



**ANNUAL ACTIVITY
REPORT**

2018

 **Tomas Bata University in Zlín**

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The presented Annual Report portrays the activities of Tomas Bata University in Zlín (hereinafter referred to as “TBU”) in 2018. 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 2018.

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.

Tomas Bata University in Zlín is traditionally a partner of the International Film Festival for Children and Youth – Zlín Film Festival. Photos on the following pages depict the students’ involvement in the festival events.

**FULFILMENT OF
PRIORITIZED
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OF TOMAS BATA
UNIVERSITY IN ZLÍN
FOR 2018**

1. EDUCATION

Education was a clear 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, interconnecting the degree courses offered. Language tuition and involvement of students in practical training/internships were 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.**

TBU submitted an application for institutional accreditation in the following spheres of education: Chemistry, food technology, arts, economics.

Curricula of all newly accredited degree programmes (DP) included course units focusing on generic competences of students (international communication, entrepreneurial skills and IT competences). The inclusion of such course units was one of the items subject to a control process carried out by the Internal Evaluation Board (IEB).

Topics focusing on transfer and management of the innovation process and on Industry 4.0 were incorporated into classes taught within selected degree courses, i.e. in lessons provided at the TBU Faculties (FAI, FAME).

AIM 2

- **CREATE AND IMPLEMENT A NEW CONCEPT OF LANGUAGE TUITION AT TBU.**

Curricula of all newly accredited degree programmes included a new concept of language tuition. The inclusion of the concept was one of the items subject to a control process carried out by the IEB; at the same time, it was discussed/controlled during the submission of .applications for accreditation of degree programmes.

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 2018, the process of accreditation of degree programmes, as planned and listed in the Implementation Plan of the Strategic Plan for Educational, R&D and Creative Activities of TBU, was continuously implemented. In 2018, 28 new applications for accreditation of degree programmes and for institutional accreditation were submitted. An analysis of options for 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.**

TBU continued to implement projects funded by the Operational Programme (OP) "Research, Development and Education" (RDE) and aimed at developing research-oriented degree programmes, to be carried out at TBU in future. These were the following projects:

- 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.**

TBU continued to implement the aim set; curricula of all newly accredited degree programmes included course units focusing on the teaching of entrepreneurial skills and specific IT competences, participation of experts in classes as well as specialized workshops focusing on soft skills. The inclusion of such course units was one of the items subject to a control process carried out by the IEB.

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 was supervised by the IEB.

AIM 7

- **SUPPORT THE PARTICIPATION OF STUDENTS IN TRAINEESHIPS AND INTERNSHIPS IN COMPANIES, IN R&D AND CREATIVE ACTIVITIES OF TBU COMPONENT PARTS, 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 700 vacancies and topics for Bachelor's and Master's theses were posted on the TBU Job Centre portal). In April 2018, the student organization IAESTE TBU Zlín organized a Job Opportunities Fair, where 28 exhibitors presented their offers. In November 2018, TBU organized the Job Opportunities Fair – Business Days, where 72 exhibitors presented their offers and which was attended by more than 1,750 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, to come into effect in 2019. The evaluation will be made in accordance with the valid methodology 17.

TBU put great emphasis on the excellence of research outputs included in the Web of Science and Scopus databases. The number of excellent outputs increased and, on the contrary, the number of outputs of inferior quality decreased (In 2018 TBU had 220 outputs in the categories Q1 and Q2 registered in the Web of Science database to its name, compared to 205 outputs registered in 2017). A high percentage of excellent outputs was produced by TBU research centres - the Centre of Polymer Systems (CPS) and CEBIA-Tech. The TBU Strategic Development department was in charge of the analytical part of the evaluation.

AIM 2

- **INCORPORATE THE ASSESSMENT OF RESULTS OF ARTISTIC CREATIVE ACTIVITIES INCLUDED IN THE REGISTER OF ARTISTIC OUTPUTS (RAO) INTO THE INSTITUTIONAL EVALUATION SYSTEM OF PEDAGOGICAL, R&D AND CREATIVE ACTIVITIES.**

In 2017, a TBU internal regulation was issued, which establishes procedures for processing and reporting of results of artistic creative activities and, concurrently, they are evaluated according to the individual component parts. In 2018 the outputs were also assessed in accordance with the valid methodology and reflected in the TBU Budget Rules and in the TBU Budget Breakdown. The FMC occupied a dominant position in the sphere of artistic creative activities. The evaluation of TBU staff depending on outputs included in the Register of Artistic Outputs (RAO) is one of outputs of the Strategic Project of TBU in Zlín.

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.**

In 2018 the Technology Transfer Centre (TTC) was further developed. The TTC expanded its activities to involve the sphere of certification services and participated in preparations of the establishment of the Footwear Research Centre. The number of licence agreements concluded increased to reach a final number of 22; 9 contracts were concluded in the sphere of technology transfer. The number of international patents and published PCT applications also increased, and that to 7. There was a major increase in the area of supported proof-of-concept projects. A stable mechanism aimed to support the development of the TTC was set within the TBU Budget and the TBU Strategic Development Fund.

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.**

The methodology specified in the TBU Budget Rules as approved by the TBU Academic Senate (AS) was applied in order to guarantee the sustainability and development of TBU research centres. In 2018, both research centres (CEBIA-Tech and CPS) implemented the project entitled “Developing Capacity for Research and Development at TBU in Zlín” funded by the OP RDE, with the implementation to be continued in 2019.

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 individual research teams were actively involved in international platforms and clusters (e.g. ECP4, The European Composites, Plastics and Polymer Processing). A total number of 10 projects were submitted to the HORIZON 2020 programme.

AIM 6

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

Two projects focusing on the recruitment of postdoctoral employees and on an increase in the quality of R&D and creative activities were implemented in a goal-directed manner. The development project entitled “Development of Internal and External Quality of TBU” involved the employment of a total of 19 postdoctoral employees, among them 7 foreign nationals. Furthermore, another 3 postdoctoral employees from abroad were employed by TBU, with funding provided by the OP RDE project entitled “International Mobility of Researchers of TBU in Zlín”.

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.**

TBU continued to create conditions convenient for the establishment of interfaculty project research teams supported within IGA contests.

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 COMPONENT PARTS AND AT THE INSTITUTIONAL LEVEL.**

The aim was fulfilled with funding provided by the HR Award project for the FAI and the UNI; it will be extended to involve other TBU Faculties in the upcoming period.

AIM 9

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

In 2018 an internal system for quality evaluation of R&D and creative activities was continuously in preparation, with funding provided by the Strategic Project of TBU in Zlín, to be implemented in 2019.

AIM 10

- **DEVELOP COLLABORATION WITH RESEARCH INSTITUTIONS IN THE CZECH REPUBLIC AND WITH DEPARTMENTS OF THE ACADEMY OF SCIENCES OF THE CZECH REPUBLIC.**

During the preparation and implementation of projects, collaboration with research institutions and departments of the Academy of Sciences of the Czech Republic was developed. A significant increase was connected with programmes announced by the Technology Agency of the CR, in a number of Calls implemented in cooperation with partners from the application sphere. An increase in innovation vouchers announced by the Zlín Regional Authority was also registered.



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 2018, the process of completion of a comprehensive and efficient internal system of quality monitoring and assurance in all spheres of TBU activities continued in such a manner that key requirements set by the National Accreditation Bureau (NAB) for standards of the institutional environment were fulfilled and, subsequently, the University was eligible for the award of the institutional accreditation. The process involved several key components.

In the first place, activities of the IEB were of great importance. In the course of 2018, a total of five Board meetings took place. with their agenda including not only discussions and assessment of applications for accreditations of degree programmes at the individual component parts of TBU but also the preparation of and discussions on the TBU Internal Evaluation Report. This strategic document described the evaluation of key activities of TBU done during five previous years. The Internal Evaluation Report was prepared in compliance with § 77b Paragraph 3 Letter b) of the Higher Education Act and elaborated for the first time in the history of TBU.

The gist of the TBU Internal Evaluation Report was an analysis of significant results of monitoring and an evaluation of quality of educational, R&D, creative and other related activities in key areas and according to TBU indicators during five previous years, including a specification of aims to be met and of measures adopted. For the purposes of the Internal Evaluation Report, four research surveys were carried out, focusing on the feedback given by students, TBU graduates and employers of TBU graduates and regarding the quality of tuition and the quality of degree programmes.

Concurrently, the Strategic Project of TBU in Zlín funded by the Operational Programme “Research, Development and Education” (RDE) was implemented, with the obtained resources also provided to the key activity 7 entitled “Completion of the System of Strategic Management of Quality and Evaluation Assurance at TBU”, which is focused on the completion of a system of quality assurance at TBU. For this purpose, both methodologies were created describing the preparation of the Internal Evaluation Report, key indicators for the sphere of quality at TBU were set and procedures for obtaining feedback from students, graduates and employers were specified. The methodology “Evaluation of Activities of TBU Staff” was issued, determining a new system of evaluation and management of the development

of pedagogical, R&D, creative, management and other activities of TBU staff, to be used in order to implement a concept of work with human resources at TBU.

Last but not least, qualitative and quantitative indicators 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 academic staff, scientific and artistic performance of the University, as well as international mobility and internationalization. In 2018, the indicators monitored at TBU also included student dropout rates, graduation rate and graduate employability on the labour market.

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 were, for example, the Times Higher Education World University Rankings, QS World University Rankings and U-Multirank, which are of key importance to TBU. During 2018, further steps were taken towards the completion of a comprehensive and efficient internal system of quality monitoring and assurance in all spheres of TBU activities, planned to be completed in 2019.

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 2018, such components were included which also comprise qualitative indicators. At the same time, the completion of the quality management system was 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 provided by 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” (C22-2018), 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 TBU 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 part-time mode of study. Concurrently, surveys were prepared at TBU aimed at the evaluation of:

- Classes - assessed by students,
- Study environment - assessed by students,
- Study environment - assessed by employers,
- Study environment - assessed by graduates.

Within the evaluation thereof, the reflection of differences in the evaluation based on a differentiation between full-time and part-time programmes was taken into consideration. In accordance with the

knowledge gained, TBU component parts launched the implementation of measures aimed at increasing the quality and relevance of part-time degree programmes carried out at TBU, and that starting from the academic year 2018/2019.

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 TBU 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.

For course units producing high dropout rates, projects involving counselling and consulting support were prepared, with funding provided by the TBU Strategic Project and implemented in the form of remedial courses attended by dozens of students last year.

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.**

The support of PhD students by involving them in research activities was implemented by means of the IGA, where the absolute majority of full-time students got involved in project implementation both as investigators and as members of research teams. Even part-time PhD students joined the research teams. Experience was passed on in an above-standard manner, with the process accelerated also by direct involvement of talented Master's students as members of research teams. Student scientific conferences – contests - were held with participation by IGA project implementation teams.

Another significant contribution to the fulfilment of the aim was the involvement of PhD students and talented Bachelor's and follow-up Master's students in the implementation of projects funded by external providers of financial resources or implemented in direct collaboration with industrial enterprises, which was done particularly in research centres. In such cases, PhD students were given a part-time job and Bachelor's and follow-up Master's students entered into Subcontract Agreements/ Contracts for Services.

Student scientific conferences (contests) and summer traineeships were organized particularly for Bachelor's and follow-up Master's students. Presentations given during such events and informing about results of voluntary activities of students in research work were rewarded by awarding of scholarships.

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 updated in 2018. The extent of the supporting measures depended on the functional impact of the physical handicap of the applicant/student. Recommendations for the tuition were added to the STAG system as a new feature available for teachers from the winter semester 2018. The centre for special needs students obtained additional technological equipment. As a new facility, an individual study room for students with special learning needs was established in the TBU Library. The study room is being continuously equipped with special furniture and special technology for visually impaired and physically disabled persons. In May 2018 a new TBU website was launched. One of the aims of the design and implementation of the new website was a creation of an environment able to fully incorporate up-to-date and newly arriving technologies so as to enable a maximum accessibility also for persons who have various types of disabilities.

AIM 2

- **ENSURE THE OPTIONS FOR PROVISION OF COUNSELLING SERVICES INTENDED FOR APPLICANTS FOR STUDY, STUDENTS AND STAFF.**

Throughout the year 2018, 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 learning disorders were modified. Methodologies for students with special learning needs and for non-disabled students were prepared. Awareness workshops and specialist courses for TBU students and staff were held, aimed to facilitate a high-quality relationship among special needs students, non-disabled students and the academic staff. 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. Services provided by the TBU Counselling Centre were continuously enhanced as they were used by a constantly increasing number of TBU students and employees. In 2018 the Counselling Centre offered 203 individual consultations. A new course "Boosting Your Mental Resilience – Developing Self-Awareness to Manage Stress" was organized for TBU students and employees.

AIM 3

- **SUPPORT THE PRODUCTION OF GRADUATES WITH SPECIFIC SKILLS, AND THAT BY DEVELOPING THE INDIVIDUAL TALENTS OF STUDENTS.**

At the individual TBU 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 TBU 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 IGA projects included 203 PhD students and 53 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 the 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 4,160 (U3A not included). The number of vocational courses was 115, 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 2018, with 10 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 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, 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 took place, also 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.**

In 2018 the offer of courses was updated, reflecting the requirements of senior attendees. The offer of classes provided within U3A in Uherské Hradiště was extended.



5. INTERNATIONALIZATION

Internationalization is one of the main 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. Students had also an opportunity to receive funding for mobility outside the Erasmus+ programme, namely from the Freemover programme.

Mobility of researchers took place with funding provided by the OP RDE project entitled “International Mobility of Researchers of TBU in Zlín”. Moreover, the International Office ensured funding for mobility of researchers and academics for a minimum duration of 14 days.

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

The TBU Faculties regularly took advantage of the opportunity to invite international experts and involve them in teaching and research activities with funding provided by mobility programmes (e.g. Erasmus+, OP RDE project “International Mobility of Researchers of TBU in Zlín”) and by research projects. In 2018, incoming academics arrived for example from Belgium, Mexico, Greece, Italy, Poland, Portugal, Lithuania, Slovakia, Romania, Hungary, Turkey and from other countries. TBU continued to implement the methodology specified in the EURAXESS project aimed at providing information and supporting services to researchers in spite of the fact that TBU had not received the expected funding by the said project.

In 2018 TBU was preparing supporting documents for the institutional accreditation in the following spheres of education: Chemistry, food technology, arts, economics. In the event that the accreditation is awarded, the validation of education completed at secondary schools will be enabled to be done directly by TBU, and not through the Department of Education, Youth and Sports of the Zlín Regional Authority. Thus, the process of admission of international students will be facilitated. In the event that the accreditation is awarded, processes related to the validation of secondary education will not be implemented before 2019.

TBU was a member of numerous international organizations. Among the most important, the membership of the European University Association (EUA) can be named. The membership of the Association enabled the University to participate in all EUA's significant activities aimed to support higher education in Europe. This offered the University a great opportunity to present itself to the whole of the European academic community. TBU also signed the Bologna Magna Charta Universitatum, which, among other things, puts emphasis on scientific development and freedom as well as on the necessity of crossing borders when gaining and passing on knowledge. Upon signing the Magna Charta, all members have undertaken to establish conditions for student and teacher mobility. Another important organization that Tomas Bata University was a member of was the Danube Rectors' Conference, which associates about 50 universities of the Danube Region.

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. The FHS organized courses of Chinese language and culture for general public, also attended by TBU employees in 2018.

The services offered to international students included a Czech course 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.

Intensive One-Year Czech Language Courses were offered within the LL and implemented in 2018 as well. Students received support aimed at their studies of the Czech language with the aim of enrolling on degree programmes carried out in Czech at TBU in Zlín. Czech Language Courses were promoted abroad by means of the web presentation czech.utb.cz. Intensive communication with prospective applicants took place. The most applicants from third countries could not join the Intensive Czech Language Course due to a failure to obtain a long-term visa.

AIM 3

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

The TBU 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 for students and staff 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. TBU was running the internet portal xchange.utb.cz, enabling to write a review concerning the relevant partner institution and share experience about mobility.

In order to have a well-organized registration of mobility, a portal entitled mobility.utb.cz was created, which contained complete data on incoming and outgoing mobility at TBU. Manual entry was necessary in the case of mobility of foreign employees; the remaining data were 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 WITH A DURATION OF NO LESS THAN 14 DAYS.**

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, so as to enable that TBU could 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.

Several among the TBU Faculties used social networks, such as Facebook and Instagram, to promote particularly outgoing mobility. Information on deadlines for the submission of applications for study was provided on the TBU main Facebook/Instagram profile. Information on degree programmes/courses and links to the individual programmes/courses were posted on the TBU website during the period when an increased interest in studies was expected.

In 2018, three Summer Schools were successfully organized within the 5th edition of the Summer Schools event (Digital Marketing, Cybernetics and Informatics, Frontiers of Environmental Principles and Research), with 16 students attending the Summer Schools. Accommodation facilities of outstanding quality are a prerequisite for an increase in the interest in studies at TBU. 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 the Residence Halls.

AIM 5

- **SUPPORT ACADEMIC MOBILITY ABROAD TO BE OFFERED TO PHD STUDENTS DURING THEIR STUDIES, PREFER MOBILITY LONGER THAN ONE MONTH.**

While shorter business trips taken by PhD students, in particular for the purposes of presenting results in the form of an active participation in conferences, were supported by financial resources mostly provided by R&D projects (IGA and external funding), which the students had joined, long-term mobility, i.e. longer than one month, received specific and systemic support from the Erasmus+ and Freemover programmes. Another source of funding provided to long-term mobility included projects implemented within the National Programme for Sustainability, or, if applicable, other projects in individual cases.

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. As regards the process of selection of partner institutions, emphasis was put on the comparison between the individual curricula, so that the process of matching of the individual course units was feasible to the maximum extent.

AIM 7

- **SUPPORT THE ACCREDITATION AND IMPLEMENTATION OF JOINT/DOUBLE/MULTIPLE DEGREE PROGRAMMES.**

No new double degree programme was accredited in 2018. A Bachelor's and Master's double degree programme was carried out at the FaME in collaboration with the University of Huddersfield.

AIM 8

- **ENSURE AN INCREASE IN THE NUMBER OF GRADUATES IN DEGREE PROGRAMMES ACCREDITED IN ANOTHER LANGUAGE THAN CZECH.**

Unfortunately, the number of self-paying students stagnated in comparison to 2017. Delayed arrivals at the university and visa problems were the main reason for that.

The apply.utb.cz portal, which enables a fully electronic submission of applications for study and direct communication with applicants, was revised, and a more attractive design was applied.

TBU used the portal apply.utb.cz, enabling students to log in and submit electronic applications to long-term degree programmes and offering direct communication with applicants. Short-term incoming mobility was administered in the IS/STAG system.

TBU was included in the list of institutions participating in the Student Mode (implemented by the MEYS in collaboration with the Ministry of Foreign Affairs). The Student Mode was used in particular for receiving an earlier date for submission of documents necessary for the issuance of visa. The TBU International Office selected those students for the Student Mode who had been admitted to study and eligible for the Student Mode.

AIM 9

- **SUPPORT THE ESTABLISHMENT AND SUSTAINABILITY OF TBU CENTRES ABROAD.**

Activities of the Bata Centre located in Ho Chi Minh City, Vietnam, continued. Key activities done in 2018 included the organization of an exhibition entitled "Bata – Zlín – Czechoslovakia, Masaryk's Democracy – Bata's Prosperity", held under the auspices of the Embassy of the Czech Republic in Hanoi and attended by representatives of the Government of the CR. Furthermore, together with the Embassy, the Bata Centre welcomed an official visit by Members of the Parliament of the Czech Republic, Committee for

Science, Education, Culture, Youth and Sports. In late 2018, the Bata Centre also organized a mission to Vietnam for Czech businessmen and for representatives of higher education institutions. In the course of 2018 three official visits by TBU representatives to the Bata Centre took place. The aim thereof was the implementation of a joint PhD doctoral programme with the FaME, the start of a new collaboration with the FLCM and an extension of collaboration between the Bata Centre and the Gia Lai province, Vietnam. Basic and regular activities done in the course of the year included counselling and recruitment of new applicants for study and of candidates for postdoctoral positions at TBU.

AIM 10

→ **USE THE GLOBAL BATA-RELATED INFRASTRUCTURE FOR THE NEEDS OF TBU.**

In compliance with the contract concluded with the company Compass Limited represented by Mrs. Rosemarie Bata Blyth, a repository of digital materials connected with the history of the Bata company in Czechoslovakia and abroad is being continuously built up. Within this cooperation, additional financial resources were successfully obtained, to be used for funding of study trips taken by Mr. Milan Balaban, employee of the Bata Information Centre, who visited archives abroad.

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.**

The year 2018 was characterized by an increase in the number of international PhD students at TBU, which was particularly due to a higher flexibility of the process of admission of new students from abroad and to a general improvement in conditions for studies of such students. Within the fulfilment of aims specified in the Institutional Plan for 2017-2018 and with funding provided by the OP RDE project “International Mobility of Researchers at TBU in Zlín”, the programme of support of postdoctoral employees was successfully 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 the TBU Faculties; in general segments, educational programmes were offered centrally by TBU. At all TBU 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 TBU 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. Employees of the Job Centre successfully completed long-term coaching courses and apply the gained experience in practice.

AIM 3

- **REFLECT THE LOCAL, REGIONAL, NATIONAL AS WELL AS INTERNATIONAL CIRCUMSTANCES AND CHALLENGES RELATED TO THE WHOLE SOCIETY IN EDUCATIONAL, RESEARCH, DEVELOPMENT, ARTS 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 legislation 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.**

Teachers from the Zlín Region attended a conference of the Czech Educational Research Association, organized by the FHS. Moreover, the Faculty organized educational events for teachers in nursery and primary schools, emphasizing professional training of faculty teachers, with funding provided by a MEYS project. Supervised by academics, students of the Faculty organized a series of theatrical performances for nursery schools - a practical demonstration of methodological approach. 8 excursions for nursery and primary schools based in the Zlín Region took place at the FHS; furthermore, activities focusing on natural sciences and intended for nursery schools (Experiment Days for Preschool Children) and two exhibitions of toys were held; the toys on display were subsequently sent to the Nursery School in Otrokovice, which is a partner institution of the FHS.

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.**

The TBU Educational Complex, opened in November 2017, was put into operation, the users moved in, and the buildings were handed over to employees of the FHS and the FMC for use in January 2018. Functions of the individual technological units located in the building were continuously optimized. Reliability of ventilation technologies, central heating, measuring and regulations was tested during operation both in the heating period and in summer months when high temperatures were expected..

AIM 2

- **THE AIM WAS NOT DEFINED IN THE IMPLEMENTATION PLAN OF THE STRATEGIC PLAN OF EDUCATIONAL, R&D AND CREATIVE ACTIVITIES OF TBU FOR 2018.**

AIM 3

- **ENHANCE THE INFRASTRUCTURE FOR EDUCATION BY IMPLEMENTING FINANCIALLY DEMANDING INVESTMENT PROJECTS, NAMELY RENOVATION AND MODERNIZATION PROJECTS.**

An optimization of the construction programme was carried out in order to start the implementation of the project “General Renovation of the U1 Building”. Preparations for the elaboration of project files continued, with the first stage comprising a check of construction elements in the U1 building.

In 2018, projects funded by the OP RDE focusing on renovation/modernization of infrastructures were implemented. The renovation was completed and handed over for use, with resources provided by the project “Complete Renovation of A and B Lecture Rooms Located in the U2 Building” (funded by the GEPOS project - OP RDE – ERDF), with a total amount of CZK 16 million spent. The result of the renovation of lecture rooms was a creation of professional and multimedia didactic environment intended for classes offered within the degree programme in Enterprise Management and Economics.

The project “Renovation of Lecture Halls in the U5 Building” was finalized and handed over for use. A complete renovation of 4 lecture halls was carried out, including the purchase of new furniture and technologies (combined funding provided by the MoVI FAI – ERDF project, “Development of the Study Environment at TBU in Zlín” project – OP RDE, and using TBU own resources).

Preparations for the implementation of the project “RIFT Renovation of the 2nd Floor of the U2 Building for Food Technology Laboratories“ were started, with funding provided by the RIFT ERDF project, with the aim of creating a laboratory infrastructure to be used for classes offered at the FT.

Preparations for the purchase of technological equipment for the FMC study and exhibition gallery were started, with funding to be provided during the implementation of the “ART GALLERY of TBU in Zlín” project (OP RDE).

AIM 4

- **BUILD UP AND DEVELOP E-INFRASTRUCTURES AIMED TO APPLY NEW TECHNOLOGY AND TECHNIQUES IN TEACHING/LEARNING AND IN RESEARCH.**

TBU used the connection to the CESNET 2 e-infrastructure in all aspects, including the option of data storage and massive calculations.

Teaching facilities located on the U5 premises were innovated, following the installation of state-of-the-art information and communication technology, particularly thanks to the implementation of the project “Modernization of Educational Infrastructure at the FAI” (OP RDE).

AIM 5

- **DEVELOP THE TBU INFORMATION SYSTEM WITH THE AIM OF FULLY COMPUTERIZING ITS BASIC SEGMENTS AND REDUCING ADMINISTRATIVE WORK AND COSTS.**

Preparations were started in order to effect a transition to a new Electronic Records Management System; in collaboration with VŠB – TU Ostrava, the implementation of the ICZ e-spis system was processed in a project structure, using the infrastructure located at the Technical University in Ostrava.

The TRVM standard solution was implemented and finalized including cashless payments of travel allowances for domestic business trips to bank accounts of employees.

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.**

Modifications in the IS/STAG system connected with the setting of the system complying with the Amendment to the Higher Education Act were finalized, in particular as regards a new structure of degree programmes and new accreditations.

TBU closely collaborated with other HEIs, namely within the HEI Consortium, during the application of new EU regulations and of the Czech legislation on the university level; the required modifications in information systems used for administration of economic and study-related affairs were implemented jointly.

AIM 7

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

Continuous access to all indispensable specialized and multidisciplinary electronic information resources across all specializations pursued at the University was ensured. These resources continued to be accessible via an attractive interface, that was continuously modified and improved in accordance with the latest user trends.

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 NETWORKS 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 strove 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 as well.

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 their start-up companies. 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 20 Czech public higher education institutions. The project features a web portal and an electronic journal focusing on science, education, research and the higher education system.

TBU cooperated with student organizations during events such as the TBU 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 the 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 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 footwear, 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 legislation and assessment of conformity for distribution of products 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 May 2018, a new website of TBU was launched. 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. The TBU Faculties gave presentations at other events of lesser extent.

International students were informed about degree programmes offered at TBU at a higher education fair held in Bogota, Colombia.

The quality of communication with prospective students is evidenced by the fact that the University magazine “Universalia” took the second place in the national Golden Semicolon contest open to internal and external media, in the category “Best Magazine in State, Public Sector and Non-Profit Sphere”.

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 ADMINISTRATION AUTHORITIES.**

The FT and the FaME extended the network of collaborating partners and that by concluding contracts with enterprises and new institutions, with funding provided by projects in implementation and in preparation.

The FMC developed intense activities as a member of the Zlín Creative Cluster. This platform, which associated representatives of the public sector, of significant medium-sized and small companies

of the Zlín Region, operates on the national and supranational level as well. Moreover, the Faculty communicated and collaborated with the Municipality of Zlín, Zlín Regional Authority, Regional Gallery and with private companies. The FMC was also developing the Zlín Design Week project, It is a one-week educational and exhibition event organized by students of all degree courses carried out at the FMC. The Zlín Design Week organized a conference attended by Czech and international visitors and organized exhibitions showing works by designers from the Czech Republic and from abroad. The contest targeted at young designers was entered by participants from several dozens of countries worldwide.

At the FAI, the Industrial Board was established as an advisory body for collaboration with partner institutions. Academics regularly participate in professional meetings organized by constituent parts of other higher education institutions such as Principia Cybernetica, Sekel, Seculin, Felapo, and others. Collaboration with selected Regional Administration Authorities, Population Protection Institute in the Bohdaneč Spa, Ministry of the Interior, Security Information Service, etc. was also developed.

The FHS organized a conference for teachers from the Zlín Region and held educational events for teachers in nursery and primary schools, emphasizing professional training of faculty teachers. Students of the Faculty organized theatrical performances for nursery schools - a practical demonstration of methodological approach. Excursions for nursery and secondary schools, activities focusing on natural sciences and intended for nursery schools and exhibitions of toys were held as well.

The FLCM organized specialized excursions to companies for students and lectures by experts from business and industry given during classes. The Faculty collaborated with the business sphere on the preparation of the accreditation of the career-oriented Bachelor's programme in Applied Logistics.

AIM 5

→ DEVELOP AND IMPLEMENT A STRATEGY FOR COMMUNICATION WITH TBU GRADUATES.

In 2018, a questionnaire survey entitled Graduate 2018 was organized, with active participation by 1,206 TBU graduates who finished their studies between 2013 and 2017. The data obtained was used by TBU for feedback and initiated an improvement in pedagogical and other activities carried out at TBU.

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 2018, TBU had 2 licence agreements and 9 contracts from the sphere of technology transfer concluded and registered at the TTC. Furthermore, a total number of 4 international patents were filed and 3 PCT applications were published. TBU supported 14 proof-of-concept projects.

In 2018, the TTC submitted 8 patent applications in the CR and 4 patent applications abroad on behalf of TBU; a total number of 10 patents and 12 utility models were filed.

In 2018, the TTC took part in the implementation of one TBU internal project funded by the Strategic Development Fund, and submitted an application for international accreditation of the Shoe Testing Laboratory of the UNI of TBU.

The development of activities of and services provided by the TTC was in accordance with the needs of the region and of regional partners and contributed 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 created a series of online lectures by TBU teachers and by guests, who gave a lecture at TBU, posted on a YouTube channel and available to the general public.

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

During the Zlín Film 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 Faculty was also running the website vedanaprani.cz, where those interested, particularly secondary school students, could order a visit by a particular academic giving a lecture on a popular science topic.

The FaME presented its R&D results in the research journal - Journal of Competitiveness, in a magazine and a bulletin published by the Faculty, and in monographs.

The FMC presented the Faculty’s activities above all during the event entitled “Zlín Design Week” featuring works by students of the individual Studios of the Faculty. The event was organized by students of the degree course in Marketing Communications. To mark the 100th anniversary of the establishment of Czechoslovakia, a fashion collection was prepared, a exhibition of photographs took place and a glass sculpture of the Czech national flag was made. Students presented their works during international contests and festivals.

The FAI was involved in the “Science E-shop” project and participated in the Science Fair held in Brno and in the Expo Science Fair held in Prague.

The FHS presented new knowledge in a comprehensible manner to visitors to the Zlín Film Festival and to children during the Junior University event.

The FLCM organized the GIS DAY in collaboration with the Municipality of Uherské Hradiště. The Faculty also opened the “Geo for All” laboratory and organized popular lectures for general public and commented film screenings.

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 2018, 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 (held to mark the 100th anniversary of the establishment of the Czechoslovak Republic), TBU Gala Ball, Rector's Sports Day, 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 Bata Information Centre continued to carry out intense activities focusing on raising the awareness about the legacy of Tomas Bata. In addition to provision of lectures, counselling activities and administration of the website www.tomasbata.com, the new web presentation <http://svet.tomasbata.org/> was extensively updated. A digital repository of archival records connected with the history of the Bata company is being continuously developed. The staff of the Bata Information Centre actively attended several congresses abroad (Among others, the prestigious conference Colonial Cities in Global Perspective held in Senegal). As regards publication activities, the scientific monograph written by Dr. Milan Balaban and entitled "Business Activities of the Bata Company in Yugoslavia" can be named, besides academic papers published in specialist journals.



9. FUNDING AND ORGANIZATION

TBU aimed to ensure efficient funding for all TBU component parts, focused on an increase in multi-source 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 was 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.**

In 2018, transparent funding for all component parts was ensured, observing the principles of efficiency and spending the financial resources in an effective manner.

AIM 2

- **INCREASE MULTI-SOURCE 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 June 2017, the Decision on the Provision of a Grant for the Strategic Project of TBU in Zlín was issued; in 2018 activities related to this project were carried out.

In July 2017, the Decision on the Provision of a Grant for the project entitled “ART GALLERY of TBU in Zlín” was issued; in 2018 activities related to this project were carried out.

In July 2017, the Decision on the Provision of a Grant for the project entitled “Developing Research-oriented Degree Programmes at the FAI” was issued; in 2018 activities related to this project were carried out.

In July 2017, the Decision on the Provision of a Grant for the project entitled “Implementation of Doctoral Programme in Industrial Engineering” was issued; in 2018 activities related to this project were carried out.

In August 2017, the Decision on the Provision of a Grant for the project entitled “Developing Research-oriented Degree Programmes at the UNI” was issued; in 2018 activities related to this project were carried out.

In November 2017, the Decision on the Provision of a Grant for the project entitled “Development of Capacities for Research and Development at TBU in Zlín” was issued; in 2018 the implementation of this project was started.

In April 2018, the Decision on the Provision of a Grant for the project entitled “International Mobility of Researchers at TBU in Zlín” was issued; activities related to this project were carried out in 2018.

In December 2018, the project application entitled “Preparation of Lifelong Learning Programmes at TBU in Zlín” was submitted to the Call “Lifelong Learning at Higher Education Institutions”, OP RDE.

A number of projects was implemented with funding provided by the European Structural and Investment Funds. For instance, within the RIFT project, state-of-the-art equipment was purchased; specialized laboratory rooms enabling an improvement in the quality of the existing educational facilities for Bachelor’s and Master’s programmes carried out at the FT will be built; the total amount to be spent is CZK 215 million. In 2018 activities related to the MoVI-FAI project were carried out. The project is aimed at modernization of the existing educational facilities at the FAI of TBU in Zlín. The comprehensive process of renovation of the existing infrastructure consists in the modernization and extension of training laboratories, modernization of computer training rooms including the mathematical SW, modernization of lecture halls, enhancement of technological options of the Learning Management System (LMS).

In April 2018, the Decision on the Provision of a Grant for the project entitled “Development of the Study Environment at TBU in Zlín” was issued; the actual implementation of this project was started in 2017. In 2018, a centralized showroom was installed in teaching facilities of the FT, FAME, FMC, FAI, FHS, FLCM, UNI and the TBU Library. In 2018, the equipment purchased (data projectors, PCs, monitors, projection screens, visualizers, etc.) with funding provided by the project “Modernization of Technologies for Teaching” was continuously put into operation on specific places in the Library of TBU in Zlín, at the FaME and the FAI. The equipment purchased (personal computers, monitors, servers, thin clients, etc.) with funding provided by the project “Modernization of Computer Training Rooms” was continuously put into operation in computer rooms and teaching facilities of the FaME, FAI, FMC and the Library of TBU in Zlín. The equipment purchased (furniture and cables) with funding provided by the project “Modernization of Lecture Rooms – Furniture” was continuously put into operation in teaching facilities of the FaME, FAI and the FMC. Specialized equipment purchased with funding provided by the project “Modernization of Specialized Equipment” was continuously put into operation in teaching facilities of the FT, FMC, FHS, FLCM and the UNI. Electronic books are continuously included in the Catalogue of the Library of TBU in Zlín.

A number of devices, medical equipment and medical didactic models were purchased for the needs of degree courses in health care carried out at the Faculty of Humanities.

Efforts aimed at a significant increase in the multi-source funding of TBU activities were unsuccessful; the state budget remains the principal source of funding for TBU.

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.**

Financial resources obtained within institutional funding, in particular from the Budget Section I, were allocated to the TBU component parts in accordance with the “TBU Budget Rules for 2018”. In the sphere of the A indicator, the real educational performances of the individual Faculties of TBU were taken into consideration. Funding provided within the K indicator was allocated depending on the results achieved by the component parts according to the individual indicators. Institutional funding for the long-term conceptual development of the organization was allocated depending on results achieved by the individual component parts in the H16 evaluation. The development of activities was supported both by resources of the Institutional Plan and by the internal Strategic Development Fund.

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.**

In 2018, 100% of the share owned by TBU in the Secondary School of Business and Technology Zlín was sold, as the school had previously been owned by TBU; and that in addition to the sale of unnecessary and little-used long-term tangible property.

AIM 5

- **PROPOSE AND APPLY THE MATRIX MANAGEMENT SYSTEM IN THE STRUCTURE OF THE UNIVERSITY AND OF AFFILIATED ORGANIZATIONS.**

The matrix management system was applied within the preparation and implementation of projects funded by the OP RDE.

AIM 6

- **ENSURE THAT THE LEGAL AND ORGANIZATIONAL ENVIRONMENT AT TBU IS IN ACCORDANCE WITH THE AMENDED VERSIONS OF THE RELEVANT ACTS.**

The implementation of the aim was carried in compliance with the deadlines set.

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

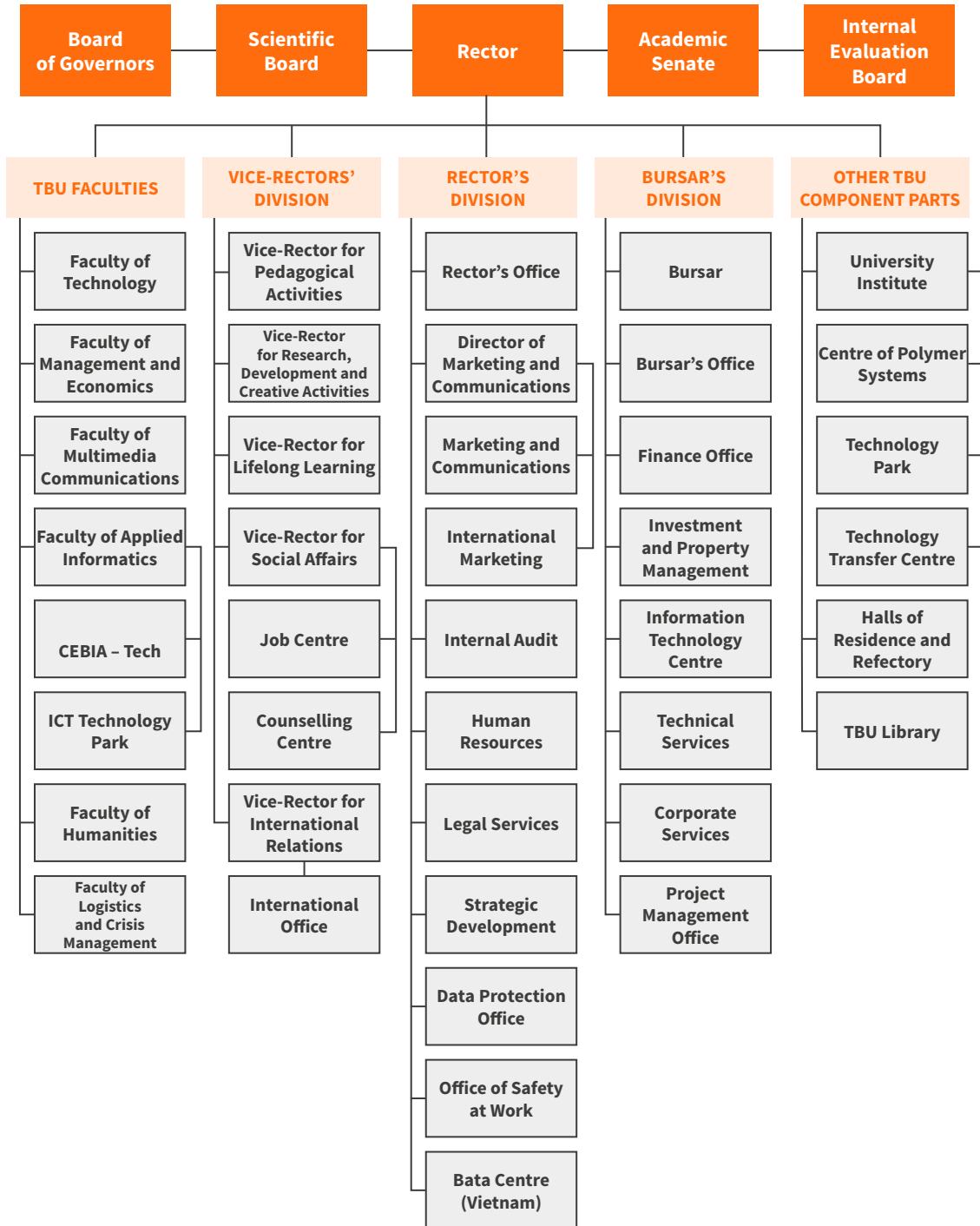
1.A.1 COMPONENT PARTS OF TBU

- 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): Univerzitní 2431, 760 01 Zlín, Czech Republic
- Faculty of Applied Informatics (FAI): Nad Stráněmi 4511, 760 05 Zlín, Czech Republic
- Faculty of Humanities (FHS): Štefánikova 5670, 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: Mostní 5139, Zlín
- U3 – FT: Růmy 4046, Zlín
- U4 – FMC, Refectory: Univerzitní 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 – FaME: 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
- 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 was also the founder of the TBU Nursery School, a 100 % owner of the Secondary School of Business and Technology Zlín (until 12 September) and a 50 % owner of the Technology Innovation Centre (TIC).

1.C STRUCTURE OF TBU BODIES

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

→ RECTOR

Prof. Ing. Petr SÁHA, CSc. *until 14/12*

Prof. Ing. Vladimír SEDLAŘÍK, Ph.D. *from 15/12*

→ 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 (until 04/06/2018)

Bc. Lukáš KOUTNÝ

Deputy Chairperson; Chairperson of the Student Chamber (from 05/06/2018)

ACADEMIC STAFF

Ing. Lubomír BENÍČEK, Ph.D.

MgA. Andrea FILOVÁ

from 18/08

Ing. Robert GÁL, Ph.D.

Ing. Monika HORÁKOVÁ, Ph.D.

doc. Ing. Miloslava CHOVANCOVÁ, CSc.

Dr. Rostislav ILLÍK, M.F.A.

Mgr. Josef KOCOUREK, Ph.D.

doc. Ing. Vratislav KOZÁK, Ph.D.

Mgr. Věra KOZÁKOVÁ, Ph.D.

Ing. Dora LAPKOVÁ, Ph.D.

JUDr. Pavel MAUER

until 31/08

Ing. Miroslav MUSIL, Ph.D.

MgA. Libor NEMEŠKAL

from 18/09

Ing. Libor PEKAŘ, Ph.D.

Ondřej PODZIMEK, M.F.A.

until 31/08

Ing. Jakub RAK, Ph.D.

doc. Ing. Michal SEDLAČÍK, Ph.D.

PhDr. Helena SKARUPSKÁ, Ph.D.

doc. Ing. Martin SYSEL, Ph.D.

Mgr. Renata ŠILHÁNOVÁ, Ph.D.

JUDr. Libor ŠNĚDAR, Ph.D.

PhDr. Tomáš ŠULA, Ph.D.

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

doc. Ing. Pavel VALÁŠEK, Ph.D.

from 18/09

Mgr. Petr VINKLÁREK

until 31/08

STUDENTS

Bc. Lucie FRYŠTÁKOVÁ	from 05/06
Bc. David CHROMČÁK	
Bc. Adéla JANÁČKOVÁ	
Bc. Lukáš KOUTNÝ	from 06/03
Ing. Jindřich KOŠTÁL	
Adéla LIZNOVÁ, DiS.	
Hana MÜLLEROVÁ	
Bc. Denisa NIKISCHEROVÁ	
Ing. Tomáš PAVELKA	
Ing. Jakub ŠEVČÍK	
BcA. Milan ŠVEHLA	from 06/03
Ing. Michaela ZACHAROVÁ	

→ SCIENTIFIC BOARD

CHAIRPERSON

Prof. Ing. Petr SÁHA, CSc.	until 14/12
Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.	from 15/12

EXTERNAL MEMBERS

Prof. Ing. Jiří BÍLA, DrSc.	<i>Professor, Czech Technical University in Prague</i>
Prof. Ing. Vratislav DUCHÁČEK, DrSc.	<i>Professor, Institute of Chemical Technology, Prague (until 05/08)</i>
Prof. RNDr. Josef HYNEK, Ph.D., MBA	<i>Dean, Faculty of Informatics and Management, University of Hradec Králové</i>
Prof. Mgr. Michal KOLEČEK, Ph.D.	<i>Vice-Dean for Development, Faculty of Art and Design, Jan Evangelista Purkyně University in Ústí nad Labem</i>
Prof. Dr. Ing. Zdeněk KŮS	<i>Professor, Technical University of Liberec</i>
Ing. Radomír LAPČÍK, LL.M.	<i>Managing Director, Moravian Finance House</i>
Prof. Ing. Miroslav LUDWIG, CSc.	<i>Vice-Rector for Internal Affairs, University of Pardubice</i>
Prof. PhDr. Jiří MAREŠ, CSc.	<i>Deputy Head, Department of Social Medicine, Charles University in Prague, Faculty of Medicine in Hradec Králové</i>
Prof. RNDr. Miroslav MAŠLÁŇ, CSc.	<i>Professor, Palacký University Olomouc</i>
doc. PhDr. Jiří NĚMEC, Ph.D.	<i>Dean, Faculty of Education, Masaryk University in Brno</i>
Ing. Eduard PALÍŠEK, Ph.D., MBA	<i>CEO, Siemens Czech Republic</i>
doc. Dr. Ing. Vladimír PAVLÍNEK	<i>5M, s.r.o.</i>
doc. Ing. Václav PETŘÍČEK, CSc.	<i>General Manager, Chamber for Economic Relations with CIS</i>
Ing. Jiří ROSENFELD, CSc.	<i>Managing Director, Moravian-Slovak Engineering Works, Uherský Brod</i>
Prof. RNDr. Ing. Petr ŠTĚPÁNEK, CSc.	<i>Rector, Brno University of Technology</i>
Prof. PhDr. Valérie TÓTHOVÁ, Ph.D., R.N.	<i>Dean, Faculty of Health and Social Studies, University of South Bohemia in České Budějovice</i>
Prof. Ing. Karel ULBRICH, DrSc.	<i>Professor, Institute of Macromolecular Chemistry, Academy of Sciences of the CR, Prague</i>
Ing. Čestmír VANČURA	<i>Director of Strategic Development, VIVA Industry Forging Company</i>

INTERNAL MEMBERS

doc. Mgr. Milan ADÁMEK, Ph.D.	<i>Dean, FAI</i>
doc. Ing. Roman ČERMÁK, Ph.D.	<i>Vice-Dean for Development, International Relations and Industrial Cooperation, FT</i>
doc. RNDr. Jiří DOSTÁL, CSc.	<i>Dean, FLCM</i>
Prof. PhDr. Peter GAVORA, CSc.	<i>Professor, FHS</i>
doc. PhDr. Ing. Aleš GREGAR, CSc.	<i>Associate Professor, FaME</i>
Prof. Ing. Berenika HAUSNEROVÁ, Ph.D.	<i>Head of Department of Production Engineering, FT</i>
doc. MgA. Jana JANÍKOVÁ, ArtD.	<i>Vice-Dean for Strategy and Social Affairs, FMC</i>
doc. Ing. Adriana KNÁPKOVÁ, Ph.D.	<i>Vice-Rector for Social Affairs</i>
doc. Ing. Anežka LENGÁLOVÁ, Ph.D.	<i>Dean, FHS</i>
Ing. Alena MACHÁČKOVÁ, CSc.	<i>Chairperson, TBU Academic Senate</i>
Prof. Dr. Ing. Drahomíra PAVELKOVÁ	<i>Head of Department of Finance and Accounting, FaME</i>
doc. Mgr. Jaroslav PROKOP	<i>Head of Advertising Photography studio, FMC</i>
Prof. Ing. Roman PROKOP, CSc.	<i>Vice-Rector for Lifelong Learning</i>
doc. Ing. Zdena PROKOPOVÁ, CSc.	<i>Associate Professor, FAI</i>
Prof. Ing. Vladimír VAŠEK, CSc.	<i>Director of the CEBIA-Tech</i>
Prof. Ing. Dušan VIČAR, CSc.	<i>Head of Department of Population Protection, FLCM</i>

→ INTERNAL EVALUATION BOARD

CHAIRPERSON

Prof. Ing. Petr SÁHA, CSc.	<i>until 14/12</i>
Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.	<i>from 15/12</i>

DEPUTY CHAIRPERSON:

doc. Ing. Roman Bobák, Ph.D.

MEMBERS:

Prof. Ing. Jiří BROŽEK, CSc.	<i>University of Chemistry and Technology, Prague</i>
doc. RNDr. Leona BUŇKOVÁ, Ph.D.	<i>TBU</i>
Prof. Ing. Radim FARANA, CSc.	<i>Mendel University in Brno</i>
Prof. RNDr. Josef HYNEK, MBA, Ph.D.	<i>University of Hradec Králové</i>
Bc. Petra JÍLKOVÁ, DiS.	<i>TBU (until 04/06)</i>
Bc. Lukáš KOUTNÝ	<i>TBU (from 12/06)</i>
Ing. Alena MACHÁČKOVÁ, CSc.	<i>TBU</i>
Prof. PhDr. Jiří MAREŠ, CSc.	<i>Charles University</i>
Ondřej Podzimek. M.F.A.	<i>TBU</i>
RNDr. Jakub TROJAN, MSc., MBA, Ph.D.	<i>TBU</i>
doc. RNDr. Zdeněk ÚŘEDNÍČEK, CSc.	<i>TBU</i>
Ing. Čestmír VANČURA	<i>VIVA Forging Company</i>
Prof. Ing. Dušan VIČAR, CSc.	<i>TBU</i>

1.C.2 OTHER TBU BODIES

→ BURSAR

RNDr. Alexander ČERNÝ

→ BOARD OF GOVERNORS

CHAIRPERSON

Ing. Libor LÁZNIČKA, Ph.D.
PaedDr. Alena GAJDŮŠKOVÁ

*General Manager, Continental Barum (until 20/04)
Member of the Parliament of the CR (from 20/04)*

DEPUTY CHAIRPERSONS

PaedDr. Alena GAJDŮŠKOVÁ
Ing. Libor LÁZNIČKA, Ph.D.
Libor LUKÁŠ

*Member of the Parliament of the CR (until 20/04)
General Manager, Continental Barum (from 20/04)
Chairman of the Association for the Development of Transport
Infrastructure in Moravia*

MEMBERS

Ing. Eva BARTOŇOVÁ

*Member of the Committee for Formation, Education and Employment of the
Regional Assembly of the Liberec Region*

Sonja BATA

Chairperson, Bata Shoe Foundation (until 20/02)

Thomas Archer BATA

CMO of the Bata Group (from 30/04)

Prof. Ing. Eva JIŘIČNÁ, M. Arch.

AI-Design, s. r. o.

Ing. Michaela ŠOJDROVÁ

Member of the European Parliament

Prof. Ing. Jaromír VEBER, CSc.

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

doc. Ing. Jiří VOLF, CSc.

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

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.

until 14/12

Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.

from 15/12

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*

Mgr. Jan KALENDA, Ph.D.

Vice-Rector for Pedagogical Activities

Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.

Vice-Rector for Research, Development and Creative Activities (until 14/12)

Prof. Ing. Petr SÁHA, Ph.D.

Authorized to perform the duties of Vice-Rector for Research, Development and Creative Activities (from 15/12)

doc. Ing. Adriana KNÁPKOVÁ, Ph.D.

Vice-Rector for Social Affairs

Mgr. Pavel KRUTIL

Vice-Rector for International Relations

All of the above-mentioned were authorized to perform the duties of the relevant Vice-Rector from 15/12.

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.

until 14/12

Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.

from 15/12

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

Mgr. Jan KALENDA, Ph.D.

Vice-Rector for Pedagogical Activities

Prof. Ing. Vladimír SEDLAŘÍK, Ph.D.

Vice-Rector for Research, Development and Creative Activities (until 14/12)

Prof. Ing. Petr SÁHA, Ph.D.

Authorized to perform the duties of Vice-Rector for Research, Development and Creative Activities (from 15/12)

doc. Ing. Adriana KNÁPKOVÁ, Ph.D.

Vice-Rector for Social Affairs

Mgr. Pavel KRUTIL

Vice-Rector for International Relations

All of the above-mentioned were authorized to perform the duties of the relevant Vice-Rector from 15/12.

BURSAR

RNDr. Alexander ČERNÝ

CHAIRPERSON OF THE ACADEMIC SENATE

Ing. Alena MACHÁČKOVÁ, CSc.

DEANS OF FACULTIES

doc. Ing. František BUŇKA, Ph.D.

FT (until 31/05)

doc. Ing. Roman ČERMÁK, Ph.D.

FT (Authorized to perform the duties of Dean from 01/06 to 30/06, Dean from 01/07)

doc. Ing. David TUČEK, Ph.D.

FaME

doc. Mgr. Irena ARMUTIDISOVÁ	FMC
doc. Mgr. Milan ADÁMEK, Ph.D.	FAI
doc. Ing. Anežka LENGÁLOVÁ, Ph.D.	FHS
doc. RNDr. Jiří DOSTÁL, CSc.	FLCM (until 03/11)
doc. Ing. Zuzana TUČKOVÁ, Ph.D.	FLCM (from 04/11)

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.	(until 04/06)
Bc. Lukáš KOUTNÝ	(from 05/06)

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	<p>Prof. Ing. Petr Sába, CSc. Rector – member (until 14/12)</p> <p>Prof. Ing. Vladimír Sedlařík, Ph.D. Rector – member (from 15/12)</p>
Council of Higher Education Institutions	CR	<p>Ing. Alena Macháčková, CSc. – representative in the Presidium</p> <p>Prof. Ing. Roman Prokop, CSc. – representative in the Assembly</p> <p>Ing. Michaela Zacharová – representative in the Student Chamber (until 30/09)</p> <p>Bc. Lukáš Koutný – representative in the Student Chamber (from 02/10)</p> <p>Bc. Petra Jílková, DiS. – deputy representative in the Student Chamber (until 04/06)</p> <p>BcA. Milan Švehla – deputy representative in the Student Chamber (from 02/10)</p>

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

In 2018, alterations in the following internal regulations were made at TBU:

- The TBU Statute was amended – the scope of activities of the TBU Internal Evaluation Board was extended.
- The Election Rules of the TBU AS were amended – the article regarding the Election Committee, members thereof and candidates nominated for membership of the TBU AS was modified.
- Rules of Procedure of the TBU AS – minor formal modifications were made and, as Annex 3, Rules for Nomination of Candidates Representing the TBU AS in the TBU Internal Evaluation Board were issued.
- The Salary Regulations of TBU in Zlín were amended – Appendices 1 and 2 (salary rates) were modified.
- The TBU Study and Examination Regulations were amended – changes in rules for creation of students’ curricula, re-enrolment on course units, monitoring of student’s performance were made.
- The Rules Governing the Creation, Approval, Implementation of and Alterations to Degree Programmes Carried Out at TBU were amended – enhanced by adding basic formalities and rules for the implementation of degree programmes, layout of the institutional accreditation and of the relevant application, standards of degree programmes and submission and approval of a proposal for the area of education, process of granting the authorization to carry out degree programmes within the institutional accreditation, and others.

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 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) 6 — Number of submitted requests for information
- b) 0 — Number of issued decisions on the denial of a request
- c) 0 — Number of submitted appeals against decision
- d) 0 — 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
- e) 0 — List of exclusive licences granted, including the substantiation of the necessity to grant an exclusive licence
- f) 0 — Number of appeals filed in compliance with § 16a, reasons for their submission and a brief description of the manner how they were processed

No settlement of expenses related to the provision of information was requested on behalf of TBU in 2018.

2. DEGREE PROGRAMMES, ORGANIZATION OF STUDIES AND EDUCATIONAL ACTIVITIES

2.A ACCREDITED DEGREE PROGRAMMES

In the year 2018 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 2018, a total of 119 degree programmes were accredited at TBU in the full-time as well as part-time mode of study. The numbers of accredited Bachelor's, non-follow-up Master's, follow-up Master's and doctoral programmes were 37, 1, 40 and 39 respectively. All the accredited degree programmes are described by means of the methodology of learning outcomes 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: A series of educational events was organized within the Lifelong Learning programme (LL) at the Faculty. Educational programmes for pupils of primary schools 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. The Faculty also organized lectures by significant external experts.

FaME: In 2018, the following educational activities were carried out at the FaME, in addition to accredited degree programmes: Lifelong Learning-type educational courses, a certified educational programme at the Business Manager Academy and workshops for managers entitled "Corporate Knowledge Sharing" and involving an offer of a knowledge audit carried out in companies. The 14th and 15th series of the Bata School of Management took place from 24 to 25 May 2018 and from 29 to 30 November 2018, respectively. Two-week TBU Summer Schools were offered to international students, where the FaME prepared the programme in the area of Lean Engineering, Consumer Behaviour and Branding, Quantitative Tools for Qualified Managerial Decision Making, Digital Marketing in the 21st Century, Practical Data Analysis in Statistics. In 2018, only the course entitled "Digital Marketing in

the 21st Century” was organized for interested attendees. During August, preparatory courses in course units such as Microeconomics I, Microeconomics II, Macroeconomics II, Managerial Accounting II, Corporate Finance were organized, that took the form of internal summer schools for students interested. From September to December, classes within the course unit “Enterprise Academy I” were offered to approximately 50 students of the FaME, FHS and FMC interested in business development. Within the joint activities of the UPPER, approximately 12 lectures by experts from business and industry focusing on supporting the development of creative businesses were held in 2018. Preparatory courses in economics were organized for applicants interested in studying follow-up Master’s programmes. In addition to course units taught within degree programmes, lectures by renowned personages (for instance, Prof. Milan Zelený, JUDr. Josef Baxa, PhDr. Vladimír Špidla) were held in cooperation with student organizations.

FMC: In 2018, one-day preparatory courses for applicants for study in the Bachelor’s course and in the follow-up Master’s programme in Media and Communication Studies, degree course in Marketing Communications, were offered within the Lifelong Learning programme by the Department of Marketing Communications of the FMC. Moreover, one-day preparatory courses were held (including the possibility of individual counselling) for admissions to the Graphic Design and Advertising Photography studios. Applicants for study in Bachelor’s programmes in Visual Arts, degree course in Multimedia and Design and Theory and Practice of Audiovisual Arts, degree courses in Animation, Audiovisual Arts and Film Production, took advantage of having individual consultations with teachers, aimed at the preparation for aptitude tests. The Audiovisual Arts Studio organized the Summer School of Screenwriting within the LL, intended not only for FMC students but also for those interested from among the public and aimed at consolidating the basics of screenwriting.

FAI: The Faculty organized 11 educational courses (Electromagnetic Compatibility for Industrial Application, Intelligent KNX Electrical Installation, Programming Preparatory Course, Modern Programming in C and C++ Languages, Advanced Programming Techniques, Enterprise Hardware Solutions, Advanced Web Scripting, Mobile Systems and Applications (Android), Administration of Server Systems, 3D Programming, Servers and Script Languages).

FHS: In 2018 a significant event was held at the FHS, i.e. an international conference organized by the Czech Educational Research Association (CERA), entitled Transdisciplinarity in Pedagogical Sciences and attended by leading experts in the area of pedagogy from the Czech Republic and from abroad, e.g. from the USA. To mark the 100th anniversary of the establishment of the Czechoslovak Republic, the FHS prepared a project entitled “Anniversary 2018” and involving a number of educational activities focusing on history and intended for institutionalized children and for handicapped children as well. In addition, specialized workshops, seminars, courses and lectures for secondary school teachers and other experts from business and industry, for academic and non-academic staff and students of the Faculty (e.g. workshops for teachers of English at secondary schools, first aid courses for employees, workshops for mentors, pedagogical supervision of students during practical training in clinical practice) were held at the Faculty. In 2018, certified international Cambridge examinations took place at the FHS. For the eighth time, students of all TBU Faculties competed in the Show-off / Zeig dich contest seeking candidates with the best presentation skills in a foreign language.

FLCM: The Faculty offered U3A courses (English language, digital photography, computer lessons, law); academic staff of the Faculty participated in lectures held within TBU Summer Schools. Moreover, single lectures by experts from practice and lectures by famous personages (Patricia Gomba, JUDr. Mgr. Ing. Kateřina Šmejkalová, Mgr. et Mgr. Tomáš Zdechovský) were held at the Faculty.

UNI: In 2018, the TTC held a total of 4 seminars for TBU students and staff focusing on novelties in the sphere of legal regulations, on 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. In 2018, the TTC team organized an information seminar 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.

From 18 to 19 April, the UNI organized an international scientific conference - Plastko 2018. The aim of the conference was a presentation of R&D results, outputs of innovation projects and the assessment of trends in polymer chemistry, development in the plastics processing industry and other related aspects. The conference was organized by the TTC, CPS and the Plastics Cluster.

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	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	4	4			8	5	7	6	34
Faculty in total		4	4			8	5	7	6	34
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65	4	4			5	5	4	4	26
Faculty in total		4	4			5	5	4	4	26
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
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
Faculty in total		3	2			5	4	2	2	18
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	2	1			2	1	2	2	10
Faculty in total		2	1			2	1	2	2	10

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		
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
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
Faculty in total		6	4	1		3	1	1	1	17
Faculty of Logistics and Crisis Management										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	3	2			1				6
Faculty in total		3	2			1				6
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							4	4	8
TBU Centralized Constituent Part in total								4	4	8
TBU										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	9	7			11	6	13	12	58
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
TBU IN TOTAL		22	17	1		24	16	20	19	119

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	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39					3	1	3	3	10
Faculty in total						3	1	3	3	10
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65	1	1			2	2	2	2	10
Faculty in total		1	1			2	2	2	2	10
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73					1	1			2
Art and cultural sciences	81,82							1	1	2
Faculty in total						1	1	1	1	4
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	1				1		1	1	4
Faculty in total		1				1		1	1	4
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73	1								1
Faculty in total		1								1
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							2	2	4
TBU Centralized Constituent Part in total								2	2	4

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	
TBU										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	1				4	1	6	6	18
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
TBU IN TOTAL		3	1			7	4	9	9	33

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

Tomas Bata University in Zlín	
Degree programme 1	Bachelor Degree Programme
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	2

Tomas Bata University in Zlín	
Degree programme 2	Master Degree Programme
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	3
Degree programme 3	1) Chemistry and Materials Technology 2) Chemistry
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		3	1	5
Numbers of students in these programmes	2		3		5

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

Tomas Bata University in Zlín	
Degree programme 1	Chemistry and Food Technologies (B2901)
CBBE group	Technical sciences (21 - 39)
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.
Number of active studies as at 31/12	18 students

INFORMATION SUMMARIZING TABLE 2.5

Tomas Bata University in Zlín	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Number of degree programmes	1				1
Numbers of students in these programmes	18				18

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			
Groups of accredited degree programmes	CBBE									
Natural sciences	11-18	1			75				76	
Technical sciences	21-39		4					9	13	
Health care, medical and pharmaceutical sciences	51-53	10			3			4	17	
Social sciences and services	61,67, 71-73	12	2		8	5	2	15	44	
Economics	62,65	1	45						46	
Law and public sector administration	68	1						6	7	
Pedagogy and social care	74,75	2	1		6	2			11	
Psychological sciences	77							4	4	
Art and cultural sciences	81,82				13	1		23	37	
TOTAL		27	52	0	105	8	2	61	255	

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			
Groups of accredited degree programmes	CBBE									
Natural sciences	11-18	4			2,024				2,028	
Technical sciences	21-39		52					322	374	
Health care, medical and pharmaceutical sciences	51-53	369			77			170	616	
Social sciences and services	61,67, 71-73	579	24		189	69	9	382	1,252	
Economics	62,65		7						7	
Law and public sector administration	68							128	128	
Pedagogy and social care	74,75	110	32		397	66			605	
Psychological sciences	77							173	173	
Art and cultural sciences	81,82				145	7		391	543	
TOTAL		1,062	115	0	2,832	142	9	1,566	5,726	

3. STUDENTS

3.A MEASURES TO REDUCE DROPOUT RATES

TBU paid great attention to the issue of high dropout rates. A reduction of drop-out rates, particularly in the first years of Bachelor's programmes, was dealt with at the individual Faculties. It usually involved an extended offer of seminars related to course units producing high dropout rates, and also individual remedial classes given by senior students and courses organized at all TBU Faculties. Particularly in order to equalize their competences when joining the University, students of all Faculties used the services of the Math Support Centre, which was offering consultations and optional provision of further education in mathematics to students.

Students as well as graduates could use 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 STUDIES

Measures aimed to reduce an extension of studies were adopted individually at each of the TBU Faculties. They usually involved monitoring of students' attendance and performance after the first semester, with studies being terminated following a student's failure to meet the academic duties. Another method comprised the obligation to pay a tuition fee imposed on students whose extension of studies exceeded the standard length of studies by more than twelve months.

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.

PhD students received higher scholarship amounts funded by IGA projects.

3.D COUNSELLING SERVICES

In 2018, the counselling activities were funded from the Institutional Plan, namely by the internal project “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 2018, 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
- Coaching

In the course of 2018, a total number of 599 TBU students and graduates was registered by the Job Centre; 282 of these graduates were successfully provided with a job. In 2018, 273 individual consultations were provided; more than 439 students attended courses/workshops/lectures/excursions organized by the Job Centre. The Job Centre in cooperation with the Student Union organized the job fair “Business Day 2018” held in November with the participation of a total of 72 exhibitors and attended by 1,750 TBU students/graduates.

The Counselling Centre provided the following services in 2018:

- 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 2018, the Counselling Centre was attended by a total number of 59 clients (53 students and 6 employees), who were provided with 203 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.

A newly launched course “Boosting Your Mental Resilience – Developing Self-Awareness to Manage Stress” met with great interest.

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 students with SLN was ensured through centralized services provided by the institutional component part entitled “Centre for Students with SLN”. In the organizational chart, the Centre for Students with SLN was a component part included in the section of the Vice-Rector for Social Affairs and co-ordinated by the authorized person in charge (a special teacher); faculty coordinators and tutors were in charge of mediating the relevant services at the individual Faculties/component parts. In 2015, when the Centre for Students with SLN was established, 12 students with SLN were registered. In 2018, a total number of 62 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 (In some cases, students were suffering from a combined disorder).

The wide range of supporting services included mainly special pedagogical and psychological counselling, career counselling, preparation of study materials, a provision of study-related assistance, transcription services, organizational and administrative measures, individual classes and time compensation. The extent of the supporting measures depended on the functional impact of the physical handicap of the applicant/student. Recommendations for the tuition were added to the STAG system as a new feature available for teachers from the winter semester 2018.

In the course of 2018, specific activities funded by the Strategic Project of TBU in Zlín (ESF) and aimed at the provision of and an improvement in the access to educational facilities of TBU for students with SLN were implemented. Study materials for 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, 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. In 2018, an individual study room for students with SLN was established in the TBU Library. The study room is being continuously equipped with special furniture and special technology for visually impaired and physically disabled persons. In 2018, TBU in Zlín became a full member of the Association of Providers of Services for University Students with Special Needs (ap3sp).

In May 2018 a new TBU website was launched. One of the aims of the design and implementation of the new website was a creation of an environment able to fully incorporate up-to-date and newly arriving technologies so as to enable a maximum accessibility also for persons who have various types of disabilities. Integrated processes in the area of design and hidden functions were proposed in such a manner that the performance is not influenced and the processes are always accessible to the maximum extent, within the scope of their possibilities.

Services provided by the Centre for Students with SLN were presented by the staff of the Centre for Students with SLN, by Student Affairs Offices, via the TBU website and also by means of other promotional materials. Students with SLN either contact the authorized employee of the Centre for Students with SLN individually or receive advice recommending them a visit to the Centre from their fellow-students, academics or Student Affairs Officers.

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, by the relevant Faculties and by 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 personages 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 the 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

Socially handicapped students received, among other types of support, need-based scholarships given to students using the grant provided by the MEYS in compliance with § 91 Letter 3 of the Higher Education Act. A total number of 30 students received a total amount of CZK 618,250; the average scholarship amount was CZK 3,050 per month 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 § 91 Paragraph 2 Letter d) of the Higher Education Act. In this manner, a total number of 6 students received support (1 student from the FMC, 1 student from the FHS and 4 from the FAI); the average scholarship amount was CZK 5,000. Students submitted their applications for support depending on their own decision, or, after receiving recommendations from Student Affairs Officers at the individual Faculties, from staff of the TBU Counselling Centre or from the employee in charge of students with SLN.

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 2018. 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 2018, 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. 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		
Faculty of Technology											
Groups of accredited degree programmes		CBBE									
Technical sciences		21-39	736	292			203	241	52	57	1,581
Faculty in total			736	292			203	241	52	57	1,581
Out of which the number of women at the FT			326	124			106	140	22	30	748
Out of which the number of foreign nationals at the FT			39	9			16	15	10	12	101
Faculty of Management and Economics											
Groups of accredited degree programmes		CBBE									
Economics		62,65	750	310			302	519	47	53	1,981
Faculty in total			750	310			302	519	47	53	1,981
Out of which the number of women at the FaME			487	207			199	383	21	28	1,325
Out of which the number of foreign nationals at the FaME			104	22			64	51	30	23	294
Faculty of Multimedia Communications											
Groups of accredited degree programmes		CBBE									
Social sciences and services		61,67, 71-73	194	125			123	109			551
Art and cultural sciences		81,82	375				157		19	23	574
Faculty in total			569	125			280	109	19	23	1,125
Out of which the number of women at the FMC			362	74			189	69	9	16	719
Out of which the number of foreign nationals at the FMC			155				76	5	5	4	245
Faculty of Applied Informatics											
Groups of accredited degree programmes		CBBE									
Technical sciences		21-39	516	233			143	290	32	69	1,283
Faculty in total			516	233			143	290	32	69	1,283
Out of which the number of women at the FAI			73	41			19	55	7	9	204
Out of which the number of foreign nationals at the FAI			90	22			53	36	10	9	220

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	
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
Health care, medical and pharmaceutical sciences	51-53	267	129							396
Social sciences and services	61,67, 71-73	369								369
Pedagogy and social care	74,75	338	398	100		71	171	3	9	1,090
Faculty in total		974	527	100		71	171	3	9	1,855
Out of which the number of women		820	476	98		66	155	2	9	1,626
Out of which the number of foreign nationals		54	7			1	1		1	64
Faculty of Logistics and Crisis Management										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	360	342			114				816
Faculty in total		360	342			114				816
Out of which the number of women		187	156			65				408
Out of which the number of foreign nationals		20	10			1				31
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							20	4	24
Faculty in total								20	4	24
Out of which the number of women								10	1	11
Out of which the number of foreign nationals								7		7
TBU										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	1,612	867			460	531	104	130	3,704
Health care, medical and pharmaceutical sciences	51-53	267	129							396
Social sciences and services	61,67, 71-73	563	125			123	109			920
Economics	62,65	750	310			302	519	47	53	1,981
Pedagogy and social care	74,75	338	398	100		71	171	3	9	1,090
Art and cultural sciences	81,82	375				157		19	23	574
TBU IN TOTAL		3,905	1,829	100		1,113	1,330	173	215	8,665
Out of which the total number of women		2,255	1,078	98		644	802	71	93	5,041
Out of which the total number of foreign nationals		462	70			211	108	62	49	962

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	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39					2		9	7	18
Faculty in total						2		9	7	18
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65					15		19	20	54
Faculty in total						15		19	20	54
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73					5				5
Art and cultural sciences	81,82							1		1
Faculty in total						5		1		6
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	2				12		6	4	24
Faculty in total		2				12		6	4	24
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							6		6
Faculty in total								6		6
TBU										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39					14		21	11	46
Social sciences and services	61,67, 71-73					5				5
Economics	62,65					15		19	20	54
Art and cultural sciences	81,82							1		1
TBU IN TOTAL		2				34		41	31	106

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	63.00%	64.00%	63.00%	0.00%	0.00%	0.00%	26.00%	43.00%	35.00%	0.00%	12.00%	7.00%	51.00%
Faculty of Management and Economics	27.00%	50.00%	34.00%	0.00%	0.00%	0.00%	18.00%	39.00%	31.00%	12.00%	5.00%	8.00%	32.00%
Faculty of Multimedia Communications	10.00%	24.00%	12.00%	0.00%	0.00%	0.00%	10.00%	12.00%	10.00%	0.00%	9.00%	5.00%	11.00%
Faculty of Applied Informatics	39.00%	58.00%	45.00%	0.00%	0.00%	0.00%	16.00%	25.00%	22.00%	45.00%	28.00%	33.00%	38.00%
Faculty of Humanities	33.00%	31.00%	32.00%	22.00%	0.00%	22.00%	20.00%	23.00%	22.00%	0.00%	17.00%	14.00%	30.00%
Faculty of Logistics and Crisis Management	49.00%	52.00%	50.00%	0.00%	0.00%	0.00%	25.00%	0.00%	25.00%	0.00%	0.00%	0.00%	46.00%
TBU Centralized Constituent Part	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.00%	67.00%	14.00%	14.00%
TBU IN TOTAL	38.00%	48.00%	41.00%	22.00%	0.00%	22.00%	19.00%	34.00%	27.00%	10.00%	16.00%	13.00%	36.00%

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)	301	2,765
For significant results of scientific, R&D, arts or other creative activities in compliance with § 91 Paragraph 2 Letter b)	362	3,044
For R&D and innovation activities in accordance with the relevant specific legal regulation, § 91 Paragraph 2 Letter c)	253	12,693
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 2 Letter d)	5	37
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 3	30	621
In cases deserving special consideration in compliance with § 91 Paragraph 2 Letter e)	4,052	25,039
Out of which accomodation scholarships	3,534	16,924
As a study abroad scholarship in compliance with § 91 Paragraph 4 Letter a)	326	4,811
Scholarship aimed to support students studying in the Czech Republic in compliance with § 91 Paragraph 4 Letter b)	130	6,950
Doctoral scholarships in compliance with § 91 Paragraph 4 Letter c)	175	6,173
Other scholarships		
TOTAL	5,634	19,866

4. GRADUATES

4.A COOPERATION AND COMMUNICATION BETWEEN TBU AND GRADUATES

Communication with graduates was carried out on various levels (institutional, faculty, departmental as well as by the individual academics and researchers). Events organized at the 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 2018, 4,303 registered students and 107 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 of 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 students currently studying at TBU.

In 2018, the "Graduate 2018" questionnaire survey was organized, with 1,206 graduates who completed their studies between 2013 and 2017 actively participating in the survey. These data were used by TBU as feedback and brought about an improvement in teaching and other activities carried out at TBU.

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 of the individual higher education institutions and faculties throughout the CR. In 2018, the unemployment rate of graduates of TBU reached 1.1 % in Bachelor's graduates, 1.7 % in follow-up Master's graduates and 0 % in PhD graduates.

4.C COOPERATION WITH EMPLOYERS

The TBU Job Centre organized an autumn job fair – Business Day 2018 in cooperation with students, held in the Rectorate and Congress Centre buildings. A record number of exhibitors, namely 72, participated in the fair, and the event was attended by more than 1,750 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 in courses in technology, to whom companies are nowadays willing to offer above standard salaries and benefits.

Together with HR officers from partner 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 of 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 links 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 2018, 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 IN 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	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	118	32			82	65	11	19	327
Faculty in total		118	32			82	65	11	19	327
Out of which the number of women at the FT		67	15			42	29	3	12	168
Out of which the number of foreign nationals at the FT		26	0			26	4	7	0	63

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		
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65	240	50			161	122	8	6	587
Faculty in total		240	50			161	122	8	6	587
Out of which the number of women at the FaME		146	37			103	98	4	3	391
Out of which the number of foreign nationals at the FaME		116	4			54	10	7	4	195
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73	62	27			47	41			177
Art and cultural sciences	81,82	130	1			61	0		12	204
Faculty in total		192	28			108	41		12	381
Out of which the number of women at the FMC		132	22			69	18		7	248
Out of which the number of foreign nationals at the FMC		92	3			36	1		4	136
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	119	40			78	113	2	1	353
Faculty in total		119	40			78	113	2	1	353
Out of which the number of women at the FAI		21	5			16	42	0	1	85
Out of which the number of foreign nationals at the FAI		52	4			33	13	1	0	103
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
Health care, medical and pharmaceutical sciences	51-53	54	34							88
Social sciences and services	61,67, 71-73	119	0							119
Pedagogy and social care	74,75	71	119			31	119	2		342
Faculty in total		244	153			31	119	2		549
Out of which the number of women at the FHS		211	138			27	111	1		488
Out of which the number of foreign nationals at the FHS		36	3			0	1	1		41

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		
Faculty of Logistics and Crisis Management										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	97	74			44				215
Faculty in total		97	74			44				215
Out of which the number of women at the FLCM		56	36			25				117
Out of which the number of foreign nationals at the FLCM		10	1			0				11
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							10		10
Faculty in total								10		10
Out of which the number of women								3		3
Out of which the number of foreign nationals								10		10
TBU										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	334	146			204	178	23	20	905
Health care, medical and pharmaceutical sciences	51-53	54	34							88
Social sciences and services	61,67, 71-73	181	27			47	41			296
Economics	62,65	240	50			161	122	8	6	587
Pedagogy and social care	74,75	71	119			31	119	2		342
Art and cultural sciences	81,82	130	1			61			12	204
TBU IN TOTAL		1,010	377			504	460	33	38	2,422
Out of which the total number of women		633	253			282	298	11	23	1,500
Out of which the total number of foreign nationals		332	15			149	29	26	8	559

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: In the first and second round, applicants were admitted to full-time and part-time Bachelor's programme 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 follow-Master's programmes in the Czech language, the Faculty organized a test in economics in the first and second round. For the degree course in Management in Health Care, a test in economics, health care management and managerial psychology was used. The admission procedure to full-time Bachelor's and follow-Master's programmes 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 follow-up Master's programmes had to take an aptitude test during which they presented their portfolios; their creative development shown during previous 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 career 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 career orientation, thus providing additional information on themselves. Entrance examination for the part-time follow-up Master's programme contained a test of knowledge related to the area of marketing communications. The oral examination was expected to provide additional information on the applicant, in particular a debate on specialized issues of the degree course, taking into consideration the future career orientation.

FAI: Applicants for study in Bachelor's programmes and follow-up Master's programmes were exempted from entrance examinations in the academic year 2018/2019.

FHS: Applicants were admitted depending on their results achieved in the National Comparative Exams organized by the Scio organization to all Bachelor's courses. 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. Applicants for Master's courses in Lower Primary School Teacher training and in Pedagogy of Preschool Age were admitted depending on their results achieved during previously completed education. 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 Process Engineering and in Population Protection were exempted from entrance examinations. Applicants for the Bachelor's programme in Security of the Society were admitted to study based on a ranking compiled, depending on results of entrance examination in English. Applicants for the follow-up Master's programme were admitted based on a ranking compiled, depending on results of a written test. The test contained questions about topics included in the curricula of the Bachelor's programmes in Population Protection, in Process Engineering and in Security of the Society accredited at the FLCM.

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 providing information on degree programmes/courses offered at TBU were published in Czech, Slovak and English.

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 February and in November, 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, in Nitra in September and in Brno in October. TBU took part in the fair held in Prague for the eleventh time, in Nitra for the sixth time and in the fair held in Brno for the seventeenth time. In October the University participated in the "Akadémia" higher education fair in Bratislava for the eleventh time already. In December, TBU presented its activities at the Pro Educo fair held in Košice, and that for the third time.

The TBU Faculties presented their activities also during other smaller events.

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. A new TBU website was launched in May.

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. The implementation of the project entitled “Science E-shop” continued successfully – a free e-shop offering popular science lectures, that teachers or students could order according to their wish and the lecturer came to the given school. Internships for secondary school students were organized by the individual departments of the Faculty.

FaME: Selected 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 published 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. A similar scenario is followed on the TBU Open Days. A new form of promotion of degree programmes/courses used in 2018 was the organization of an experiential day entitled “Be an Industrial Engineer for One Day” and intended for secondary school students in their final years of study, persons interested from among the general public or whole school classes.

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 schools got acquainted with the degree programmes offered at the FMC, with benefits of 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 with representatives of secondary schools, meetings held at social events, excursions to studios organized for secondary school students. Within the “Skrz Prsty” student festival, a specialized lecture took place at a secondary school.

FAI: The Faculty supported the project entitled “Faculty Schools” that associates partner secondary schools focusing on education in informatics and electronics by virtue of the existing cooperation between the educational institutions and the FAI. In 2018, 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.

Two sections intended precisely for secondary school students had been organized at the Faculty within the Students' Creative and Expert Activities (STOČ) contest. It was an excellent opportunity for secondary school students to get acquainted with the Faculty environment, which facilitated their decisions as to the selection of a higher education institution convenient for them.

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 February 2018, the second edition of the contest focused on robotics entitled "Robogames" and intended for students of primary and secondary schools took place. Staff of the Faculty also got involved in the "Science E-shop" project.

FHS: The Faculty organized the traditional workshop for English language teachers at secondary schools entitled "Autumn Workshop on British and American Studies". Secondary school students were also enabled to attend courses of the Chinese language and culture held at various levels, with classes given by a native speaker. In addition, students and academics personally visited secondary schools where they promoted degree courses carried out at the Faculty. The Open Day and participation in higher education fairs within institutional activities formed an inseparable part of promotional activities aimed at recruiting applicants at secondary schools.

FLCM: The Faculty organized visits by students from partner secondary schools; visitors were informed about degree courses/programmes offered and made a tour of the Faculty. Information on Open Days and current promotional materials containing information on degree programmes/courses offered at the FLCM were sent to secondary schools. Students of the Faculty visited their home secondary schools, where they passed on their experience gained during studies at TBU to prospective applicants. Academics of the Faculty gave popular science lectures at secondary schools. During Open Days, attendees to the event received information on degree programmes/courses carried out at the Faculty, and got acquainted with the Faculty buildings including specialized laboratories, accommodation and catering facilities, cultural and sports activities.

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	
Faculty of Technology																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	1,087	1,181	882	685					393	435	318	255	28	29	22	16
Faculty in total		1,087	1,181	882	685					393	435	318	255	28	29	22	16

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
Faculty of Management and Economics																	
Groups of accredited degree programmes	CBBE																
Economics	62,65	1,065	1,253	590	480					730	862	581	478	71	73	40	40
Faculty in total		1,065	1,253	590	480					730	862	581	478	71	73	40	40
Faculty of Multimedia Communications																	
Groups of accredited degree programmes	CBBE																
Social sciences and services	61,67, 71-73	572	573	122	136					202	209	109	105				
Art and cultural sciences	81,82	630	631	120	120					101	101	51	51	16	16	15	15
Faculty in total		1,202	1,204	242	256					303	310	160	156	16	16	15	15
Faculty of Applied Informatics																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	661	776	524	426					245	283	246	208	19	20	18	16
Faculty in total		661	776	524	426					245	283	246	208	19	20	18	16
Faculty of Humanities																	
Groups of accredited degree programmes	CBBE																
Health care, medical and pharmaceutical sciences	51-53	428	474	179	162												
Social sciences and services	61,67, 71-73	376	384	189	157												
Pedagogy and social care	74,75	580	651	300	252	134	134	75	51	226	248	152	124	7	7	3	3
Faculty in total		1,384	1,509	668	571	134	134	75	51	226	248	152	124	7	7	3	3

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	
Faculty of Logistics and Crisis Management																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	672	727	537	423					81	81	75	67				
Faculty in total		672	727	537	423					81	81	75	67				
TBU Centralized Constituent Part																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39												8	8	7	7	
Faculty in total													8	8	7	7	
TBU																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	2,355	2,684	1,943	1,534					707	799	639	530	55	57	47	39
Health care, medical and pharmaceutical sciences	51-53	428	474	179	162												
Social sciences and services	61,67, 71-73	918	957	311	293					202	209	109	105				
Economics	62,65	1,065	1,253	590	480					730	862	581	478	71	73	40	40
Pedagogy and social care	74,75	580	651	300	252	134	134	75	51	226	248	152	124	7	7	3	3
Art and cultural sciences	81,82	630	631	120	120					101	101	51	51	16	16	15	15
TBU IN TOTAL		5,976	6,650	3,443	2,841	134	134	75	51	1,966	2,219	1,532	1,288	149	153	105	97

6. STAFF

6.A CAREER REGULATIONS FOR ACADEMIC STAFF

TBU has issued no career regulations for the academic staff at the institutional level. This process is administered by the relevant Faculties, 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 the 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 2018, 22 events took place at the Faculty, attended by approximately 385 employees. In addition to annually organized workshops and meetings (staff team building comprising a seminar attended by academics, R&D breakfast, regular weekly classes of English and Spanish for employees, intensive three-day weekend course in English), approximately 17 single lectures on the subject of the methodology of creative work and personal development were given within conferences and workshops held at the Faculty and funded by external and internal grants (OP RDE, TA CR, Czech Science Foundation, Support of Development of Research Organizations, IGA ...). Funding provided to OP RDE projects was used to support 3 internships taken by academics abroad in an internationalization programme, with a duration of 16 hours, and 7 internships abroad taken by academics abroad in an internationalization programme, with a duration of 40 hours. Academics from the FaME also participated in several educational events organized by other TBU Faculties, funded by the TBU Strategic Project and aimed at developing of teaching and creative competences.

FMC: The Faculty developed pedagogical and academic professional skills of academics thanks to funding provided by the Strategic Project of TBU in Zlín, namely within 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. In 2018 36 workshops and staff training were held, with 40 academics participating in the events.

Besides the above-mentioned project, the knowledge development of the academic staff was ensured also in the English language. Teachers had an opportunity to attend English language courses. Academics developed their skills during mobility funded by the Erasmus programme, enabling them to gain experience at universities abroad.

FAI: In order to support their 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 teaching skills.

FHS: In 2018, the FHS was focusing on the development of teaching competences of its academics, and therefore, carried out various educational activities (workshops, seminars, language courses and internships at international institutions) in the area of use of new methods of quantitative and qualitative research, specialized language skills, presentations of practical methods, techniques and didactic strategies during classes, in the area of experience-based learning at institutions abroad and application of practical experience in classes (internships in the application sphere, collaboration with experts from business and industry). In 2018, a total of 30 educational events and 22 internships of academics took place in the above-mentioned specializations.

FLCM: The Faculty's academic staff acquired and developed their teaching skills during mobility abroad funded by projects implemented within the ERASMUS and CEEPUS programmes, during which they were enabled to gain experience at universities abroad.

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

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

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

In order to reconcile family and professional life, employees were offered flexible working hours, part-time workloads, 6 weeks of annual leave for non-academic staff, 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. 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 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 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							Research staff			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	Postdoctoral researchers ("postdocs")	Researchers not falling into other categories	Other researchers and R&D staff		
Faculty of Technology	111.5	10.8	36.4	60.0	2.5	1.8	0.1		2.7	16.9	35.4	166.5
Numbers of women at the Faculty	44.9	1.1	14.0	27.4	1.5	0.8	0.1		0.8	11.6	30.9	88.3
Faculty of Management and Economics	75.0	5.8	16.6	46.6	4.3	1.8		0.3	1.5	2.0	30.2	109.0
Numbers of women at the Faculty	33.4	2.0	6.4	23.1	0.9	1.0			0.5	1.0	26.1	61.0
Faculty of Multimedia Communications	59.9	4.4	15.9	27.2	11.5	0.9				3.8	28.0	91.7
Numbers of women at the Faculty	21.2		4.2	11.0	5.8	0.2					22.1	43.2
Faculty of Applied Informatics	72.6	7.6	13.6	42.6	6.4	2.1	0.3	6.2	6.9	14.8	24.7	125.1
Numbers of women at the Faculty	10.2	1.0	2.0	6.7	0.5			1.0	0.5	2.1	17.2	31.0
Faculty of Humanities	81.0	6.0	10.6	34.2	10.0	20.2		0.3		5.8	15.7	102.8
Numbers of women at the Faculty	60.1	1.5	7.9	25.7	9.0	16.1		0.3		2.8	14.7	77.9
Faculty of Logistics and Crisis Management	32.2	3.6	7.0	17.9	1.8	1.9		0.2	0.8		10.1	43.4
Numbers of women at the Faculty	6.3		1.0	5.0		0.3					7.5	13.8
University Institute	16.9	0.0		16.9				13.7	13.6	17.4	21.3	83.0
Numbers of women at the Institute	5.0			5.0				5.0	8.5	6.1	14.7	39.3
Other constituent parts of TBU in total	1.0					0.7	0.3	1.0			184.7	186.7
Numbers of women at other constituent parts of TBU	0.6					0.6	0.0				124.2	124.8
TOTAL	450.1	38.2	100.0	245.3	36.5	29.4	0.7	21.8	25.6	60.6	350.1	908.2
Total number of women	181.6	5.6	35.6	103.9	17.5	19.1	0.1	6.3	10.3	23.6	257.4	479.2

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

Tomas Bata University in Zlín	Academic staff												Research staff						Other employees		TOTAL	Out of which women
	Professors		Associate Professors		Senior Lecturers		Lecturers		Assistant Lecturers		Researchers and R&D staff participating in pedagogical activities		Postdoctoral researchers ("postdocs")		Researchers not falling into other categories		Other researchers and R&D staff					
	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Under 29 years						10	4					7	2			25	9	15	13	57	28	
30 – 39 years	1		9	3	111	43	25	11	7	6			21	5	11	6	33	11	89	64	307	149
40 – 49 years	6	2	41	14	89	46	7	4	8	6			1	1	18	7	16	8	103	75	289	163
50 – 59 years	10	4	26	14	36	20			5	3					2	1	8	7	98	82	185	131
60 – 69 years	9	1	28	7	23	7			3	1			1	1	3		6	1	32	20	105	38
Over 70 years	16		8		8	1									3		4		2		41	1
TOTAL	42	7	112	38	267	117	42	19	23	16	0	0	30	9	37	14	92	36	339	254	984	510

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		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3	1	1			5	2			3	2	9	5
0.31–0.5	1		1		5	2			2		9	2
0.51–0.7	1		1		1	1			1		4	1
0.71–1.0	10	1	34	14	56	28	4	1	17	12	121	56
More than 1			1								1	
TOTAL	13	2	37	14	67	33	4	1	23	14	144	64
Faculty of Management and Economics												
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3			1		1	1			3	1	5	2
0.31–0.5	1		5	1	2	2	1	1	1		10	4
0.51–0.7	1				4	2					5	2
0.71–1.0	3	2	13	5	40	17	7	4	4	1	67	29
More than 1			1	1	1	1					2	2
TOTAL	5	2	20	7	48	23	8	5	8	2	89	39
Faculty of Multimedia Communications												
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3												
0.31–0.5	2		6	1			1		1		10	1
0.51–0.7							1				1	
0.71–1.0	3		12	2	19	8	18	8	4		56	18
More than 1			1	1			1				2	1
TOTAL	5	0	19	4	19	8	21	8	5	0	69	20

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			TOTAL	Women
Up to 0.3									7	1	7	1
0.31–0.5									3	1	3	1
0.51–0.7			2		1				1		4	
0.71–1.0	6	1	11	2	38	6	14	1	26	4	95	14
More than 1	1		2								3	
TOTAL	7	1	15	2	39	6	14	1	37	6	112	16
Faculty of Humanities												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others					
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3					5	2	1	1			6	3
0.31–0.5	2	1	5	4	5	5	5	3			17	13
0.51–0.7			1	1							1	1
0.71–1.0	4	1	7	5	24	16	29	27	8	2	72	51
More than 1					2	1					2	1
TOTAL	6	2	13	10	36	24	35	31	8	2	98	69
Faculty of Logistics and Crisis Management												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others					
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3					1	1	2				3	1
0.31–0.5	1		3		1	1			1		6	1
0.51–0.7												
0.71–1.0	3		4		15	4	3		1		26	4
More than 1			1	1	2	1					3	2
TOTAL	4	0	8	1	19	7	5	0	2	0	38	8

Tomas Bata University in Zlín	Academic staff								Researchers	TOTAL	Out of which women	
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others					
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3					2				17	10	19	10
0.31–0.5					1				6	3	7	3
0.51–0.7					1				3	3	4	3
0.71–1.0					15	5			49	20	64	25
More than 1												
TOTAL					19	5			75	36	94	41
University Institute												
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3												
0.31–0.5												
0.51–0.7												
0.71–1.0									1		1	
More than 1												
TOTAL									1		1	
Other constituent parts of TBU in total												
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3												
0.31–0.5												
0.51–0.7												
0.71–1.0												
More than 1												
TOTAL									1		1	
Tomas Bata University in Zlín												
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
Up to 0.3	1	1	1		14	6	3	1	30	14	49	22
0.31–0.5	7	1	20	6	14	10	7	4	14	4	62	25
0.51–0.7	2		4	1	7	3	1		5	3	19	7
0.71–1.0	29	5	81	28	207	84	75	41	110	39	502	197
More than 1	1		6	3	5	3	1				13	6
TOTAL	40	7	112	38	247	106	87	46	159	60	645	257
TBU IN TOTAL	40	7	112	38	247	106	87	46	159	60	645	257

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
Tomas Bata University in Zlín									
Out of which women		1	14	8		4			27
Faculty of Technology	1	4	11	32	1			9	58
Out of which women		3	5	7	1			1	17
Faculty of Management and Economics	1	5	11	34	1			9	61
Out of which women			5	7	1			5	18
Faculty of Multimedia Communications	1	5	11	27	1			13	58
Out of which women	1	4	3	11	1			2	22
Faculty of Applied Informatics	1	4	10	30	1			8	54
Out of which women				1	1				2
Faculty of Humanities	1	4	10	27	1			6	49
Out of which women	1	3	8	17				3	32
Faculty of Logistics and Crisis Management	1	3	11	31	1			4	51
Out of which women	1		4	1	1			1	8
University Institute							1	2	3
Out of which women								1	1
Faculties in total	6	25	64	181	6		1	51	334
Out of which women	3	10	25	44	5			13	100
TBU IN TOTAL	7	30	100	215	7	9	1	51	420
Out of which women	3	11	39	52	5	4		13	127

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			Other employees
	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in pedagogical activities	Postdoctoral researchers ("postdocs")	Researchers not falling into other categories	Other researchers and R&D staff	
Faculty of Technology	0.077	2.695	2.253	1.335				2.123	1	
Included: Germany										
Poland										
Austria										
Slovakia	0.077	0.696	1.252	0.334				0.748	1	
Other EU member countries			1.001					0.375		
Other countries outside the EU		1.999		1.001				1		
Women out of the total headcount (regardless of nationality)	0.077	2.695	1.252	1.001				0.748		
Faculty of Management and Economics	2.483	0.649	4.579	0.915	0.05			1.339		0.16
Included: Germany										
Poland								0.5		
Austria										
Slovakia	2.333	0.649	4.395					0.1		0.16
Other EU member countries	0.05		0.1		0.05			0.405		
Other countries outside the EU	0.1		0.084	0.915				0.334		
Women out of the total headcount (regardless of nationality)	1		2.395							0.16
Faculty of Multimedia Communications	2.722	4.122	1.578	0.334						0.604
Included: Germany										
Poland										
Austria										
Slovakia	2.722	4.122	1.578	0.334						0.604
Other EU member countries										
Other countries outside the EU										
Women out of the total headcount (regardless of nationality)		1.562	0.164	0.334						0.604

Tomas Bata University in Zlín	Academic staff						R&D staff			Other employees
	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in pedagogical activities	Postdoctoral researchers ("postdocs")	Researchers not falling into other categories	Other researchers and R&D staff	
Faculty of Applied Informatics		2.001	1					1	2.599	2.8
Included: Germany										
Poland										
Austria										
Slovakia		2.001	1						2.399	2
Other EU member countries										0.8
Other countries outside the EU								1	0.2	
Women out of the total headcount (regardless of nationality)									0.4	1
Faculty of Humanities	4.001	4.224	4.637		1.3					
Included: Germany	1									
Poland										
Austria										
Slovakia	3.001	4.224	2.974							
Other EU member countries										
Other countries outside the EU			1.663		1.3					
Women out of the total headcount (regardless of nationality)	0.5	4.224	2.889		0.3					
Faculty of Logistics and Crisis Management	0.5	0.683	1.892							0.967
Included: Germany										
Poland										
Austria										
Slovakia	0.5	0.683	1.892							0.967
Other EU member countries										
Other countries outside the EU										
Women out of the total headcount (regardless of nationality)			1.001							0.667

Tomas Bata University in Zlín	Academic staff						R&D staff			Other employees
	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in pedagogical activities	Postdoctoral researchers ("postdocs")	Researchers not falling into other categories	Other researchers and R&D staff	
University Institute			5.9				1.632	11.243	0.49	0.575
Included: Germany										
Poland										
Austria										
Slovakia			1.624					2	0.228	0.51
Other EU member countries			0.999					2.308		
Other countries outside the EU			3.277				1.632	6.935	0.262	0.065
Women out of the total headcount (regardless of nationality)			2				1.632	4.652	0.192	0.43
Other constituent parts in total								1	1	1.653
Included: Germany										
Poland										
Austria										
Slovakia										0.981
Other EU member countries										
Other countries outside the EU								1	1	0.672
Women out of the total headcount (regardless of nationality)										0.332
TBU IN TOTAL	9.783	14.374	21.839	2.584	1.35		1.632	16.705	5.089	6.759
Included: Germany	1									
Poland								0.5		
Austria										
Slovakia	8.633	12.375	14.715	0.668				2.848	3.627	5.222
Other EU member countries	0.05		2.1		0.05			3.088		0.8
Other countries outside the EU	0.1	1.999	5.024	1.916	1.3		1.632	10.269	1.462	0.737
Women out of the total headcount (regardless of nationality)	1.577	8.481	9.701	1.335	0.3		1.632	5.4	0.592	3.193

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		
Faculty of Technology				
Professors appointed in 2018	2	1	1	43.5
Out of which women				
Associate Professors appointed in 2018	4	2	2	40
Out of which women	2	1	1	39
Faculty of Multimedia Communications				
Professors appointed in 2018				
Out of which women				
Associate Professors appointed in 2018	2	2		47.5
Out of which women				
Faculty of Applied Informatics				
Professors appointed in 2018				
Out of which women				
Associate Professors appointed in 2018	3	2	1	38
Out of which women				
TOTAL - Professors	2	1	1	43.5
Out of which women				
TOTAL - Associate Professors	9	6	3	41
Out of which women	2	1	1	39

7. INTERNATIONALIZATION

7.A SUPPORT OF STUDENTS PARTICIPATING IN INTERNATIONAL MOBILITY PROGRAMMES

Currently, TBU has no internal regulations specifying compulsory mobility of Bachelor's and follow-up Master's students; however, in 2018, TBU students were offered opportunities to take a study period/internship anywhere around the world. The International Office offers an extensive portfolio of partnership agreements with educational institutions that is constantly 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 follow-up programme of the Erasmus+ KA103 programme intended for non-programme countries is the Erasmus+ KA107, where a project in cooperation with Israel, a partner country, was successfully implemented in 2018. The International Office ensures a constant increase in financial resources provided by the Erasmus+ programme and has adopted a strategy designed to accept anyone interested in taking a study period/traineeship abroad who fulfils the relevant requirements. TBU also supported student mobility outside the Erasmus+ programme, with funding provided by financial resources of the MEYS, in particular the D indicator and the Institutional Development Plan. 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. Moreover, TBU placed great emphasis on the spreading of information about student mobility gained by TBU students. For this purpose, meetings were held where students presented their experience gained abroad to their colleagues. A special web presentation (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 were an added value, as they provide information of great benefit to applicants for study abroad. 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 2018, which contributed to increasing the interest of students and academics in mobility at TBU (International Week, International Festival, Country Presentation, 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. 8/2018 "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 to 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 Directives issued by the relevant 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 2018, 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. 16 TBU graduates participated in the programme, which represents an increase of almost 100% compared to the previous period.

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 2018, the International Office, Job Centre and the Counselling Centre provided services to international and local students and staff participating in mobility and also specialized bilingual counselling including wheelchair access.

In 2018, 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 2018 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 2018, 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. 109 international experts e.g. from India, China, Mexico, Armenia, Vietnam, Cameroon, Iran, Ghana, Azerbaijan, Mongolia, etc. were employed as academics, researchers and salaried employees at TBU. The most foreign nationals among employees came from Slovakia. An increase in the ratio of R&D staff and PhD students from abroad at the individual Faculties and in centres of applied research currently in development received goal-directed support from the TBU Management Board.

TBU as one among 22 public higher education institutions (with Masaryk University as the coordinator) collaborated in the implementation of the Centralized Development Programme project entitled “Issue of Internationalization at Higher Education Institutions Focusing on the HR Sphere”. The project was aimed at collaboration on a central solution for demanding (in terms of administration) and changing rules for employment of foreign nationals at higher education institutions and at the selection of employees for work at institutions abroad, collaboration on the central solution for coordination of social insurance connected with concurrent employment within the EU/ European Economic Area and Switzerland, and a central solution of unintended consequences of differing regulations applying to social insurance in the Czech Republic and Slovak Republic.

In order to promote the University and interconnect the University activities and general public, TBU got involved in the joint project of European universities entitled Researchers’ Night. This event was aimed to promote science and scientists among the general public. Selected research units were open to the inhabitants of university towns; popular science lectures were held, off-work and leisure activities of the researchers were presented. The event met with a good response from the inhabitants of Zlín. Other types of events and meetings were regularly held, attended by international employees as well as by their Czech colleagues.

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	1		24	25
Number of outgoing students			322	322
Number of incoming students			449	449
Number of outgoing academics and researchers	3		545	548
Number of incoming academics and researchers			76	76
Grants (thousand CZK)	897		34,002	34,899

**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
	Total	Out of which graduate traineeships						
Country								
People's Democratic Republic of Algeria			1					1
Republic of Armenia			1					1
Republic of Azerbaijan			3					3
Kingdom of Belgium	6		10		1			17
Republic of Belarus			3					3
Kingdom of Bhutan				2				2
Bosnia and Herzegovina			1					1
Federative Republic of Brazil	3		1	1				5
Republic of Bulgaria	1		4	7	1			13
People's Republic of China	2		2	1				5
Republic of China (Taiwan)	8		14					22
Kingdom of Denmark	7		1	2				10
Republic of Ecuador	1							1
Republic of Estonia	5		2					7
Republic of the Philippines	3							3
Republic of Finland	6		5	3		1		15
French Polynesia							4	4
French Republic	10	1	30	12	1			53
Republic of The Gambia			1					1
Georgia			8	1				9
Republic of Chile	1							1
Republic of Croatia	5		2	6		1		14
Republic of India	1		11	1	1			14
Republic of Indonesia	4		9	1				14
Islamic Republic of Iran					1			1
Ireland	9		4					13
Republic of Iceland	1	1		1		1		3
Italian Republic	6	1	5	15		4		30
Japan			5	5				10
Republic of South Africa				3				3

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
	Total	Out of which graduate traineeships						
Country								
Kingdom of Cambodia			1					1
Canada	1			3	2			6
Republic of Colombia			4					4
Republic of Korea	5		14					19
Republic of Cyprus	6		3					9
Kyrgyz Republic			2					2
Lao People's Democratic Republic			2					2
Principality of Liechtenstein				1				1
Republic of Lithuania	8		10	2	1			21
Republic of Latvia			2	1		2	1	6
Grand Duchy of Luxembourg	1			1				2
Hungary	3		2	1	3		1	10
Malaysia	18		1	1				20
Republic of Malta	1	1		4				5
Netherlands	10	2	1	5	1		1	18
Kingdom of Norway	8			4	1	1		14
Islamic Republic of Pakistan			7					7
Republic of Poland	13		14	13	20		5	65
Portuguese Republic	77	2	20	25	1	2	5	130
Republic of Austria	20	1		17				37
Republic of Kazakhstan			16					16
Republic of the Union of Myanmar			3					3
Romania			4	2	6			12
Russian Federation	4		19	4				27
Greek Republic	5	1	25	13		2		45
Republic of Senegal				1				1
Republic of Singapore				1				1
Slovak Republic	11	3	40	30	18		4	103
Republic of Slovenia	18		4	8	1			31
United Kingdom of Great Britain and Northern Ireland	19		2	13	1	1	2	38
United States of America	3			20	4	1		28

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
	Total	Out of which graduate traineeships						
Country								
United Mexican States			7		2			9
Federal Republic of Germany	18		5	23	1			47
Republic of Serbia				1	1			2
State of Israel	7		4	2	2	1		16
State of United Arab Emirates				1				1
Kingdom of Spain	20	1	23	60	2	4		109
Democratic Socialist Republic of Sri Lanka				2				2
Kingdom of Sweden	5	1		9		1		15
Swiss Confederation	2			8				10
United Republic of Tanzania				1				1
Kingdom of Thailand	4		3	1				8
Republic of Turkey	5	1	86	6	2		1	100
Ukraine	1		5	2				8
Oriental Republic of Uruguay	1							1
Socialist Republic of Vietnam	2		6	5	2			15
TOTAL	375	16	458	352	76	22	24	1,307

TABLE 7.3: GRADUATE MOBILITY (NUMBERS AND PERCENTAGE OF COMPLETED STUDIES)

Tomas Bata University in Zlín	Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Faculty of Technology										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	4.0%	5			7.3%	9	16.6%	4	6.6%	19
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							16.6%	4	16.6%	4

Tomas Bata University in Zlín	Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Faculty of Management and Economics										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	12.9%	25			13.2%	34	14.3%	2	13.1%	61
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							14.3%	2	14.3%	2
Faculty of Multimedia Communications										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	32.3%	51			28.7%	39	8.3%	1	29.7%	91
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							8.3%	1	8.3%	1
Faculty of Applied Informatics										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	4.2%	5			3.6%	6	0.0%	0	3.8%	11
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							0.0%	0	0.0%	0
Faculty of Humanities										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	9.2%	34			0.0%	0	0.0%	0	6.5%	34
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							0.0%	0	0.0%	0
Faculty of Logistics and Crisis Management										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	4.9%	8			0.0%	0			3.8%	8
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)									0.0%	0
TBU IN TOTAL	11.3%	128			10.0%	88	15.1%	8		

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 2018, 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 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 in 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 2018, an important interconnection of educational and R&D and creative activities was carried out in the CPS within the implementation of doctoral programmes carried out at the institutional level and entitled “Material Sciences and Engineering” and “Nanotechnology and Advanced Materials”. These programmes were 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 enabled 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 the 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 the 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 2018, public funding support amounting to CZK 23,459 thousand was obtained for the implementation of activities connected with specific university research. The total number of projects implemented at TBU was 62 newly accepted and 20 continuing projects.

Research activities were supported by national and international providers of financial resources to 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 2018, 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 2018, the Faculty involved Bachelor's and Master's students in the implementation of IGA projects, and that in 4 continuing IGA projects whose implementation started in 2017 (14 students) and

in 1 newly submitted project (4 students). Academics or PhD students acted as guarantors responsible for the project implementation. The students involved were required to present the outputs of their activities in the faculty round of the SVOČ (Students' Scientific and Expert Activities) contest. 12 students, who entered the section "Business Administration" and the "Finance" section, participated in the 14th edition of the faculty round of the SVOČ contest held in 2018. Authors of the winning entry participated in the SVOČ contest held at the Technical University in Zvolen, where they finished runners-up. In 2018, 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 2018, another edition, the eleventh one already, of the "Talented Students" project took place, also including participation by second-year Bachelor's students.

FMC: At the Faculty, degree programmes were carried out producing R&D and creative outputs, and that both R&D results (primarily generated by the degree course in Marketing Communications) and creative results (degree courses in Multimedia and Design and in Theory and Practice of Audiovisual Arts). Students studying the above-mentioned degree programmes actively participated in R&D and creative activities of the FMC, and that particularly through implementing projects funded by IGA - student grant activities. In courses in visual arts, creative outputs were produced in particular in classes held in studios as well as through the involvement in projects: Marking the Anniversary of the Year 2018 Seen through the Eyes of Young Authors, a project funded by the Fund for Support of Educational Activities of the Ministry of Education, Youth and Sports and aimed at supporting R&D and creative activities of students of artistic courses carried out at higher education institutions not specializing in arts. Thanks to such projects, students reported almost a half of 417 creative outputs included in the Register of Artistic Outputs (RAO), that frequently showed a high supranational importance (A and B categories prior to certification). Students reported significant creative activities during the implementation of a project funded by the TBU Strategic Project; they presented design products made of slate material at the Design Week in Eindhoven.

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, which received public funding intended for specific university research purposes.

FHS: In 2018, the Faculty continued in the active involvement of Bachelor's and Master's students in R&D activities. The seventh annual edition of the SVOČ contest, finished by a defence of the implemented projects, took place, and the project offering support to talented students by involving them in work at the individual component parts focusing on science and research – student research positions – also continued. Student scientific conferences were traditionally held at the FHS. Master's and PhD students also joined projects supporting specific university research and funded by the IGA, which they defended at the Young Researchers' Forum VI, an event including a subsequent issuance of conference proceedings.

FLCM: Students entered the Students' Scientific and Expert Activities (SVOČ) contest organized by the Faculty. Moreover, students supervised by academics participated with their papers at scientific conferences (with funding provided by IGA projects and by the Development of Research Organizations) and symposia held in the Czech Republic and abroad. As employees holding student research positions, they participated in the elaboration of academic papers and other outputs related to the R&D and creative activities of the Faculty (data collection, etc.).

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

In 2018, TBU obtained the amount of CZK 262 million from public funding resources for R&D and innovations. TBU spent the total amount of CZK 266 million in 2018, thus spending the financial resources allocated (including funding obtained in previous years). Out of which the institutional support for the long-term conceptual development of a research organization obtained from the MEYS amounted to CZK 110 million, the funding provided by the National Programme for Sustainability amounted to CZK 34.1 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 93.1 million for the purposes of R&D and innovations, which included in particular financial resources provided by the Technology Agency of the CR, Czech Science Foundation, Ministry of the Interior of the CR and OP RDE. TBU spent resources amounting to CZK 5.5 million obtained as the public funding support and provided to R&D and innovations in previous years. Project co-investigators were provided CZK 10.6 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 PhD graduates, 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, teaching, study-related and other activities of a particular PhD student. 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. 18/2015 (valid from the start of the academic year 2016/2017) and Rector’s Directive No 10/2018 – Amendment 1 to SR 18/2015 (valid from September 2018). In March 2018, the Rector’s Directive No. 4/2018 “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, monitoring 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. Accreditations 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 by defences with participation by the organizations providing the thesis topics. In 2018, approximately 256 first-year and second-year Bachelor’s students got involved in the implementation of 63 team projects of societal benefit. The projects organized within the course unit “Basics of Project Management” were implemented by teams consisting of 4-7 members.

A purposeful activity of the Faculty was produced by the Centre for Support of Entrepreneurship UPPER, aimed at promoting and supporting entrepreneurial activities as a basic element of a prosperous region in cooperation with the TIC and with the regional branch office of CZECHINVEST. In 2018, around 12 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 50 students of Zlín-based Faculties (FaME, FHS, FMC) finished with a presentation and a defence of innovation intents. With funding provided by the “Talented Students” Projects, individual student projects were implemented for the needs of approximately 20 participating partner organizations.

FMC: The application sphere participated in the preparation and implementation of degree programmes at the FMC, and that as follows: Participation of representatives of business and industry in the assessment of final written tests and final semester theses; feedback from students who participate in questionnaire surveys related to compulsory practical training included in the curricula (e.g. students in the degree course in Marketing Communications attend the “Agency Practice” in the third year of the Bachelor’s programme, and “MA Thesis Practise” in the second year of the follow-up Masters programme); organization of workshops and participation in teaching in specialized course units; furthermore, the Marketing Communications Talent. contest is held within the degree course in Marketing Communications twice a year, where representatives of business and industry propose the topics and give feedback regarding the students’ proposals, and, if required, opinions based on practical experience as well.

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: The Faculty closely collaborated with experts from business and industry in several areas. The collaboration comprised particularly mentoring given to students during practical training, thus providing the supervised students with experience necessary for performing specialized activities. Mentors in degree courses in health care were also educated at the Faculty, and that in the course "Pedagogical Supervision of Students in Clinical Practice". Moreover, experts from business and industry participated in the supervision or external examination of Bachelor's/Master's theses or in the classes provided. In 2018 it referred to practice-oriented course units or single lectures given by experienced lecturers and informing students and academics at the Faculty about current novelties in the individual specializations (e.g. Issue of Tobacco Addiction, Social Pedagogy in Practice). Experts from business and industry also gave feedback on the students' proficiency for practical activities, or, if convenient, proposed an inclusion of the topics required in curricula. The FHS considers the organization of joint conferences as an example of good collaboration with the application sphere. In 2018 the following conferences were held at the FHS: In the area of pedagogy – a conference organized by the Czech Educational Research Association (CERA), entitled Transdisciplinarity in Pedagogical Sciences; in the area of health care, the conference held was entitled Palliative and Hospice Care – From Teacher's Desk to Bed and organized in cooperation with the PAHOP, Institute for Palliative Medicine and Hospice Care. Other strong links between the Faculty and the application sphere were created during volunteering events.

FLCM: In 2018, representatives of the application sphere participated in the preparation of the accreditation of the career-oriented Bachelor's programme in Applied Logistics to a great extent. Contracts were concluded with selected companies, ensuring practical training for students studying this degree programme. Representatives of companies participated in the preparation of syllabi of individual course units; in the event that the accreditation is awarded, they will work as lecturers at the Faculty.

Moreover, specialized lectures by representatives of the application sphere took place during classes, student took excursions to companies, also within the classes offered; two-week internships in companies were organized. In cooperation with the application sphere, students were offered topics for academic qualification theses, with consultants from companies collaborating with students during the elaboration of their theses. Experienced experts from business and industry were in charge of teaching in selected course units.

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 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 as counselling services 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 provided 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 in cases of legal protection of industrial rights before the following authorities: Industrial Property Office of the Czech Republic (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 2018, the TTC submitted an application to the Czech Accreditation Institute, applying for international accreditation of a Shoe Testing Laboratory to be established at the UNI of TBU and aimed at testing of physico-mechanical properties of footwear materials and products made from leather, artificial leather, textile materials, polymers and rubber. Public funding provided by the Technology Agency of the CR was used to support a two-year project proposed by the TTC and entitled Individual Healthy Footwear.

The TTC also played 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 represented 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.

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

Tomas Bata University in Zlín	With the number of attendees higher than 60	International conferences
Faculty of Technology	3	3
Faculty of Management and Economics	5	3
Faculty of Multimedia Communications	1	1
Faculty of Applied Informatics	1	2
Faculty of Humanities	2	2
Faculty of Logistics and Crisis Management	1	0
University Institute	1	1
TOTAL	14	12

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	37	32	24	31	47	333
Out of which women	14	16	12	6	25	117
Faculty of Multimedia Communications	54	23	64	5	2	19
Out of which women	24	8	8	2	1	2
Faculty of Applied Informatics	10	8	0	0	0	24
Out of which women	1	0	0	0	0	6
Faculty of Humanities	54	32	8	0	0	0
Out of which women	43	23	7	0	0	0
Faculty of Logistics and Crisis Management	2	2	0	0	0	85
Out of which women	0	0	0	0	0	31
TOTAL	157	97	96	36	49	488
Out of which women	82	47	27	8	26	156

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/ programmes	Numbers of students studying the degree courses
Faculty of Management and Economics	13	1,785
Faculty of Multimedia Communications	3	125
Faculty of Applied Informatics	6	108
Faculty of Humanities	9	616
TOTAL	31	2,634

TABLE 8.4: TRANSFER OF KNOWLEDGE AND RESEARCH RESULTS TO PRACTICE

Tomas Bata University in Zlín				
	In the CR	Abroad	Total number	Total income
Number of new spin-off/start-up companies			6	
Patent applications submitted	8	4	12	
Patents granted	10	1	11	
Utility models filed	12		12	
Licence agreements valid as at 31/12	19		19	
Licence agreements newly concluded	3		3	CZK 129,900
Contract research, consultations and counselling			405	CZK 29,034,423
Paid educational courses for staff of entities of the application sphere			30	CZK 798,770

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
	438	CZK 29,963,093
	Average income per contract	
	CZK 68,409	

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

In 2018 TBU paid particular attention to the issue of quality assurance and evaluation of activities carried out. Therefore, TBU focused in particularly on further development of a comprehensive system of management and evaluation of the quality of the University's activities, and that in compliance with the Amendment to the Higher Education Act. This process was started in 2017 already and is expected to be finalized in 2019.

A major goal pursued in this context was to ensure the operability of the process of internal monitoring and assurance of quality in all spheres of activities of a higher education institution in such a manner that key requirements set by the National Accreditation Bureau for standards of the institutional environment are fulfilled and, subsequently, the University is eligible for the award of an institutional accreditation.

One of the significant roles was, in this case, played by the TBU Internal Evaluation Board. In the course of 2018 five Board meetings took place, with their agenda including not only discussions and assessment of applications for accreditations of degree programmes at the individual component parts of TBU but also the preparation of and discussions on the TBU Internal Evaluation Report on the Quality of Educational, R&D, Creative and Other Related Activities of TBU (hereinafter referred to as the "TBU Internal Evaluation Report"). This strategic document describes the evaluation of key activities of TBU done during the five previous years and, as such, it was elaborated at TBU for the first time. The gist of the TBU Internal Evaluation Report is an analysis of significant results of monitoring and an evaluation of quality of educational, R&D, creative and other related activities including a specification of aims to be met and of measures adopted.

For the purposes of the Internal Evaluation Report, four questionnaire surveys were organized, which were focusing on feedback given by students on the quality of tuition and the quality of degree programmes, graduates and employers. Numbers of participants in the survey: 2,319 students participated in the assessment of the teaching process in the winter semester of the academic year 2017/2018; 1,237 students, 2,182 graduates and 293 employers participated in the evaluation of the quality of degree programmes.

In 2018, concurrently with the activities of the IEB, a number of qualitative and quantitative sub-indicators were analysed at meetings of the Rector's Advisory Council and at meetings of other advisory boards – mainly those that refer to the dropout rate, the so-called graduation rate, the level of qualification acquired by academics, scientific and artistic performance of the higher education institution, internationalization and graduate employability in the labour market. 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, which are of key importance for TBU.

For the purpose of evaluation of individual academics, steps were taken leading to a creation of a new system of evaluation and management of the development of pedagogical, R&D, creative, management and other activities of TBU staff. The said system will be used in order to implement systematic work with human resources at TBU. Therefore, a draft of the new Rector's Directive regulating the given sphere and the related evaluation system was presented.

In the course of 2018, 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 was 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 was 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” was 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 (C22-2018)”. 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”. With funding provided by this project, a system of monitoring the implementation, quality and development of degree programmes was proposed, to be implemented at TBU in 2019.

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 fifteen years. In 2018, the following six audits were carried out and duly completed as planned by the department of Internal Audit at TBU:

1. Audit No. 1/2018 – Audit focusing on classes provided by academics holding the degree of Professor and Associate Professor in the winter semester of the academic year 2017/18;
2. Audit No. 2/2018 – 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 2017/18;
3. Audit No. 3/2018 – Audit into the use of lecture rooms and halls in TBU buildings in the summer semester of the academic year 2017/18;
4. Audit No. 4/2018 – Audit focusing on teaching activities of academic staff in the summer semester of the academic year 2017/18;

5. Audit No. 5/2018 – Audit focusing on rules for an internal control system applying to projects funded by the Operational Programme “Research, Development and Education”;
6. Audit No. 6/2018 – Audit into the use of lecture rooms and halls in TBU buildings in the winter semester of the academic year 2018/19.

As directly required by the Rector, a number of ad hoc audits were carried out in addition to the schedule of activities planned.

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 2018 was submitted to the Rector of the University in an annual report on activities of the department of Internal Audit in January 2019.

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 compounds, 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, at ensuring clean and efficient energy, which is also the aim of an accepted 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. In 2018 the workshop “Shape Energy” funded by the project and supported by the EU Green Week was held in Valašské Meziříčí.

The FaME continued its activities as 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. In 2018, the implementation was successfully finalized.

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.

During a visit to China, meetings were held comprising discussions on an extended collaboration with Chinese universities.

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 communication between the individual institutions, thus enabling, among others, a flow of students and teachers among the member schools. Moreover, the FMC was a member of the Czech Marketing Society and of the Zlín Creative Cluster. 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 and was an investigator of projects funded by departmental grants and grant agencies of the CR.

FHS: The Faculty continued to publish the journal Sociální pedagogika | Social Education indexed in many world-renowned databases, among others in the database ERIH Plus. The journal published papers in English as well, thus raising awareness not only about the specialization but also about its home institution.

FLCM: The Faculty was an active member of the international organization “European Citizen Science Association (ECSA)”, which represents citizen science on the European level.

10.B NATIONAL AND INTERNATIONAL AWARDS RECEIVED BY TBU

TBU:

- The Universalia magazine won the second place in the national media contest “Golden Semicolon”.
- The TBU website was included among the Gold Winners in the international Horizon Interactive Award contest, Zionsville, USA

FaME:

- Students Eliška Zapletalíková and Lucie Miklová finished runner-ups in the 59th edition of the SVOČ contest held at the TU in Zvolen.
- The scientific Journal of Competitiveness issued by the Faculty was indexed in the WoS ESCI research database in 2017.
- In 2017 the list of contracts on implemented DD programmes was enhanced by adding a programme jointly implemented with the Baku Business University in Azerbaijan.

FMC:

- Veronika Zacharová took the 1st place for the film “Wandering Bondy” at the Palm Springs IFF festival, USA;
- Ida Ralevská received the main prize for the film “Three” in the category “Created by University Students” at the Start Film Fest;
- Radim Vaňous took the 1st place for the film “Again Via Třebová” at the festival Young Camera Uničov in the Non-Amateur Film category, authors under 30;
- Kristína Vontszemüová was placed 1st in the Award given by Jan Pivečka Foundation in the Professional View category;
- Adam Komůrka won the Good Design Award given within the National Award for Student Design;
- Pawel Ratajczyk received the National Award for Student Design– Excellent Student Design;
- Ema Cepková won the Good Student Design Award given within the National Award for Student Design;
- Michaela Kristlová took the 1st place in the international contest “Intercultural Search in Art” in the Poster category, Lodz, Poland;
- Kateřina Kochánková took the 1st place in the POPAI Central Europe contest;
- Václav Koňářík took the 1st place in the POPAI Central Europe contest;
- Lucia Sekerková received the main prize in the Feature Shoot Emerging Photography Award contest, Great Britain;
- and others.

FHS:

- Doc. MUDr. Jiří Gatěk, Ph.D. received a Certificate of Appreciation at the World Congress on Gynaecology & Obstetrics.

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

With funding provided by the Centralized Development Project “Strengthening of Mechanisms Indispensable for Self-Evaluation and Accreditation Processes at Faculties Specializing in Arts of Public Higher Education Institutions Not Specializing in Arts”, with the FMC as the co-investigator, a platform was created in order to prepare international accreditation of visual arts by the EQ-Arts company in 2019, to name one example.

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 and other clients interested – 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 connection with 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.

By the end of 2018, 22 licence agreements with a total value of financial resources amounting to CZK 1,420,400 (calculated since 2008) and 9 agreements from the sphere of technology transfer with a total extent of TBU economic activities amounting to CZK 142,882,19 were concluded at TBU via the TTC. Furthermore, 4 international patents were granted and 3 PCT applications were published. 14 proof-of-concept projects received support from TBU.

In 2018, 8 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 10 patents were granted and 12 utility models were filed.

In 2018, the TTC participated in one internal project funded by the Strategic Development Fund and submitted the application for international accreditation of the Shoe Testing Laboratory, to be established at the UNI of TBU.

The TTC cooperates with 1 spin-off company and with 12 companies based in the Technology Park in the U11 building, built up in 2008 with funding provided by the project entitled “Technology Park and Technology Transfer Centre at TBU in Zlín” and funded by the European Fund for Regional Development, by 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.

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 practice. 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 participates 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 12 workshops featuring leading personages of creative and innovation business and intended for TBU students and staff as well as for other persons interested. Within the above-mentioned activities, the FaME was a partner institution of the 12th edition of the contest seeking the best student business plans, entitled “My First Million” and organized by the TIC. The FaME organized a workshop focusing on the application of Industry 4.0 in Czech companies as a discussion 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 Petrovice u Karviné. Prof. Dr. Ing. Drahomíra Pavelková was a member of the Regional Economic Board of Eastern Moravia, Regional Family Policy platform and of the working team of the Regional Permanent Conference focusing on the preparation of the Development Strategy of the Zlín Region 2030, and that for the area of Competitive Economy. Doc. Ing. Adriana Knápková, Ph.D., was a member of the working team of the Regional Permanent Conference (RPC) for the preparation of the Development Strategy of the Zlín Region 2030, and that for the area of Labour Market, and a member of the Executive Committee of the Employment Pact of the Zlín Region. 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 Compass Union, the Alzheimer Disease Centre Zlín, IZAP Slunečnice, ZOO Zlín or the children’s home in Zlín. First- and second-year Bachelor’s students were involved in the implementation of approximately 67 non-profit projects within the course unit Project Management Basics. PhD students of the FaME presented the equipment of the Industrial Engineering Laboratory during the Researchers’ Night event. Attendees interested were enabled to test putting of a programmable robot in motion, their creative skills when using the LEGO DUPLO or LEGO TECHNIC construction kits and 3D simulation.

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 “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. A significant part is formed by mutual networking.

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 companies newly established by TBU graduates and active in cultural and creative industries. At the same time, it is, thanks to its educational activities, open to the public as well.

FAI: The Faculty took an active part in the development of the region, and that in cooperation with regional companies and significant institutions based in the Zlín Region. The cooperation was developed through dealing with specialized issues, with funding provided by innovation vouchers and projects.

FHS: In 2018, the FHS significantly participated in the implementation of the supporting programme of the 58th Zlín Film Festival yet again, and offered edutainment activities, assistance services including medical surveillance for children as well as adult attendees. For preschool children and schoolchildren, both for those of TBU employees and of parents from outside TBU, the Faculty organized another edition of the popular summer holiday event, namely of the Junior University. Other events such as the Children’s University or Get a Taste of University Life were intended for children. As regards the opposite age category, students of the Faculty, in cooperation with the Zlín Regional Authority and with the Luhačovice Spa, PLC, prepared the fourth edition of the Senior Cup – a pétanque tournament.

Through its activities carried out in the region, the Faculty also contributes to an enhancement of volunteering activities, thus involving not only university students and staff but also the general public living in Zlín. Several examples can be named such as the event entitled “Let’s Give a Chance for Life!”, “Join the Bone Marrow Donor Register!” organized by the FHS for the third time in collaboration with the TBU Rectorate and the Ward of Haematology and Blood Transfusion of Tomas Bata Regional Hospital, or the traditionally organized event entitled “Donate Blood with the FHS”. Due to a positive impact of volunteering activities carried out by the Faculty, a number of motivation and awareness lectures were held e.g. during the “Blood Journeys” conference organized by the Czech Red Cross or at the lecture entitled “Every Drop of Blood Has Its Own Story”. The FHS students got involved in one-off events as well, for instance in the public collection entitled “White Pencil”, “Christmas Toy for a Partner School of the Faculty”, Adamov, and St. Nicholas Party prepared by students for clients of the Alzheimer Disease Centre Zlín, Senior Citizens’ Home Burešov and for patients in Tomas Bata Regional Hospital.

FLCM: The Faculty collaborated with the Zlín Regional Authority and with all municipalities with extended competencies in the Zlín Region. 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 academic qualification theses. Experts in crisis management from the Fire Rescue Service, special units specializing in crisis management, Police of the CR and emergency medical services gave specialist or popular lectures at the Faculty. FLCM academics collaborated on an improvement in the crisis management in the individual institutions. In the sphere of museology, the Faculty prepared a methodology of risk management to be carried out in organizations working under the aegis of the Ministry of Culture of the CR. The Faculty also actively cooperated with the

Population Protection Institute in the Bohdaneč Spa and with environmental protection departments of town, municipal and regional administration authorities. The Faculty organized the so-called GIS Day in cooperation with the Municipality of Uherské Hradiště.

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.

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 the TBU Faculties were also of trans-regional and supranational importance:

FT: The Faculty took part in the popularization of science by means of specialized lectures given by academics employed by the Faculty and held at schools all over the Czech Republic within the Science E-shop project.

FaME: The trans-regional scope of activities of the FaME is evidenced by the interest shown by students from Slovakia and from other countries in studies at all three levels of degree programmes. There was a significant percentage of mobility of incoming as well as outgoing academics with funding provided by a wide range of bilateral agreements on cooperation concluded within the Erasmus+ programme. 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 and entitled Journal of Competitiveness also increased.

FMC: The Zlín Creative Cluster worked 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, established 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 was the investigator of a project supported by the Visegrad Fund and focusing on creative industries. The Zlín Design Week project organized 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 several dozens of countries worldwide participated in a contest targeted at young designers. Both activities were of trans-regional importance. Outputs of the projects implemented by FMC students were presented at a number of conferences held in the CR as well as abroad.

FHS: Academics from the Faculty were members of expert teams established at the MEYS for the purpose of reviewing framework educational programmes for pre-school and primary education.

FAI: The Faculty supported the project of the so-called Faculty Schools, i.e. secondary schools as partner institutions of faculties. It is a project associating partner secondary schools focusing on education in specializations such as informatics and electronics based on the existing collaboration between the respective secondary school and the FAI. Students and staff of the FAI visited approximately 50 secondary schools in the Czech Republic and in Slovakia and were giving specialized lectures there. In February 2018 the second edition of the contest in robotics entitled Robogames and intended for students at primary and secondary schools was held. Employees of the Faculty also got involved in the Science E-shop project.

FLCM: Academics from the Faculty collaborated with public sector administration authorities, also with those based in Slovakia and in Poland. The Faculty organized an international conference on crisis management.

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

TABLE 12.1: ACCOMMODATION, CATERING

Tomas Bata University in Zlín	Number
Total bed capacity of TBU Halls of Residence	866
Bed capacity in rented facilities	0
Number of applications for accommodation submitted by 31/12/2018	1,014
Number of satisfied applications for accommodation as at 31/12/2018	1,014
Number of days on which the accommodated persons used the accommodation service in 2018	215,542
Number of meals served in 2018 to students	159,386
Number of meals served in 2018 to employees of TBU	65,195
Number of meals served in 2018 to other diners	22,164

TABLE 12.2 UNIVERSITY LIBRARIES

Tomas Bata University in Zlín	Number
Book acquisitions in 2018	5,857
Out of which acquisition of paper copies	5,309
Out of which acquisition of perpetual access rights to e-books	548
Library stock in total	141,854
Out of which acquisition of paper copies	137,954
Out of which acquisition of perpetual access rights to e-books	3,900
Number of subscribed periodicals:	
- Paper copies	181
- Electronic periodicals (estimate)	6
- In both forms	2

TABLE 12.3: TBU INSTITUTIONAL PLAN IN 2018

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
1. Development of internationalization at TBU	0	5,800	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
1. Number of international students			9.52 % of the total number of students (9,213)	11.15 % of the total number of students; plan: 11% - fulfilled
2. Number of international students - self-paying students			113	108; plan: Increase by 20 % in comparison to the initial situation (2015=84) - fulfilled
3. Number of outgoing students (Freemovers, study periods and traineeships only)			48	66 students, plan: Increase by 20% in comparison to the initial situation (2015 = 55) - fulfilled
2. Improvement in language skills of employees	0	1,000	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
1. Enhancement and improvement of the language level in lectures and seminars held in English			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
3. Development of internal and external quality of TBU	0	5,300	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
1. Number of Ph.D. students in their final year of study and of Ph.D. graduates who received support			Another 5 persons	Another 5 persons (4 international, 1 local). Furthermore, other persons were supported, i.e. the funding previously provided continued. In total, more than 11 persons received support.
2. Internal system of quality evaluation of R&D and creative activities carried out at TBU			Continuously in implementation	Implemented. The draft was submitted.

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
4. Support of cooperation with business and industry	326	2,406	As at 31/12/2017	As at 31/12/2018
1. Number of licence contracts concluded on behalf of TBU			19	22
2. Number of concluded contracts in the sphere of technology transfer			7	9
3. Number of international patents and published PCT applications			5	7
4. Number of supported proof-of-concept projects			6	14
5. Increase in the competitiveness of TBU in the international environment	0	1,000	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
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)			Submission of another 7 project applications	Submission of another 10 project applications
6. Development of information and communication technologies at TBU	2,515	3,075	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
1. Electronic registration of staff training as required by law including automatic checking of dates			Implemented in 2016	Implemented in 2016
2. Electronic registration, processing and dealing with industrial injuries of staff			Continuously in implementation	The aim was not fulfilled, data are processed manually outside the SAP system. Financial resources were returned.
3. Automatic process of renewal of personal protective work equipment			Continuously in implementation	The aim was not fulfilled, only simple records are kept in the AM / IM SAP module (property records). Financial resources were returned.

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
4. Electronic registration of incoming and outgoing invoices, invoice settlement sheets, annexes to invoices in the SAP system	2,515	3,075	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.	The aim was fulfilled only partially. An analysis was processed for registration of received invoices, invoice settlement sheets and annexes to invoices. Part of the financial resources was returned.
5. Upgraded supplementary system FAIN for registration and compilation of inventories of assets using bar codes			Upgrade to the latest 6.0 version incl. new terminal workstations (label printers and mobile terminal workstations).	Implemented in 2017
6. Upgraded supplementary system for processing of travel allowances			Upgrade to the latest version of the standard TM accounting system, continuously in implementation.	Upgrade to the latest version of TM enhanced by paying travel allowances for domestic business trips to bank accounts of employees.
7. The Alfresco document management system enhanced by adding technical and operational documents			Implemented in 2016	Implemented in 2016
8. The Alfresco document management system enhanced by adding internal rules and regulations			Continuously in implementation	The aim was not fulfilled, financial resources were returned. Rules and regulations are posted and provided access to on the TBU website.
9. The Alfresco document management system enhanced by adding minutes			Continuously in implementation	The aim was not fulfilled, financial resources were returned. Selected minutes are posted and provided access to on the TBU website.
10. Enhanced server infrastructure including service support			The server infrastructure was enhanced in order to fulfil the current requirements reg. the operation of applications and systems incl. support.	Implemented in 2017
11. Renewed monitoring system of network operation including support			Implemented in 2016	Implemented in 2016

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
12. Enhanced network infrastructure used for wireless connection in University buildings	2,515	3,075	Enhanced licence for a central WiFi network management system for a total number of 300 terminal workstations (AP).	Implemented in 2017
13. Putting of the next-generation library catalogue into operation			The next-generation library system in test operation	Environment for next-generation library catalogue put into operation. The system is also adapted for mobile devices with the possibility of further development.
14. Development of services offered in virtualized computer rooms			Complete processing of supporting documents for public tenders as well as continuous implementation of the issue in question.	200 new thin clients installed in the library computer rooms. The virtualized environment is stabilized and significantly faster for students' work; current versions of the systems and new software tools are available for users.
15. Creation of an environment for presentation of R&D results			Comprehensive environment for presentation of R&D results with basic elements of automation.	A centralized environment for presentation was created and linked to already existing systems for reporting of R&D results and provision of access thereto, with a high degree of automation. Data are also used on the TBU web portal.
16. Elaboration of an overall audit of safety at TBU in Zlín			Complete processing of supporting documents for a recurrent public tender as well as continuous implementation of the issue in question.	An audit focusing on security of buildings and on protection of soft targets was carried out. A final report was prepared including a safety policy proposal. A security risk analysis for U2, U5, U6, U13, U15 and U18 buildings was completed.
17. Upgrade of the SW of the Avaya telephone exchange system			Implemented in 2016	Implemented in 2016

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
7. Programme aimed to support marketing activities	0	950	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
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			Approx. 53,000 attendees (Source: Websites of the Gaudeamus and Académia education fairs)	54,222 attendees (Source: Websites of the Gaudeamus and Académia education fairs)
2. Effect of TBU promotional spot			Not implemented	Approx. 3,000 visitors to TBU presentations at post-secondary education fairs, approx 30,000 visitors to post-secondary education fairs (production at the stand), 1,400 visitors online (YouTube)
3. The inhabitants of Zlín will be permanently reminded of the presence of the University in the town of Zlín.			Not implemented in 2017.	New illuminated TBU logo placed in Uherské Hradiště.
8. Development of student counselling and of graduate employability	0	1,000	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
1. Absolute number of unemployed graduates of 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.			Total number of graduates of TBU in Zlín registered by Employment Offices in the CR as at 30 April 2017 - 71 unemployed graduates. As at 30 September 2017 - 117 unemployed graduates.	Total number of graduates of TBU in Zlín registered by Employment Offices in the CR as at 30 April 2018: 50 unemployed graduates. As at 30 September 2018 - 119 unemployed graduates.
2. Number of clients of the Counselling Centre (hereinafter referred to as "CC"). Fully use services provided by the CC. The number of clients of the CC 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 CC in the summer semester 2016/17 - 138, in the winter semester 2017/18 - 99.	Number of individual consultations and comprehensive examinations provided by the CC in the summer semester 2017/18 - 186, in the winter semester 2018/19 - 130.

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
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 fairs	0	1,000	Total number of students/graduates newly registered in the JC in 2017 - 226. Number of consultations provided in 2016 – 371. Number of attendees to courses/workshops/lectures held by the JC in 2017 - 324. Number of participants in the Business Day 2017 job fair – 1,700 attendees, 74 exhibitors.	Total number of students/ graduates newly registered in the JC in 2018 - 212. Number of consultations provided in 2018 – 273. Number of attendees to courses/workshops/lectures held by the JC in 2018 - 439. Number of participants in the Business Day 2018 job fair – more than 1,750 attendees, 72 exhibitors.
9. Support of information resources and development of activities carried out by the Bata Information Centre	0	1,800	Initial situation as at 31/12/2017	Target situation as at 31/12/2018
1. Number of searches in the TBU central portal of information resources			37,202	The aim was completely fulfilled (38,532).
2. Creation of conditions suitable for an increase in the amount of R&D and creative activities of the University			Improvement in the functionality of the TBU portal – compatibility with mobile devices	The aim was completely fulfilled.
3. Creation of the portal entitled “Bata International”			Content enhancement of the portal – adding of approx. 100 countries worldwide	The aim was completely fulfilled.
4. TBU University Press			Creation of an editorial system and a corporate identity of the TBU University Press	The aim was completely fulfilled.
5. Number of attendees from outside the town of Zlín informed about the work and legacy of Tomas Bata			212	The aim was completely fulfilled (220).
TOTAL	2,841	22,331		

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LIST OF THE MAIN ACRONYMS USED

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
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
HEDF	Higher Education Development Fund
HEI	higher education institution
HRR	Halls of Residence and Refectory
IEB	Internal Evaluation Board
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
NAB	National Accreditation Bureau
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

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