLVEMENT OF ALL STUDENTS IN MASTER’S AND DOCTORAL PROGRAMMES IN RESEARCH ACTIVITIES**

PhD students were those among the students who were particularly involved in the implementation of research projects. A key role was played by the IGA, aimed not only to support scientific activities of PhD students but also of talented Master’s students.

In order to support the interest of and an active participation by Bachelor’s and Master’s students in research activities, student scientific conferences were held, where the results of students’ work were presented. In research centres, students, above all PhD students, actively participated in projects which were allocated public funding support from various providers.

## 4. DIVERSITY AND AVAILABILITY

The University put in a great deal of effort in order to ensure equal access to education to all students, irrespective of differences. TBU offered counselling services and supported the development of individual talents. The University was open to the public, for example by offering Lifelong Learning courses and courses of the University of the Third Age. It closely collaborated with employers.

### **AIM 1: SET OUT CONDITIONS FOR EQUAL ACCESS TO EDUCATION PROVIDED TO SPECIAL NEEDS/SOCIALLY HANDICAPPED APPLICANTS/STUDENTS**

The Rector's Directive entitled "Support of Special Needs Applicants and Students at TBU" including the Methodological Instruction was implemented. The centre for special needs students obtained additional technical equipment. Special software and other compensatory aids were purchased for the Counselling Centre and hired out to students with special learning needs. The database of students providing assistance services was updated.

### **AIM 2: ENSURE THE OPTIONS FOR PROVISION OF COUNSELLING SERVICES INTENDED FOR APPLICANTS FOR STUDY, STUDENTS AND STAFF**

Starting from July 2017, the individual activities listed in the TBU Strategic Project were carried out, with the aim of creating and improving the accessibility of educational facilities of TBU for special needs students. Study materials for classes in foreign languages for students with special learning needs were modified. Methodologies for students with special learning needs and for non-disabled students were prepared. Awareness workshops and specialized courses aimed at developing improved relations between students with special learning needs, non-disabled students and academics were held. Information support was provided to students via the digitization service of the TBU Library and provision of access to educational facilities was improved thanks to special webinars. With funding provided by the TBU Strategic Project, competences of the expert team of the Counselling Centre, Job Centre, faculty coordinators/tutors, academics and other TBU employees were enhanced. In 2017, services provided by the Job Centre and the TBU Counselling Centre were used more extensively.

### **AIM 3: SUPPORT THE PRODUCTION OF GRADUATES WITH SPECIFIC SKILLS, AND THAT BY DEVELOPING THE INDIVIDUAL TALENTS OF STUDENTS.**

At the individual faculties, the development of talented students was supported in particular by their involvement in project activities and by participation in contests held within Student scientific, expert and creative activities. At selected faculties, a specific project was implemented, aimed at supporting a selected group of talented students and comprising an offer of a supplementary educational programme focusing on deepening of the students' theoretical knowledge and on the acquisition of practical experience, and that by participating in projects implemented in cooperation with partner institutions from business and industry. Talented Master's and PhD students were also involved in the implementation of projects funded by the Internal Grant Agency or of external research-oriented grant projects. The total number of students participating in the IGA project included 246 PhD students and 73 Master's students.

### **AIM 4: OPEN THE UNIVERSITY TO THE GENERAL PUBLIC. ENSURE PERMEABILITY BETWEEN DEGREE PROGRAMMES AND LIFELONG LEARNING (LL) PROGRAMMES. ENHANCE THE OFFER OF LL COURSES.**

LL courses were offered directly at TBU faculties, the activity was coordinated by the Lifelong Learning Board. LL courses offered at all faculties were held according to the prepared schedule and in accordance with the strategic plan. The total number of attendees to the LL courses reached the figure 4,211 (U3A not included). The number of vocational courses was 48, the total number of courses intended for hobby purposes was 90.

Within the LL, the Intensive Czech Language Course for International Students was launched in October 2017, with 8 students joining the course. The course is aimed at getting the International Language Certificate at the competency level B2, which entitles the holder to enrol on a university degree programme carried out in Czech at any public higher education institution in the Czech Republic.

#### **AIM 5: DEVELOP SYSTEMS OF ELECTRONIC STUDY MATERIALS AND SYSTEMS FOR ARCHIVING OF OUTPUTS OF R&D AND CREATIVE ACTIVITIES (R&D) GENERATED AT TBU**

With funding provided by the Strategic Project of TBU in Zlín, extensive preparations of 399 new electronic study materials for the purposes of tuition in Bachelor's and Master's programmes at five faculties were started. At the same time, measures were adopted in order to innovate the Moodle LMS system. Outputs of R&D and creative activities were archived in the Repository of Publication Activities of TBU run by the TBU Library.

#### **AIM 6: ENHANCE AND CULTIVATE RELATIONS WITH EMPLOYERS OF TBU GRADUATES AND INVOLVE THEM IN THE INNOVATION OF DEGREE PROGRAMMES, LIFELONG LEARNING, COOPERATION IN THE SPHERE OF R&D**

The number of employers collaborating with TBU continued to rise. Within the cooperation with employers of graduates, specifically in the form of their participation in classes, the following activities took place: Supervision of Bachelor's/Master's theses, research and project cooperation, communication regarding the provision of feedback on the preparedness of TBU graduates for practice, their knowledge, skills and competences, and regarding options related to methods to be used to produce an improvement therein.

#### **AIM 7: IMPROVE THE QUALITY AND DEVELOP THE U3A AS A SERVICE INTENDED FOR THE GENERAL PUBLIC**

The University of the Third Age (U3A) takes the form of a two-year educational programme consisting of courses in various scientific disciplines, including both lectures and practical training. In 2017, the offer included computer lessons, lessons in digital photography, visual arts, lectures on subjects from social sciences, technology, food technologies, etc. The number of attendees to U3A courses was 1,521. U3A courses were held at TBU in Zlín, in Uherské Hradiště and also in Vsetín and in Kroměříž in cooperation with public institutions. The topics of U3A courses offered were based on the interest shown by applicants from among senior citizens. The language instruction and courses in visual arts were particularly popular.

# 5. INTERNATIONALIZATION

Internationalization is one of the priorities of TBU. The University supported the admission of international students/recruitment of international teaching staff, thus creating a natural international environment. It provided goal-directed support to student and teacher mobility and supported the implementation of double degree programmes.

## **AIM 1: ENSURE THAT THE MAJORITY OF DEGREE PROGRAMME HAVE AN INTERNATIONAL CHARACTER AND THAT INCOMING STUDENTS AND GUEST TEACHERS ARE INTEGRATED INTO THE LIFE OF THE ACADEMIC COMMUNITY**

The International Office was able to obtain a sufficient amount of financial resources to support student and academic staff mobility. In comparison to the previous programme period, the budget resources allocated to mobility within the Erasmus+ programme increased by 30 %. Students had also an opportunity to receive funding for mobility outside the Erasmus+ programme, namely for the FREEMOVER programme.

Scholarships were paid to international students in compliance with the Rector's Directive No. 18/2015, "Rules for Eligibility for Scholarships Paid from Resources of the Fund Intended for the Support of Internationalization and Applicable to International Students in Full-Time Degree Programmes Taught in the English Language at Tomas Bata University in Zlín", according to which first-year students enrolled in PhD programmes accredited to be taught in a foreign language are eligible for a scholarship. In justifiable cases, scholarships were granted to Bachelor's/follow-up Master's programmes, and that usually to students coming from developing countries.

When establishing new partnerships, TBU assessed the curricula of degree programmes carried out at institutions abroad. The reputation of the relevant university, position in university rankings, university-owned facilities, and the potential for participation in joint projects were the factors important for the assessment of a partnership.

TBU faculties regularly took advantage of the opportunity to invite international experts and involve them in teaching and research activities. In 2017, there was an increase in international mobility, for example in cooperation with Belgium, Egypt, Hungary, the Netherlands, Poland, Slovakia, Slovenia, the United Kingdom and other countries. TBU continued to collaborate on the EURAXESS project aimed at providing information and supporting services to researchers.

## **AIM 2: DEVELOP THE INTERNATIONAL ENVIRONMENT AT THE UNIVERSITY SO THAT ALL DEPARTMENTS ARE ABLE TO PROVIDE SERVICES BOTH IN CZECH AND IN ENGLISH. INCREASE THE EFFICIENCY OF THE MANAGEMENT OF PROCESSES RELATED TO INTERNATIONALIZATION ACTIVITIES.**

The requirement applying to all newly recruited employees, namely to fulfil the minimum requirements regarding communication skills in English, was set at TBU. The current employees of TBU were enabled to improve their language competences, participate in mobility, i.e. in teaching/work abroad. Conditions were created for the academic staff enabling them to teach international students; academics were offered opportunities to participate in summer schools.

The services offered to international students included Czech classes as a standard part. The course for beginners ran during one semester and the course for long-term students ran during the whole academic year.

### **AIM 3: ENSURE THAT STUDENTS STUDYING IN BACHELOR'S AND FOLLOW-UP MASTER'S PROGRAMMES PARTICIPATE IN A STUDY PERIOD/TRAINEESHIP ABROAD DURING THEIR STUDIES, AND THAT WITH A DURATION OF NO LESS THAN 14 DAYS**

Faculties provided funding from their scholarship funds to support student mobility and also provided additional funding to more costly mobility, where the funding obtained from traditional mobility programmes was not sufficient (funding is usually provided for no less than 30 days).

Informative meetings between the staff of the International Office and students were regularly organized by TBU in order to share the experience gained. Furthermore, events such as the International Festival, International Dinner, Country Presentations were organized with the aim of building relationships among international students/staff and regular students/permanent staff, develop the international environment at TBU and share experience.

In order to have a well-organized registration of mobility, a portal entitled mobility.utb.cz was created, which contains complete data on incoming and outgoing mobility at TBU. Manual entry is necessary in the case of mobility of foreign employees; the remaining data are imported from the STAG and SAP systems.

### **AIM 4: RECRUIT A GROWING NUMBER OF INTERNATIONAL STUDENTS COMING TO TBU TO PARTICIPATE IN A SHORT-TERM STUDY PERIOD OF NO LESS THAN 14 DAYS**

International students were preferably accommodated in the U12 and U7 Halls. If there were no vacancies in the Residence Halls, international students were provided accommodation of the required quality in the private sector. All students were enabled to register in the online booking system sufficiently in advance; the said system simplified the booking of accommodation as well as the communication with accommodation administrators.

The International Office appropriately enhanced the portfolio of partnership agreements in such a manner as to guarantee TBU a sufficient number of attractive universities for mobility, however, at the same time to enable that TBU can carry out such activities at the bilateral level, .i.e. also accept talented students from partner universities and offer them facilities of a sufficient quality. Coordinators from the International Office regularly communicated with partners regarding the possibilities of exchange programmes, course units offered and other issues necessary to be dealt with in order to implement the respective mobility. The International Office actively promoted options for mobility at TBU, and that at conferences, during business trips abroad as well as when receiving visitors from abroad. TBU offered free courses within exchange programmes, free Czech courses held during the semester, plenty of additional activities and trips organized in cooperation with the Buddy System Zlín.

In 2017, the International Office organized a record number of 6 summer schools held at 2 faculties, which attracted 42 students.

### **AIM 5: SUPPORT ACADEMIC MOBILITY ABROAD TO BE OFFERED TO PHD STUDENTS DURING THEIR STUDIES, PREFER MOBILITY LONGER THAN ONE MONTH**

Doctoral students travelled abroad with funding provided by the Erasmus+ and Freemover programme, National Programme for Sustainability, Internal Grant Agency, and others.

### **AIM 6: INCLUDE STUDY PERIODS TAKEN BY STUDENTS IN CURRICULA AND IN INTERNAL REGULATIONS SO AS TO AVOID ANY DIFFICULTIES THAT COULD HINDER STUDENTS FROM COMPLETING THEIR STUDIES IN THE STANDARD PERIOD OF STUDY**

At all TBU faculties, conditions suitable for the recognition of a part of studies completed at educational institutions abroad were created. Course units completed during a study period at a partner educational institution were recognized in accordance with the so-called Learning Agreement. The procedure for recognition of credits obtained abroad was simplified and administered in the IS/STAG information system. In 2017, the reaccreditation took place in compliance with the amendment to the Higher Education Act, which also comprised the inclusion of study periods/traineeships abroad in the curricula.

### **AIM 7: SUPPORT THE ACCREDITATION AND IMPLEMENTATION OF JOINT/DOUBLE/MULTIPLE DEGREE PROGRAMMES**

No new double degree programme was accredited in 2017.

### **AIM 8: ENSURE AN INCREASE IN THE NUMBER OF GRADUATES FROM DEGREE PROGRAMMES ACCREDITED IN ANOTHER LANGUAGE THAN CZECH**

The apply.utb.cz portal, which enables full electronic submission of applications for study and direct communication with applicants, was revised and a more attractive design was applied. Promotional videos, which obtained the Golden Semicolon Award, were uploaded to the TBU website. The number of self-paying students was increased by more than 20 % when compared to the previous period.

### **AIM 9: SUPPORT THE ESTABLISHMENT AND SUSTAINABILITY OF TBU CENTRES ABROAD**

The TBU International Centre provided facilities to the members of the Buddy system, who form an important element for the work with international students at TBU. The Centre also improved the conditions for the activities of recruitment agents to be found among international students and graduates of TBU, who will be charged with the task of recruiting new students for TBU in the regions which are of interest to TBU.

### **AIM 10: USE THE GLOBAL BATA-RELATED INFRASTRUCTURE FOR THE NEEDS OF TBU**

The infrastructure was particularly used for research purposes – e.g. Mgr. Milan Balaban of the Bata Information Centre travelled abroad, where he collected documents in order to build up a global Bata-related archive at TBU. A contract was concluded with the company Compass Limited represented by Mrs. Rosemarie Blyth Bata, that will provide funding for the creation of the mentioned archive. Collaboration on research projects with the Bata company took place.

### **AIM 11: DEVELOP INTERNATIONAL MOBILITY OF STUDENTS AND ACADEMIC STAFF WITH PARTICULAR EMPHASIS ON HIGH-QUALITY SCIENTIFIC COLLABORATION, SUPPORT THE INVOLVEMENT OF PHD STUDENTS IN PROJECTS IMPLEMENTED IN COOPERATION WITH PARTNERS ABROAD AND WITH RENOWNED EXPERTS**

The inclusion of compulsory study periods/traineeships abroad in curricula was ensured at all TBU faculties.

### **AIM 12: RECRUIT HIGH-QUALITY STUDENTS FROM UNIVERSITIES ABROAD FOR STUDIES IN DOCTORAL PROGRAMMES AND FOR POSTDOCTORAL FELLOWSHIPS**

In 2017, major amendments to internal regulations were made, resulting in a significant simplification of the process of admission of international students. Within the fulfilment of aims specified in the Institutional Plan for 2016-2018, the programme of support of postdoctoral employees was implemented.

## 6. RELEVANCE

TBU supported the career and professional development of its employees, increased the graduate employability and played an active role in the training of teachers in the Zlín Region.

### **AIM 1: SUPPORT THE CAREER AND PROFESSIONAL DEVELOPMENT OF TBU EMPLOYEES AND ENHANCE THEIR COMPETENCES IN EDUCATION AS WELL AS IN R&D AND CREATIVE ACTIVITIES AND IN OTHER TYPES OF ACTIVITIES, INCLUDING THE VALORISATION OF RESULTS**

At TBU, systematic education of the academic staff was provided in spheres corresponding to the specializations of TBU faculties; in general segments, educational programmes were offered centrally by TBU. At all faculties, conditions for the career development of academic staff were created with the aim of increasing the number of employees who have obtained a PhD degree, of Associate Professors and Professors, provided that qualitative requirements set for the acquisition of the relevant degree were observed. Furthermore, the faculties' academic staff was provided education in the form of invited specialized lectures, mobility programmes, acquisition of communication skills in English, German as well as in other languages, and in the form of information and administration programmes.

Within the personnel policy, qualitative parameters for newly recruited academics were defined. In general, it referred to fluent communication in English and to the fulfilment of requirements regarding the completed education; the minimum requirement comprised a PhD degree obtained by the candidate. Each newly qualified academic employee had an individual career plan set, which was monitored by the Head of the relevant department and by the Dean of the relevant Faculty. The faculties individually enabled, in accordance with the relevant career programmes, a free attendance at educational programmes, participation in stays abroad, sabbaticals as well as modifications to professional duties.

### **AIM 2: INCREASE THE EMPLOYABILITY OF GRADUATES IN BUSINESS AND INDUSTRY BY MEANS OF COOPERATION WITH THE RELEVANT ENTITIES (EMPLOYERS, GRADUATES, SOCIAL PARTNERS, ETC.) ON THE CREATION AND INNOVATION OF DEGREE PROGRAMMES, BY ENHANCING THE QUALITY OF SERVICES PROVIDED BY THE TBU JOB CENTRE, BY SUPPORTING TRANSFERABLE COMPETENCES OF STUDENTS, BY ENCOURAGING BUSINESS ACTIVITIES AND BY PROVIDING CONDITIONS FOR THE ESTABLISHMENT OF START-UP COMPANIES.**

TBU collaborated with employers, graduates and other partners. Inspired by the experience gained by colleagues from other HEIs, TBU incorporated international experience into the activities of the Job Centre, and that by the study of materials arranged in the form of books or during discussions held at regular meetings.

### **AIM 3: REFLECT THE LOCAL, REGIONAL, NATIONAL AS WELL AS INTERNATIONAL CIRCUMSTANCES AND ISSUES RELATED TO THE WHOLE SOCIETY IN EDUCATIONAL, RESEARCH, DEVELOPMENT, ART AND OTHER ACTIVITIES OF THE UNIVERSITY.**

The specification and implementation of the strategy plan for activities to be carried out in accordance with the currently valid alterations in legislature or in other spheres were made in such a manner as to fulfil the requirements given by legal rules. TBU supported active participation of its employees in bodies, associations or debate groups, which participate in the formulation of the respective strategy.



#### **AIM 4: ENSURE THAT TBU PERFORMS A FUNDAMENTAL ROLE WITHIN THE METHODOLOGICAL SUPPORT OF EDUCATIONAL ACTIVITIES AND WITHIN THE TRAINING OF TEACHERS IN THE ZLÍN REGION AT ALL LEVELS OF THE EDUCATIONAL SYSTEM, INCLUDING THE INCLUSIVE EDUCATION**

In 2017, the FHS implemented the project entitled Preventing Shock in Future Nursery and Primary School Teachers When Confronting Reality in the Period of the Commencement of Their Career. The project also included collaboration with schools and their active involvement in the training of prospective teachers. With funding provided by this project as well as using other types of funding, several publications were issued, which include methodological instructions and are intended for teachers.

In the TBU Library, at the suggestion of the FHS and thanks to the activities of the FHS, a mini-library entitled Pedagogy was completed, which can also be used by teachers from the region, i.e. for the support of their lifelong learning activities.

During the Zlín Film Festival, the FHS organized a special programme for schools – sample workshops. In the course of the year, the Faculty put on theatrical performances for children in nursery schools as an example of attractive teaching method.

In 2017, the FHS entered into contracts on cooperation with nursery and primary schools acting as the Faculty's partner institutions; the Faculty held workshops for teachers at the same schools (e.g. a course entitled Open-Air School) and involved them in the relevant research activities. Provision of specialized counselling for those interested from among teachers at the same schools was a matter of course.

Assistance given by students of teacher training during selected events organized by schools acting as the Faculty's partner institutions can be considered a bonus.

# 7. DEVELOPMENT OF THE UNIVERSITY INFRASTRUCTURE

The University continued to improve its infrastructure, and that both by the completion of the construction of the new Educational Complex and by renovating and modernizing the existing buildings. TBU introduced new technologies, developed the information infrastructure and worked on the assurance of financial self-sufficiency of the entrepreneurial behaviour of entities owned by the University.

## **AIM 1: COMPLETE THE CONSTRUCTION OF AND OPEN THE TBU EDUCATIONAL COMPLEX**

A new educational facility of TBU was built in Štefánikova Street in Zlín in the period from 2015 to 2017. Its author is Prof. Eva Jiříčná. The Complex will be used in particular by students and teachers of the Faculty of Humanities, the buildings also house an exhibition area of the Faculty of Multimedia Communications.

The new building of the TBU Educational Complex is composed of two identical buildings (wings) comprising six above-ground floors and interlinked with a single-floor entrance building. The ground floor houses a lobby including a reception, a large lecture hall for 240 persons and three smaller lecture rooms for 98, 70 and 72 persons. The remaining area of the first above-ground floor involves classrooms, teachers' offices, an exhibition gallery, communication and mechanical rooms. The remaining above-ground floors house classrooms, teachers' offices, offices and laboratories. The complex of two dominant buildings is interlinked with two underground floors providing space for a car park for 87 vehicles and operational and technological facilities of the Complex. The construction was funded using the resources of the programme funding of the MEYS with financial participation by TBU. The construction was completed on 14 November 2017, complete mobile interior equipment was purchased and installed, the putting into operation was organized and the opening ceremony was held on 5 December 2017.

## **AIM 2: COMPLETE THE CONSTRUCTION OF AND OPEN THE CREATIVE INDUSTRIES CENTRE (TECHNOLOGY PARK, SPECIFIC CREATIVE INDUSTRY INCUBATOR)**

The AI Design studio prepared an architectural design of a new building of the Creative Industries Centre, planned to replace the U3 building, as a document necessary for the preparation of the project application to be submitted to the OP Enterprise and Innovation for Competitiveness (EIC). Later on, the potential operator of the Creative Industries Centre of the FMC withdrew from the preparation of the project application due to concerns over the complexity of the terms and conditions of the implementation, operation and funding of the sustainability of the project.

## **AIM 3: ENHANCE THE INFRASTRUCTURE FOR EDUCATION BY IMPLEMENTING FINANCIALLY DEMANDING INVESTMENT PROJECTS, NAMELY RENOVATION AND MODERNIZATION PROJECTS**

The project application entitled "GEPOS", submitted by the FaME to the ERDF projects of the OP RDE and interlinked with the Strategic Project of TBU in Zlín was accepted for funding. The implementation stage of the project commenced on 1 July 2017. The public tender entitled "Complete renovation of A and B lecture rooms located in the U2 building" was prepared and carried out.

## **AIM 4: BUILD UP AND DEVELOP E-INFRASTRUCTURES AIMED TO APPLY NEW TECHNOLOGY AND TECHNIQUES IN TEACHING AND LEARNING AND IN RESEARCH**

The project application submitted by the FAI to the ERDF projects of the OP RDE, interlinked with the Strategic Project of TBU in Zlín and entitled "Modernization of Educational Infrastructure at the FAI" was accepted for funding. The implementation stage of the project started on 1 October 2017. Technical guidance documents concerning the invitation for a number of public tenders were elaborated, in particular concerning the renewal of

machines and technological equipment necessary for the modernization of classes offered at the FAI. The public tender for the purchase of a licence for the operation of the SW "Mathematica" was organized.

A laboratory for study in the degree courses in Population Protection, Risk Control and Environmental Risk Management was established in the UH1 building for the needs of the FLCM.

#### **AIM 5: DEVELOP THE TBU INFORMATION SYSTEM WITH THE AIM OF FULLY COMPUTERIZING ITS BASIC SEGMENTS AND REDUCING ADMINISTRATIVE WORK AND COSTS**

The document repository run at the remote infrastructure situated outside TBU in the hardware infrastructure located at the Technical University in Ostrava was enhanced by adding a depository of documents in writing delivered to students and applicants for study.

The registration and filing of outgoing invoices in the SD IS SAP module was implemented and interlinked with other objects (FI, CO), including the storage in the DMS SAP and electronic delivery to the customers.

#### **AIM 6: COOPERATE WITH HIGHER EDUCATION INSTITUTIONS AND SHARE CAPACITIES IN THOSE PARTS OF THE INFORMATION INFRASTRUCTURE IN WHICH THE SAME ELECTRONIC SYSTEM – IS/STAG, SAP, OBD/GAP/IGA – IS USED**

As at the date on which the new internal regulations – Statute of TBU in Zlín and Study and Examination Regulations of TBU in Zlín – came into legal force, a modification for the delivery of documents in writing to students and applicants for study was launched, and that via the IS/STAG information system, in compliance with § 68 and § 69a of the Higher Education Act.

In the SAP system, the implementation of electronic registration of staff training was completed as required by law including the automatic checking of dates. The supplementary system "FAIN" for registration and compilation of inventories of assets using bar codes was implemented, including the replacement of terminal devices – terminal workstations and printers.

In cooperation between Moravian higher education institutions, the technological upgrade of the SAP system to the version ERP 6.0 EHP7, Netweaver 7.4. Oracle 12g Release 2 (12.1), Red Hat Enterprise Linux 7.1. was completed at all six participating universities (Janáček Academy of Music and Performing Arts, Mendel University in Brno, Palacký University in Olomouc, TBU, VŠB Technical University of Ostrava, Brno University of Technology). This completed upgrade of the SAP system was followed by an upgrade of the helpdesk SAP Solution Manager to the 7.2 version, including the connection of the individual monitored universities' systems. The target concept for the unified specification of the Request Management scenario in the SAP Solution Manager environment was elaborated.

#### **AIM 7: ENSURE THE AVAILABILITY OF ELECTRONIC INFORMATION RESOURCES BASED ON MODERN TOOLS INTENDED FOR EFFECTIVE SEARCH WITHIN THEIR CONTENT.**

The TBU Library operates the Information Resources Portal entitled Xerxes and used for an efficient search in the content of pre-paid and freely available electronic information resources including locally available printed resources. In 2017, the TBU Library created a version of this interface which is optimized for touch screen device use, i.e. particularly when using mobile phones and tablets. The functions accessible in this manner include the actual search and viewing of results, additional information on the records found, user login and work with a user's account and the graphic design adapted for touch control. The TBU Library also updated the client of the API Summon service on the part of the Xerxes interface and, concurrently, updated this API, which provides search services for the Xerxes interface.

#### **AIM 8: ENSURE THE ECONOMIC INDEPENDENCE OF ENTREPRENEURIAL BEHAVIOUR OF UNIVERSITY ENTITIES, BUILD ENTREPRENEURIAL CENTRES AND INCUBATORS, SUPPORT BUSINESSES RUN BY TBU GRADUATES AND SUPPORT THE NETWORK OF SMALL AND MEDIUM-SIZED COMPANIES ON THE REGIONAL LEVEL (CLUSTERS)**

The aim was fulfilled through collaboration on motivation projects, which support innovative and entrepreneurial behaviour of TBU students. The said activities were ensured by the Technology Innovation Centre.

# 8. EXTERNAL AND INTERNAL COMMUNICATION OF THE UNIVERSITY

TBU was aware of the necessity of effective external communication on the national and international level and the necessity of fostering of the University's positive image. Therefore, TBU informed prospective applicants and the general public about degree programmes offered and put great emphasis on the popularization of science. As regards the experts among the public, the University aimed to ensure the transfer of knowledge and innovations, to spread new knowledge and good practice. It established contact with employers and with other institutions and actively spread the legacy of Tomas Bata. The said activities took place both in the Czech and Slovak Republic and in other countries.

## **AIM 1: STRENGTHEN THE GOOD REPUTATION OF TBU ON THE NATIONAL AND INTERNATIONAL LEVEL. PROMOTE TBU AS A MODERN UNIVERSITY AND A TOP-QUALITY HIGHER EDUCATION INSTITUTION. FOSTER A POSITIVE IMAGE OF THE UNIVERSITY.**

TBU was building a reputation as an entrepreneurial university – emphasis was put on course units focusing on entrepreneurship, students received funding aimed to support the implementation of their business plans and the establishment of start-up companies. In the winter semester 2017, classes in the course unit Business Academy were started. TBU was actively looking for new options of cooperation with business and industry, e.g. by attending various types of fairs (Science Research Innovation Fair, International Engineering Fair).

Active communication with the media and publication of the TBU "Universalia" magazine served to strengthen the reputation of the University and the awareness thereof. TBU also actively participated in the joint project entitled Universitas and jointly implemented by 14 Czech public higher education institutions. The project features a web portal and an electronic journal focusing on science, education, research and higher education.

TBU cooperated with student organizations during events such as the Gala Ball, Rag Day, International Students' Day, Lighting Up of the University Christmas Tree, etc., where the TBU Student Union participated in the organization of these events. The Buddy System Zlín collaborated with the TBU International Office when taking care of international students. Further cooperation with student organizations took place at TBU faculties.

## **AIM 2: ENSURE COOPERATION IN THE SPHERE OF R&D AND CREATIVE ACTIVITIES AND OF TRANSFER OF KNOWLEDGE AND INNOVATIONS, AND THAT THROUGH SUPPORT OF COMMUNICATION BETWEEN THE ACADEMIC SPHERE AND THE PRIVATE SECTOR, PUBLIC SECTOR ADMINISTRATION AND THE CIVIL SOCIETY.**

During the implementation of technology transfer processes at TBU, the key activities involved in particular communication with business partners, reactions to the feedback from industrial partners, mediation of negotiations including the provision of specialized counselling services and introductory consultations in accordance with the intent of the University, and the fulfilment of duties arising during the development of the technology transfer process based on cooperation and strengthening of links between the University – companies – regional administration authorities.

An important segment of the professional activities involved the implementation of transfer to commercial use in the sphere of medical devices and shoemaking, with the preparatory stage of commercialization of R&D within specialized training and organizational assurance of transfer between the knowledge potential of TBU and business and industry, in compliance with the strategic plan of the University.

Therefore, the staff of the TTC were provided training in the sphere in valid alterations in legislature and assessment of conformity for distribution to the market. They applied the knowledge obtained within the process of commercialization and transfer of R&D results to practice.

### **AIM 3: USE MODERN FORMS OF COMMUNICATION IN ORDER TO CONTINUE TO IMPROVE THE ACCESSIBILITY OF WELL-ARRANGED AND RELIABLE INFORMATION ON DEGREE PROGRAMMES/COURSES OFFERED AT TBU FOR APPLICANTS AND FOR THE GENERAL PUBLIC (IN THE CZECH REPUBLIC AND ABROAD)**

TBU paid close attention to the recruitment of high-quality students. In 2017, a new website of TBU was in preparation, to be launched in the spring of 2018. In 2017, TBU presented its activities to applicants for study in Czech by participating in five fairs of postsecondary education, and that in those held in Prague, Bratislava, Nitra, Brno and Košice. TBU faculties gave presentations at other events of lesser extent.

International students had an opportunity to obtain information about degree programmes offered at TBU at higher education fairs held in Kiev and in Barcelona.

The quality of communication with prospective students from abroad is evidenced by the fact that a set of promotional videos made by Tomas Bata University and entitled "International Stories" took the first place in the national Golden Semicolon contest open to internal and external media.

Brochures in Czech, Slovak and English and a special issue of the university magazine were published in order to provide information to prospective applicants for study.

### **AIM 4: ESTABLISH CONTACT WITH PARTNERS ON THE LOCAL, NATIONAL AND INTERNATIONAL LEVEL, I.E. WITH EMPLOYERS, RESEARCH AND ACADEMIC INSTITUTIONS AND NON-PROFIT ORGANIZATIONS AND PUBLIC SECTOR AUTHORITIES**

Communication took place both on behalf of the whole institution through the Rector, Vice-Rectors and the relevant component parts of the Rectorate, and on behalf of the faculties.

### **AIM 5: DEVELOP AND IMPLEMENT A STRATEGY FOR COMMUNICATION WITH TBU GRADUATES**

At the end of 2017, a questionnaire survey amongst TBU graduates was conducted who completed their studies in the period from 2012 to 2017. A total of 2,079 respondents participated in the survey (FHS - 714, FaME - 402, FT - 276, FAI - 274, FMC - 209, FLCM – 87; the remaining respondents did not specify their Faculty). The results showed that 84 % of the graduates were in wage employment, 8 % were self-employed, 2.6 % were engaged in household care, 2 % continued their education, 1.2 % of the graduates were unemployed. The result of the overall assessment of TBU carried out by graduates was positive in all spheres assessed. The highest score was achieved by the TBU Library and services provided by the Library. The greatest weakness lied, according to full-time graduates, in the lack of opportunities to gain sufficient practical experience. As regards the overall assessment, the TBU graduates were satisfied with the degree programme completed (giving a median value of 4 when using the five-point rating scale, starting from 1 (strongly disagree) up to 5 (strongly agree). Graduates of the FMC were completely satisfied and would recommend the particular degree programme to others (giving a median value of 5 when using the five-point rating scale).

### **AIM 6: ACTIVELY SPREAD NEW KNOWLEDGE, RESULTS OF R&D AND CREATIVE ACTIVITIES AND EXAMPLES OF GOOD PRACTICE TOWARDS THE GENERAL PUBLIC, THUS ACCOMPLISHING THE MISSION OF THE UNIVERSITY.**

By the end of 2017, TBU had 19 licence agreements and 7 contracts from the sphere of technology transfer registered at the TTC. Furthermore, a total number of 3 international patents were filed and 2 PCT applications were published. TBU supported 6 proof-of-concept projects.

In 2017, the TTC on behalf of TBU submitted 7 patent applications in the CR and 4 patent applications abroad; a total number of 15 patents and 9 utility models were filed.

In 2017, the TTC took part in the implementation of two internal projects of TBU funded by the internal Strategic Development Fund, and elaborated the Methodology entitled "Accreditation of Testing Laboratories, Procedures and Instructions for Accreditation".

The development of activities and services provided by the TTC is in accordance with the needs of the region and of regional partners and contributes to the assurance of effective transfer of results of activities carried out within applied research to practice.

### **AIM 7: RAISE PUBLIC AWARENESS ABOUT R&D RESULTS, IN PARTICULAR AMONG PROSPECTIVE APPLICANTS FOR STUDY AND AMONG EXPERTS INTERESTED IN RESEARCH ACTIVITIES AT TBU**

TBU also created a series of online lectures by TBU teachers and by guests, who gave a lecture at TBU, available on YouTube to the general public. During the Zlín Film Festival, TBU organized the popular event entitled "Become a Scientist" and enabling children of school age to carry out interesting chemical and physical experiments. During the festival, the FT prepared a number of popular science lectures on specialized subjects, which are available on YouTube, as well as an event entitled Mysterious Laboratory – lectures, presentations and workshops enabling children of school age to carry out interesting chemical and physical experiments. The FT collaborated with the "We Enjoy Science" organization, which organizes hobby groups for children of school age and, in cooperation with the FAI, also held lectures within the Science Café. The FHS presented new knowledge in a comprehensible manner to visitors to the Zlín Film Festival and to children during the Junior University event.

As every year, TBU actively participated in the event entitled "Researchers' Night", which aims to promote science and scientists among the general public.

### **AIM 8: OPTIMIZE THE INTERNAL COMMUNICATION SYSTEM (STANDARDIZED INTERNAL COMMUNICATION TOOLS), INCREASE THE AWARENESS ABOUT STRATEGIC INTENTS OF THE UNIVERSITY AMONG THE EMPLOYEES AND IMPROVE THE QUALITY OF COMMUNICATION BETWEEN STUDENTS/EMPLOYEES AND MEMBERS OF THE TBU MANAGEMENT BOARD.**

At the beginning of 2017, the annual festive gathering of the academic community of TBU took place, where the Rector spoke, among other topics, about the plans of the University for the upcoming year. The academic community also gathered on other occasions such as the university concert, TBU Gala Ball, Rector's Sports Day, Opening Ceremony of the Educational Complex, Lighting Up of the University Christmas Tree, etc.

### **AIM 9: SUPPORT ACTIVITIES OF THE UNIVERSITY IN THE SPHERE OF EDUCATION AND R&D, I.E. ACTIVITIES FOCUSING ON SPREADING THE LEGACY OF TOMAS BATA. DEVELOP ACTIVITIES OF THE BATA INFORMATION CENTRE.**

The staff of the Bata Information Centre continued to collect archival records on the development of the Bata company from its establishment to the present time. During the implementation of the project focusing on the digitization of Bata-related documents, collaboration with descendants of Tomas Bata took place. In December, a contract was concluded with the Canadian company Compass Limited represented by Mrs. Rosemarie Blyth Bata, that will provide funding for the creation of an archive documenting the history of the Bata company. Academic papers were also published (e.g. on business activities of the Bata company conducted in Central America and in the Caribbean). The administration and updating of the websites [tomasbata.org](http://tomasbata.org) and [svet.tomasbata.org](http://svet.tomasbata.org) continued to be carried out, with the mentioned websites providing basic well-organized information on business activities of Tomas Bata and his successors. Collaboration on international projects was developed (collaboration with the University of Lorraine based in Nancy and Metz); counselling activities continued to be carried out to a great extent (during personal meetings, by e-mail, by phone) for experts and the general public from all over the world. The staff of the Centre attended specialized conferences and delivered a series of lectures both for TBU students and for experts from among the public.

# 9. FUNDING AND ORGANIZATION

TBU aimed to ensure efficient funding for all TBU component parts, focused on an increase in multi-resource funding for activities carried out at TBU and on an improvement of the system of distribution of institutional resources in such a manner that the real performance is reflected. The Legal Services department reacted to the modifications and alterations to the relevant legislation.

## **AIM 1: ENSURE STABLE, TRANSPARENT AND EFFICIENT FUNDING FOR ALL COMPONENT PARTS OF TBU, REFLECT DEMOGRAPHIC TRENDS AND ALTERATIONS IN THE ALLOCATION OF PUBLIC RESOURCES THROUGH AN OPTIMIZATION OF THE ORGANIZATIONAL AND PERSONNEL STRUCTURE AT ALL TBU COMPONENT PARTS**

TBU has created the following internal funds: The Strategic Development Fund and the Disposition Fund, with the latter including the part of resources obtained for institutional funding before allocating the same to the individual component parts of TBU. Resources allocated to the Strategic Development Fund could explicitly be used to support projects listed in the document "Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of TBU for 2017". Resources allocated to the Disposition Fund are used to provide funding to substantiated and justified needs of component parts, which can be difficult to compute algorithmically. In 2017, additional funding from the Disposition Fund was allocated to the following component parts: The TBU Nursery School, TTC and the Department of Practical Training (DPT).

At the same time, TBU has created the Financial Reserve Fund for dealing with financial anomalies; in 2017 financial resources from this Fund were not spent.

For the "TBU Budget Rules for 2017", TBU set the following prioritized aims of internal funding:

- Ensure stable, transparent and efficient funding for all component parts of TBU, taking into consideration the expected issuance of new TBU Salary Regulations (increase in salary rates by 8 %).
- Obtain funding for strategic projects from the resources of the European Structural and Investment Funds, programme period 2014-2020, to the maximum extent. For this purpose, ensure funding for the preparation of specified projects to be submitted to the relevant programmes of the mentioned Funds (OP RDE, Enterprise and Innovation for Competitiveness, Environment).
- Support controlled team research in excellent directions.
- Ensure funding to cover liabilities related to sustainability and development of regional research centres established with funding provided by projects funded from the OP RDI (CEBIA-Tech, CPS).
- Ensure funding to cover liabilities related to the sustainability to be attained at the institutional level and accepted by TBU in connection with projects accepted for funding using the resources allocated by the European Union (TBU Nursery School, TTC) and included in the Disposition Fund (for individual funding).
- Provide funding to strategic events and projects in accordance with the material "Financial Strategy for Construction and Projects to Be Implemented until 2018 (version 10/2016)".
- Ensure funding for activities conducted on behalf of the entire University (centralized service units, university capital resources).

In 2017, no provision of financial support to research centres was necessary as the centres became self-sufficient. At the same time, the Centres create reserves for the upcoming periods in their funds.

**AIM 2: INCREASE MULTI-RESOURCE FUNDING FOR ACTIVITIES CARRIED OUT AT TBU AND REDUCE THE DEPENDENCE ON DIRECT FUNDING PROVIDED BY THE STATE BUDGET BY INCREASING THE SHARE OF OWN RESOURCES. SUPPORT INNOVATIONS IN ALL ACTIVITIES CARRIED OUT AT TBU AND FUNDED BY THE INSTITUTIONAL PLAN, CENTRALIZED DEVELOPMENT PROGRAMMES AND BY THE OPERATIONAL PROGRAMME “RESEARCH, DEVELOPMENT AND EDUCATION”, AND/OR BY OTHER TYPES OF OPERATIONAL PROGRAMMES. PROVIDE FUNDING TO STRATEGIC AND PRIORITY PROJECTS USING RESOURCES OF THE EUROPEAN STRUCTURAL AND INVESTMENT FUNDS IN THE 2014-2020 PROGRAMME PERIOD TO THE MAXIMUM EXTENT.**

In accordance with Directives specifying the preparation and implementation of project applications, the TBU component parts prepared annotations for the project applications in preparation. Based on annotations approved by the TBU Management Board, project applications were centrally registered in the IS KP14+. In 2017, the following applications for project funding were submitted to the OP RDE, where TBU is the principal applicant:

- 1 project application – Strategic Project of TBU in Zlín, the project is in implementation.
- 4 project applications – ERDF projects linked to the Strategic Project of TBU in Zlín (RIFT, GEPOS, ART GALLERY, MoVI-FAI), all four projects are in implementation.
- 3 project applications – ESF Ph.D. (FaME, FAI, UNI - CPS), all three projects are in implementation.
- 1 project application – Development of TT Expert Capacities at TBU in Zlín (UNI - TTC), the project was not accepted for funding by the Managing Authority (MA) of the OP RDE, the project is not implemented.
- 1 project application – Interdisciplinary Research of Intelligent Production, Security and Recycling Technologies (FAI), the project was not accepted for funding by the MA the OP RDE, the project is not implemented.
- 1 project application – Developing Capacity for Research and Development at TBU in Zlín (project application submitted jointly by the FAI-CEBIA-Tech and the UNI-CPS), the project is in implementation.
- 1 project application – Polymer Materials and Processes for Applications Improving the Quality of Life of Population (UNI-CPS), the project was not accepted for funding by the MA of the OP RDE, the project is not implemented.
- 1 project application – International Mobility for Researchers at TBU in Zlín (project application submitted jointly by the FT, FAME, FAI, UNI-CPS), the implementation of the project will start on 1 March 2018.
- 1 project application – Development of the Study Environment at TBU in Zlín (project application submitted jointly by the FT, FAME, FMC, FAI, FHS, FLCM, Library, UNI-CPS), the project application underwent an official check by the MA of the OP RDE. The project was accepted for funding in 2018.

In the Operational Programme “Enterprise and Innovation for Competitiveness”, TBU had not been in the position of a principal applicant before, therefore, no project application was registered in the IS KP14+. Several project applications were submitted to the grant provider of the Operational Programme “Enterprise and Innovation for Competitiveness”, where TBU acts as a partner institution. In case of such applications, the principal applicant (enterprise) is supposed to file and process the application in the IS KP14+.

In 2017, the internal rule valid for projects funded by the OP RDE and applying to the TBU Strategic Project was finalized and issued in January 2018.



**AIM 3: IMPROVE THE SYSTEM OF ALLOCATION OF INSTITUTIONAL RESOURCES TO THE RELEVANT COMPONENT PARTS OF THE UNIVERSITY IN SUCH A MANNER THAT THE REAL PERFORMANCE IS REFLECTED TO THE MAXIMUM EXTENT AND, AT THE SAME TIME, THE DEVELOPMENT OF ACTIVITIES RELATED TO THE PRIORITIES OF THE UNIVERSITY IN EDUCATION AND IN R&D AND CREATIVE ACTIVITIES RECEIVES SUPPORT**

The fulfilment of this aim was ensured using the documents “TBU Budget Rules for 2017” and “TBU Budget for 2017” (Allocation of Contributions and Subsidies). TBU allocates resources to the individual component parts in accordance with an algorithm similar to that used by the MEYS when allocating resources to public higher education institutions, and that including the allocation set according to qualitative and performance indicators. For each individual year, the internal funding method related to students is set: In 2017, internal funding was used in relation to all (converted numbers of) students in all degree programmes registered in the Union Information from Students’ Registers as at 31 October 2016. Moreover, TBU has introduced the so-called internal parameters: Expenses related to students and graduates, which reflect the actual activities of students/ graduates at the relevant faculty/research centre.

**AIM 4: ANALYSE POSSIBLE DIVESTMENT, I.E. SALE OF UNNECESSARY AND LITTLE-USED PROPERTY WITH THE AIM OF USING THE FINANCIAL RESOURCES OBTAINED IN THIS MANNER FOR AN OPTIMIZATION OF THE MATERIAL EQUIPMENT OF TBU**

TBU continuously carries out an assessment of unnecessary and little-used property; the suitable property is offered for sale. In 2017, the land owned by TBU and situated in the cadastral area of Pílučky was publicly offered for sale to those interested in purchasing the land. The transfer of the ownership right over the land took place in the early months of 2018.

**AIM 5: PROPOSE AND APPLY THE MATRIX MANAGEMENT SYSTEM IN THE STRUCTURE OF THE UNIVERSITY AND OF ASSOCIATED ORGANIZATIONS**

The implementation of the aim will be carried out in the upcoming years.

**AIM 6: ENSURE THAT THE LEGAL AND ORGANIZATIONAL ENVIRONMENT AT TBU IS IN ACCORDANCE WITH THE AMENDED VERSIONS OF THE RELEVANT ACTS**

In the course of 2017, the remaining internal regulations of TBU were modified in accordance with amendments to the Higher Education Act.

# TEXT SUPPLEMENT



# 1. BASIC INFORMATION ON TBU

## 1.A NAMES AND ADDRESSES OF THE UNIVERSITY, OF THE FACULTIES AND OF OTHER COMPONENT PARTS

### Tomas Bata University in Zlín

- Shortened name: Tomas Bata University
- Abbreviation: TBU
- Address: nám. T. G. Masaryka 5555, 760 01 Zlín, Czech Republic

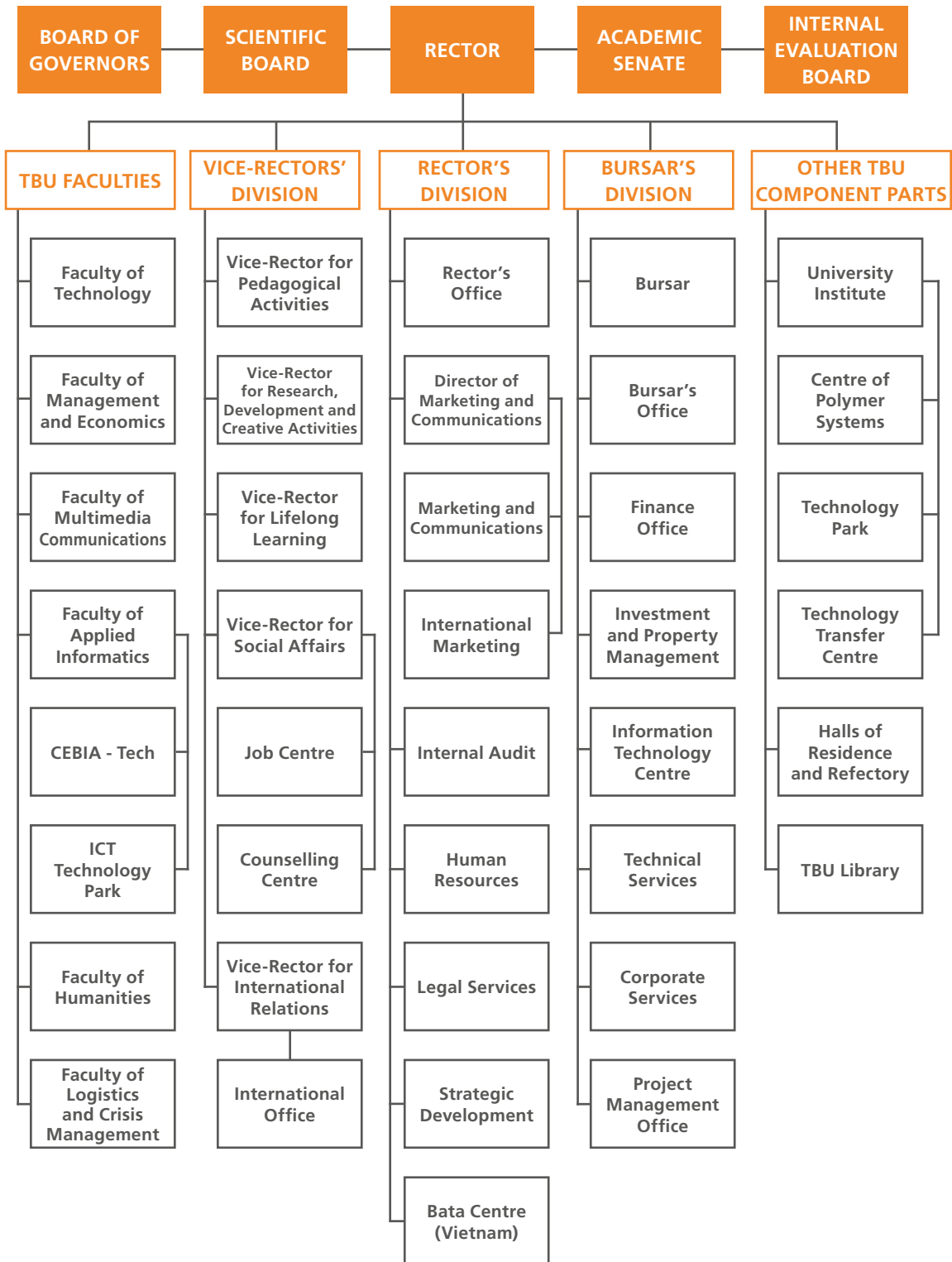
### 1.A.1 COMPONENT PARTS OF TBU

- Faculty of Technology (FT): Vavrečkova 275, 760 01 Zlín, Czech Republic
- Faculty of Management and Economics (FaME): Mostní 5139, 760 01 Zlín, Czech Republic
- Faculty of Multimedia Communications (FMC): Štefánikova 2431, 760 01 Zlín, Czech Republic
- Faculty of Applied Informatics (FAI): Nad Stráněmi 4511, 760 05 Zlín, Czech Republic
- Faculty of Humanities (FHS): Mostní 5139, 760 01 Zlín, Czech Republic
- Faculty of Logistics and Crisis Management (FLCM): Studentské nám. 1532, 686 01 Uherské Hradiště, Czech Republic
- University Institute (UNI): Nad Ovčírnou 3685, 760 01 Zlín, Czech Republic
- Library: nám. T. G. Masaryka 5555, 760 01 Zlín, Czech Republic
- Halls of Residence and Refectory (HRR): Štefánikova 150, 760 01 Zlín, Czech Republic

### 1.A.2 TBU BUILDINGS AND PREMISES

- U1 – FT: Vavrečkova 275, Zlín
- U2 – FaME, FHS, Academia Centre: Mostní 5139, Zlín
- U3 – FT: Růmy 4046, Zlín
- U4 – FMC, Refectory: Štefánikova 2431, Zlín
- U5 – FAI, FT, Department of Physical Training (DPT), Refectory: Nad Stráněmi 4511, Zlín, Technology Park – Information and Communication Technologies: Nad Stráněmi 5656, Zlín
- U6 – Hall of Residence Antonínova: Antonínova 4379, Zlín
- U7 – Hall of Residence Štefánikova: Štefánikova 150, Zlín
- U8 – University-owned chalet Portáš: Nový Hrozenkov 9026
- U10 – FHS: nám. T. G. Masaryka 1279, Zlín
- U11 – UNI – Technology Park, TTC: Nad Ovčírnou 3685, Zlín
- U12 – Hall of Residence Náměstí T. G. Masaryka: nám. T. G. Masaryka 3050, Zlín
- U13 – University Centre – Library, Rectorate: nám. T. G. Masaryka 5555, Zlín
- U14 – Department of Health Care Sciences – Centre for Practical Training in Health Care of the FHS: Havlíčkovo nábřeží 600, Zlín (the facility is not owned by TBU)
- U15 – Laboratory Centre of the FT: Vavrečkova 5669, Zlín
- U16 – FMC: tř. T. Bati 4342, Zlín
- U17 – Centre of Polymer Systems (CPS): tř. T. Bati 5678, Zlín
- U18 – FHS: Štefánikova 5670, Zlín
- UH1 – FLCM: Studentské nám. 1532, Uherské Hradiště (the facility is not owned by TBU)
- UH2 – FLCM, Refectory: Studentské nám. 1535, Uherské Hradiště (the facility is not owned by TBU)

## 1.B TBU ORGANIZATIONAL CHART



TBU is also the founder of the TBU Nursery School, a 100 % owner of the Secondary School of Business and Technology Zlín and a 50 % owner of the Technology Innovation Centre.

## 1.C STRUCTURE OF TBU BODIES

### 1.C.1 SELF-GOVERNING ACADEMIC BODIES OF TBU

#### RECTOR

Prof. Ing. Petr SÁHA, CSc.

#### ACADEMIC SENATE

##### Chairperson

Ing. Alena MACHÁČKOVÁ, CSc.

##### Deputy Chairpersons

Ing. Miroslav MATÝSEK, Ph.D.

*Deputy Chairperson; Chairperson of the Academic Staff Chamber*

Bc. Petra JÍLKOVÁ, DiS.

*Deputy Chairperson; Chairperson of the Student Chamber*

##### Academic Staff

Ing. Lubomír BENÍČEK, Ph.D.

MgA. Jana DOSOUDILOVÁ

*until 15/04/2017*

Ing. Robert GÁL, Ph.D.

Ing. Monika HORÁKOVÁ, Ph.D.

doc. Ing. Miloslava CHOVANCOVÁ, CSc.

Dr. Rostislav ILLÍK, M.F.A.

Mgr. Jan KALENDA, Ph.D.

*until 31/05/2017*

Mgr. Josef KOCOUREK, Ph.D.

doc. Ing. Vratislav KOZÁK, Ph.D.

Mgr. Věra KOZÁKOVÁ, Ph.D.

Ing. Dora LAPKOVÁ

JUDr. Pavel MAUER

Ing. Miroslav MUSIL, Ph.D.

Ing. Libor PEKAŘ, Ph.D.

Ondřej PODZIMEK, M.F.A.

Ing. Jakub RAK

doc. Ing. Michal SEDLAČÍK, Ph.D.

PhDr. Helena SKARUPSKÁ, Ph.D.

Mgr. Eliška SUCHÁNKOVÁ, Ph.D.

*from 06/06 to 23/10/2017*

doc. Ing. Martin SYSEL, Ph.D.

Mgr. Renata ŠILHÁNOVÁ, Ph.D.

JUDr. Libor ŠNĚDAR, Ph.D.

PhDr. Tomáš ŠULA, Ph.D.

*from 10/10/2017*

RNDr. Jakub TROJAN, MSc., MBA, Ph.D.

Mgr. Petr VINKLÁREK

*from 24/10/2017*

##### Students

Bc. David CHROMČÁK

Bc. Adéla JANÁČKOVÁ

Ing. Jindřich KOŠTÁL

Ing. Filip KŘEMEN

*from 12/04/2017*

Mgr. Kristýna KOVÁŘOVÁ

*from 20/06 to 31/12/2017*

Adéla LIZNOVÁ, DiS.

Hana MÜLLEROVÁ

Bc. Denisa NIKISCHEROVÁ  
Bc. Tomáš PAVELKA  
Ing. Jakub ŠEVČÍK  
Eliška VALÁŠKOVÁ  
Bc. Denisa VELEŠÍKOVÁ  
Ing. Michaela ZACHAROVÁ

from 01/10/2017  
from 24/05/2017  
from 25/04/2017

## SCIENTIFIC BOARD

### Chairperson

Prof. Ing. Petr SÁHA, CSc.

Rector, TBU

### External Members

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Vice-Dean for International and Public Relations,  
Faculty of Mechanical Engineering, Czech Technical  
University in Prague

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Prof. RNDr. Josef HYNEK, Ph.D., MBA

Professor, Institute of Chemical Technology, Prague  
Dean, Faculty of Informatics and Management, University of  
Hradec Králové

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Evangelista Purkyně University in Ústí nad Labem

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Managing Director, Moravian Finance House  
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CEO, Siemens Czech Republic

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doc. Dr. Ing. Vladimír PAVLÍNEK  
doc. Ing. Václav PETŘÍČEK, CSc.  
Ing. Jiří ROSENFELD, CSc.

5M, s.r.o.  
General Manager, Chamber for Economic Relations with CIS  
Managing Director, Moravian-Slovak Engineering Works,  
Uherský Brod

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Prof. PhDr. Valérie TÓTHOVÁ, Ph.D., R.N.

Rector, Brno University of Technology  
Dean, Faculty of Health and Social Studies, University of South  
Bohemia in České Budějovice

Prof. Ing. Karel ULBRICH, DrSc.

Head of Department of Biomedical Polymers, Institute of  
Macromolecular Chemistry, Academy of Sciences of the CR,  
Prague

Ing. Čestmír VANČURA

Director of Strategic Development, VIVA Industry Forging  
Company

Prof. Ing. Ivo VONDRÁK, CSc.

Governor of the Moravian-Silesian Region

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doc. Ing. Roman ČERMÁK, Ph.D.

Dean, FAI  
Vice-Dean for Development, International Relations and  
Industrial Cooperation, FT

doc. RNDr. Jiří DOSTÁL, CSc.  
Prof. PhDr. Peter GAVORA, CSc.  
doc. PhDr. Ing. Aleš GREGAR, CSc.  
Prof. Ing. Berenika HAUSNEROVÁ, Ph.D.  
doc. MgA. Jana JANÍKOVÁ, ArtD.

Dean, FLCM  
Professor, FHS  
Associate Professor, FaME  
Head of Department of Production Engineering, FT  
Vice-Dean for Strategy and Social Affairs, FMC

doc. Ing. Adriana KNÁPKOVÁ, Ph.D.  
doc. Ing. Anežka LENGÁLOVÁ, Ph.D.  
Ing. Alena MACHÁČKOVÁ, CSc.  
Prof. Dr. Ing. Drahomíra PAVELKOVÁ  
doc. Mgr. Jaroslav PROKOP  
Prof. Ing. Roman PROKOP, CSc.  
doc. Ing. Zdena PROKOPOVÁ, CSc.  
Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.  
Prof. Ing. Vladimír VAŠEK, CSc.  
Prof. Ing. Dušan VIČAR, CSc.

*Vice-Rector for Social Affairs*  
*Dean, FHS*  
*Chairperson, TBU Academic Senate*  
*Head of Department of Finance and Accounting, FaME*  
*Head of Advertising Photography studio, FMC*  
*Vice-Rector for Lifelong Learning*  
*Associate Professor, FAI*  
*Vice-Rector for Research, Development and Creative Activities*  
*Director of the CEBIA-Tech*  
*Head of the Department of Population Protection, FLCM*

## 1.C.2 OTHER TBU BODIES

### BURSAR

RNDr. Alexander ČERNÝ

### BOARD OF GOVERNORS

#### Chairperson

Ing. Libor LÁZNIČKA, Ph.D.

*General Manager, Continental Barum*

#### Deputy Chairpersons

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*Advisor to the Prime Minister of the Czech Republic; Member of the Parliament of the CR (from 21/10)*

Libor LUKÁŠ

*Chairman of the Association for the Development of Transport Infrastructure in Moravia*

#### Members

Ing. Eva BARTOŇOVÁ

Sonja BATA

Prof. Ing. Eva JIŘIČNÁ, M. Arch.

Ing. Michaela ŠOJDROVÁ

Prof. Ing. Jaromír VEBER, CSc.

*Vice-President of the Czech Statistical Office*

*Chairperson, Bata Shoe Foundation*

*AI-Design, s. r. o.*

*Member of the European Parliament*

*Professor, Business and Law School in Prague, Consultant to the Chairman of the Board of Directors, Academic Alliance, PLC*

*Advisor, Ministry of Finance of the Czech Republic, advisor to the Chairperson of the Czech Statistical Office*

doc. Ing. Jiří VOLF, CSc.

#### Secretary

Ing. Andrea KADLČÍKOVÁ

*TBU Director of Marketing and Communications*

## 1.C.3 TBU ADVISORY BODIES

### TBU MANAGEMENT BOARD

#### Rector

Prof. Ing. Petr SÁHA, CSc.

#### Vice-Rectors

Prof. Ing. Roman PROKOP, CSc.

*Vice-Rector for Lifelong Learning, Vice-Rector authorized to fully act as the Statutory Deputy to the Rector*

Prof. Dr. Ing. Drahomíra PAVELKOVÁ

*Vice-Rector for Pedagogical Activities (until 31/05)*

Mgr. Jan KALENDA, Ph.D.

*Vice-Rector for Pedagogical Activities (01/06 – 30/06)  
authorized to act as the Vice-Rector, from 01/07 Vice-Rector)  
Vice-Rector for Research, Development and Creative Activities  
Vice-Rector for Social Affairs  
Vice-Rector for International Relations*

Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.  
doc. Ing. Adriana KNÁPKOVÁ, Ph.D.  
Mgr. Pavel KRUTIL

#### **Bursar**

RNDr. Alexander ČERNÝ

#### **Director of Marketing and Communications**

Ing. Andrea KADLČÍKOVÁ

#### **Chairperson of the Academic Senate**

Ing. Alena MACHÁČKOVÁ, CSc.

#### **Head of Human Resources**

Ing. Renata BARTOŠOVÁ

### **RECTOR'S ADVISORY COUNCIL**

#### **Rector**

Prof. Ing. Petr SÁHA, CSc.

#### **Vice-Rectors**

Prof. Ing. Roman PROKOP, CSc.

*Vice-Rector for Lifelong Learning, Vice-Rector authorized to  
fully act as the Statutory Deputy to the Rector  
Vice-Rector for Pedagogical Activities (until 31/05)  
Vice-Rector for Pedagogical Activities (01/06 – 30/06)  
authorized to act as the Vice-Rector, from 01/07 Vice-Rector)  
Vice-Rector for Research, Development and Creative Activities  
Vice-Rector for Social Affairs  
Vice-Rector for International Relations*

Prof. Dr. Ing. Drahomíra PAVELKOVÁ  
Mgr. Jan KALENDA, Ph.D.

Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.  
doc. Ing. Adriana KNÁPKOVÁ, Ph.D.  
Mgr. Pavel KRUTIL

#### **Bursar**

RNDr. Alexander ČERNÝ

#### **Chairperson of the Academic Senate**

Ing. Alena MACHÁČKOVÁ, CSc.

#### **Deans of Faculties**

doc. Ing. František BUŇKA, Ph.D.

*FT*

doc. Ing. David TUČEK, Ph.D.

*FaME*

doc. MgA. Jana JANÍKOVÁ, ArtD.

*FMC (from 14/04)*

doc. Mgr. Irena ARMUTIDISOVÁ

*FMC (from 15/04)*

doc. Mgr. Milan ADÁMEK, Ph.D.

*FAI*

doc. Ing. Anežka LENGÁLOVÁ, Ph.D.

*FHS*

doc. RNDr. Jiří DOSTÁL, CSc.

*FLCM*

#### **Director of Marketing and Communications**

Ing. Andrea KADLČÍKOVÁ

#### **Head of Human Resources**

Ing. Renata BARTOŠOVÁ



### Chairperson of the Student Chamber of the Academic Senate

Bc. Petra JÍLKOVÁ, DiS

### Library Director

PhDr. Ondřej FABIÁN

### Director of the Halls of Residence and Refectory

Ing. Miroslav PROCHÁZKA

### Director of the CEBIA-Tech

Prof. Ing. Vladimír VAŠEK, CSc.

## 1.D TBU REPRESENTATION IN ORGANIZATIONS ASSOCIATING CZECH HIGHER EDUCATION INSTITUTIONS

Organization	Country	Status
Czech Rectors' Conference (CRC)	CR	Prof. Ing. Petr Sáha, CSc., Rector – member
Council of Higher Education Institutions	CR	Ing. Alena Macháčková, CSc. – representative in the Presidium
		doc. PhDr. Ing. Aleš Gregar, CSc. – representative in the Assembly
		Ing. Martin Papež – representative in the Student Chamber
		Ing. Eva Hnátková – deputy representative in the Student Chamber

## 1.E MISSION, VISIONS AND STRATEGIC AIMS OF TBU

The strategic aim of TBU, which is formulated in the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of TBU for 2016-2020 (hereinafter referred to as "Strategic Plan"), is to:

- Build up a university with a solid reputation in the educational system of higher education
- Ensure high-quality research activities generating eligible outputs in specializations pursued at TBU, with a high level of usefulness for a continuous development of the region
- Continue to develop a natural international environment at TBU
- Exploit the knowledge potential and take advantage of the conditions for the transformation of TBU into an entrepreneurial university; strengthen the activities carried out at the University in the field of social responsibility both in and outside.

## 1.F CHANGES REGARDING INTERNAL REGULATIONS

During 2017, internal regulations were examined and approved by virtue of adapting them to the amended Higher Education Act. In successive steps, new internal regulations were registered by the MEYS:

- TBU Statute;
- TBU Lifelong Learning Regulations;
- Rules of Procedure of the TBU Scientific Board;
- Rules Governing Selection Procedures for Academic Staff Positions at TBU;
- Salary Regulations of TBU;
- Disciplinary Code for TBU Students;
- TBU Study and Examination Regulations;
- Scholarship Regulations of TBU;

- TBU Rules Governing Habilitation Procedures and Professorial Appointment Procedures;
- Rules for Proceedings Concerning the Statement of Invalidity of State Examinations or Parts Thereof, or Doctoral Thesis Defence and for Proceedings Concerning the Statement of Invalidity of Appointment as Associate Professor at TBU Rules for Accounting and Financial Management of TBU;
- Rules for Establishment of Legal Entities and for Monetary and Non-Monetary Investment in These and Other TBU Legal Entities;
- Rules Governing the System of Quality Assurance of Educational, R&D, Creative and Related Activities and Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities at TBU;
- Rules Governing the Creation, Approval, Implementation of and Alterations to Degree Programmes Carried Out at TBU.

First amendments to the TBU Statute related to the determination of competences of the Internal Evaluation Board and setting of the tuition fee for studies in a foreign language were also registered.

## **1.G PROVISION OF INFORMATION IN COMPLIANCE WITH § 18 OF ACT NO. 106/1999 COLL., ON FREE ACCESS TO INFORMATION**

When providing information to the public, TBU acts in compliance with the Act No. 106/1999 Coll., on Free Access to Information, as subsequently amended, and in compliance with the Decree issued by the Minister of Education, Youth and Sports in order to secure uniform implementation of the Act No. 106/1999 Coll., on Free Access to Information, at TBU.

a) Number of submitted requests for information:	6
b) Number of issued decisions on the denial of a request:	0
c) Number of submitted appeals against decision:	0
d) Copy of the essential parts of each judicial decision in the matter of revision of legitimacy of the decision of the obligor on the denial of a request for information and the summary of all expenses incurred by the obligor in connection with legal proceeding on rights and obligations in compliance with this Act, and that including employee costs and legal representation costs:	0
e) List of exclusive licences granted, including the substantiation of the necessity to grant an exclusive licence:	0
f) Number of appeals filed in compliance with § 16a, reasons for their submission and a brief description of the manner how they were processed:	0

No settlement of expenses related to the provision of information was requested on behalf of TBU in 2017.





# 2. DEGREE PROGRAMMES, ORGANIZATION OF STUDIES AND EDUCATIONAL ACTIVITIES

## 2.A ACCREDITED DEGREE PROGRAMMES

In the year 2017 full-time and part-time Bachelor's, follow-up Master's, non-follow-up Master's and doctoral programmes in technical and social sciences, economics, pedagogy, visual arts and health care were carried out at TBU. As at 31 December 2017, a total of 190 degree courses within 111 degree programmes were accredited at TBU in the full-time as well as part-time mode of study. The numbers of accredited Bachelor's (BP), non-follow-up Master's programme (NFUMP), follow-up Master's (FUMP), and doctoral (DP) programmes were 37, 1, 35 and 38 respectively. All the accredited degree programmes are described by means of the methodology of the results of learning in accordance with the Qualification Framework of Higher Education of the Czech Republic.

## 2.B OTHER EDUCATIONAL ACTIVITIES CARRIED OUT IN ADDITION TO ACCREDITED DEGREE PROGRAMMES

**FT:** At the Faculty, a series of educational events was organized within the Lifelong Learning programme (LL). Educational programmes for primary school pupils specializing in science-oriented subjects were implemented. Events intended for secondary school students regularly took place, in particular lectures for students held at secondary schools, long-term internships taken by secondary school students in FT laboratories (usually held during the whole semester) and, last but not least, the event entitled "Be a University Student for One Week", with students from selected secondary schools having been invited to the FT, where they took part in laboratory work, attended lectures held for them, and were enabled to attend selected lectures and seminars. Events organized in cooperation with the National Institute for Further Education were also of major importance, with the FT participating in further education of secondary school teachers of science-oriented subjects. It also co-organized the 17th Regional Conference on Environmental Education, Formation and Awareness in the Zlín Region. The Faculty also organized lectures by significant external experts.

**FAME:** For applicants to study in BP, the Bata Olympiad in Management was organized, attended by 1,897 third-year students from 98 secondary schools from the Czech Republic and Slovakia. The final held on 16 June 2017 was attended by 68 students. 30 most successful participants had the opportunity to be admitted to study at the FaME in the academic year 2018/2019 without entrance examinations. For applicants to study in FUMP, preparatory courses focusing on economics and strategy for passing the SCIO tests were organized. A preparatory course focusing on economics, psychology, health care, etc. was organized for applicants to the degree course in Management in Health Care.

In 2017, besides accredited degree programmes, educational courses of the LL type were organized at the FaME, the certified educational programme Business Manager Academy and workshops for managers "Sharing Knowledge in Companies" connected with knowledge auditing services in companies were held. Moreover, the 12th and 13th cycle of the Bata School of Management was held. During August, preparatory courses for students in Microeconomics I, Microeconomics II, Macroeconomics II, Managerial Accounting II, Corporate Finance were organized, that took the form of summer schools. Approximately 15 lectures by experts from business and industry focusing on supporting the development of creative businesses were held for the benefit of the Creative Industries Centre. Lectures by renowned personalities (for instance, Prof. Milan

Zelený, Prof. Eva Jiříčná, Ing. Vladimír Dlouhý, Prime Minister Andrej Babiš, Minister of Foreign Affairs Lubomír Zaorálek) were held in cooperation with student organizations.

**FMC:** In 2017, a preparatory course for applicants for study in the Bachelor's course in Marketing Communications was offered within the Lifelong Learning programme. Applicants for study in the BP in Visual Arts, degree course in Multimedia and the Design and Theory and Practice of Audiovisual Arts, degree courses in Animation, Audiovisual Arts and Production took advantage of having individual consultations with teachers, aimed at the preparation for aptitude tests within the LL programme offered at the FMC.

**FAI:** The Faculty organized 11 educational courses (Course for newly qualified administrators of corporate computer networks, Electromagnetic Compatibility for Industrial Application, Intelligent KNX Electrical Installation, Starting with Digital Photography, Basics of Work with Databases, www Technology, Programming Preparatory Course, Measurements and Diagnostics, Information Systems Security, Databases, UML Modeling).

**FHS:** In 2017, the Faculty participated in other educational activities, such as LL and U3A programmes and courses. LL programmes included, e.g. Chinese language and culture course for the public intended for beginners and pre-intermediate learners, and preparation for international examinations (a total of 4 courses) or a course in Pedagogical Supervision of Students during Practical Training in Clinical Practice. A fifth edition of the Junior University for preschool and school children that was attended by 54 children was held. The Faculty organized Cambridge English FCE, CAE mock tests and exams. In addition to these standard LL programmes, also single workshops and lectures for students and academic staff were held. The traditional events, namely the Autumn Workshop on British and American Studies and the Show-off / Zeig dich contest were held; an event entitled "Life in Context" was intended primarily for students in degree courses focused on helping professions in cooperation with the Early Care Centre, Early Care Association, Olomouc. As usual, language courses English 50+ for pre-intermediate beginners and advanced learners offered within the U3A enjoyed much interest and attention, but U3A attendees had the opportunity to choose also "An Excursion to Ethnology" or a course entitled "Fundamentals of Medical Knowledge".

**FLCM:** The Faculty participated in the organization of and the description of the scope of specialized activities carried out during the courses intended for coordinators of environmental formation, education and awareness in the Zlín Region and also participated in the organization of U3A courses. Furthermore, in cooperation with the Moravian Aerospace Cluster, the Faculty carried out a LL programme including compulsory practical training in companies, whose goal was to provide students with knowledge in the sphere of logistics and enable them to immediately apply the acquired knowledge in practice in companies in the region.

**UNI:** In 2017, the TTC held a total of 6 seminars for TBU students and staff focusing on novelties in the sphere of legal regulations, topical issues in the area of intellectual property protection, innovations and technology in the Zlín Region and the support of commercialization. The events were funded from sustainability resources of the project funded by the Operational Programme (OP) Research and Development for Innovations (RaDfI) and entitled Development of TTC at TBU in Zlín, from sustainability resources of the project funded by the OP Education for Competitiveness (EC) and entitled From the Development of Knowledge to Innovations and within the Entrepreneurship Week Czech Republic 2017, where results of TBU R&D activities and their practical application were presented. In 2017, the TTC team organized 2 information seminars for sub-projects aimed to support proof-of-concept activities based on the project entitled "Commercialization at TBU in Zlín", and accepted for funding in the third public tender held within the GAMA programme of applied research, experimental development and innovations funded by the Technology Agency of the CR.

**TABLE 2.1: NUMBERS OF ACCREDITED DEGREE PROGRAMMES**

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Technology</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	3	3			4	3	7	6	26
<b>Faculty in total</b>		<b>3</b>	<b>3</b>			<b>4</b>	<b>3</b>	<b>7</b>	<b>6</b>	<b>26</b>
<b>Faculty of Management and Economics</b>										
Groups of accredited degree programmes	CBBE									
Economics	62,65	4	4			5	5	4	4	26
<b>Faculty in total</b>		<b>4</b>	<b>4</b>			<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>26</b>
<b>Faculty of Multimedia Communications</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Social sciences and services	61,67, 71-73	1	1			3	3			8
Art and cultural sciences	81,82	2	1			2	1	2	2	10
<b>Faculty in total</b>		<b>3</b>	<b>2</b>			<b>5</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>18</b>
<b>Faculty of Applied Informatics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	2	1			2	1	2	2	10
<b>Faculty in total</b>		<b>2</b>	<b>1</b>			<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>10</b>
<b>Faculty of Humanities</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Health care, medical and pharmaceutical sciences	51-53	3	3							6
Social sciences and services	61,67, 71-73	2								2
Pedagogy and social care	74,75	1	1	1		3	1	1	1	9
<b>Faculty in total</b>		<b>6</b>	<b>4</b>	<b>1</b>		<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>17</b>
<b>Faculty of Logistics and Crisis Management</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	3	2			1				6
<b>Faculty in total</b>		<b>3</b>	<b>2</b>			<b>1</b>				<b>6</b>

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>TBU Centralized Constituent Part</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39							4	4	8
<b>TBU Centralized Constituent Part in total</b>								<b>4</b>	<b>4</b>	<b>8</b>
<b>TBU in Zlín</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	8	6			7	4	13	12	50
Health care, medical and pharmaceutical sciences	51-53	3	3							6
Social sciences and services	61,67, 71-73	3	1			3	3			10
Economics	62,65	4	4			5	5	4	4	26
Pedagogy and social care	74,75	1	1	1		3	1	1	1	9
Art and cultural sciences	81,82	2	1			2	1	2	2	10
<b>TBU IN TOTAL</b>		<b>21</b>	<b>16</b>	<b>1</b>		<b>20</b>	<b>14</b>	<b>20</b>	<b>19</b>	<b>111</b>

**TABLE 2.2: NUMBERS OF DEGREE PROGRAMMES ACCREDITED IN A FOREIGN LANGUAGE**

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Technology</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39					1	1	3	3	8
<b>Faculty in total</b>						<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>8</b>
<b>Faculty of Management and Economics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Economics	62,65	1	1			2	2	2	2	10
<b>Faculty in total</b>		<b>1</b>	<b>1</b>			<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>10</b>



Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Multimedia Communications</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Social sciences and services	61,67, 71-73					1	1			2
Art and cultural sciences	81,82							1	1	2
<b>Faculty in total</b>						<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>
<b>Faculty of Applied Informatics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	1				1		1	1	4
<b>Faculty in total</b>		<b>1</b>				<b>1</b>		<b>1</b>	<b>1</b>	<b>4</b>
<b>Faculty of Humanities</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Social sciences and services	61,67, 71-73	1								1
<b>Faculty in total</b>		<b>1</b>								<b>1</b>
<b>TBU Centralized Constituent Part</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39							2	2	4
<b>TBU Centralized Constituent Part in total</b>								<b>2</b>	<b>2</b>	<b>4</b>
<b>TBU in Zlín</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	1				2	1	6	6	16
Social sciences and services	61,67, 71-73	1				1	1			3
Economics	62,65	1	1			2	2	2	2	10
Art and cultural sciences	81,82							1	1	2
<b>TBU IN TOTAL</b>		<b>3</b>	<b>1</b>			<b>5</b>	<b>4</b>	<b>9</b>	<b>9</b>	<b>31</b>

**TABLE 2.3: JOINT/DOUBLE/MULTIPLE DEGREE PROGRAMMES CARRIED OUT IN COOPERATION WITH FOREIGN HEIS**

<b>Tomas Bata University in Zlín</b>	
<b>Degree programme 1</b>	<b>1) Economics and Management 2) European Business</b>
Partner institutions	1) Tomas Bata University in Zlín 2) University of Huddersfield Business School, Great Britain
Affiliated institutions	
Implementation start date	2004
Programme type (Joint/Double/Multiple Degree)	Double Degree
Length of studies (semesters)	2
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's
Organization of studies (description), including student admission and completion of studies	Bachelor's students participate in a selection procedure held at the FaME of TBU in their second year of study, the selected students spend the third year of the Bachelor's programme at the University of Huddersfield Business School (UHBS) incl. the elaboration and defence of the Bachelor's thesis; they complete their studies by passing the Bachelor's degree examination. After their return to the FaME, the Bachelor's theses are recognized incl. the defence, and students pass the final state examination.
Issuance of degree certificate and Diploma Supplement	The UHBS issues the BA (Hons) degree certificate incl. the Diploma Supplement; the FaME of TBU issues the Bachelor's degree certificate incl. the Diploma Supplement.
Organization of student mobility	The agreement concluded between the FaME of TBU and the UHBS is unilateral, it only applies to students of the FaME of TBU. Students receive financial support from TBU.
Number of active studies as at 31/12	0
<b>Degree programme 2</b>	<b>1) Economics and Management 2) International Business Management</b>
Partner institutions	1) Tomas Bata University in Zlín 2) University of Huddersfield Business School, Great Britain
Affiliated institutions	
Implementation start date	2012
Programme type (Joint/Double/Multiple Degree)	Double Degree
Length of studies (semesters)	3
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Follow-up Master's

Organization of studies (description), including student admission and completion of studies	Bachelor's students participate in a selection procedure held at the FaME of TBU in their third year of study; the selection procedure is aimed to find candidates to study in follow-up Master's programmes at the UHBS. Students study in Master's programmes at the UHBS during three semesters, incl. the elaboration and defence of the Master's thesis; they complete their studies by passing the final examination. After their return, they continue their studies at the FaME in the second year of the follow-up Master's programme. The Master's theses are recognized incl. the defence, and students pass the final state examination.
Issuance of degree certificate and Diploma Supplement	The UHBS issues the Master of Science degree certificate incl. the Diploma Supplement; the FaME of TBU issues the Master's degree certificate (Ing.) incl. the Diploma Supplement.
Organization of student mobility	The agreement concluded between the FaME of TBU and the UHBS is unilateral, it only applies to students of the FaME of TBU. Students receive financial support from TBU.
Number of active studies as at 31/12	0
<b>Degree programme 3</b>	<b>1) Chemistry and Materials Technology 2) Chemistry</b>
Partner institutions	1) Tomas Bata University in Zlín 2) Blaise Pascal University
Affiliated institutions	
Implementation start date	05/06/2006
Programme type (Joint/Double/Multiple Degree)	Double Degree
Length of studies (semesters)	3-4 academic years (6-8 semesters)
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Doctoral
Organization of studies (description), including student admission and completion of studies	Students spend 6 months of study alternately at each partner institution. Defence of doctoral theses is held at Blaise Pascal University, representatives of both universities have to be present during the defence.
Issuance of degree certificate and Diploma Supplement	After completion of studies, graduates receive the degree of Ph.D. (TBU) and Ph.D. (Blaise Pascal University).
Organization of student mobility	The programme is intended for a particular student based on the individual agreement concluded. Financial support: French government scholarship.
Number of active studies as at 31/12	0

### INFORMATION SUMMARIZING TABLE 2.3

Tomas Bata University in Zlín	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Number of degree programmes	1		1	1	3
Numbers of students in these programmes	0		0	0	0

**TABLE 2.5: ACCREDITED DEGREE PROGRAMMES IMPLEMENTED JOINTLY BY TBU AND TERTIARY TECHNICAL SCHOOLS**

<b>Tomas Bata University in Zlín</b>	
<b>Degree programme 1</b>	<b>Economics and Management (B6208)</b>
CBBE group	Economics (62, 65)
Partner tertiary technical school	Tomas Bata Business Academy and Tertiary Technical School of Business in Zlín
Implementation start date	01/09/2000
Length of studies (semesters)	6
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's
Organization of studies (description), including student admission and completion of studies	The Tertiary Technical School of Business organizes the admissions, including entrance examinations. The three-year Bachelor's programme is aimed to provide graduates with knowledge necessary for holding positions in lower and middle management and in financial management. After completion of basic theoretical and preparatory course units focusing on general issues, course units focusing on practical knowledge and fulfilment of requirements of economic and managerial practice are emphasized. After passing the final state examination in the Bachelor's programme, graduates have the opportunity to continue their studies in the relevant follow-up Master's programme at the FaME or to study in a similar degree programme carried out at another HEI in the Czech Republic.
Number of active studies as at 31/12	2 students
<b>Degree programme 2</b>	<b>Chemistry and Food Technologies (B2901)</b>
<b>CBBE group</b>	<b>Technical sciences (21 - 39)</b>
Partner tertiary technical school	Tertiary Technical School of Food Industry and Secondary Technical School of Dairy Industry
Implementation start date	2006
Length of studies (semesters)	6
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's
Organization of studies (description), including student admission and completion of studies	Classes in the part-time mode of study are held partially at the independent unit in Kroměříž and partially at the home faculty in Zlín. Admissions are held at the home faculty - the FT in Zlín.
<b>Number of active studies as at 31/12</b>	24 students

**INFORMATION SUMMARIZING TABLE 2.5**

<b>Tomas Bata University in Zlín</b>	<b>Bachelor's</b>	<b>Master's</b>	<b>Follow-up Master's</b>	<b>Doctoral</b>	<b>TOTAL</b>
Number of degree programmes	2				2
Numbers of students in these programmes	26				26

**TABLE 2.6: LIFELONG LEARNING COURSES OFFERED AT TBU (NUMBERS OF COURSES)**

Tomas Bata University in Zlín		Vocational courses			Hobby courses			U3A	TOTAL
		Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons	Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons		
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>								
Natural sciences	11-18				69	3		1	73
Technical sciences	21-39		3					9	12
Health care, medical and pharmaceutical sciences	51-53	3							3
Social sciences and services	61,67, 71-73	11	1	2	9	6		10	39
Economics	62,65	5	2						7
Law and public sector administration	68							7	7
Pedagogy and social care	74,75	6	2			3			11
Psychological sciences	77							2	2
Art and cultural sciences	81,82	13						15	28
<b>TOTAL</b>		<b>38</b>	<b>8</b>	<b>2</b>	<b>78</b>	<b>12</b>	<b>0</b>	<b>44</b>	<b>182</b>

**TABLE 2.7: LIFELONG LEARNING COURSES OFFERED AT TBU (NUMBERS OF ATTENDEES)**

Tomas Bata University in Zlín		Vocational courses			Hobby courses			U3A	TOTAL
		Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons	Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons		
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>								
Natural sciences	11-18				2,241	17		28	2,286
Technical sciences	21-39		41					345	386
Health care, medical and pharmaceutical sciences	51-53	169							169
Social sciences and services	61,67, 71-73	143	9	18	400	83		446	1,099
Economics	62,65	27	156	37					220
Law and public sector administration	68							192	192
Pedagogy and social care	74,75	454	64			254			772
Psychological sciences	77							106	106
Art and cultural sciences	81,82	92				6		404	502
<b>TOTAL</b>		<b>885</b>	<b>270</b>	<b>55</b>	<b>2,641</b>	<b>360</b>	<b>0</b>	<b>1,521</b>	<b>5,732</b>



# 3. STUDENTS

## 3.A MEASURES TO REDUCE DROPOUT RATES

TBU paid much attention to the issue of high dropout rates. Similarly as in the past years, remedial courses were carried out in selected course units with high dropout rates, in which students with learning problems were enabled to extend their knowledge. Other measures leading to the reduction of the dropout rates included student evaluation of teaching quality, analysis of the evaluation results and adoption of the necessary measures by authorized persons and communication with students. Particularly in order to equalize their competences when joining the University, students of all faculties used the services of the Math Support Centre offering consultations and the optional provision of further education in mathematics to students, moreover, the offer of foreign language courses was extended in addition to obligatory course units, and remedial classes and other consultations in case of selected specialized course units were offered to students at the relevant faculties. These were carried out during the academic year or in the form of summer courses. At the same time, a continuous update and enhancement of courses using the e-learning support of tuition and communication with students took place.

The faculties offered preparatory courses to applicants for study, aimed at equalizing the knowledge of applicants coming from various secondary schools. Adaptation courses were offered to applicants for selected courses after they commenced their studies.

Students as well as graduates could use the services provided by the TBU Counselling Centre (CC), which provided professional psychological and pedagogical counselling free of charge.

## 3.B MEASURES TO REDUCE EXTENSION OF STUDY

An in-depth analysis of permeability of studies between the individual years of Bachelor's, Master's and doctoral programmes was carried out at TBU, according to which the main causes for the extension of study were identified. A reduction of the extension of study was then supported by both generally applied measures and by sub-measures adopted at TBU. In compliance with the TBU Study and Examination Regulations and with internal rules issued by the faculties, the individual course units were not allowed to be enrolled on more than twice. However, the faculties were at the same time trying to comply with the students' wishes in the individual cases (e.g. special needs students, students who completed a part of their studies at a university abroad or who took an internship abroad, students with a recognized period of parenthood, etc.). They were offered individual approach, specialized counselling and consultations, or enabled to complete a part of their studies following an individual curriculum. Furthermore, measures following the measures to reduce dropout rates and leading to the reduction of the extension of study were adopted, namely, measures such as timely monitoring of the dropout rates in key course units, preparation and implementation of remedial courses, including the so-called summer remedial schools, organized within the Strategic Project of TBU in Zlín from the OP R&DfI, specialized workshops focused on motivation to study, etc.

## 3.C OWN/SPECIFIC SCHOLARSHIP PROGRAMMES

Students were granted scholarships in compliance with the Scholarship Regulations of TBU in Zlín, namely merit scholarship, scholarship awarded to doctoral students, extraordinary (single payment), research, accommodation and need-based scholarship. Students were entitled to apply for the extraordinary scholarship for excellent performance in sports, particularly in connection with the representation of a Faculty or TBU, for a significant activity carried out for the benefit of the Faculty, TBU or the academic community, to support studies abroad taken within a programme funded by TBU or to support studies at TBU.

International students admitted to study at TBU in degree programmes accredited in the Czech language within long-term programmes were eligible for all types of scholarships, except for the need-based scholarship. International students admitted to study at TBU in degree programmes accredited in the English language within long-term programmes were eligible for all types of scholarships, except for the need-based and accommodation scholarship. International students admitted to study at TBU within short-term Erasmus programmes were eligible for the accommodation scholarship.

At the FaME, motivation scholarships amounting to CZK 10,000 per semester were granted, in addition to standard merit scholarships, to those students who gained 90 percentile or higher in Scio tests at the entrance examination or successfully participated in the Olympiad in Economics and Management for secondary school students and, at the same time, achieved a grade point average of 1.5 at the maximum during their studies at the FaME.

At the FHS, motivation scholarships amounting to CZK 10,000 were granted, in addition to standard merit scholarships, to first year students in full-time Bachelor's and Master's programmes who duly completed the winter semester in accordance with the curriculum of the relevant degree course and achieved a grade point average of 1.3 at the maximum.

The University and the faculties also rewarded excellent Bachelor's and Master's theses and outstanding results achieved in the long-term by final-year students, and that by giving them the Award by the Rector, Award by the Dean, TBU Foundation Award, TBU Job Centre and KB Company Award, Award by the Mayor of the Town of Zlín, Thomas Bata Foundation Award, Award by the Asiana Company, Ing. Zdeněk Rybka Award intended for graduates from degree courses in economics, and MUDr. Vlasta Rybková Award, which is specifically intended for graduates from degree courses in health care. The University offered students an option to be involved in projects, thus enabling them to develop their professional and creative potential. TBU faculties which offer Master's programmes supported the development of students' creative potential, and that in the form of projects and scholarships granted from resources of the Internal Grant Agency. Scholarships were also granted to students working as junior researchers in the individual departments and centres for their R&D and creative activities. At the FT, scholarships were also granted with funding provided by the programme of the so-called summer internships, aimed at supporting the involvement of students in R&D activities.

The University also supported the improvement in students' language, professional and presentation skills and competences targeted in addition to the compulsory classes, and an increase in the participation in specialized and sporting contests; the University also awarded scholarships in order to appreciate students' activities of extraordinary benefit to TBU and to the civil society.

### 3.D COUNSELLING SERVICES

In 2017, the counselling activities were funded from the Institutional Plan, section "Development of Student Counselling and of Graduate Employability". Career counselling was provided by means of the TBU Job Centre that offered career and job counselling to TBU students and graduates. During 2017, the Job Centre offered the following services to students/graduates:

- Counselling in the sphere of career orientation
- Counselling in the sphere of human resources
- Help with the selection of an appropriate job
- Comprehensive listing of resources with job offers
- Personal help with seeking suitable employers
- Service for companies incl. specific requirements regarding graduates
- Possibility of access provision to the clients' Curriculum Vitae for companies cooperating with the Centre
- Provision of courses aimed at the development of soft skills
- Workshops organized in cooperation with various companies

During the year 2017, out of the total number of 598 TBU students and graduates registered by the Job Centre, 286 clients succeeded in finding employment. In total, 371 individual consultations were provided in 2017; more than 300 students attended courses/workshops/lectures/excursions organized by the Job Centre. In cooperation with the TBU Student Union, the Job Centre organized the job opportunities fair entitled Business Day 2017, held in November and attended by a total of 74 exhibitors and 1,700 TBU students and graduates.

The Counselling Centre provided the following services in 2017:

- Psychological counselling;
- Diagnostics of possible causes of learning difficulties and counselling focused on the methods for their remedy;
- Diagnostics and counselling focused on the adaptation to academic requirements and coping with study-related stress;



- Individual psychological counselling when dealing with long-term problems;
- Coping with problems in partnership or in other interpersonal relations;
- Coping with educational and learning problems in children;
- Diagnostics and counselling focused on personality development;
- Career diagnostics for students;
- Intercultural counselling (counselling intended for incoming as well as outgoing students, counselling during the intercultural adaptation process).

During 2017, the Counselling Centre was attended by a total number of 41 clients (37 students and 4 employees), who were provided with 112 individual consultations. Students and employees contacted the Counselling Centre in order to deal with their family, relationship, personal, somatic and study-related problems. The necessity of tackling personal and family problems had a high frequency of occurrence; such problems also influenced the client's studies, in each client to a different extent. The services provided by the Counselling Centre were available free of charge, were independent, confident and impartial, and were provided by qualified experts in Czech and in English.

### 3.E SUPPORT AND IDENTIFICATION OF SPECIAL NEEDS STUDENTS

Applicants for study and students with specific learning needs (SLN) were provided with support during their studies according to the standards set by the Ministry of Education, Youth and Sports of the Czech Republic. The support of student with SLN was ensured through centralized services provided by the TBU Counselling Centre and at the relevant faculties; faculty coordinators and tutors in cooperation with other academics were in charge of mediating the relevant services. The centralized services offered in 2017 included the provision of study-related assistance, access provision to study materials, functional diagnostics of students with SLN and services of a psychologist. At the relevant TBU faculties, the particular services were mediated by faculty coordinators and tutors in cooperation with other members of the academic staff who continuously received methodological support.

In 2017, a total number of 46 students were registered, who were mostly identified during the admission procedure (the requirements were adapted to the special needs according to the type of disorder). Students with sight and hearing impairments, physically disabled students, students with specific learning disorders, autistic spectrum disorders, with mental difficulties and students suffering from chronic diseases studied at TBU.

The wide range of supporting services included mainly special pedagogical and psychological counselling, provision of study-related assistance, access provision to study materials, functional diagnostics of students with specific learning needs and subsequent recommendations for the tuition, help with the organization of studies as well as with the implementation of the specialized practical training.

From July 2017, the particular activities of the Strategic Project of TBU in Zlín related to the provision of and an improvement in the access to educational facilities of TBU for students with SLN were implemented. Study materials for the teaching of foreign languages for students with specific learning disorders were modified, methodologies for special needs students and methodologies for non-disabled students were created. Awareness workshops and specialist courses for TBU students and staff were held that aimed to facilitate a high-quality relationship among special needs students, non-disabled students and the academic staff. Information support of students was encouraged by means of a digitized service provided by the TBU Library and an improvement in the access to educational facilities via specialized webinars took place.

### 3.F EXCEPTIONALLY GIFTED STUDENTS AND APPLICANTS FOR STUDY

Support was provided to the participation of exceptionally gifted students in contests and in specialized events organized within the individual degree courses, at the relevant faculties and at the University. The support was in particular aimed at an active involvement of students in projects funded by the Internal Grant Agency and in Students' scientific and expert activities. Students were enabled to attend conferences, special lectures and workshops featuring significant personalities from among experts and public figures, traineeships and internships; students of degree courses in arts had an opportunity to present their school works at various exhibitions and festivals. Within selected courses, talented students of degree courses in economics were enabled to get involved in a project specifically focusing on deepening of their knowledge and skills in cooperation with partners from business and industry. Talented students had also an opportunity to enrol on special educational courses held at TBU in

addition to degree programmes (e.g. a creative writing course, language courses whose completion was evidenced by language certificates, etc.).

Prospective applicants for study were offered participation in various contests, e.g. in the University Olympiad in Languages, Olympiad in Economics and Management, Chemistry Olympiad, in the robotics hobby group and in contests in robotics. They had a chance to attend a Programming Preparatory Course held in summer and a number of other preparatory courses and summer schools. The TBU faculties organized excursions and internships for secondary school students held at TBU. Applicants for study in degree courses in arts could take advantage of having individual consultations with teachers, aimed at the preparation for aptitude tests. The Management Boards of the University and of TBU faculties organized, in cooperation with students, specialized/presentation events held at secondary schools. Furthermore, higher education fairs, Open Days, the TBU website and Facebook page were used to communicate with applicants for study.

### 3.G SUPPORT OF STUDENTS AND IDENTIFICATION OF SOCIALLY HANDICAPPED STUDENTS

TBU supported underprivileged students. Socially handicapped students received, among other types of support, need-based scholarships given to students using the grant provided by the MEYS in amounts as specified in the Higher Education Act. A total number of 94 students received a total amount of CZK 745,250; the average scholarship amount was CZK 7,928 per year and per student. Taking into consideration the assessment of a particular social and financial situation, students could be eligible for an extraordinary scholarship in compliance with the relevant Act and the TBU Scholarship Regulations. In this manner, a total number of 5 students received support (3 students from the FMC and 2 from the FAI); the average scholarship amount was CZK 7,000.

### 3.H SUPPORT OF PARENTS AMONG STUDENTS

The most important benefit for parents among students was the existence of the TBU Nursery School with a capacity of 61 children in 2017. By running this facility, TBU Nursery School helped parents among students to coordinate their family life and studies, as it offered services intended for children from the age of 2 years. In 2017, nannies were hired to work in two classes in order to improve the quality of services provided. There were two classes with 24 children each; the third class was composed of 13 children of preschool age, who were provided with individual care focused on their preparation for the entry to the 1st grade with an extended number of English language lessons. The opening hours of the TBU Nursery School (06:30 – 17:00) were in accordance with the requirements of parents among TBU students.

**TABLE 3.1: NUMBERS OF STUDENTS IN ACCREDITED DEGREE PROGRAMMES (NUMBERS OF STUDIES)**

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Technology</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	721	294			194	260	59	72	1,600
<b>Faculty in total</b>		<b>721</b>	<b>294</b>			<b>194</b>	<b>260</b>	<b>59</b>	<b>72</b>	<b>1,600</b>
Out of which the number of women at the FT		328	124			95	134	26	35	742
Out of which the number of foreign nationals at the FT		29	13			16	17	13	10	98

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Management and Economics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Economics	62,65	783	341			332	511	57	45	2,069
<b>Faculty in total</b>		<b>783</b>	<b>341</b>			<b>332</b>	<b>511</b>	<b>57</b>	<b>45</b>	<b>2,069</b>
Out of which the number of women at the FaME		498	237			215	374	24	26	1,374
Out of which the number of foreign nationals at the FaME		77	28			55	41	35	22	258
<b>Faculty of Multimedia Communications</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Social sciences and services	61,67, 71-73	188	115			122	112			537
Art and cultural sciences	81,82	366	1			165		19	29	580
<b>Faculty in total</b>		<b>554</b>	<b>116</b>			<b>287</b>	<b>112</b>	<b>19</b>	<b>29</b>	<b>1,117</b>
Out of which the number of women at the FMC		356	73			193	63	12	17	714
Out of which the number of foreign nationals at the FMC		112	5			73	4	3	7	204
<b>Faculty of Applied Informatics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	501	256			144	299	47	68	1,315
<b>Faculty in total</b>		<b>501</b>	<b>256</b>			<b>144</b>	<b>299</b>	<b>47</b>	<b>68</b>	<b>1,315</b>
Out of which the number of women at the FAI		65	38			26	83	9	11	232
Out of which the number of foreign nationals at the FAI		73	31			32	32	9	11	188
<b>Faculty of Humanities</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Health care, medical and pharmaceutical sciences	51-53	273	145							418
Social sciences and services	61,67, 71-73	414								414
Pedagogy and social care	74,75	312	460	62		77	233	4	12	1,160
<b>Faculty in total</b>		<b>999</b>	<b>605</b>	<b>62</b>		<b>77</b>	<b>233</b>	<b>4</b>	<b>12</b>	<b>1,992</b>
Out of which the number of women at the FHS		842	541	61		71	209	2	12	1,738
Out of which the number of foreign nationals at the FHS		45	10				1		1	57

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Logistics and Crisis Management</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	342	297			107				746
<b>Faculty in total</b>		<b>342</b>	<b>297</b>			<b>107</b>				<b>746</b>
Out of which the number of women at the FLCM		187	135			63				385
Out of which the number of foreign nationals at the FLCM		19	9			1				29
<b>TBU Centralized Constituent Part</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39							13	5	18
<b>TBU Centralized Constituent Part in total</b>								<b>13</b>	<b>5</b>	<b>18</b>
Out of which the number of women at the TBU Centralized Constituent Part								7	2	9
Out of which the number of foreign nationals at the TBU Centralized Constituent Part								4		4
<b>TBU in Zlín</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	1,564	847			445	559	119	145	3,679
Health care, medical and pharmaceutical sciences	51-53	273	145							418
Social sciences and services	61,67,71-73	602	115			122	112			951
Economics	62,65	783	341			332	511	57	45	2,069
Pedagogy and social care	74,75	312	460	62		77	233	4	12	1,160
Art and cultural sciences	81,82	366	1			165		19	29	580
<b>TBU IN TOTAL</b>		<b>3,900</b>	<b>1,909</b>	<b>62</b>		<b>1,141</b>	<b>1,415</b>	<b>199</b>	<b>231</b>	<b>8,857</b>
Out of which the total number of women		2,276	1,148	61		663	863	80	103	5,194
Out of which the total number of foreign nationals		355	96			177	95	64	51	838

**TABLE 3.2: NUMBERS OF SELF-PAYING STUDENTS (NUMBERS OF STUDIES)**

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Technology</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39							12	5	17
<b>Faculty in total</b>								<b>12</b>	<b>5</b>	<b>17</b>
<b>Faculty of Management and Economics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Economics	62,65					17		30	17	64
<b>Faculty in total</b>						<b>17</b>		<b>30</b>	<b>17</b>	<b>64</b>
<b>Faculty of Multimedia Communications</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Social sciences and services	61,67, 71-73					3				3
Art and cultural sciences	81,82							2		2
<b>Faculty in total</b>						<b>3</b>		<b>2</b>		<b>5</b>
<b>Faculty of Applied Informatics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	1				11		2	6	20
<b>Faculty in total</b>		<b>1</b>				<b>11</b>		<b>2</b>	<b>6</b>	<b>20</b>
<b>TBU Centralized Constituent Part</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39							3		3
TBU Centralized Constituent Part in total								3		3
<b>TBU in Zlín</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39					11		17	11	39
Social sciences and services	61,67, 71-73					3				3
Economics	62,65					17		30	17	64
Art and cultural sciences	81,82							2		2
<b>TBU IN TOTAL</b>		<b>1</b>				<b>31</b>		<b>49</b>	<b>28</b>	<b>108</b>

**TABLE 3.3: STUDENT DROPOUT RATE IN 1ST YEAR OF STUDY (IN %)**

Tomas Bata University in Zlín	Bachelor's			Master's			Follow-up Master's			Doctoral			TOTAL
	F	P/D	TOTAL	F	P/D	TOTAL	F	P/D	TOTAL	F	P/D	TOTAL	
Faculty of Technology	63.06	60.34	62.17	0.00	0.00	0.00	35.45	44.05	40.65	22.73	23.81	23.26	54.87
Faculty of Management and Economics	29.47	47.12	36.67	0.00	0.00	0.00	22.17	39.43	32.69	0.00	16.67	10.00	33.74
Faculty of Multimedia Communications	12.31	19.15	13.64	0.00	0.00	0.00	10.32	13.21	11.17	0.00	10.00	5.88	12.33
Faculty of Applied Informatics	57.92	68.9	62.38	0.00	0.00	0.00	24.49	27.42	26.41	4.76	26.92	17.02	45.58
Faculty of Humanities	34.43	27.17	31.76	5.26	0.00	5.26	30.95	15.28	18.82	100.00	0.00	16.67	28.54
Faculty of Logistics and Crisis Management	53.81	60.83	57.27	0.00	0.00	0.00	28.57	0.00	28.57	0.00	0.00	0.00	53.68
TBU Centralized Constituent Part	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00	16.67	16.67
<b>TBU IN TOTAL</b>	<b>43.97</b>	<b>49.82</b>	<b>46.16</b>	<b>5.26</b>	<b>0.00</b>	<b>5.26</b>	<b>23.68</b>	<b>32.14</b>	<b>28.54</b>	<b>11.27</b>	<b>19.32</b>	<b>15.72</b>	<b>39.35</b>

**TABLE 3.4: SCHOLARSHIPS GRANTED TO STUDENTS ACCORDING TO SCHOLARSHIP TYPES (HEADCOUNT)**

Tomas Bata University in Zlín		
Type of scholarship	Numbers of students	Average scholarship amount
For outstanding academic performance in compliance with § 91 Paragraph 2 Letter a)	298	1,890,525
For significant results of scientific, R&D, arts or other creative activities in compliance with § 91 Paragraph 2 Letter b)	121	942,131
For R&D and innovation activities in accordance with the relevant specific legal regulation, § 91 Paragraph 2 Letter c)	282	11,590,620
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 2 Letter d)	5	35,000
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 3	37	745,250
In cases deserving special consideration in compliance with § 91 Paragraph 2 Letter e)	4,123	27,509,590
Out of which accomodation scholarships	3,512	18,372,885
As a study abroad scholarship in compliance with § 91 Paragraph 4 Letter a)	317	2,532,520
Scholarship aimed to support students studying in the Czech Republic in compliance with § 91 Paragraph 4 Letter b)	151	7,077,433
Doctoral scholarships in compliance with § 91 Paragraph 4 Letter c)	193	13,240,650
Other scholarships		
<b>TOTAL</b>	<b>5,527</b>	<b>22,041,372</b>



# 4. GRADUATES

## 4.A COOPERATION AND COMMUNICATION BETWEEN TBU AND GRADUATES

Communication with graduates was carried out on various levels (university, faculty, departmental as well as by the individual academics and researchers). Events organized at TBU faculties were of major importance, with the following activities carried out by the graduates:

- Cooperation during the preparation and implementation of educational and research projects
- Practical training and internship mediators within their institution/company
- Lecturers and speakers at specialized seminars
- Supervisors, consultants and external examiners of Bachelor's and Master's theses
- Members of the final state examination boards
- Participants in surveys, thus providing feedback on the quality of education offered and on conditions for study
- Attendees at educational workshops, seminars/conferences, etc.

Communication with graduates and other interest groups included personal meetings, websites, social networks as well as the career portal accessible directly from the TBU website: <https://jobcentrum.utb.cz>. The portal was one of the communication tools used not only among graduates, but also among other groups, besides graduates formed also by students, educational institutions, research institutions, representatives of companies and of the public sector. In 2017, 3,552 registered students and 109 registered graduates of TBU could view career opportunities posted via the portal.

However, portal tools were not the only way of contact between TBU and its graduates, since alumni reunions took place regularly, that were organized by the relevant faculties (departments), where graduates from the relevant faculty could meet, thus continuing to develop cooperation between the academic/R&D staff of TBU. Successful graduates participated in the Career Opportunities Fair as exhibitors as well as via talk shows during which successful graduates shared their experience with TBU students.

## 4.B EMPLOYMENT RATE AND EMPLOYABILITY OF GRADUATES

The analysis of the employment rate of graduates is based on documents obtained from the Ministry of Labour and Social Affairs (MoLSA). For the purposes of statistical monitoring, the definition of a graduate is used as provided by the MoLSA, i.e. a graduate is a job applicant registered at the Employment Office according to his/her permanent place of residence as at a particular date (job applicants registered at the Employment Office by 30 April and by 30 September), with the time after his/her successful completion of studies not exceeding 2 years.

The unemployment rate is used for comparing the employability of graduates from the individual higher education institutions and faculties throughout the CR. In 2017, the unemployment rate of graduates from TBU decreased again, reaching 1.5 % in the graduates of BP, 1.7 % in graduates of FUMP and 0 % in graduates of DP.

Selected measures were carried out in 2017 with the aim of improving the employability of graduates:

- Students completing their final year of BP as well as FUMP were instructed within lectures organized by the TBU Job Centre on how to be active and succeed in the labour market or how to write a high-quality CV resume and a motivation letter, etc.
- Students were offered a number of topics for Bachelor's and Master's theses specified by the individual companies. They can choose a topic using the <https://jobcentrum.utb.cz> portal, or by virtue of the cooperation between the TBU faculties and industry.
- The development of students' skills aiming at supporting entrepreneurship and encouraging students to start their own business was carried out within several projects, e.g. at the FaME (course unit "Business Basics", existence of the Centre for Support of Entrepreneurship), in the Technology Innovation Centre (student competition for the best business plan), in the Creative Industries Centre, and within a number of specific projects implemented at the FMC.



- Some of TBU faculties included work placement as a compulsory or a compulsorily-optional course unit. Students could select an optional course unit (category C) entitled Master's Work Placement Procedure at TBU I, II, which is worth three credits.
- Career and psychological counselling (See Chapter 3.d) was an activity carried out separately.

## 4.C COOPERATION WITH EMPLOYERS

The TBU Job Centre organized an autumn job fair – Business Day 2017 held in the U13 and U15 buildings in cooperation with students. A record number of exhibitors, namely 74, participated in the fair, and the event was attended by more than 1,700 TBU students/graduates. A wide-ranging supporting programme featuring analyses of CV with professional HR officers or testing of English language skills and talk shows featuring successful graduates of relevant faculties was offered to students within the fair. The highest demand was for graduates of courses in technology, to whom companies are nowadays willing to offer above standard salaries and benefits.

Together with HR officers from the cooperating companies, the Job Centre organized various activities to help students enter the labour market, such as a “dry run selection procedure”, English language course for students in degree courses in technology, specialized workshops and lectures; it co-organized excursions to cooperating companies or invited representatives of companies to participate in the classes with the principal aim of facilitating the link between studies and business and industry.

Another career opportunities fair was organized by the student organization IAESTE TBU Zlín, with a total number of 34 exhibitors.

In 2017, TBU newly established cooperation with 14 companies in the CR. Employers used the portal <https://jobcentrum.utb.cz> to offer job vacancies, internships, practical training or temporary jobs for TBU students and graduates.

**TABLE 4.1: NUMBERS OF GRADUATES FROM ACCREDITED DEGREE PROGRAMMES (NUMBERS OF COMPLETED STUDIES)**

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Technology</b>										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	109	67			98	56	14	10	354
<b>Faculty in total</b>		<b>109</b>	<b>67</b>			<b>98</b>	<b>56</b>	<b>14</b>	<b>10</b>	<b>354</b>
Out of which the number of women at the FT		52	35			47	26	4	4	168
Out of which the number of foreign nationals at the FT		22	2			24	4	14	2	68
<b>Faculty of Management and Economics</b>										
Groups of accredited degree programmes	CBBE									
Economics	62,65	255	51			173	134	8	9	630
<b>Faculty in total</b>		<b>255</b>	<b>51</b>			<b>173</b>	<b>134</b>	<b>8</b>	<b>9</b>	<b>630</b>
Out of which the number of women at the FaME		159	44			114	96	3	5	421
Out of which the number of foreign nationals at the FaME		83	1			64	9	7	3	167

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
<b>Faculty of Multimedia Communications</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Social sciences and services	61,67, 71-73	58	31			37	34			160
Art and cultural sciences	81,82	152				55			4	211
<b>Faculty in total</b>		<b>210</b>	<b>31</b>		<b>0</b>	<b>92</b>	<b>34</b>		<b>4</b>	<b>371</b>
Out of which the number of women at the FMC		129	18			67	12		1	227
Out of which the number of foreign nationals at the FMC		98	0			27	1		1	127
<b>Faculty of Applied Informatics</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	118	25			111	93		12	359
<b>Faculty in total</b>		<b>118</b>	<b>25</b>			<b>111</b>	<b>93</b>		<b>12</b>	<b>359</b>
Out of which the number of women at the FAI		22	4			29	26		1	82
Out of which the number of foreign nationals at the FAI		43	3			48	5			99
<b>Faculty of Humanities</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Health care, medical and pharmaceutical sciences	51-53	79	39							118
Social sciences and services	61,67, 71-73	95								95
Pedagogy and social care	74,75	79	156			37	129			401
<b>Faculty in total</b>		<b>253</b>	<b>195</b>			<b>37</b>	<b>129</b>			<b>614</b>
Out of which the number of women at the FHS		218	164			35	105			522
Out of which the number of foreign nationals at the FHS		49	1			0	1			51
<b>Faculty of Logistics and Crisis Management</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	101	66							167
<b>Faculty in total</b>		<b>101</b>	<b>66</b>							<b>167</b>
Out of which the number of women at the FLCM		60	39							99
Out of which the number of foreign nationals at the FLCM		9	3							12

Tomas Bata University in Zlín	Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL	
	F	P/D	F	P/D	F	P/D	F	P/D		
<b>TBU Centralized Constituent Part</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39							4		4
<b>TBU Centralized Constituent Part in total</b>								<b>4</b>		<b>4</b>
Out of which the number of women at the TBU Centralized Constituent Part								1		1
Out of which the number of foreign nationals at the TBU Centralized Constituent Part								4		4
<b>TBU in Zlín</b>										
<b>Groups of accredited degree programmes</b>	<b>CBBE</b>									
Technical sciences	21-39	328	158			209	149	18	22	884
Health care, medical and pharmaceutical sciences	51-53	79	39							118
Social sciences and services	61,67, 71-73	153	31			37	34			255
Economics	62,65	255	51			173	134	8	9	630
Pedagogy and social care	74,75	79	156			37	129			401
Art and cultural sciences	81,82	152				55			4	211
<b>TBU IN TOTAL</b>		<b>1,046</b>	<b>435</b>			<b>511</b>	<b>446</b>	<b>26</b>	<b>35</b>	<b>2,499</b>
Out of which the total number of women		640	304			292	265	8	11	1,520
Out of which the total number of foreign nationals		304	10			163	20	25	6	528



# 5. INTEREST IN STUDIES

## 5.A ENTRANCE EXAMINATIONS

**FT:** No entrance examinations were held within the admission procedure. Decisions on admission to the FT were taken by the Dean and based on the ranking drawn up and on the recommendation of the admission committee composed of the Vice-Dean for Pedagogical Activities, of the Chairperson or of a member of the Academic Senate of the FT authorized by the Chairperson, and of the Chairperson or of a member of the Degree Programme Board of the FT authorized by the Chairperson. The ranking was drawn up according to the applicants' average grade results achieved at secondary schools.

**FaME:** Applicants were admitted to full-time and part-time BP carried out in Czech depending on the results of the National Comparative Exams administered by the Scio organization – Test of General Academic Prerequisites (Czech/Slovak version). In order to be admitted to full-time and part-time FUMP in the Czech language, applicants could take a test in Economics administered by the Scio organization. The Faculty itself organized entrance examinations only for the degree course in Management in Health Care. An entrance examination in economics that took the form of a written test was organized by the Faculty in the second round of entrance examinations to FUMP for all degree courses. The admission procedure to full-time BP and FUMP carried out in the English language comprised a written entrance examination in the form of an essay of 2,500 – 3,000 words, written in English on a chosen topic corresponding to the relevant degree course. An entrance examination in front of an admission committee examining the applicant's prerequisites for research work and knowledge of the English language at a minimum B2 level was organized for applicants for study in doctoral programmes taught in the Czech language. A written entrance examination that took a form of an essay of 8 – 10 pages, written in English on a topic suggested and approved by the prospective supervisor was organized for admission to study in doctoral programmes taught in the English language.

**FMC:** At the FMC, applicants for Bachelor's programmes in Theory and Practice of Audiovisual Arts and in Visual Arts had to take an aptitude test in the first round – the applicants' creative competences were assessed based on their presented projects prepared at home, taking into account the degree course requirements. The second round involved a written test, creative examination and an interview. Attention was paid to the creative aspect of their talent, to their original thinking ability and knowledge of the means of expression typical for the chosen specialization/studio. Applicants for FUMP had to take an aptitude test during which they presented their portfolios; their creative development shown during the last years, capability of individual thinking and the ability to fulfil creative plans were assessed. The oral examination assessed the applicant's vision of his/her Master's programme objectives, the applicant's professional profile and his/her potential for creative work. In the degree programme in Media and Communication Studies, the entrance exam for the Bachelor's programme tested general academic prerequisites, taking into consideration the requirements set for the specialization in marketing communications. The exam comprised two parts: General knowledge exams and creativity and logical thinking tests. The entrance exam for the follow-up Master's programme featured a marketing communications knowledge test and an English language proficiency test for the full-time mode of study. During the oral examination, applicants mainly discussed professional issues with respect to the future professional orientation, thus providing additional information on themselves.

**FAI:** Entrance examinations to Bachelor's programmes and follow-up Master's programmes for the degree course in Information Technology in Administration took the form of a test of general academic prerequisites and in informatics. Applicants for study in other degree courses were exempted from entrance examinations. Applicants for study in follow-up Master's courses took a test of specialist knowledge acquired during their Bachelor's studies. No services by external test suppliers were used within the admission procedure at the FAI.

**FHS:** Applicants were admitted depending on their results achieved in the National Comparative Exams organized by the Scio organization to all Bachelor's courses except for the Bachelor's course in Secondary School Teacher Training

in Specialized Subjects, where admission to study was conditional on due completion of a Master's programme in selected specializations carried out at a HEI. For the philology-oriented degree course in English/German for Business Administration, it was allowed to replace the entrance examination by a state secondary school leaving certificate in the relevant language or by a certificate. The Faculty prepared and organized its own entrance examinations to Master's and follow-up Master's courses.

**FLCM:** Applicants for Bachelor's courses in Risk Management and in Population Protection were admitted to study depending on their average grade results achieved at secondary schools. Applicants for study in the degree course in Environmental Risk Management were admitted depending on their results in the entrance examination in English. Applicants for follow-up Master's programmes were admitted based on a written test in the relevant specialization. Entrance examinations (a written examination in the English language for the Bachelor's courses in Environmental Risk Management and a specialized test for the follow-up Master's programmes in Protection of Population) were organized by the faculty staff.

## 5.B COOPERATION WITH SECONDARY SCHOOLS WHEN INFORMING APPLICANTS FOR STUDY

The University paid great attention to attracting high-quality applicants for study. For this reason, it actively communicated directly with prospective applicants for study, mainly with those studying in their final year at secondary schools, as well as with education counsellors at secondary schools in the Czech Republic and in Slovakia. Brochures in Czech, Slovak and English were published.

Information materials about the University as well as about degree programmes/courses offered at TBU were sent regularly to education counsellors at secondary schools. TBU promoted itself at secondary schools also by giving presentations of all TBU faculties; presentations given by students at their home secondary schools organized by all TBU faculties as well as visits by academics to schools also proved successful.

In January, November and December 2017, Open Days were organized by the University. TBU's participation in post-secondary education fairs was important for informing applicants for study. TBU presented itself at the "Gaudeamus" European Education and Lifelong Learning Fair that was held in Prague in January 2017, in Nitra in September 2017 and in Brno at the turn of November 2017. TBU took part in the Fair held in Prague for the tenth time, in Nitra for the fifth time and in the Fair held in Brno for the sixteenth time. In October 2017 the University participated in the "Akadémia" higher education fair in Bratislava for the tenth time already. In November, TBU presented its activities at the Pro Educo fair held in Košice. The TBU faculties presented their activities also during other smaller events. TBU offered presentations on its degree programmes/courses to prospective international students (except for those coming from Slovakia) at fairs held in Kiev and Seville.

Campaigns launched by TBU on social networks before the Open Days and during the submission of applications for study were targeted at prospective applicants for study. The TBU mobile application and a TBU Internet microsite intended specifically for applicants were also available. Preparatory work on the new TBU website was also carried out in 2017.

### THE TBU FACULTIES ORGANIZED THE FOLLOWING ADDITIONAL ACTIVITIES:

**FT:** The Faculty regularly organized events targeted at secondary school students, particularly lectures for students that took place at educational institutions, long-term traineeships taken by secondary school students in FT laboratories (usually held during the whole semester) and, last but not least, the event entitled "Be a University Student for One Week", with students from selected secondary schools having been invited to the FT, where they took part in laboratory work, attended lectures held for them, and were enabled to attend selected lectures and seminars. A project entitled "Science E-shop" was launched – a free e-shop offering popular science lectures, that teachers or students can order according to their wish and the lecturer will come to the given school. Internships for secondary school students were organized by the individual departments of the Faculty.

**FaME:** Eligible FaME students visited secondary schools where they presented the life at the Faculty from the student's perspective, by describing their own story and in the form of a discussion; they distributed the magazine issued by the FaME to students as a supporting material. Secondary schools could arrange excursions at the Faculty,

where they could take a tour of the facility, have the Faculty presented by a student, meet the Faculty Management Board members and have the FaME presented by them, attend a lecture on the legacy of Tomas Bata, tour the building and receive printed materials as well as small promotional items. Another form of promotion used by the FaME was the project entitled “Bata Olympiad in Management” and intended for third-year students at economics-oriented grammar schools and secondary schools from the Czech and Slovak Republic. In 2017, 1,897 attendees participated in the event. Finalists had the opportunity to take a tour of the University and view the facilities and personally try what it is like to be a university student. Besides prizes in the form of valuable things, the most successful participants were exempted from entrance examinations to Bachelor’s programmes at the FaME. The portal <http://lightyourfame.cz> was launched for applicants for study.

**FMC:** The Faculty sent their students to secondary schools in the Czech Republic and Slovakia within the so-called “roadshow”, during which mainly third- and fourth-year students at secondary school got acquainted with the degree programmes offered at the FMC, with benefits of the studies and prospective career opportunities. As in previous years, representatives of the relevant FMC studios cooperated with secondary schools, and that in the form of telephone consultations as well as in the form of personal visits. During the entire academic year, meetings were held at social events, excursions to studios were organized for secondary school students, and other events took place as well.

**FAI:** In October 2016, the Faculty launched the project entitled “Faculty Schools” that associates partner secondary schools by virtue of the existing cooperation between the educational institutions and the FAI. In 2017, cooperation between the Faculty of Applied Informatics and the faculty schools was encouraged mainly in the following spheres:

- Encouragement of secondary school students interested in course units focused on technology, and that mainly in the sphere of informatics, automation, cybernetics, electrical engineering and security technologies;
- Cooperation in the organization of student talent contests, such as Students’ creative and expert activities (STOČ), during specialized contests, year-long student projects, etc.;
- Submission of joint grant projects;
- Further education of secondary school teachers by means of specialist consultations, seminars, specialized lectures and lifelong learning courses.

Since 2017, two sections intended precisely for secondary school students have been newly organized at the Faculty within the STOČ contest. It is an excellent opportunity for secondary school students to get acquainted with the Faculty environment.

The FAI staff and students visited approx. 50 secondary schools in the Czech Republic and Slovakia and held specialized lectures during which they presented degree programmes and courses offered at the FAI. In January 2017, the first edition of the contest focused on robotics entitled “Robogames” and intended for students of primary and secondary schools took place.

**FHS:** In November, the Faculty organized the traditional workshop for English language teachers at secondary schools entitled “Autumn Workshop on British and American Studies”. A regular meeting was held for German language teachers employed at all types of schools that was organized in cooperation with the Hueber Verlag publishing house. The Faculty held first-aid courses as well as a workshop entitled “#prsakoule ve škole” at secondary schools in the region. Selected students of the Faculty communicated with their home secondary schools in order to present them the FHS. Students in the degree course in Secondary School Teacher Training in Specialized Subjects took their compulsory practical training at secondary schools, which was also a great opportunity to promote studies at the FHS.

**FLCM:** The Faculty organized excursions for secondary schools within which degree courses/programmes offered at the FLCM were presented and attendees were acquainted with the university facility in Uherské Hradiště. Selected students of the Faculty visited their home secondary schools in the Czech and Slovak Republic, where they presented the degree programmes offered at the FLCM to applicants. Academic staff of the Faculty also participated in the visits to the secondary schools. At the same time, representatives of the FLCM joined the project entitled “Which University to Choose” and participated in a roadshow through Slovakia, during which they informed secondary school students about degree programmes/courses carried out at the Faculty.

**TABLE 5.1: INTEREST IN STUDIES AT TBU**

Tomas Bata University in Zlín		Bachelor's				Master's				Follow-up Master's				Doctoral			
		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled	Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled	Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled	Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
<b>Faculty of Technology</b>																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	1,027	1,153	878	646					399	425	327	295	24	24	18	15
<b>Faculty in total</b>			<b>1,153</b>	<b>878</b>	<b>646</b>						<b>425</b>	<b>327</b>	<b>295</b>		<b>24</b>	<b>18</b>	<b>15</b>
<b>Faculty of Management and Economics</b>																	
Groups of accredited degree programmes	CBBE																
Economics	62,65	1,103	1,275	715	580					762	970	647	490	75	76	34	33
<b>Faculty in total</b>			<b>1,275</b>	<b>715</b>	<b>580</b>						<b>970</b>	<b>647</b>	<b>490</b>		<b>76</b>	<b>34</b>	<b>33</b>
<b>Faculty of Multimedia Communications</b>																	
Groups of accredited degree programmes	CBBE																
Social sciences and services	61,67, 71-73	628	631	114	114					237	238	118	116				
Art and cultural sciences	81,82	622	622	123	127					133	133	77	77	16	16	13	13
<b>Faculty in total</b>			<b>1,253</b>	<b>237</b>	<b>241</b>						<b>371</b>	<b>195</b>	<b>193</b>		<b>16</b>	<b>13</b>	<b>13</b>
<b>Faculty of Applied Informatics</b>																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	624	700	497	412					230	269	225	204	28	28	20	17
<b>Faculty in total</b>			<b>700</b>	<b>497</b>	<b>412</b>						<b>269</b>	<b>225</b>	<b>204</b>		<b>28</b>	<b>20</b>	<b>17</b>
<b>Faculty of Humanities</b>																	
Groups of accredited degree programmes	CBBE																
Health care, medical and pharmaceutical sciences	51-53	414	472	228	187												
Social sciences and services	61,67, 71-73	494	504	249	207												
Pedagogy and social care	74,75	667	789	397	301	108	108	70	49	258	288	154	122	10	11	6	6
<b>Faculty in total</b>			<b>1,765</b>	<b>874</b>	<b>695</b>		<b>108</b>	<b>70</b>	<b>49</b>		<b>288</b>	<b>154</b>	<b>122</b>		<b>11</b>	<b>6</b>	<b>6</b>
<b>Faculty of Logistics and Crisis Management</b>																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	544	601	441	356					85	85	69	65				
<b>Faculty in total</b>			<b>601</b>	<b>441</b>	<b>356</b>						<b>85</b>	<b>69</b>	<b>65</b>				



Tomas Bata University in Zlín		Bachelor's				Master's				Follow-up Master's				Doctoral			
		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled	Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled	Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled	Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
<b>TBU Centralized Constituent Part</b>																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39													29	30	12	12
<b>TBU Centralized Constituent Part in total</b>														<b>29</b>	<b>30</b>	<b>12</b>	<b>12</b>
<b>TBU in Zlín</b>																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	2,139	2,454	1,816	1,414					702	779	621	564	80	82	50	44
Health care, medical and pharmaceutical sciences	51-53	414	472	228	187												
Social sciences and services	61,67,71-73	1,069	1,135	363	321					237	238	118	116				
Economics	62,65	1,103	1,275	715	580					762	970	647	490	75	76	34	33
Pedagogy and social care	74,75	667	789	397	301	108	108	70	49	258	288	154	122	10	11	6	6
Art and cultural sciences	81,82	622	622	123	127					133	133	77	77	16	16	13	13
<b>TBU IN TOTAL</b>		<b>6,014</b>	<b>6,747</b>	<b>3,642</b>	<b>2,930</b>	<b>108</b>	<b>108</b>	<b>70</b>	<b>49</b>	<b>2,092</b>	<b>2,408</b>	<b>1,617</b>	<b>1,369</b>	<b>210</b>	<b>215</b>	<b>115</b>	<b>108</b>



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# 6. STAFF

## 6.A CAREER REGULATIONS FOR ACADEMIC STAFF

TBU has issued no career regulations for the academic staff at the institutional level. According to their specializations, the TBU faculties used motivation tools depending on the evaluation of pedagogical and R&D and creative activities. This process is administered by the relevant faculty, that also determine the motivation tools for remuneration of employees depending on the results achieved and in accordance with the evaluation systems set by the relevant Faculty.

## 6.B DEVELOPMENT OF PEDAGOGICAL SKILLS OF ACADEMIC STAFF

In order to support their career development, the academic staff systematically improved their own professional competences and formal qualifications in the relevant sphere of activity carried out, including self-education in a wider context related to their profession and to the post held.

Besides, the most of TBU faculties provided support to the development of pedagogical skills of their employees:

**FT:** The academic staff developed their skills during mobility funded by projects implemented within the ERASMUS and CEEPUS programmes, during which they were enabled to gain experience at universities abroad.

**FaME:** In 2017, 7 individual lectures focused on creative work methodology and personal development took place.

**FMC:** The Faculty develops pedagogical and academic professional skills of academics within the implementation of the Strategic Project of TBU in Zlín, namely the implementation of joint seminars focused on the development of pedagogy/andragogy, internships in domestic as well as international institutions and mentoring by non-academic experts. 18 events were held in 2017. Educational activities commenced in the third quarter of 2017. Each participating member of the academic staff had elaborated his/her development portfolio, continuously adding the particular educational activities. Besides joint educational activities, the academic staff had the opportunity to attend individual educational courses that they selected according to the needs and in compliance with the development portfolio. Each academic provided feedback listing the benefits of the completed education and their application in classes or in other types of academic practice. Besides the above-mentioned project, the knowledge development of the academic staff was ensured also in the English language. The academics had the opportunity to attend English language courses at the FMC or at the FHS.

**FAI:** Within the enhancement of the career development, the academic staff systematically developed their professional competences and formal qualifications in the sphere of the work they performed, including education in a wider context related to their profession and job position. The development of pedagogical skills of the academic staff was, among others, supported also by organizing specialized courses aimed at the development of professional and technological knowledge and skills of the academic staff, thus contributing to a modernization of the content of course units taught and of study supports in accordance with the latest trends and with scientific and technological development. The Strategic Project of TBU in Zlín, in the implementation of which the academic staff took an active part, also contributed to the development of their pedagogical skills.

**FHS:** Newly recruited employees were, in the early stages of their employment, supervised by an experienced mentor at the relevant Department and, in particular in the case of newly qualified academics, auditing took

place, which was subsequently analysed. Within the Strategic project of TBU in Zlín (OP RDE) the Faculty held a great number of workshops, lectures and course cycles taught by experts from TBU as well as from other universities.

## 6.C GENDER EQUALITY PLAN. SUPPORT OF PARENTS AMONG EMPLOYEES

At TBU, equal opportunities policy was laid down in these internal documents:

- TBU Work Regulations
- TBU Salary Regulations
- TBU Code of Ethics

In 2017, TBU received the Fair Employer of the Zlín Region award in the category of large organizations. In order to reconcile family and professional life, employees were offered flexible working hours, part-time workloads, 6 weeks of annual leave, the possibility to take unpaid leave in addition to the annual leave. The most important benefit for the parents among employees was the existence of the University Nursery School, with a capacity of 61 children in 2017. By running the University Nursery School, TBU helped parents among employees to coordinate their family and working life as it offered services intended for children from the age of 2 years.

## 6.D THE ISSUE OF SEXUAL AND GENDER HARASSMENT

The issue of sexual and gender harassment has not been formalized as yet; in the case of existence of such an issue, it was the responsibility of the direct superior, or, if applicable, of the Dean/Vice-Rector for Social Affairs to deal with the given issue. Preparations were started in order to create a formalized document aimed to be used for dealing with such issues.

**TABLE 6.1: TOTAL NUMBERS OF ACADEMIC AND R&D STAFF AND OTHER EMPLOYEES (AVERAGE CONVERTED NUMBERS)**

Tomas Bata University in Zlín	Academic staff							Researchers	Other employees	Total numbers of staff
	Academic staff in total	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in pedagogical activities			
<b>Faculty of Technology</b>	<b>97.2</b>	<b>7.5</b>	<b>26.7</b>	<b>58.4</b>	<b>1.0</b>	<b>2.0</b>	<b>1.6</b>	<b>2.0</b>	<b>45.8</b>	<b>145.0</b>
Numbers of women at the Faculty	38.6	0.7	8.8	27.4		1.0	0.6	0.3	39.4	78.2
<b>Faculty of Management and Economics</b>	<b>69.7</b>	<b>5.8</b>	<b>16.8</b>	<b>41.8</b>	<b>3.1</b>	<b>1.9</b>	<b>0.3</b>	<b>1.5</b>	<b>29.3</b>	<b>100.4</b>
Numbers of women at the Faculty	30.8	2.0	6.4	20.7	0.7	0.9		0.7	25.3	56.7
<b>Faculty of Multimedia Communications</b>	<b>59.0</b>	<b>7.0</b>	<b>16.2</b>	<b>26.2</b>	<b>8.6</b>	<b>1.0</b>			<b>29.9</b>	<b>88.9</b>
Numbers of women at the Faculty	20.4		5.4	10.0	5.0				18.9	39.3
<b>Faculty of Applied Informatics</b>	<b>70.7</b>	<b>7.1</b>	<b>12.4</b>	<b>43.4</b>	<b>5.7</b>	<b>2.0</b>	<b>0.1</b>	<b>13.1</b>	<b>32.6</b>	<b>116.5</b>
Numbers of women at the Faculty	10.4	1.0	1.7	5.9	1.9			1.0	16.5	27.9

Tomas Bata University in Zlín	Academic staff							Researchers	Other employees	Total numbers of staff
	Academic staff in total	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in pedagogical activities			
<b>Faculty of Humanities</b>	<b>77.6</b>	<b>6.7</b>	<b>10.3</b>	<b>32.2</b>	<b>11.2</b>	<b>17.3</b>			<b>20.5</b>	<b>98.2</b>
Numbers of women at the Faculty	56.8	1.5	7.0	24.8	9.2	14.3			15.9	72.7
<b>Faculty of Logistics and Crisis Management</b>	<b>29.1</b>	<b>3.7</b>	<b>5.4</b>	<b>15.2</b>	<b>1.7</b>	<b>3.0</b>			<b>9.6</b>	<b>38.7</b>
Numbers of women at the Faculty	6.0		0.4	4.5	0.0	1.0			6.8	12.8
<b>University Institute</b>	<b>31.4</b>	<b>1.3</b>	<b>7.0</b>	<b>19.2</b>			<b>4.0</b>	<b>20.9</b>	<b>34.7</b>	<b>87.1</b>
Numbers of women at the Institute	9.3	0.3	2.6	5.3			1.1	9.4	19.6	38.4
<b>Other constituent parts of TBU in total</b>	<b>4.4</b>	<b>0.6</b>	<b>1.4</b>	<b>2.3</b>		<b>0.1</b>		<b>0.5</b>	<b>177.6</b>	<b>182.6</b>
Numbers of women at other constituent parts of TBU	1.7		0.4	1.1		0.1		0.1	122.5	124.3
<b>TOTAL</b>	<b>439.3</b>	<b>39.8</b>	<b>96.1</b>	<b>238.7</b>	<b>31.3</b>	<b>27.3</b>	<b>6.0</b>	<b>38.0</b>	<b>380.0</b>	<b>857.4</b>
Total number of women	173.9	5.5	32.8	99.8	16.8	17.3	1.7	11.5	264.9	450.3

**TABLE 6.2: AGE STRUCTURE OF ACADEMIC AND R&D STAFF (HEADCOUNT)**

Tomas Bata University in Zlín	Academic staff												Researchers		TOTAL	Out of which women
	Professors		Associate Professors		Senior Lecturers		Lecturers		Assistant Lecturers		Researchers and R&D staff participating in pedagogical activities					
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women		
Under 29 years							5	2	1	1					6	3
30 – 39 years	1		8	2	126	48	23	12	7	5			26	9	191	76
40 – 49 years	6	2	42	15	74	37	5	2	9	7			16	5	152	68
50 – 59 years	12	3	22	12	34	16			7	6			1	1	76	38
60 – 69 years	8	1	28	8	25	8			4	1			3	1	68	19
Over 70 years	18		9	1	6	1			2				3		38	2
<b>TOTAL</b>	<b>45</b>	<b>6</b>	<b>109</b>	<b>38</b>	<b>265</b>	<b>110</b>	<b>33</b>	<b>16</b>	<b>30</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>16</b>	<b>531</b>	<b>206</b>

**TABLE 6.3: NUMBERS OF ACADEMIC AND R&D STAFF ACCORDING TO WORKLOADS AND TO HIGHEST COMPLETED EDUCATION (HEADCOUNT ACCORDING TO WORKLOADS)**

Tomas Bata University in Zlín	Academic staff								Researchers		TOTAL	Out of which women
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
<b>Faculty of Technology</b>												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
<b>Workloads</b>	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3					3						3	0
0.31–0.5	1		1		4	2			2		8	2
0.51–0.7	1				1	1					2	1
0.71–1.0	9	1	34	12	59	27	4	1	3	2	109	43
More than 1			1								1	0
<b>TOTAL</b>	<b>11</b>	<b>1</b>	<b>36</b>	<b>12</b>	<b>67</b>	<b>30</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>123</b>	<b>46</b>
<b>Faculty of Management and Economics</b>												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
<b>Workloads</b>	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3			1		1	1			3	1	5	2
0.31–0.5	1		4	1	5	4	1	1	2	1	13	7
0.51–0.7	1		1		3	1					5	1
0.71–1.0	4	2	13	6	39	18	7	2			63	28
More than 1			1	1	1						2	1
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>20</b>	<b>8</b>	<b>49</b>	<b>24</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>88</b>	<b>39</b>
<b>Faculty of Multimedia Communications</b>												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
<b>Workloads</b>	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3											0	0
0.31–0.5			1		1						2	0
0.51–0.7							1				1	0
0.71–1.0	7		18	5	14	5	21	11			60	21
More than 1			1	1	1		1				3	1
<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>20</b>	<b>6</b>	<b>16</b>	<b>5</b>	<b>23</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>66</b>	<b>22</b>

Tomas Bata University in Zlín	Academic staff								Researchers	TOTAL	Out of which women	
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
<b>Faculty of Applied Informatics</b>												
Up to 0.3											0	0
0.31–0.5					1				2		3	0
0.51–0.7			2						1		3	0
0.71–1.0	6	1	9	2	40	7	11	1	11	1	77	12
More than 1	1		2		1						4	0
<b>TOTAL</b>	<b>7</b>	<b>1</b>	<b>13</b>	<b>2</b>	<b>42</b>	<b>7</b>	<b>11</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>87</b>	<b>12</b>
<b>Faculty of Humanities</b>												
Up to 0.3					3	1	1	1			4	2
0.31–0.5	1		6	4			2	2			9	6
0.51–0.7	1	1	8	6	2	2					11	9
0.71–1.0	4	1			26	19	31	27			61	47
More than 1					1						1	0
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>14</b>	<b>10</b>	<b>32</b>	<b>22</b>	<b>34</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>86</b>	<b>64</b>
<b>Faculty of Logistics and Crisis Management</b>												
Up to 0.3					1	1					1	1
0.31–0.5	1		2	1	2	1	1				6	2
0.51–0.7			1								1	0
0.71–1.0	3		4		14	4	5	1			26	5
More than 1			1		1						2	0
<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>18</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>8</b>

Tomas Bata University in Zlín	Academic staff								Researchers	TOTAL	Out of which women	
	University Institute											
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3					2				4	1	6	1
0.31–0.5					1						1	0
0.51–0.7											0	0
0.71–1.0					17	5			20	10	37	15
More than 1											0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>11</b>	<b>44</b>	<b>16</b>
Library												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3											0	0
0.31–0.5											0	0
0.51–0.7											0	0
0.71–1.0									1		1	0
More than 1											0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
Tomas Bata University in Zlín												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3			1		10	3	1	1	3	2	15	6
0.31–0.5	4		14	6	14	7	4	3	10	1	46	17
0.51–0.7	2		12	6	6	4	1		1		22	10
0.71–1.0	34	6	78	25	209	85	79	43	35	13	435	172
More than 1	1		6	2	5		1				13	2
<b>TOTAL</b>	<b>41</b>	<b>6</b>	<b>111</b>	<b>39</b>	<b>244</b>	<b>99</b>	<b>86</b>	<b>47</b>	<b>49</b>	<b>16</b>	<b>531</b>	<b>207</b>
<b>TBU IN TOTAL</b>	<b>41</b>	<b>6</b>	<b>111</b>	<b>39</b>	<b>244</b>	<b>99</b>	<b>86</b>	<b>47</b>	<b>49</b>	<b>16</b>	<b>531</b>	<b>207</b>



**TABLE 6.4: SENIOR EXECUTIVES (HEADCOUNT)**

Tomas Bata University in Zlín	Rector/Dean	Vice-Rector/Vice-Dean	Academic Senate	Scientific/Artistic/Academic Board	Bursar/ Secretary	Board of Governors	Director of institute, university agricultural or forestry farm	Head of department/institute/research unit	Senior executives in total
<b>Tomas Bata University in Zlín</b>	<b>1</b>	<b>5</b>	<b>24</b>	<b>35</b>	<b>1</b>	<b>9</b>		<b>2</b>	<b>77</b>
Out of which women		1	7	8		5			21
<b>Faculty of Technology</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>33</b>	<b>1</b>		<b>9</b>		<b>54</b>
Out of which women		2	2	8	1		1		14
<b>Faculty of Management and Economics</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>31</b>	<b>1</b>		<b>6</b>		<b>51</b>
Out of which women			4	5	1		5		15
<b>Faculty of Multimedia Communications</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>27</b>	<b>1</b>		<b>7</b>		<b>47</b>
Out of which women	1	4	2	11	1		0		19
<b>Faculty of Applied Informatics</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>28</b>	<b>1</b>		<b>13</b>		<b>53</b>
Out of which women				1	1		2		4
<b>Faculty of Humanities</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>23</b>	<b>1</b>		<b>4</b>		<b>38</b>
Out of which women	1	2		14			1		18
<b>Faculty of Logistics and Crisis Management</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>22</b>	<b>1</b>		<b>8</b>		<b>41</b>
Out of which women		2		1	1		5		9
<b>Faculties in total</b>	<b>6</b>	<b>24</b>	<b>37</b>	<b>164</b>	<b>6</b>		<b>47</b>	<b>0</b>	<b>284</b>
Out of which women	2	10	8	40	5	0	14	0	79
<b>TBU IN TOTAL</b>	<b>7</b>	<b>29</b>	<b>61</b>	<b>199</b>	<b>7</b>	<b>9</b>	<b>47</b>	<b>2</b>	<b>361</b>
Out of which women	2	11	15	48	5	5	14	0	100

**TABLE 6.5: FOREIGN NATIONALS IN THE ACADEMIC AND R&D STAFF (AVERAGE CONVERTED NUMBERS)**

Tomas Bata University in Zlín	Academic staff	R&D staff
<b>Faculty of Technology</b>		
Included: Germany		
Poland		
Austria		
Slovakia	1.497	0.252
Other EU member countries	1.375	0.375
Other countries outside the EU	1.999	0.915
Women out of the total headcount (regardless of nationality)	3.496	0.252

<b>Tomas Bata University in Zlín</b>	<b>Academic staff</b>	<b>R&amp;D staff</b>
<b>Faculty of Management and Economics</b>		
Included: Germany		
Poland		0.5
Austria		
Slovakia	5.847	0.099
Other EU member countries		
Other countries outside the EU	0.23	
Women out of the total headcount (regardless of nationality)	3.182	
<b>Faculty of Multimedia Communications</b>		
Included: Germany		
Poland		
Austria		
Slovakia	12.408	
Other EU member countries	0.496	
Other countries outside the EU		
Women out of the total headcount (regardless of nationality)	3.158	
<b>Faculty of Applied Informatics</b>		
Included: Germany		
Poland		
Austria		
Slovakia	2	
Other EU member countries		
Other countries outside the EU		1
Women out of the total headcount (regardless of nationality)		
<b>Faculty of Humanities</b>		
Included: Germany	1	
Poland		
Austria		
Slovakia	11.579	
Other EU member countries		
Other countries outside the EU	1.913	
Women out of the total headcount (regardless of nationality)	8.126	
<b>Faculty of Logistics and Crisis Management</b>		
Included: Germany		
Poland		
Austria		
Slovakia	2.684	
Other EU member countries		
Other countries outside the EU		
Women out of the total headcount (regardless of nationality)	1	

<b>Tomas Bata University in Zlín</b>	<b>Academic staff</b>	<b>R&amp;D staff</b>
<b>University Institute</b>		
Included: Germany		
Poland		
Austria		
Slovakia	1.998	2.394
Other EU member countries	1	2.477
Other countries outside the EU	4.167	10.647
Women out of the total headcount (regardless of nationality)	2.52	6.322
<b>Other constituent parts in total</b>		
Included: Germany		
Poland		
Austria		
Slovakia		
Other EU member countries		
Other countries outside the EU		1
Women out of the total headcount (regardless of nationality)		
<b>TBU IN TOTAL</b>	<b>50.193</b>	<b>19.659</b>
Included: Germany	1	
Poland		
Austria		
Slovakia	38.013	2.745
Other EU member countries	2.871	2.852
Other countries outside the EU	8.309	13.562
Women out of the total headcount (regardless of nationality)	21.482	6.574

**TABLE 6.6: NUMBERS OF NEWLY APPOINTED PROFESSORS AND ASSOCIATE PROFESSORS**

Tomas Bata University in Zlín	Number			Average age of newly appointed Professors and Associate Professors
	At TBU		Permanent staff employed at TBU and appointed at another HEI	
	Total number	Out of which permanent staff of TBU		
<b>Faculty of Technology</b>				<b>40.5</b>
Professors appointed in 2017				
Out of which women				
Associate Professors appointed in 2017	2	2		40.5
Out of which women	1	1		41
<b>Faculty of Multimedia Communications</b>				
Professors appointed in 2017				
Out of which women				
Associate Professors appointed in 2017	1	1		63
Out of which women				
<b>TOTAL - Professors</b>				
Out of which women				
<b>TOTAL - Associate Professors</b>	<b>3</b>	<b>3</b>		<b>48</b>
Out of which women	1	1		41





# 7. INTERNATIONALIZATION

## 7.A SUPPORT OF STUDENTS PARTICIPATING IN INTERNATIONAL MOBILITY PROGRAMMES

In 2017, TBU students had an opportunity to take a study period/internship anywhere around the world. The International Office offers an extensive portfolio of partnership agreements with educational institutions that it constantly keeps broadening, nevertheless, it puts great emphasis on the quality of the offer. As usual, Erasmus+ was the most frequently used mobility programme, where the portfolio of partnership agreements involved the absolute majority of programme countries, thus offering a wide range of mobility opportunities to TBU students and employees. The International Office ensured funding with an increase of over 30% compared with the previous period and adopted the strategy designed to enable anyone interested who fulfils the relevant requirements to take a study period/traineeship abroad. TBU also supported student mobility outside the Erasmus+ programme, with funding provided by resources of the MEYS. TBU applied for funding from other programmes such as CEEPUS, AKTION and the Norway Funds as well.

TBU also organized regular meetings for students providing them with information on mobility opportunities, on funding and administration thereof. TBU also placed great emphasis on the spreading of information about student mobility gained by TBU students during their mobility. For this purpose, meetings were held where students presented their experience gained abroad to their colleagues. A special web presentation ([xchange.utb.cz](http://xchange.utb.cz)), designed to provide a comprehensive description of the institutions abroad, at which TBU students took a study period/traineeship proved very useful. Reviews by students that provided information that were of great benefit to applicants for study abroad were an added value. TBU put great emphasis on the quality of the mobility of TBU students abroad, and that at all stages of the mobility. The International Office provided students with counselling and monitoring prior to, during, as well as after the arrival from the mobility. Students could also contact experts specializing in international mobility, and that at any of TBU faculties. Within the support of mobility, the University organized several events in 2017, which contributed to attracting the interest of students and academics in mobility at TBU (International Week, International Festival, International Dinner, etc.). Thus, events of this type offering the students an opportunity to meet international colleagues, try traditional cuisine, learn about the specifics of the given country or attend a lecture by an international expert, increased the students' motivation during the planning of study periods/traineeships.

The mobility administration process at TBU was organized in a transparent and clear manner. The University carefully selected its partner institutions based on the curricula of degree programmes offered abroad. The recognition of study periods/traineeships taken at an international institution was carried out in compliance with Rector's Directive No. 16/2017 "International Mobility of TBU Students and Mobility of Incoming International Students at TBU". The Learning Agreement represented a basic document for the drawing up of a curriculum abroad, approved for the relevant student in the TBU internal system by the faculty coordinator (Head of studio, course unit guarantor, degree course guarantor or Head of the relevant Department). The Learning Agreement was used to identify course units taught at TBU in the Information System for Studies' Administration which will be recognized for the students after successful completion of the relevant course units abroad. During the preparation of the Learning Agreement, attention was paid to the fact that study periods abroad should not complicate the completion of study in the standard period of time. Study periods taken abroad by PhD students were recognized in compliance with internal regulations issued by the relevant faculty (PhD students do not obtain ECTS credits). Such students obtain internal credits in compliance with the relevant Directive of the Faculty, subsequently added up to other types of activities necessary for successful completion of a doctoral programme. The results of the mobility were specified in the graduate's degree certificate/Diploma Supplement.

In 2017, graduate traineeships took place for the first time within the Erasmus+ programme, and were implemented by TBU in cooperation with an external company. Thanks to this service, students had the opportunity to take a useful traineeship abroad aimed to facilitate their access to the labour market.

## 7.B INTEGRATION OF INTERNATIONAL MEMBERS OF THE ACADEMIC COMMUNITY

Integration of international members of the academic community in the academic life at TBU has been involved in TBU strategic documents and is, therefore, one of priorities in the sphere of internationalization. All types of communication with the public and with the academic community are ensured both in Czech and in English, which includes official documents and the website. Students and employees may attend Czech and English language courses, and that entirely free of charge. In 2017, the International Office, Job Centre and the Counselling Centre provided services to international and Czech students and staff participating in mobility and provided specialized bilingual counselling with wheelchair access.

In 2017, collaboration between TBU and the student organization "Buddy System Zlín" (BS) received active support. The Buddy System together with the TBU International Office took care of international students at TBU. In cooperation with the TBU International Office, the Buddy System organized trips, excursions and other cultural, entertaining and social activities intended for international students and aimed to make the stay and studies of international students in Zlín a pleasant experience (e.g. walking of dogs from the animal shelter in Zlín, International Dinner, etc.). In 2017 the BS had intensive cooperation within the Erasmus Student Network Czech Republic (ESN). The ESN association currently unites more than 500 higher education institutions from 40 countries worldwide.

BS students were assigned their own office, which was visited by international students. In 2017, greater emphasis was put on the participation of international students in the Social Erasmus programme, e.g. in cooperation with the Naděje non-profit organization and the Dog Shelter in Zlín-Vršava. International students also gave presentations on their native countries at secondary schools in Zlín. Members of the BS also took part in the promotion of student mobility during events held at TBU (International Festival, International Week, Business Days, etc.). Each international student was, in case that he/she was interested, assigned a Czech student who helped him/her deal with difficult situations before the arrival and during the studies.

TBU promoted the employment of international staff in order to internationalize the TBU personnel structure. Several dozens of international experts e.g. from Belgium, China, Ghana, India, Italy, Japan, Mexico, Germany, the Netherlands, Pakistan, Poland, Russia, Greece, the United States, Turkey, the Ukraine, Great Britain and Vietnam were employed as academics and researchers at TBU. An increase in the ratio of R&D staff and PhD students from abroad at the individual faculties and in the centres of applied research currently in development received goal-directed support from the TBU Management Board. The implementation of the project entitled EURAXESS, in which the University had been participating since 2012, continued in 2017. The project is aimed at providing support and assistance to incoming and outgoing researchers. In 2015 TBU became a member of the pan-European Euraxess network. The International Office and the Human Resources department of TBU are the project investigators and ensure specialized counselling services as well.



**TABLE 7.1: TBU PARTICIPATION IN INTERNATIONAL COOPERATION PROGRAMMES (REGARDLESS OF SOURCE OF FUNDING)**

Tomas Bata University in Zlín	H2020/7th Framework Programme of the EC		Others	TOTAL	
	TOTAL	Out of which Marie-Curie Actions			
Number of projects			21	21	
Number of outgoing students			374	374	29 shorter than 28 days, however, longer than 14 days
Number of incoming students			468	468	36 shorter than 28 days, however, longer than 14 days
Number of outgoing academics and researchers			310	310	
Number of incoming academics and researchers			95	95	
Grants (thousand CZK)			25,900	25,900	

**TABLE 7.2: STUDENT, ACADEMIC AND OTHER STAFF MOBILITY ACCORDING TO COUNTRIES (REGARDLESS OF SOURCE OF FUNDING)**

Tomas Bata University in Zlín	Number of outgoing students		Number of incoming students	Number of outgoing academics	Number of incoming academics	Number of other outgoing employees	Number of other incoming employees	Total mobility to/from the country
Country	Total	Out of which graduate traineeships						
People's Democratic Republic of Algeria			1					1
Argentine Republic			1					1
Commonwealth of Australia	2			3				5
Republic of Azerbaijan				2	1			3
Kingdom of Belgium	10		11	8	3			32
Republic of Belarus			6					6
Bosnia and Herzegovina				1				1
Federative Republic of Brazil	3							3
Republic of Bulgaria	3		2	2	1			8
People's Republic of China	2		6	3				11
Republic of China (Taiwan)	4		22					26
Kingdom of Denmark	6		1	1				8

Tomas Bata University in Zlín	Number of outgoing students		Number of incoming students	Number of outgoing academics	Number of incoming academics	Number of other outgoing employees	Number of other incoming employees	Total mobility to/from the country
	Country	Total						
Arab Republic of Egypt					1			1
Republic of Estonia	10		1		1			12
Republic of the Philippines	1							1
Republic of Finland	13		9	7				29
French Republic	6		20	9		1		36
Gabonese Republic			1					1
Republic of The Gambia	1		4					5
Georgia			3					3
Republic of Croatia	2		1	3				6
Republic of India			7	2				9
Republic of Indonesia	2		5	1				8
Ireland	10		2	2				14
Republic of Iceland	2							2
Italian Republic	6		7	8				21
Japan	3		5	6				14
Kingdom of Cambodia			1					1
Canada				3			1	4
Republic of Colombia			3					3
Republic of Korea	1		20					21
Republic of Cyprus	5		3	5				13
Kyrgyz Republic			5					5
Lao People's Democratic Republic			1					1
Republic of Lithuania	7		6	6	1			20
Republic of Latvia	8		3	2				13
Hungary	1		5	15	5			26
Malaysia	13							13
Republic of Malta	2	1						2
Netherlands	11	2	2		2			15
Kingdom of Norway	12			6	1			19
Islamic Republic of Pakistan			1					1
Republic of Poland	21		13	23	21	2	5	85
Portuguese Republic	66	2	29	24	2	4	1	126
Republic of Austria	28	2	3	5				36
Republic of Kazakhstan			26	4	1			31
Republic of the Union of Myanmar			1					1

Tomas Bata University in Zlín	Number of outgoing students		Number of incoming students	Number of outgoing academics	Number of incoming academics	Number of other outgoing employees	Number of other incoming employees	Total mobility to/from the country
	Country	Total						
Republic of Tajikistan			1					1
Republic of Trinidad and Tobago	1							1
Republic of Uzbekistan			3					3
Romania	1		10	8	9			28
Russian Federation	3		23	2				28
Greek Republic	6		14	33		1		54
Slovak Republic	14		38	26	20		4	102
Republic of Slovenia	19		3	6		1		29
United Kingdom of Great Britain and Northern Ireland	12			9	7			28
United States of America	2			11	2			15
United Mexican States			6	5		1		12
Federal Republic of Germany	19		5	15	3			42
Republic of Serbia				3		1		4
State of Israel			1		1			2
State of Qatar				1				1
State of United Arab Emirates				5				5
Kingdom of Spain	28	1	23	18	1	3	1	74
Kingdom of Sweden	1							1
Swiss Confederation	2			4				6
Kingdom of Thailand	1		1					2
Republic of Turkey	3		82	1	7			93
Ukraine			17		5			22
Oriental Republic of Uruguay	1							1
Socialist Republic of Vietnam			4	12				16
<b>TOTAL</b>	<b>374</b>	<b>8</b>	<b>468</b>	<b>310</b>	<b>95</b>	<b>14</b>	<b>12</b>	<b>1,273</b>

**TABLE 7.3: GRADUATE MOBILITY (PERCENTAGE OF COMPLETED STUDIES)**

Tomas Bata University in Zlín	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
<b>Faculty of Technology</b>					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	8.4%		6.9%	30.0%	8.5%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				30.0%	30.0%
<b>Faculty of Management and Economics</b>					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	10.5%		12.9%	9.1%	11.7%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				9.1%	9.1%
<b>Faculty of Multimedia Communications</b>					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	25.3%		23.7%	25.0%	24.7%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				25.0%	25.0%
<b>Faculty of Applied Informatics</b>					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	3.7%		6.1%	8.3%	
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				8.3%	8.3%
<b>Faculty of Humanities</b>					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	9.5%				6.9%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]					0.0%
<b>Faculty of Logistics and Crisis Management</b>					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	1.2%				1.2%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]					
<b>TBU IN TOTAL</b>	<b>10.2%</b>		<b>9.7%</b>	<b>18.9%</b>	





# 8. RESEARCH, DEVELOPMENT, ARTS AND OTHER CREATIVE ACTIVITIES

## 8.A INTERCONNECTION BETWEEN R&D AND CREATIVE ACTIVITIES AND EDUCATIONAL ACTIVITIES

Research, development, arts and other creative activities were carried out at the individual faculties and at the UNI, and that in the individual departments and research units – Polymer Centre (CPM), Centre for Applied Economic Research (CAER) at the FaME, and the Research Centre (RC) at the FHS – and in research centres established during the implementation of projects funded by the Operational Programme “R&D for Innovations” – Priority Axis 2. Among the latter, the CPS and the Centre for Security, Information and Advanced Technologies (CEBIA-Tech) can be named. In accordance with the Strategic Plan and with the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of TBU in Zlín for 2017, the research units and centres were reinforced as regards their material equipment and personnel in order to continuously improve their competitiveness in the field of research and development on the international level.

**FT:** The Polymer Centre, which is a component part of the Faculty, is a significant research unit focusing on basic research. Its main area of interest is research into engineering aspects of technologies and materials based on polymer composite structures.

**FaME:** As a component part of the FaME, the CAER was one of units focusing on the development and implementation of R&D strategy at the FaME and contributed to the support of cooperation with business and industry by improving the position of the FaME in the sphere of R&D activity and by increasing the prestige, internationalization and research and project cooperation between the FaME and other universities, research institutions, companies and the public sector.

The CAER aims at supporting the competitiveness of the FaME in new conditions regarding the evaluation (and funding) of universities. The CAER cooperates with partners from various institutions and companies located in the Zlín Region, in the Czech Republic and abroad.

R&D activities done by the CAER focus in general on managerial and economic causes and aspects of performance and competitiveness and of their development and measuring, in the context of both individual institutions and of clusters and regions, and that in the conditions of the developing knowledge economy and innovation activities. CAER focuses on the following research topics:

- Measuring and management of performance of enterprises/institutions and networks thereof
- Knowledge management
- Health care management
- Innovations
- Social responsibility of companies (in relation to innovations and to performance)

**FMC:** At the FMC, the strategy of research, development and creative activities was implemented in two directions. In the theoretical field, emphasis was laid on research focusing on marketing, marketing communications as well as on fields of culture and on the development of national cultural identity. In the field of creative activities done within art specializations, the FMC participated in intensive preparation and in pilot testing of a system of evaluation of creative outputs in the field of art, implemented on the national level. Many international awards received and success achieved by students at exhibitions, festivals and in contests could be considered significant accomplishments of creative activities done at the Faculty.

The TBU Creative Industries and Entrepreneurship Centre entitled UPPER (hereinafter referred to as CIEC) is focused simultaneously both on audiovisual arts and design. The CIEC develops activities focusing on the support of

motivating the qualified staff to stay in the region with the aim of fulfilling the required increase in the percentage of creative staff in the regional economy. The expected effect also comprises further development of a separate economic sector of creative industries including multiplication effects in the form of new job positions created and assurance of an increased prosperity of the region. The CIEC offers facilities for a reduced rent to companies newly established by graduates from creative degree programmes at the FMC, but also of other TBU component parts, which, in the early stages of the life cycle of their company, must put in a great deal of effort so as to specify the basic idea of their business, so that they can attract other partners or additional financial resources in order to support the selected business in this regard. The most part of incubators are active in close proximity to those higher education institutions where the main source of business ideas has originated. The contribution expected is a clear targeting of specific knowledge in creative specializations and their commercial use. The next step aimed at the development of infrastructure providing appropriate facilities and technological equipment of the Centre will be the provision of services by the business incubator including strategic management and management of innovations.

**FHS:** The RC of the FHS was established as an independent unit of the FHS. The activities done by the RC of the FHS are based on issues dealt with within research projects and on the specialization of the research team of the RC of the FHS. The Research Centre of the FHS specializes above all in research into school education in a wider pedagogical and socio-pedagogical context, research in the sphere of philology, in nursing and in selected clinical disciplines on an interdisciplinary basis.

In 2017, an important interconnection of educational and R&D and creative activities was carried out in the CPS within the implementation of new doctoral programmes accredited at the institutional level and entitled “Material Sciences and Engineering” and “Nanotechnology and Advanced Materials”. These programmes are significantly interconnected with the implementation of projects of basic and applied research and experimental development, with significant interlinking with business and industry.

Areas of scientific activities were funded by grant projects, in particular through the implementation of projects funded by the Czech Science Foundation, Technology Agency of the CR, by the competent providers (Ministry of Education, Youth and Sports, Ministry of Industry and Trade, Ministry of Agriculture) but also by the Internal Grant Agency (IGA) within specific university research. International cooperation was implemented through intensive participation in project applications submitted to the Horizon 2020 programme as well as to the so-called Norway Grants.

Since 2015, the IGA projects had also been implemented by TBU research centres, which enables the involvement and education of talented students of follow-up Master’s and doctoral programmes in top-class research infrastructures.

Most of the faculties regularly organize programmes of Students’ scientific and expert activities intended in particular for Bachelor’s and follow-up Master’s students.

The development of R&D and creative activities was also focused on secondary school students, and that through organizing student competitions (e.g. the regional round of the Chemistry Olympiad) and specialized internships for students at TBU faculties and in TBU research centres.

At TBU, the transfer of the knowledge obtained in the sphere of basic research to practice was ensured by the Technology Transfer Centre (TTC). The TTC provides professional services to researchers employed by the University and to cooperating companies; its services focus in particular on the legal protection of industrial rights over R&D results and are aimed to ensure a fast and effective transfer of these results to practice, which includes counselling, analyses of relations related to industrial law, and professional services provided by patent officers. Moreover, the TTC offers direct representation of originators from TBU in cases of legal protection of industrial rights before the following authorities: Industrial Property Office, European Patent Office, European Union Intellectual Property Office, World Intellectual Property Organization.

Apart from educational and research activities, TBU actively participated in activities and events organized in the Zlín Region. This refers to joint decision-making on development strategies adopted by the Municipal Authority of Zlín and by the Regional Authority of the Zlín Region. TBU also co-organized important social and cultural events and events aimed at promoting research, such as Miss Academia (beauty and intelligence contest for female students at higher education institutions and tertiary technical schools in the CR), Salvator Award (award for extraordinary acts of bravery related to the protection of life, health, property and population safety), Science Café and the Rag Day.



## 8.B PARTICIPATION OF STUDENTS IN R&D AND CREATIVE ACTIVITIES

The connection between educational, R&D and creative activities was strengthened by the involvement of students, and that particularly of PhD students, in the implementation of research projects. A crucial role was played by the IGA, the purpose of which is not only to support research activities of PhD students but also of talented Master's students. In 2017, public funding support amounting to CZK 24,890 thousand was obtained for the implementation of activities connected with specific university research. The total number of projects implemented at TBU was 81 newly accepted and 19 continuing projects.

Research activities were supported by national and international providers of financial resources through research projects.

In order to support the interest of students and an active participation by Bachelor's and Master's students in research activities, student scientific conferences were held, where the results of students' work were presented.

**FT:** In 2017, programmes aimed at involving follow-up Master's students in R&D and creative activities by organizing summer internships were supported at the FT. In order to support the interest of students and an active participation by Bachelor's and Master's students in research activities, student scientific conferences were held, where the results of students' work were presented.

**FaME:** In 2017, the Faculty involved Bachelor's and Master's students in the implementation of IGA projects, and that in 2 continuing IGA projects whose implementation started in 2016 (7 students) and in 4 newly submitted projects (14 students). Academics or PhD students acted as guarantors responsible for the project implementation. The students involved were obliged to present the outputs of their activities in the faculty round of the SVOČ (Students' scientific and expert activities) contest. PhD students acted as investigators in the case of the remaining 21 IGA projects implemented in 2017. 29 students, who entered the section "Business Administration" and the "Finance" section, yet again with participation by representatives of two partner higher education institutions outside TBU (University of Hradec Králové, University of South Bohemia), participated in the 13th edition of the faculty round of the SVOČ contest held in 2017. In 2017, activities of the Student Accounting and Tax Office continued, which provided counselling and consultancy services to approximately 250 internal clients from TBU and to around 245 external clients. In 2017, another edition, the tenth one already, of the "Talented Students" project took place, for the first time also including participation by persons from among second-year Bachelor's students.

**FMC:** Bachelor's and Master's students studying the degree programme in Visual Arts participated in R&D and creative activities of the FMC in particular in classes held in studios, where, in the course of the semester, the students created outputs – concepts as well as works of art – created under the supervision of professional supervisors – teachers in the individual studios. Provided that such outputs were of a high quality, subsequently finding practical application or being exhibited, or those which received awards at exhibitions or in specialized contests/at festivals and during displays, these outputs were then included in the RAO system. Students of the degree course in Marketing Communications had an opportunity to take part in R&D and creative activities of the Faculty, i.e. they joined the TBU IGA projects in implementation, particularly when studying Master's programmes.

**FHS:** The Faculty had set up a system for the development of research skills of students, implemented in several directions: Bachelor's and Master's students holding student research positions also participated in research activities and were enabled to enter the SVOČ contest in the relevant specialization. Master's and PhD students also joined projects supporting specific university research and funded by the IGA.

**FAI:** Talented Bachelor's and Master's students were enabled to hold student research positions in the individual departments and get involved in research activities, both on the initiative of the Faculty or of one of the collaborating companies. Those were frequently activities useful later on during the preparation of Bachelor's or Master's thesis projects. One of the important outputs of student activities was the participation in the international contest intended for secondary and university students and entitled STOČ (Students' creative and expert activities). Master's students were enabled to develop their R&D and creative activities by joining the IGA projects in implementation, receiving public funding intended for specific university research purposes.

**FLCM:** The Faculty supported the development of teams which interlinked R&D and creative activities with educational activities; the current research topics were reflected in assigned topics of academic qualification theses to be written by students in all levels of study. Students entered the Students' scientific and expert activities (SVOC) contest. R&D and creative activities of students were also supported by means of study periods and traineeships at universities abroad and by students' attendance at specialized conferences, with the travel expenses funded by IGA projects. Students also joined projects implemented thanks to funding provided by the Norway Funds. Activities of students holding student research positions also received support to a great extent.

## 8.C PUBLIC FUNDING SUPPORT PROVIDED TO R&D AND INNOVATIONS

From the resources obtained for R&D and innovations and amounting to CZK 240 million, TBU spent the total amount of CZK 240 million in 2017. Out of which the institutional support for the long-term conceptual development of a research organization obtained from the MEYS amounted to CZK 114.2 million, the funding provided by the National Programme for Sustainability amounted to CZK 33.4 million, and the public funding support obtained from the MEYS and provided to specific university research amounted to CZK 23.4 million. Furthermore, TBU spent the amount of CZK 55.7 million for the purposes of R&D and innovations, which are in particular financial resources provided by the Technology Agency of the CR, Czech Science Foundation, Ministry of the Interior of the CR and Ministry of Agriculture of the CR. TBU spent resources amounting to CZK 3.3 million obtained as the public funding support and provided to R&D and innovations in the previous years. Project co-investigators were provided CZK 11.700 million for R&D and innovations. The said amount was provided in particular by the Technology Agency of the CR.

## 8.D SUPPORT OF STUDENTS IN DOCTORAL PROGRAMMES AND OF EMPLOYEES HOLDING POSTDOCTORAL POSITIONS

Postdoctoral employees received support within the Institutional Plan section entitled "Development of internal and external quality of TBU". The project was aimed at the individual development of PhD students and young academics who after completing their PhD studies continue their professional career at TBU. Within the project, jobs were created for graduates from doctoral programmes, and specialist seminars were held.

Within the FaME CAER, FHS RC, CPS and CEBIA-Tech centres, new jobs for PhD graduates were created and, predominantly, taken by talented TBU graduates.

Full-time PhD students received regular financial support – scholarships granted monthly. The amount of the scholarship granted was calculated depending on the R&D and creative, pedagogical, study-related and other activities of the relevant PhD students. The requirements regarding the minimum degree of implementation of these activities were set by the relevant faculties. The amount of scholarships provided to full-time PhD students studying degree programmes carried out in English was specified in the Rector's Directive No. 13/2014 (valid until August 2016) and Rector's Directive No. 18/2015 (valid from the start of the academic year 2016/2017). In September 2017, the Rector's Directive No. 29/2017 "Scholarship Eligibility of Students of Doctoral Programmes Carried out at TBU in Zlín and in TBU Departments" came into effect.

All students studying doctoral programmes had the opportunity to use career counselling and coaching services.

## 8.E PARTICIPATION OF THE APPLICATION SPHERE IN CREATION AND IMPLEMENTATION OF DEGREE PROGRAMMES

**FT:** The Faculty regularly consulted the application sphere about the contents of degree programmes, taking into consideration the comments received. Consultations were provided above all by guarantors of degree programmes/degree courses. Furthermore, informal meetings between employers and FT graduates took place, with the ideas given by all of them also being taken into consideration during the preparation and modification of curricula.

**FaME:** At the Faculty, the degree programmes in preparation were discussed with representatives of partner institutions. Reaccreditations of degree programmes were discussed with experts from business and industry who are

members of the CAER Board and of the Scientific Board at the FaME. The partners also actively collaborated during the implementation of degree programmes, e.g. the Moravian-Slovak Engineering Works in Uherský Brod provided their laboratory equipment for use in the course unit "Quality and Metrology" taught in the Bachelor's programme in Production and Quality Management. Partner institutions also cooperated during the organization of internships and practical training in the course units "Enterprise Management I and II" (within the Talented Students project) as well as in the course units "Bachelor's Thesis Preparation and Work Placement" and "Master's Thesis Preparation and Work Placement". They participated in the defence of students' projects as well as Master's and Bachelor's theses. In the Department of Industrial Engineering, activities within student projects focusing on logistics, process management and industrial management, and the course entitled "Internal Auditor QMS" in accordance with the ISO 9001:2015 standard were successfully developed. Projects were supported by excursions to the said organizations and defences with participation by the organizations providing the thesis topics. A new activity of the Faculty was represented by the Centre for Support of Entrepreneurship, aimed at promoting and supporting entrepreneurial activities as a basic element of a prosperous region in cooperation with the TIC and the regional branch office of CZECHINVEST. In the second half of 2016, the Centre merged with the CIEC of the FMC; new activities were carried out in a joint centre entitled UPPER. In 2017, around 15 workshops were organized by the Centre in order to support creative business activities carried out in cooperation with representatives of business and industry, and classes of the course unit Business Academy I for approximately 44 students of Zlín-based faculties (FaME, FHS, FMC) finished with a presentation and a defence of innovation intents. Students at the FaME attended events organized by TBU with the aim of putting students in contact with representatives of companies (Business Day 07/11/2017).

**FMC:** For several years, the degree course in Marketing Communications has included compulsory "Agency Practice" and "Thesis Project" course units (in the third year of the Bachelor's programme and in the second year of the follow-up Masters programme); after completion thereof, the representatives of business and industry fill in a questionnaire, thus giving feedback on competences, knowledge and skills of the relevant student, taking into consideration the needs of business and industry. Depending on the results, the Head of the Department of Marketing Communications annually submits a proposal containing the list of optional course units to the Degree Programme Board. Afterwards, more significant and long-term results are accepted within the accreditation process. In 2017, a similar system was introduced in courses in visual arts as well. In all studios and departments of the FMC, specialized workshops featuring representatives of business and industry were held. Afterwards, the representatives assessed the potential for improvements in the degree programmes currently offered at the FMC.

**FAI:** At the Faculty, the Industrial Board was established in order to support closer cooperation with industrial companies. Its members included representatives of companies based in and outside the Zlín region. Cooperation was in particular aimed at reflecting the requirements of industrial partners regarding degree programmes, at starting collaboration in contract research as well as in the implementation of joint projects. The Faculty prepared degree programmes taking into consideration the requirements of industrial partners, with the aim of developing skills and competences of graduates in accordance with the current requirements of the market. During the fourth year of study, students took specialized internships in companies. Another example of a close interconnection between the academic world and business and industry was given by the so-called expert classes aimed at providing students with a practical view of the specialization which they study. Lectures by experts from business and industry were organized for Bachelor's, Master's and PhD students with the aim of attracting the interest of students in the given course unit/specialization. The lectures were delivered above all by experts from companies based in the Technology Park, which is a component part of the Faculty.

**FHS:** Experts from business and industry participated in the professional orientation of the Faculty (as members of the Scientific Board) and, above all, in the tuition provided in specialized course units related to practice. Curricula of all degree courses included practical training to a significant extent, which facilitated graduates' access to the labour market. Joint projects were implemented in cooperation with companies; students were offered topics of academic qualification theses reflecting the needs of business and industry. Involvement of the application sphere in the implementation of degree programmes was evaluated in the form of special assessments of degree courses by selected employers; in the winter semester, a questionnaire survey focusing on specialized internships was conducted for the first time within student assessment of tuition quality carried out in the IS/STAG system.

**FLCM:** Representatives of the application sphere were among the members of the Scientific Board and also worked as lecturers in accredited degree programmes. Single lectures by experts from business and excursions by students to companies also took place. Specific case studies from practice were also presented during the classes held. Legal entities from the application sphere also organized internships for students, offering topics of theses to students according to the company's needs. The Faculty Management Board was in contact with the Regional Authority, that informed the Board members about the current situation in the sphere of crisis management; this information was used to update the classes offered by the Faculty.

## 8.F COOPERATION WITH THE APPLICATION SPHERE IN CREATION AND TRANSFER OF INNOVATIONS

In particular through its research centres – CPS and CEBIA-Tech - TBU offered a wide range of collaboration opportunities to the application sphere - contract research, implementation of joint projects of applied research, development and innovations (supported by the Technology Agency of the CR and by the relevant Ministries), dealing with technical and technological issues related to practical application both through bespoke research and through use or hire of facilities owned by TBU. Furthermore, TBU offered and carried out analyses and research studies, optimization of technological processes, etc., for its industrial partners, and that within the contract research.

A specialized department, the TTC, provides services associated with the legal protection of industrial rights over R&D results on behalf of TBU and implements the necessary steps leading to the commercialization of such results. Moreover, the TTC represents an important link between TBU and the industrial practice thanks to patent services offered by the TTC not only as an internal service for TBU but also for industrial entities – external applicants.

At TBU, the transfer of the knowledge obtained in the sphere of basic research to practice was ensured by the Technology Transfer Centre (TTC) established in 2008. The TTC provides professional services to researchers employed by the University and to cooperating companies; its services focus in particular on the legal protection of industrial rights over R&D results and are aimed to ensure a fast and effective transfer of these results to practice within specific collaboration with commercial entities. Commercialization and cooperation with business and industry is a prioritized activity of the TTC. The activities of the TTC are focused on comprehensive services in the sphere of intellectual property protection, counselling and information activities related to the conclusion of licence agreements; furthermore, the Centre supports the commercialization of R&D results and takes part in the implementation of transfer projects on the national and international level. Moreover, the TTC offers direct representation of originators from TBU as well as from external entities in cases of legal protection of industrial rights before the following authorities: Industrial Property Office (IPO), European Patent Office (EPO), European Union Intellectual Property Office (EUIPO), World Intellectual Property Organization (WIPO).

In 2016, the TTC obtained funding from the GAMA programme of applied research, experimental development and innovations organized by the Technology Agency of the CR, and that for a four-year project entitled "Commercialization at Tomas Bata University in Zlín". The project is aimed at supporting the verification of results of applied research and experimental development as regards their practical application and at preparing the subsequent commercial use with the aim of developing an efficient system of commercialization, which ensures the transfer between the knowledge potential of TBU and business and industry in accordance with the strategic intent of building up an entrepreneurial university. In 2017, two specific results were, with funding provided by this project, successfully finalized and, subsequently, negotiations were started on the results' practical application within the project sustainability.

The TTC also plays an important role during activities of TBU carried out within the activities of the region. Its activities focus on the sphere of applied research, legal protection of industrial rights over R&D results and transfer of technology and innovations. The TTC also represents an important link between TBU and business and industry; services provided by the TTC can be used both by TBU staff and by companies and entrepreneurs of the region. Clean rooms of the UNI can also be used for commercial purposes, as they fulfil the requirements for inclusion in the required "C" Cleanliness Class ISO 7 in compliance with the Czech Standard ČSN EN ISO 14644 "Clean rooms and associated controlled environments", and in compliance with the Czech Standard ČSN EN ISO 13485 "Quality management systems for medical devices", including regular supervision by a notified person, professional supervision and optional cooperation with research teams. In 2017, the TTC elaborated the Methodology entitled "Accreditation of Testing Laboratories, Procedures and Instructions for Accreditation".

## 8.G SUPPORT OF HORIZONTAL MOBILITY OF STUDENTS AND OF THE ACADEMIC STAFF, THEIR EDUCATION AIMED AT DEVELOPING COMPETENCES FOR INNOVATION BUSINESS ACTIVITIES

Intersectoral mobility of students and of the academic staff was supported on the national and on the international level. The implementation of the project funded by the Competence Centres Call, where research-oriented academics and PhD students participated in the implementation of projects in the industrial sphere, and vice versa, can be named as an example. International activities were then included in particular in collaboration on the preparation and implementation of international projects funded by the European Commission, namely by the Research and Innovation Staff Exchange (RISE), European Cooperation in Science and Technology (COST) and also by the Interreg programme.

**TABLE 8.1: NUMBERS OF CONFERENCES (CO-)ORGANIZED BY TBU**

<b>Tomas Bata University in Zlín</b>	<b>With the number of attendees higher than 60</b>	<b>International conferences</b>
Faculty of Technology	0	1
Faculty of Management and Economics	4	4
Faculty of Applied Informatics	3	3
Faculty of Humanities	2	0
Faculty of Logistics and Crisis Management	2	0
<b>TOTAL</b>	<b>11</b>	<b>8</b>

**TABLE 8.2: NUMBERS OF EXPERTS FROM THE APPLICATION SPHERE WORKING AS LECTURERS/SUPERVISORS IN PRACTICAL TRAINING IN ACCREDITED DEGREE PROGRAMMES**

Tomas Bata University in Zlín	Persons having an employment relation with the higher education institution or with a component part thereof			Persons not having an employment relation with the higher education institution or with a component part thereof		
	Number of persons working as lecturers	Number of persons working as thesis supervisors	Number of persons working as practical training supervisors	Number of persons working as lecturers	Number of persons working as thesis supervisors	Number of persons working as practical training supervisors
Faculty of Management and Economics	34	4	4	30	41	104
Out of which women	13	2	2	10	25	35
Faculty of Applied Informatics	11	3	0	20	12	19
Out of which women	1	0		0	0	3
Faculty of Humanities	13	13	7	92	14	11
Out of which women	6	6	5	53	7	7
Faculty of Logistics and Crisis Management	2	1	0	0	0	63
Out of which women	0	0	0	0	0	18
<b>TOTAL</b>	<b>60</b>	<b>21</b>	<b>11</b>	<b>142</b>	<b>67</b>	<b>197</b>

**TABLE 8.3: NUMBERS OF DEGREE COURSES THAT INCLUDE COMPULSORY PRACTICAL TRAINING HELD DURING AT LEAST 1 MONTH**

Tomas Bata University in Zlín	Numbers of degree courses	Numbers of students studying the degree courses
Faculty of Management and Economics	13	2,031
Faculty of Multimedia Communications	5	116
Faculty of Applied Informatics	7	140
Faculty of Humanities	15	2,034
<b>TOTAL</b>	<b>40</b>	<b>4,321</b>

**TABLE 8.4: TRANSFER OF KNOWLEDGE AND RESEARCH RESULTS TO PRACTICE**

<b>Tomas Bata University in Zlín</b>				
	In the CR	Abroad	Total number	Total income
Number of new spin-off/start-up companies*			3	
Patent applications submitted	7	4	11	
Patents granted**	15		15	
Utility models filed	9		9	
Licence agreements valid as at 31/12	16		16	
Licence agreements newly concluded	2		2	CZK 20,000
Contract research, consultations and counselling			11	CZK 25,012,263
Paid educational courses for staff of entities of the application sphere			7	CZK 119,140

Note: Amounts are listed with VAT excluded.

**INFORMATION SUMMARIZING TABLE 8.4**

Newly concluded licence agreements, contract research, consultations, counselling and paid educational courses for staff of entities of the application sphere	Total number	Total income
	20	CZK 25,151,403
	Average income per contract	
	CZK 1,257,570	





# 9. ENSURING QUALITY OF ACTIVITIES CARRIED OUT AT TBU AND EVALUATION THEREOF

On 1 September 2016, the amendment to the Higher Education Act came into force, which puts great emphasis on the internal evaluation of quality, and that particularly in the sphere of education and R&D and creative activities carried out at higher education institutions. Among other issues, the obligation for TBU as well as other public HEIs to update existing internal regulations or newly prepare those that have not been issued as yet, and that are obligatory by operation of law. Towards the end of 2016 and mainly during 2017, all the prescribed internal regulations, including the "Rules Governing the System of Quality Assurance of Educational, R&D, Creative and Related Activities and Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities at TBU" were amended at TBU, or newly issued. All these internal regulations, that have undergone the approval process and were continuously commented on at meetings of the TBU Academic Senate and at meetings of other committees of the University, have come into force and have already been registered by the MEYS.

In compliance with the above-mentioned amendment to the Higher Education Act, TBU is also obliged to monitor the dropout rate, rate of due completion of studies, the success rate in admissions and employability of graduates from degree programmes in the labour market. Steps leading to a systematic and uniform evaluation of these indicators were continuously taken by the individual faculties, component parts and at the institutional level.

During 2017, a number of qualitative and quantitative indicators were analysed at meetings of the Rector's Advisory Council and at other meetings – mainly those that refer to student numbers (e.g. the dropout rate and the success rate in admissions), degree programmes carried out, the level of qualification acquired by academics, scientific and artistic performance of the higher education institution, international mobility and internationalization. In 2017, graduate employability in the labour market was a closely watched indicator at TBU, evaluated according to particular degree programmes twice a year, and based on numbers of graduates registered at the Employment Office and released by the Ministry of Labour and Social Affairs. When evaluating the activities of TBU as a whole, as well as during the evaluation of the individual faculties and component parts, also indicators evaluated by international rankings, in which TBU participates, were considered and assessed within the internal evaluation process, namely, for example, Times Higher Education World University Rankings, QS World University Rankings and U-Multirank. During 2017, steps leading to the finalization of a comprehensive and efficient system of internal monitoring and assurance of quality in all sphere of activities implemented at the university were taken. This refers mainly to regular collection and assessment of data relevant for the quality of all activities carried out at TBU.

Within the evaluation process focused on the academic staff, their pedagogical activities (e.g. the number of lectures, seminars and practical laboratory training held, etc.) and their R&D activities such as industrial rights authorship, publications in journals with an impact factor are evaluated using points. All TBU faculties adopted the procedure of making the amount of personal performance components of salaries paid to academics, which are valid for one year, dependent on the extent of the pedagogical and R&D and creative activities done and reported by the given academic employee. When evaluating the R&D and innovation results achieved by individual academics, the basic value used is the number of points included in the Information Register of R&D Results (RIV), which is drawn up in compliance with the valid Methodology of Evaluation of Research Organizations and Evaluation of Finished Programmes. As mentioned above, the process of internal evaluation of academic staff is, thus, based on scientometric results reported in internationally recognized databases (e.g. Web of Science and Scopus) and on other measurable indicators in the field of science and research. The Register of Artistic Outputs (RAO) is used a source for an evaluation of artistic activities of academics; the Register includes point scores assigned to creative activities carried out during the last five years.

In 2017, the evaluation of quality of pedagogical activities was also based on cooperation with students as defined in the TBU Statute. This student evaluation of the quality of classes was carried out centrally at the institutional level in the winter semester of the academic year 2017/2018, and that via the electronic questionnaire platform operated in the IS/STAG system. Analyses carried out and conclusions drawn from the assessment of tuition will be incorporated into the TBU Internal Evaluation Report; the relevant goals and measures will be specified, aimed at improving the quality of educational activities conducted at TBU as well as at the individual faculties, and the quality of degree courses/programmes.

Another important step taken in compliance with the Amendment to the Higher Education Act is the establishment of the TBU Internal Evaluation Board. Members of the Board had already been appointed by the Rector and, in the course of 2017, two Board meetings took place. At the first meeting, the Board gave its consent to the Rector's Directive entitled "Rules of Procedure of the TBU Internal Evaluation Board" and also approved of the "Rules Governing the System of Quality Assurance of Educational, R&D, Creative and Related Activities and Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities at TBU". The main mission of the TBU Internal Evaluation Board is to ensure the internal evaluation of quality of educational, R&D, creative and other related activities of TBU.

In 2017, the Board also approved of the structure of crucial qualitative indicators of TBU and the procedure of preparation and elaboration of the Internal Evaluation Report, a document aimed to evidence the development of the said indicators, aims in the sphere of quality control and the measures adopted. During the process of elaboration of the Internal Evaluation Report, the preparation of a number of questionnaire surveys was started, which are related to the information regarding the feedback on the quality of activities carried out at TBU. This refers to the monitoring of the feedback given by students in their final year of study, by TBU graduates and key employers.

In the course of 2017, TBU participated in the implementation of several projects funded by the OP RDE, which is a thematic programme administered by the MEYS and running over several years; financial resources may be allocated from European Structural and Investment Funds (ESIF) through this programme in the 2014–2020 programme period. One of the most important projects is the Strategic Project of TBU in Zlín", which is focused on a systematic increase in the quality of educational activities, efficiency and access to education. The intent specified in this manner is implemented through the application of a set of sub-goals related to the individual specific aims set in accordance with the requirements of the given ESF Call. Within this project, the KA7 activity "Completion of a Strategic Management System of Assurance of Quality and Evaluation at TBU" is carried out, focused both on the mapping of crucial managing and management processes, which will enable the implementation of a process management system at the University, and on the creation of new methodologies and updating of the methodologies currently used for the assurance of quality and evaluation of activities of TBU.

As a member of a consortium of Czech higher education institutions, TBU participated in the implementation of the joint Centralized Development Project entitled "Strategic Cooperation of Higher Education Institutions Aimed at the Management of Quality of Technical Education in Accordance with the Needs of the Society and with Knowledge Economy". One of the aims of this project was the support of strategic collaboration and coordinated procedure to be followed by HEIs specializing in technology during the preparation of the quality control system and the fulfilment of related requirements arising from the amended version of the Higher Education Act, and the needs of knowledge economy and the society in accordance with the up-to-date principles of the newly introduced trend "Industry 4.0".

The department of Internal Audit, which forms, together with the management control, the cornerstone of the internal control system as defined in the Act No. 320/2001 Coll. on Financial Audit, has been operating at TBU for more than fourteen years. In 2017, the following audits and audit examinations were carried out and duly completed by the department of Internal Audit at TBU and are listed in chronological order according to the start date:

- Audit No. 1/2017 – Audit focusing on the participation of PhD students in tuition;
- Audit No. 2/2017 – Audit into the evaluation of pedagogical activities of academics, taking into consideration the extent of their R&D and creative activities in the academic year 2016/17;
- Audit No. 3/2017 – Audit into the use of grants intended for the support of research, experimental development and innovations;

- Audit No. 4/2017 – Audit focusing on projects funded by the Operational Programme “R&D for Innovations”;
- Audit No. 5/2017 – Audit into the use of lecture rooms and halls in TBU buildings.

Based on all audits carried out, the relevant final reports were elaborated and submitted for comments to the senior executives of the audited departments or to employees authorized by them, who thus had an opportunity to give their opinion regarding the mentioned findings and recommendations. After incorporating these comments into the audit report, the internal auditor elaborated a final version of the relevant report and submitted the same to the Rector and to other concerned senior executives at TBU. The summary of the most important findings and recommendations arising from the audits carried out in 2017 was submitted to the Rector of the University in an annual report on activities of the department of Internal Audit in January 2018.



# 10. NATIONAL AND INTERNATIONAL EXCELLENCE

## 10.A INTERNATIONAL AND SIGNIFICANT NATIONAL RESEARCH, DEVELOPMENT AND CREATIVE ACTIVITY, INCORPORATION OF RESEARCH INFRASTRUCTURE INTO INTERNATIONAL NETWORKS AND INVOLVEMENT IN PROFESSIONAL OR ARTISTIC NETWORKS

**FT:** The Faculty was actively involved in research activities in the area of technology of macromolecular substances, chemistry and materials technology, chemistry and food technology and process engineering. In these areas of specialization, the Faculty collaborated with a number of institutions abroad, and that both with academic institutions and with commercial entities. The results of research found practical application particularly in the rubber-processing, plastics-processing, automotive, textile and food industry, in health care, in agriculture and in the production of packaging materials as well as in the electrical engineering and electronics industry.

**FaME:** The Faculty strengthened its research excellence within the EU by participating in the Horizon 2020 programme, thus joining the most important academic institutions and industrial entities in the SHAPE-ENERGY Project. Horizon 2020 is the biggest and the most important programme providing funding to science, research and innovations on the European level in the period from 2014 to 2020. Great emphasis is put on scientific excellence, on innovations, on participation of small and medium-sized enterprises, on the social impact and on collaboration between teams in and outside the EU. A major part of the budget proposed for the programme is allocated to dealing with selected societal challenges, aimed, among others, to ensuring clean and efficient energy, which is also the aim of the approved project joined by the FaME. The project focuses on the implementation of a transition to a reliable, sustainable and competitive power supply system reducing the dependence on fossil fuels in a time showing an increasing lack of sources and a growing power demand, with the climate change threatening. The role of the FaME as the only representative of faculties specializing in economics consists above all in the analytical and statistical evaluation of the data obtained and in proposing of a business plan aimed to ensure the sustainability of the project also after the end of the implementation of the same project.

National projects successfully implemented in the past, funded by the Czech Science Foundation and by the Technology Agency of the CR and focusing on clusters and cluster policies, were organically followed by the acceptance of the project entitled "V4 Cluster Policies and Their Influence on the Availability of Cluster Organizations" for funding.

Recently, the FaME has become a coordinator of an ERASMUS+ project focusing on the support of classes in entrepreneurship for university students, joined by Junior Achievement (o.p.s.- Public Benefit Organization) and Junior Achievement Europe as other partners. The FaME was included in the global network entitled "Microeconomics of Competitiveness" organized by the Harvard Business School. The Faculty was listed among 100 elite faculties of economics worldwide.

With funding provided by the ERASMUS Mundus programme, the Faculty was a partner institution in networks of the EFFORT and EACEA II projects.

In 2017, collaboration with the Budapest University of Technology and Economics on the organization of the conference Industry 4.0 in the automotive industry was agreed upon during the implementation of the V4 21640389 project.

**FMC:** The Faculty was an active member of international professional associations, namely ELIA and CILECT. ELIA (European League of Institutes of the Arts) represents an independent network composed

of approximately 300 institutions from 47 countries, which provide education in all fields of arts (dance, design, theatre, visual arts, music, media, architecture). The ELIA association receives support from the European Commission, from the Dutch Ministry of Education, Culture and Science and from the European Cultural Foundation. The CILTEC (Centre International de Liaison des Ecoles de Cinéma et de Télévision) is an International Association of Film and Television Schools. The Association includes over 160 educational institutions providing education in audiovisual arts. The CILECT serves as a platform for communication between schools, facilitates the communication between the individual institutions, thus enabling, among others, a flow of students and teachers among the member schools. The Faculty presented its projects at a number of exhibitions and fairs all around the world.

**FAI:** The Faculty participated in the implementation of a number of projects entitled: Support of Sustainability of Development of the Centre for Security, Information and Advanced Technologies, Strategic Project of TBU in Zlín, Developing Research-oriented Degree Programmes at the FAI, Modernisation of Educational Infrastructure of the Faculty of Applied Informatics (projects funded by the MEYS of the CR), Identification and methods of protection of Czech soft targets against violent acts with elaboration of a warning system, An analytical software module for the real-time resilience evaluation from point of the converged security, RESILIENCE 2015: Dynamic Evaluation of Resilience of Interrelated Subsystems of Critical Infrastructure (projects funded by the Ministry of Interior of the CR), Intelligent System for Advanced Sorting of Forest Seedlings (TRIO programme), ENTER Modular System, INFOS Platform, E-Line Fuel Dispenser, Knowledge Transfer in Mobile Applications Development (Cathedral), Knowledge Transfer for Applications of Computer Vision Methods in Dudr Tools Company (projects funded by the Ministry of Industry and Trade of the CR), Distributed System of Management of a Regional System of Heating and Cooling Supply Conceived as Smart Energy Grid (project funded by the TA CR), Non-conventional Management of Complex Systems (project funded by the Czech Science Foundation).

**FHS:** In 2017, the Faculty focused on networking aimed at creating of international structures. Within attendance at conferences, academics established contact with potential collaborators on individual research topics and joint publications (Australia, Canada). The Faculty also published the journal Sociální pedagogika | Social Education indexed in many world-renowned databases, among others in the database ERIH Plus. The journal publishes papers in English as well, thus raising awareness not only about the specialization but also about its home institution. Lectures by significant experts were also held at the Faculty, namely by: Dr. Ahmed Mohamed El – Gendi, Prof. Attila Oláh, Prof. Jitse P. van Dijk, Prof. Andrzej Brodziak and M. Ed. Ilonya Dobrovolskyte.

**FLCM:** In 2017, the Faculty obtained funding for a grant project from the Czech-Norwegian Research Programme (MEYS) entitled: The creation and support of the research team in the logistics industry as the base for bilateral cooperation. This project was successfully finalized and, thanks to this project, the Faculty found a strategic partner for future cooperation in the sphere of research and development in logistics.

## 10.B NATIONAL AND INTERNATIONAL AWARDS RECEIVED BY TBU

### TBU:

- Set of videos intended for applicants for study from abroad and entitled “International Stories” won the 1st place in the national media contest “Golden Semicolon”.

### FaME:

- FaME graduate, Ing. Martin Řehák, received the award for the best Master’s thesis related to tourism for 2017.
- FaME graduate, Ing. Lucie Garczarová, qualified for the finals of the HR Talent contest.
- The scientific Journal of Competitiveness issued by the Faculty was indexed in the WoS ESCI research database.

**FMC:**

- Lukáš Krnáč was placed 1st in the international contest entitled “Best in Design”.
- Lucia Sládečková won the 1st place in the international contest entitled “Top Designer of the Year”, “Trenčín, the Town of Fashion” (Slovakia).
- Jan Černý was placed 1st in the international contest entitled “ Fresh Designer Fashion Live Awards”.
- Klára Němečková won the 1st place at the international Mobitex fair.
- Petr Jindra won the 1st place and the Audience Award in the Animácie contest.
- Veronika Zacharová was placed 1st in the category “Film for Children Older than 4 Years” at the Barcelona Children’s Film Festival (Spain).
- Petr Jindra was placed 1st in the category in the category “Character Design” in the Hamburg Animation Award contest (Germany).
- Filip Diviak won the 1st place in the category “Character Design” in the Hamburg Animation Award contest (Germany).
- Filip Javora won the 1st place at the Chania Cartoon & Animation Festival (Greece).
- Zuzana Brachaczková was placed 1st in the category “Best Animated Film for Children” at the KINEKO festival (Japan).
- 1st place for Martin Kukal for the best animated cartoon at the Palm Springs International Animation Festival (USA).
- Martin Nábělek was placed 1st in the category entitled “Visual Effects” at The Rookies exhibition (USA).
- Martin Nábělek won the 1st place in the category entitled “Best Animation” at the Visions Film Festival & Conference (USA).
- Filip Diviak was placed 1st at the Zaporizhia International Film Festival (Ukraine).
- Veronika Zacharová won 1st place in the category “Film for Children Older than 2 Years” at the International Film Festival for Children and Youth (Spain).
- Michal Zeman received the Award by Karel Kobosil at the International Mobitex Fair.
- Ondřej Puchta, Daniela Lašúťová, Gabriela Baňáková won the Good Student Design Award given within the National Award for Student Design.
- Oliver Mórocz and Zuzana Piliarová received Honourable Mention at the Light in Architecture 2017 exhibition.
- Kateřina Kochánková was given the runner-up prize by the National Centre for Furniture Design at the Mobitex fair.
- Kristýna Londinová was placed 2nd in the Calendar of the Year contest, etc.

**FAI:**

- Ing. Roman Žák, PhD graduate, won the 2nd place in the Siemens Award in the category entitled “Overcoming Barriers in Learning”.

## 10.C EVALUATION OF TBU OR OF ITS COMPONENT PARTS CARRIED OUT BY A TEAM OF INTERNATIONAL EXPERTS

No evaluation was carried out in 2017.





# 11. THIRD ROLE OF THE HIGHER EDUCATION INSTITUTION

## 11.A TRANSFER OF KNOWLEDGE TO PRACTICE

A specialized department, the TTC, provides services associated with the legal protection of industrial rights over R&D results on behalf of TBU, and implements the necessary steps leading to the commercialization of these results. Moreover, the TTC represented an important link between TBU and the industrial practice thanks to patent services provided by the TTC not only as an internal service for TBU but also for industrial entities – external applicants, and that in the form of consultations, searches and reviews.

The strategy for the application and protection of intellectual property rights generated in relation to R&D and creative activities of students and staff of TBU in Zlín is specified in the Rector's Directive SR/1/2013. The methodology of reporting of the respective results of R&D and creative activities carried out in applied research and experimental development is specified in the Rector's Decree RR/10/2015. The Decree comprises instructions for an active search for potential users of results of R&D and creative activities as well as for the conclusion of licence agreements. Both activities had been carried out in a decentralized manner before the above-mentioned regulations were issued; afterwards, the department in charge of these activities was the TTC.

In 2017, 19 licence agreements and 7 agreements from the sphere of technology transfer were concluded via the TTC. Furthermore, 3 international patents were granted and 2 PCT applications were published. 6 proof-of-concept projects received support from TBU.

In 2017, 7 applications for patent registration were submitted by the TTC on behalf of TBU in the Czech Republic and 4 were submitted abroad, a total of 15 patents were granted and 9 utility models were filed.

In 2017, the TTC participated in two Strategic Projects and elaborated the Methodology entitled "Accreditation of Testing Laboratories, Procedures and Instructions for Accreditation".

The TTC cooperates with 1 spin-off company and with 8 companies based in the Technology Park in the U11 building, built up with funding provided by the project entitled "Technology Park and Technology Transfer Centre at TBU in Zlín" and financially supported by the European Fund for Regional Development, of the Ministry of the Industry and Trade of the CR, and by TBU with funding provided by the Operational Programme "Industry and Entrepreneurship", PROSPERITY programme. The Technology Park at TBU is a member of the Science and Technology Parks Association CR, [www.svtp.cz](http://www.svtp.cz)

The development of activities and services of the TBU TTC took place in accordance with the needs of the region, regional partners, and contributed to the assurance of functional transfer of results of the activities of applied research to the practical sphere. Transfer of technology and knowledge was also carried out through the mediation of professional associations whose members are the TTC or the TTC's patent officers:

- Association of Innovative Entrepreneurship CR, z. s. (non-governmental organization)
- Science and Technology Parks Association of the Czech Republic, z. s. (non-governmental organization)
- Transfera.cz
- European Patent Institute
- Chamber of Patent Attorneys of the CR

Transfer of knowledge to practice was carried out by means of cooperation with companies leading to the practical application of results of research and development, taking place simultaneously on two levels:

- a) Contract and collaborative research, which tested and developed the collaboration with the business sector; this development was reflected in an increase in the contract research.

- b) Projects of applied research and experimental development funded in particular by national providers; in that case, the transfer of knowledge to practice was always the subject matter of an agreement on the use of results of the implementation of the relevant project.

The transfer of knowledge to practice was based on business principles inspired by Bata, and that within the development of technology transfer process based on cooperation and on strengthening of relations between the University, enterprises and regional administration authorities.

## 11.B ACTIVITIES OF TBU IN THE REGION. COLLABORATION WITH REGIONAL ADMINISTRATION AUTHORITIES AND INSTITUTIONS IN THE REGION

TBU actively participated in the formulation of the strategy for the development of the region by means of the TIC, whose mission is, among other things, to create optimal conditions for the establishment and development of innovation companies. TBU representatives are regular members of the Regional Permanent Conference, Executive Committee for the Integrated Plan of Development of the Territory of the Town of Zlín for the Period from 2014 to 2020 and the Council of Economic and Social Agreement of the Zlín Region.

Intensive cooperation with state, public sector and regional administration authorities took place, e.g. in the form of TBU representatives' membership of advisory committees of the Zlín Regional Authority participating in the preparation of strategies and plans for the economic development of the region, labour market, learning needs of the Zlín Region, etc. TBU took part in the mapping of potential for the establishment and development of a mechanical engineering cluster in the region. Intensive cooperation between regional self-governing institutions took place in the sphere of student projects, internships and traineeships. TBU also actively participated in the Employment Pact of the Zlín Region, which forms a basis for the development of cooperation related to the labour market, employment rate and education for the labour market in the Zlín Region.

The TBU faculties and the UNI also undertook their own activities focusing on the development of the region:

**FT:** The Faculty participated in the activities of the Mechanical Engineering Platform, whose activities are supposed to result in the establishment of a mechanical engineering cluster in the Zlín region. Within the Zlín Region, the FT contributed to the support of regional foodstuffs, landscaping and to dealing with environmental problems. In cooperation with the Zlín Regional Authority, the Faculty participated in the implementation of a joint project entitled "Be a University Student for One Week" and aimed to support technical education. The Faculty also organized lectures within the Science Café project, and collaborated with the organization "We Enjoy Science", which organizes hobby groups for children of school age.

**FaME:** A new activity of the Faculty was represented by the Centre for Support of Entrepreneurship aimed at promoting and supporting business activities as a basic element of an economically successful region in cooperation with the TIC and with the regional subsidiary of CZECHINVEST. In 2016, the Centre was transformed, after merging with the Creative Industries and Entrepreneurship Centre of the FMC, into an activity conducted at the institutional level and entitled UPPER, which organized approximately 15 workshops featuring leading personalities of creative and innovation business for TBU students and staff as well as for other persons interested. In 2017, the FaME held a workshop focusing on the application of Industry 4.0 in Czech companies as a debate platform for approximately 140 representatives of industrial companies. The Department of Regional Development, Public Sector Administration and Law participated in preparations of conceptual and strategic materials for authorities of the Zlín Region and of the Municipality of Zlín. Within the Corporate Volunteering event, employees of the FaME took part in projects of public benefit, aimed to support organizations active in the region such as Unie Kompas, the Alzheimer Disease Centre Zlín, IZAP Slunečnice, ZOO Lešná or the children's home in Zlín.

**FMC:** The Faculty creates conditions for making the Zlín Region an attractive town for graduates, thus motivating them to stay in the region. For this reason, the Faculty actively participated in the mapping of creative environment in the Zlín Region and became a co-founder and a member of the Zlín Creative Cluster.

A wide platform was successfully created, with representatives of the public sector, of large, medium-sized and small companies of the Zlín region and the FMC joining the platform as members. Mutual communication is evidenced by the intensity of collaboration in many spheres, e.g. with the Municipality, Regional Authority, Regional Gallery and companies such as Mmcité, Tescoma, Ton, etc.

In accordance with identical ideas, the FMC develops the demanding project entitled the Zlín Design Week. It is a one-week educational and exhibition event organized by students of multimedia and design together with students of marketing communications at many locations of the town. Thus, the FMC educates not only its students but has an impact on the public, while again collaborating with the public sphere, companies and other educational institutions.

Another step fitting in with the mentioned activities is the Creative Industries and Entrepreneurship Centre established by the FMC and included in the Faculty's organizational structure. The Creative Industries and Entrepreneurship Centre is a platform offering mentoring and space to newly established companies active in cultural and creative industries, to TBU graduates. At the same time, it is, thanks to its educational activities, open to the public as well.

**FAI:** The Faculty participated in the fulfilment of the action plan of the Regional Innovation Strategy of the Zlín Region, and that within the Smart Accelerator project and through innovation vouchers.

**FHS:** The Faculty collaborated with regional administration authorities in various region. For example, the Research Centre of the FHS participated in the preparation of the medium-term plan of development of social services in the Zlín Region. Volunteering activities carried out in cooperation with regional administration authorities occupied an important place at the FHS. In 2017, the Faculty organized a number of traditional events with the participation by students and staff not only from the FHS but from the whole TBU. Students of the Faculty, in cooperation with the Zlín Regional Authority and with Luhačovice Spa, PLC, prepared the fourth edition of the Senior Cup – a pétanque tournament. Traditionally, the FHS actively participated in the national project "Every Czech Reads to Kids", namely in the Children's Ward of Tomas Bata Regional Hospital. In collaboration with Tomas Bata Regional Hospital, other volunteering events also took place: "Let's Give a Chance for Life!" was held for a second time and, during four days, 90 new persons to be included in the bone marrow donor register were recruited. The ninth edition of the institutional event entitled "Donate Blood with the FHS" earned success, resulting in active participation by 50 donors. The Charity Jumble Sale, held for the seventh time, is a specific and permanently successful event organized by the FHS in collaboration with the Dotek Vizovice organization. The money raised was used to purchase a new adjustable hospital bed for needy persons.

**FLCM:** The Faculty cooperated with all municipalities with extended competencies in the Zlín Region. In other regions, cooperation with municipalities with extended competencies was enhanced. The Faculty collaborated with the Zlín Regional Authority; discussions with the Vysočina and the Olomouc Regional Authorities took place, leading to a formal confirmation of the types of cooperation already in existence. The Faculty collaborated with the above-mentioned Regional Authorities during the organization of internships for students as well as during the elaboration of Bachelor's theses. Thus, students had an opportunity to contribute to an improvement in the crisis management in the individual institutions. Furthermore, the FLCM was involved in various educational activities carried out in the surroundings of its seat. The Faculty organized a cycle of popular science lectures within the Science Café project. The Faculty also organized an international conference focusing on crisis management.

**UNI:** The development of services and activities of the TTC was in accordance with the needs of the region and of regional partners and contributed to the provision of functional transfer of results of activities connected with applied research to practice. Its activities focused on the sphere of applied research, experimental development and innovations, legal protection of industrial rights over R&D results and technology transfer. The TTC represented an important link between TBU and business and industry; services provided by the TTC could be used both by TBU staff and by companies and entrepreneurs of the region. Clean rooms of the UNI were also used for commercial purposes, as they fulfil the requirements for inclusion in the required "C" Cleanliness Class ISO 7 in compliance with the Czech Standard ČSN EN ISO 14644 "Clean

rooms and associated controlled environments”, and in compliance with the Czech Standard ČSN EN ISO 13485 “Quality management systems for medical devices”, including regular supervision by a notified person, professional supervision and optional cooperation with research teams. In 2017, the TTC elaborated the Methodology entitled “Accreditation of Testing Laboratories, Procedures and Instructions for Accreditation”.

## 11.C TRANS-REGIONAL ACTIVITIES AND IMPORTANCE

Students from all around the world studied at TBU; a number of degree programmes were taught in English. TBU graduates were issued with the Diploma Supplement, which is recognized all over Europe and facilitated the students’ search for jobs anywhere in Europe. Thanks to the existence of research centres, namely the Centre of Polymer Systems and the Centre for Security, Information and Advanced Technologies, which are top-class research units of European importance, TBU could be considered a significant supranational centre of science. Via Bata Centre in Vietnam, TBU expanded its activities in the area of Southeast Asia.

The activities of some of TBU faculties were also of trans-regional and supranational importance:

**FaME:** The Faculty was a member of international organizations associating higher education institutions, namely SPACE Network, Nice Network, Cranet Network. Academics from abroad were also interested in habilitation and professorial appointment procedures in Enterprise Economics and Management held at the FaME. The trans-regional activities are evidenced by an increasing number of international educational projects funded by Tempus, ERASMUS Mundus and CEEPUS programmes. The percentage of contributions from other HEIs, including foreign institutions, in the scientific journal published by the Faculty, entitled Journal of Competitiveness, included in the List of Reviewed Journals released by the Government Office for Science, Research and Innovations and, since 2015, indexed in the ERIH+ database also increased. With the support provided by the Zlín Regional Authority, and in cooperation with the EGO Zlín company, experts from the FaME and the FT collaborated on modification of a special medical vehicle for transportation of patients with highly infectious diseases. The vehicle was presented at international medical fairs held in Germany, Russia and Kazakhstan. Within the Entrepreneurship Week Czech Republic 2017, the FaME staff participated in the seminar held by the TTC and entitled “Commercialization at TBU in Zlín” by presenting projects “Results of R&D at TBU in Zlín and Their Practical Applicability” and “Active Use of Time of Physically Disabled Persons”.

**FMC:** The Zlín Creative Cluster works on the national and supranational level and provides an inspiration for other groups active in the sphere of cultural and creative industries. The Cluster is an active member of conferences held in the CR, establishes partnerships with international clusters such as the Creative Ring in Brussels, Creative Cluster in Katowice, and so on. Together with three other countries, the Cluster is the investigator of a project supported by the Visegrad Fund and focusing on creative industries. The Zlín Design Week project organizes a conference intended for Czech as well as international attendees and holds exhibitions featuring projects by designers from the CR and from abroad. Competitors from 114 countries participate in the contest targeted at young designers. Both activities are of trans-regional importance. The project “Water for All” was set up in cooperation with the Ministry of the Environment. Outputs of the projects implemented by FMC students were presented at a number of conferences held in the CR as well as abroad.

**FHS:** In 2017, several academics from the Faculty participated in the activities carried out by scientific boards of other universities and by editorial boards of journals well-respected in the given specialization. The journal Sociální pedagogika | Social Education was also of importance for the development of the entire specialization.

**UNI:** Researchers from various countries of Europe, Asia and America worked at the CPS research unit.

**TABLE 12.1: ACCOMMODATION, CATERING**

<b>Tomas Bata University in Zlín</b>	<b>Number</b>
Total bed capacity of TBU Halls of Residence	866
Bed capacity in rented facilities	0
Number of applications for accommodation submitted by 31/12/2017	1,027
Number of satisfied applications for accommodation as at 31/12/2017	1,027
Number of days on which the accommodated persons used the accommodation service in 2017	236,308
Number of meals served in 2017 to students	162,431
Number of meals served in 2017 to employees of TBU	65,176
Number of meals served in 2017 to other diners	21,165

**TABLE 12.2: UNIVERSITY LIBRARIES**

<b>Tomas Bata University in Zlín</b>	<b>Number</b>
Book acquisitions in 2017	4,885
Out of which acquisition of paper copies	4,840
Out of which acquisition of perpetual access rights to e-books	45
Library stock in total	136,723
Out of which acquisition of paper copies	133,371
Out of which acquisition of perpetual access rights to e-books	3,352
Number of subscribed periodicals:	187
- Paper copies	
- Electronic periodicals (estimate)	350
- In both forms	1

**TABLE 12.3: TBU INSTITUTIONAL PLAN IN 2017**

<b>Tomas Bata University in Zlín</b>	<b>Financial resources provided (thousand CZK)</b>		<b>Fulfilment of the aims/indicators set</b>	
	<b>Investment resources</b>	<b>Non-investment resources</b>	<b>Initial situation</b>	<b>Target situation</b>
<b>1. Development of internationalization at TBU</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Number of international students	0	5,800	9.52 % of the total number of students (9,213)	988 = 11.16 % of the total number of students (8,857)
2. Number of international students - self-paying students			93 students = 1 % of the total number of students (9,213)	113 students = 1.28 % of the total number of students (8,857) (increase by 21.5 %)
3. Number of outgoing students (Freemovers, study periods and traineeships only)	0	5,800	45 students	48 students = increase by 6.7 % in comparison to the previous year

<b>2. Improvement in language skills of employees</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Enhancement and improvement of the language level in lectures and seminars held in English	0	896	YES	YES
2. Improvement of English communication skills of staff			YES	YES
3. Increase in the number and improvement in the quality of papers presented in English at international conferences			YES	YES
4. Facilitation of communication between Czech and international employees			YES	YES
<b>3. Development of internal and external quality of TBU</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Number of Ph.D. students in their final year of study and of Ph.D. graduates who received support	0	6,000	Another 5 persons	Another 5 persons
2. Internal system of quality evaluation of R&D and creative activities carried out at TBU			Continuously in implementation	Continuously in implementation
<b>4. Support of cooperation with business and industry</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Number of licence contracts concluded on behalf of TBU	0	2,522	17 (14 originally planned)	19
2. Number of concluded contracts in the sphere of technology transfer (previously listed as "Partnership Contracts and Agreements on Acquisition of Rights to Use Documentation")			6 (3 originally planned)	7
3. Number of international patents and published PCT applications			3 (2 originally planned)	5
4. Number of supported proof-of-concept and pre-seed projects			4	6

<b>5. Increase in the competitiveness of TBU in the international environment</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Number of project applications submitted to the HORIZON 2020 programme (The EU Framework Programme for Research and Innovation offering funding for European research, development and innovations in the period from 2014 to 2020)	0	786	Submission of another 4 project applications	Submission of another 7 project applications
<b>6. Development of information and communication technologies at TBU</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Electronic registration of staff training as required by law including automatic checking of dates			Electronic registration of data in the HR SAP module	Implemented in 2016
2. Electronic registration, processing and dealing with industrial injuries of staff			Continuously in implementation	Continuously in implementation
3. Automatic process of renewal of personal protective work equipment			Continuously in implementation	Continuously in implementation
4. Electronic registration of incoming and outgoing invoices, invoice settlement sheets, annexes to invoices in the SAP system	3,325	1,101	Continuously in implementation. Performance was transferred to the year 2017 due to extensive alterations in legislation and to an upgrade in the SAP system.	Registration of the issued invoices in the SD module with connection to CO and FI objects, DMS storage in the SAP system and sending to customers in electronic form.
5. Upgraded supplementary system "FAIN" for registration and compilation of inventories of assets using bar codes			Continuously in implementation	Upgrade to the latest 6.0 version incl. new terminal workstations (label printers and mobile terminal workstations).
6. Upgraded supplementary system for processing of travel allowances			Continuously in implementation	Upgrade to the latest version of the standard TM accounting system, continuously in implementation.
7. The Alfresco document management system enhanced by adding technical and operational documents			Technical and operational documents stored and provided access to within the Alfresco system	Implemented in 2016

8. The Alfresco document management system enhanced by adding internal rules and regulations	3,325	1,101	Continuously in implementation	Continuously in implementation
9. The Alfresco document management system enhanced by adding minutes			Continuously in implementation	Continuously in implementation
10. Enhanced server infrastructure including service support			Continuously in implementation	The server infrastructure will be enhanced in order to fulfil the current requirements reg. the operation of applications and systems incl. support.
11. Renewed monitoring system of network operation including support			Renewed FlowMon system with new probes and a collector, enhanced support	Implemented in 2016
12. Enhanced network infrastructure used for wireless connection in University buildings			Enhanced support of the Cisco Prime Infrastructure. The planned upgrade and WiFi extension were not implemented due to the pending completion of the construction of the Educational Complex; this part of the task was transferred to the year 2017.	Enhanced licence for central WiFi network management system for a total number of 300 terminal workstations (AP).
13. Putting of the next-generation library catalogue into operation			Study into and recommendation as to the selection of a next-generation library system	The next-generation library system in test operation
14. Development of services offered in virtualized computer rooms			Stabilized infrastructure of VDI	Complete processing of supporting documents for public tenders as well as continuous implementation of the issue in question.
15. Creation of an environment for presentation of R&D results			Continuously in implementation	Comprehensive environment for presentation of R&D results with basic elements of automation.
16. Elaboration of an overall audit of safety at TBU in Zlín	Continuously in implementation	Complete processing of supporting documents for public tenders as well as continuous implementation of the issue in question.		



17. Upgrade of the SW of the Avaya telephone exchange system	3,325	1,101	Upgrade of all parts of the Avaya telephone exchange system (Avaya Media Gateway, Avaya Communication Manager, Utility Server, Session Manager including System Platform virtual servers) to the R6.3 version	Implemented in 2016
<b>7. Programme aimed to support marketing activities</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Participation in education fairs held in Prague, Brno, Bratislava and Nitra - number of attendees informed about degree programmes and courses offered at TBU in Zlín	0	890	Approx. 51,000 attendees (Source: Websites of the Gaudeamus and Académia education fairs)	Approx. 53,000 attendees (Source: Websites of the Gaudeamus and Académia education fairs)
2. The inhabitants of Zlín will be permanently reminded of the presence of the University in the town of Zlín.			Not implemented in 2016.	Not implemented in 2017 due to an excessive duration of approval process reg. the placement of an illuminated TBU logo.
<b>8. Development of student counselling and of graduate employability</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Absolute number of unemployed graduates from TBU. It is the number of graduates registered by Employment Offices in the CR. Data provided by the Ministry of Labour and Social Affairs (MoLSA) are statistical data annually provided as at 30 April and 30 September of the given year.	0	600	Total number of graduates from TBU in Zlín registered by Employment Offices in the CR as at 30 April 2016: 121 registered graduates. As at 30 September 2016 - 225 unemployed graduates.	Total number of graduates from TBU in Zlín registered by Employment Offices in the CR as at 30 April 2017 - 71 registered graduates. As at 30 September 2017 - 117 unemployed graduates.
2. Number of clients of the Counselling Centre (hereinafter referred to as "CC"). Fully use the services provided by the TBU Counselling Centre. The number of clients of the Counselling Centre and the number of individual consultations and comprehensive examinations provided is used as an indicator.			Number of individual consultations and comprehensive examinations provided by the Counselling Centre in the summer semester 2015/16 – 114, in the winter semester 2016/17 - 87.	Number of individual consultations and comprehensive examinations provided by the Counselling Centre in the summer semester 2016/17 – 138, in the winter semester 2017/18 - 99.

3. Number of students/ graduates newly registered in the JC, number of consultations provided, number of attendees to courses/workshops/lectures, number of attendees to job fair	0	600	Total number of students/ graduates newly registered in the JC in 2016 - 306. Number of consultations provided in 2016 – 346. Number of attendees to courses/workshops/ lectures held by the JC in 2016 - 274. Number of participants in the Business Days 2016 job fair – 1,700 attendees, 71 exhibitors.	Total number of students/graduates newly registered in the JC in 2017 - 226. Number of consultations provided in 2017 – 371. Number of attendees to courses/workshops/ lectures held by the JC in 2016 - 324. Number of participants in the Business Days 2017 job fair – 1,700 attendees, 74 exhibitors.
4. Registration of special needs students in the Counselling Centre and extension of the range of services provided by the Counselling Centre to such students			As at 30 September 2016, 31 special needs students were registered at TBU.	As at 30 September 2017, 46 special needs students were registered at TBU. Funding is provided from other resources.
<b>9. Support of information resources and development of activities carried out by the Bata Information Centre</b>			<b>As at 31/12/2016</b>	<b>As at 31/12/2017</b>
1. Number of searches in the TBU central portal of information resources			36,498	37,202
2. Creation of conditions suitable for an increase in the amount of R&D and creative activities of the University	0	1,800	Improvement in the functionality of the TBU portal of information resources	Improvement in the functionality of the TBU portal – compatibility with mobile devices
3. Creation of the portal entitled “Bata International”			Creation of the portal and test operation	Content enhancement of the portal – adding of approx. 100 countries worldwide
4. TBU University Press			Elaboration of a feasibility study, establishment of the TBU University Press	Creation of an editorial system and a corporate identity of the TBU University Press
5. Number of attendees from outside the town of Zlín informed about the work and legacy of Tomas Bata			210	212
<b>TOTAL</b>	<b>3,325</b>	<b>20,395</b>		

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## LIST OF THE MAIN ACRONYMS USED

BP	Bachelor's programme
CAER	Centre for Applied Economic Research
CBBE	Classification of Basic Branches of Education
CEBIA-Tech	Centre for Security, Information and Advanced Technologies
CIEC	Creative Industries and Entrepreneurship Centre
CPM	Polymer Centre
CPS	Centre of Polymer Systems
CSF	Czech Science Foundation
DP	degree programme
DP	doctoral programme
DPT	Department of Physical Training
FAI	Faculty of Applied Informatics
FaME	Faculty of Management and Economics
FHS	Faculty of Humanities
FLCM	Faculty of Logistics and Crisis Management
FMC	Faculty of Multimedia Communications
FT	Faculty of Technology
FUMP	follow-up Master's programme
HEDF	Higher Education Development Fund
HEI	higher education institution
HRR	Halls of Residence and Refectory
IGA	Internal Grant Agency
IS	information system
LL	Lifelong Learning
MEYS	Ministry of Education, Youth and Sports
MF	Ministry of Finance
MIT	Ministry of Industry and Trade
MoLSA	Ministry of Labour and Social Affairs
MP	Master's programme
NS	Nursery School
OP EC	Operational Programme "Education for Competitiveness"
OP EIC	Operational Programme "Enterprise and Innovations for Competitiveness"
OP RDE	Operational Programme "Research, Development and Education"
OP RDfI	Operational Programme "Research and Development for Innovations"
PHEI	public higher education institution
RC	Research Centre
REC	Regional Educational Centre
SLN	specific learning needs
SS	secondary school
STOČ	Students' creative and expert activities
SVOČ	Students' scientific and expert activities
TBU	Tomas Bata University in Zlín
TP	Technology Park
TTC	Technology Transfer Centre
TTS	tertiary technical school
UH1 – UH2	University buildings and premises in Uherské Hradiště
U1 – U18	University buildings and premises
U3A	University of the Third Age
UISR	Union Information from Students' Registers
UNI	University Institute

## **IMPRINT**

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