



ANNUAL
ACTIVITY
REPORT

2021



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The presented Annual Report portrays the activities of Tomas Bata University in Zlín in 2021.

The principal part of the Annual Activity Report of Tomas Bata University in Zlín provides information on the fulfilment of the prioritized tasks set in the Strategic Plan of Tomas Bata University in Zlín for the 21+ Period and specified in detail in the Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín for 2021.

The Text Supplement structured as determined by the MEYS comprises 12 chapters describing the activities of TBU in the following spheres: Internal organization, study-related activities, students, graduates, interest in studies, employees, international relations, R&D and creative activities, quality assurance, excellence and the third role of the higher education institution. Each chapter includes the relevant tables. Due to the fact that almost the whole year 2021 was again affected by the SARS-Cov-2 coronavirus pandemic, selected activities of TBU had again to be reduced or held online; we mention this fact in several chapters where this is relevant. Separately, the Chapter 12 of the Text Supplement focuses on the activities of the higher education institution related to the impact of the pandemic.



**FULFILMENT
OF PRIORITIES SET
IN THE STRATEGIC
PLAN OF TOMAS BATA
UNIVERSITY IN ZLÍN
FOR THE 21+ PERIOD**

1. MISSION, PRIORITIES, VISION AND VALUES OF TBU FOR THE 21+ PERIOD

1. MISSION, PRIORITIES, VISION AND VALUES OF TBU FOR THE 21+ PERIOD

The 21+ Strategic Plan of Tomas Bata University in Zlín (hereinafter referred to as the “TBU 21+ Strategy”) specifies the mission, vision, priorities and values of TBU for the 21+ period. Simultaneously, it enshrines the “Strategy of Tomas Bata University in Zlín for Education, R&D and Innovation for 2021–2025” (Pillars A and B) and the “21+ Strategy for Internationalization” (Pillar C) of Tomas Bata University in Zlín within a single text as these are documents complementary to each other, which cannot be segmented in each of their activities in terms of actual strategic management of the University.

MISSION: “ERUDIRE ET CREARE”

Tomas Bata University in Zlín (hereinafter referred to as “TBU”) is a **multidisciplinary university with strong focus on the field of engineering sciences**, a university that seeks to closely link educational and R&D and creative activities in all areas of its activities and puts emphasis on their social usefulness.

As part of its activities, TBU in Zlín supports the development of the Zlín Region and of the Czech Republic, contributing to the creation of knowledge potential and knowledge transfer in the global context. All of its Faculties, research centres and specialized service units are involved in these activities, seeking innovative and transfer activities in line with the concept of Industry 4.0, state digitization, technological trends and societal challenges.

As one of few universities worldwide, it offers education to students in accordance with the principles of responsible entrepreneurship defined within the entrepreneurial philosophy of Tomas Bata, whose name the University bears. Within this concept, TBU is being developed as an open international centre of education, which continuously creates a transformable creative potential.

Like Tomas Bata, we believe that: “Nothing is impossible for a determined and knowledgeable person.”

VISION OF TOMAS BATA UNIVERSITY IN ZLÍN FOR 2030:

An internationally acclaimed university.

A university with a solid reputation in the educational system, a university that provides high-quality conditions for study and is the centre for development of education in the Zlín Region.

An open and flexible university that reflects technological development, socio-economic changes and new societal needs and challenges in its development.

A university that prepares graduates for a successful career on the global labour market.

A university that conducts research on an excellent level, thus co-participating in a long-term sustainable development and competitiveness of both the region and the Czech Republic.

A university that places emphasis on education focusing on personal responsibility, developing creativity and entrepreneurial mindset, and creates room for new business opportunities through a stable support system.

A university that is a strong partner in directing the development of the region in all fields of work and social life.

A green university that reflects environmental protection in all forms of education, R&D and creative activities and in its day-to-day operation.

VALUES

The implementation of the vision of TBU in Zlín is based on five core values:

- (1) An **Entrepreneurial mindset** inspired by the Bata-inspired tradition and representing not only the transfer of knowledge and skills to business and industry, but also the ability of individuals to shape and reshape their surroundings.
- (2) **Openness** to people, partnerships, cooperation, and changes, which presents the willingness to learn new things, the will to adapt to changing conditions, and the desire to enter unexplored spaces.
- (3) **Usefulness**, that means for us that all knowledge and education is expected to purposefully serve the community and society with the aim of generating profit and prosperity.
- (4) **Creativity**, that brings new knowledge, products and services through the ability of an individual to deal with problems freely, in an original and unique manner, and to face societal challenges.
- (5) **Responsibility** for the sustainable development of the University and its surroundings through economic, social and environmental measures that are reflected in the University's activities.

The fulfilment of these five values is a **BOND** between TBU in Zlín and the society, a **BOND** between the institution and its employees who fulfil its mission by carrying out their day-to-day work, and a **BOND** between the University and its students, who not only acquire knowledge and skills, but also continuously form their system of values.

TARGET INDICATORS FOR THE FULFILMENT OF THE MISSION AND VISION OF TBU IN 2030

The focus of TBU in Zlín on the implementation of the vision refers to an increased competitiveness on the national, and, particularly, on the international level. All qualitative advancements are based on the quality of human resources as well as on the quality of their work/outputs. People are key to success.

Therefore, all employees need to know about how their work contributes to the achievement of the vision and mission of TBU.

Target indicators present a basic benchmark against which the achieved fulfilment of the mission and vision of TBU can be measured. Through synergy and cooperation involving all of the component parts of TBU, target indicators will be achieved in 2030 as listed below:

- 10,000 students, 15% of which will be international students.
- Institutional accreditation will be extended to all key fields of education carried out at TBU in Zlín.
- A stable HR structure of academic staff with the percentage of Associate Professors and Professors being 30% and 15%, respectively. At least 15% of academics will be from abroad.
- More than 80% of academics with at least one scientific output of high quality indexed in the Web of Science or Scopus database (most of the outputs will be at the level of Q1 or Q2 quartile).¹
- A stable position in the first half of The Times of Higher Education – World University Ranking (THE).

A key milestone for the monitoring of the fulfilment of target indicators will be the year 2025, when the Progress Report on the Implementation of the TBU 21+ Strategy for the Period from 2021 to 2025 will be prepared after the the end of the year 2025.

¹ In compliance with the Methodology for the Evaluation of Research Organisations and for the Evaluation of Programmes Aimed at Public Funding Support for Research, Development and Innovations in Accordance with the M17+ Methodology + <https://www.vyzkum.cz>



The whole year 2021 was marked by the celebration of the 20th anniversary of the establishment of the University. The award-winning microsite entitled “Je nám 20”, which mapped in detail the development of TBU from its establishment to the present time, inspired the creation of a printed brochure.

2. FULFILMENT OF THE TBU 21+ STRATEGY IN 2021

The TBU 21+ Strategy is based on five pillars, each of them corresponding to the three basic roles of public higher education institutions – the educational role, the research role, and the so-called third role. At the same time, two other areas (perceived as strategic horizontal topics) are set out as separate pillars, namely the field of internationalization and the field of strategic management of the University, including human resource management, rules for a managerial approach to the management of internal processes, and the reduction of administrative load. For each of the pillars, a key priority has been defined for the upcoming period.

PILLAR A: EDUCATION

Priority 1: Implement open, flexible and high-quality education responding to the needs of the labour market and to the societal challenges of the 21st century.

PILLAR B: RESEARCH AND R&D AND CREATIVE ACTIVITIES

Priority 2: Fulfil the Research Strategy of TBU in Zlín in order to increase the competitiveness of R&D and creative activities in specific areas of expertise and the international competitiveness of R&D and creative activities.

PILLAR C: INTERNATIONALIZATION

Priority 3: Fulfil the Internationalization Strategy of TBU in Zlín for the 21+ period with the aim of developing the international environment at TBU in Zlín and enhance the international cooperation in all activities of TBU.

PILLAR D: THIRD ROLE OF TBU IN ZLÍN

Priority 4: Strengthen the position of TBU in Zlín as a strategic partner in the preparation of national/regional policies and strategies, during the implementation of strategic projects in the region, and creation of public-social partnerships in the town of Zlín and the Zlín Region. Strengthen activities in the field of social responsibility both internally and externally and get involved in sustainable development of the society.

PILLAR E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT

Priority 5: Develop the internal environment at TBU in Zlín as an environment that inspires and motivates to work and study, to collaborate internally and externally, that nurtures the sense of community among TBU employees/students and the importance of its values, and respects the observance of TBU internal regulations.

The TBU 21+ Strategy is implemented through annual Implementation Plans, with each of them elaborating specific key measures, activities or projects in a given year in detail, including the specification of the responsibility for their implementation. The Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín for 2021 (hereinafter referred to as the “2021 Implementation Plan”) provided a tool for the implementation of the TBU 21+ Strategy.

PILLAR A: EDUCATION

Strategic goal 1.1: Improve the quality of and develop open and non-discriminatory access to education

Sub-goal 1.1.1: Increase the academic success rate at all levels of study and create the conditions for the flexibility of study in relation to the individual needs of students

In 2021, the document entitled “Methodology for the Reduction of Dropout Rates at TBU” was elaborated, including an action plan; its implementation is scheduled to start in the academic year 2022/2023. In the first place, dropout rates were dealt with comprehensively with funding provided by the TBU DUO project² (Key Activity 7). The aim of the project was to publish a brochure entitled *TBU Student Guide* and distribute it to newly enrolled students. The second activity comprised adaptation weeks held at TBU Faculties and in the TBU Library, where new students were informed about the operation of their Faculty and of the University. The third activity comprised consultations and student counselling services. A total of 23 remedial courses were carried out in 2021 with funding provided by the TBU DUO project. Subsequently, two more remedial courses were carried out with funding provided by the internal TBU Strategic Project.

In 2021, a working group was also formed at TBU, with the aim of supporting, among other things, the activities of student associations and organizations that develop activities aimed to reduce dropout rates.

The TBU Faculties also proceed individually as regards the dealing with dropout rates; usually, their activities comprise an extended offer of seminars in course units producing high dropout rates; furthermore, individual tutoring by older students or courses was organized at all TBU Faculties.

Faculty of Technology (hereinafter referred to as „FT“): In order to reduce the dropout rates, the Faculty organizes seminars in chemistry, physics and mathematics offered in the first semester of the first years of Bachelor’s programmes and aimed at revising the secondary school curriculum. In addition, the Faculty implemented a system of tutoring classes for students given by other students.

Faculty of Management and Economics (hereinafter referred to as “FaME”): The Faculty is also involved in the TBU DUO project, which is a source of funding for remedial courses held in course units producing high dropout rates. The Faculty found other sources of funding, besides the said project, for the implementation of additional remedial classes for course units producing high dropout rates. Moreover, the Faculty extended the resit examination periods for both the winter and summer semester, allowing students to plan their exams more efficiently, and that over a longer period of time. In the course of 2021, additional consultations were offered for the course units “Microeconomics I”, “Microeconomics II” for students interested in attending them, and that as additional lessons offered online, as well as by providing access to video recordings of lectures.

Faculty of Multimedia Communications (hereinafter referred to as “FMC”): The Faculty has been continuously involved in the DUO project. With funding provided by the project, remedial classes were

² Strategic Project – DUO of TBU in Zlín II, shortened name: TBU DUO, CZ.02.2.69/0.0/0.0/18_056/0012951

organized for courses producing high dropout rates. Greater attention is paid to other courses producing high dropout rates during the evaluation of student feedback carried out each semester as part of evaluation of teaching activities.

Faculty of Applied Informatics (hereinafter referred to as “FAI”): The Math Support Centre operating at the Faculty offers consultations and, optionally, further education in mathematics to students, which is one of the course units producing high dropout rates. The Programming Support Centre is aimed to increase the student success rate in programming.

Faculty of Humanities (hereinafter referred to as “FHS”): Remedial courses took place at the Faculty with funding provided by the Strategic Project of TBU in Zlín along with ongoing remedial courses funded from the TBU DUO project. In career-oriented degree programmes, supervision of practical training was enhanced, along with mentoring activities.

Faculty of Logistics and Crisis Management (hereinafter referred to as “FLCM”): Student dropout rates are paid great attention in the annual evaluation of teaching. As part of involvement in the institutional project entitled TBU DUO and aiming at reducing student dropout rates, remedial courses were held in course units with high student dropout rates, such as mathematics and English. Other sources of funding were used in order to offer remedial classes in the course unit “Technical Chemistry”, and that both for full-time and part-time students. Due to the high dropout rate of students in course units in mathematics, another course in mathematics was held with a source of funding other than the TBU DUO project. Guarantors of degree programmes, course units, head teachers are involved in dealing with the issue of reduction of dropout rates; assistance is provided by the Pedagogical, Psychological and Legal Counselling Centre at the FLCM as well as by representatives of the Student Union in Uherské Hradiště.

Sub-goal 1.1.2: Develop the conditions for equal access to education at TBU in Zlín

In 2021, an analysis was carried out surveying the needs of students taking care of children, which would ensure equal access to study for them, and a proposal was prepared regarding the innovation in supporting services in this field. The most important benefit for parents among students was the existence of the TBU Nursery School, with a capacity of 61 children in 2021. By running this facility, TBU helped parents among students to coordinate their family life and studies/job, as it offered services intended for children from the age of 2 years. Support for work-life balance was processed in detail in the TBU Strategy for the Development of Human Resources and in the Gender Equality Plan.

In 2021, an updated proposal for a support system for socially handicapped students was prepared. Professional services provided by the Centre for Special Needs Students were enhanced and identified as desirable based on student feedback; the same applied to the services provided by the Counselling Centre. New topics emerged related to the manner of dealing with problems caused by the COVID-19 pandemic, and that both in students and in teachers. In 2021, counselling services were enhanced by adding the possibility of arranging psychiatric examinations for TBU students and employees. This professional examination was used by five students. During 2021, a legal counselling centre (staffed by an in-house lawyer) became operational and provided consultations to 38 clients (10 staff members and 28 students).

Sub-goal 1.1.3: Systemically encourage student participation in practical training/internships organized in cooperation with external partners as well as in R&D projects implemented at TBU, and seek new possibilities for cooperation with business and industry, including the elaboration of academic qualification theses

In 2021, the capacity of the Job Centre was extended and its activities were innovated in order to expand communication with external partners/employers and to obtain feedback on the quality of the educational process, especially through internships and traineeships. A new Job Portal was implemented for TBU students; once updated, the service was launched in May 2021. The facilities for a more effective administration of internships within TBU, including virtual and hybrid forms, were partially upgraded; steps were taken to streamline the administrative process of providing internships and traineeships.

In cooperation with the TBU Student Union, the Job Centre organized the autumn job fair – Business Day 2021. The entire fair was held online using MS Teams. 42 exhibitors participated in the fair; the event was visited by more than 750 TBU students/graduates. During the online fair, company representatives presented job placements, internship opportunities and offers of topics for Bachelor’s and Master’s theses to students, discussing all of the above with them. Students and graduates were also enabled to take advantage of online consultations offered by employers’ representatives.

In 2021, an analysis of the process of inclusion of the so-called year-long student projects in classes was carried out, and an action plan was developed. In September 2021, a webinar took place for thesis supervisors and external examiners and focusing on methodology and procedures related to the elaboration of high-quality theses and evaluation thereof. The educational materials are posted on the TBU website.

Strategic goal 1.2: Innovate degree programmes in connection with technological development and new societal challenges in order to enhance the career prospects of graduates on the changing labour market

Sub-goal 1.2.1: Accredite degree programmes reflecting labour market requirements and observing standards for accreditation arising from requirements set by the National Accreditation Bureau and also those set in TBU internal rules and regulations

TABLE 1: OVERVIEW OF THE FULFILMENT IN THE AREA OF PLANNED ACCREDITATIONS IN 2021

Accreditation of degree programmes	
FACULTY OF TECHNOLOGY	
BP in <i>Process Engineering</i> (CZ, F/P, academically oriented DP)	Implemented
FUMP in <i>Quality Management</i> (CZ/EN, F/P, academically oriented DP)	Implemented
FUMP in <i>Construction of Technological Equipment</i> (CZ/EN, F/P, academically oriented DP)	Implemented
DP in <i>Food Technology</i> (CZ/EN, F/P, academically oriented DP)	In preparation
BP in <i>Materials and Technology</i> (CZ/EN, F/P, academically oriented DP)	Implemented
FUMP in <i>Biotechnology</i> (CZ/EN, F/P, academically oriented DP)	In preparation
FUMP in <i>Production Engineering</i> (CZ/EN, F/P, academically oriented DP)	In preparation
DP in <i>Materials and Technologies</i> (CZ/EN, F/P, academically oriented DP)	In preparation
DP in <i>Food Technology</i> (CZ/EN, F/P, academically oriented DP)	In preparation
DP in <i>Tools and Processes</i> (CZ/EN, F/P, academically oriented DP)	Implemented

FACULTY OF LOGISTICS AND CRISIS MANAGEMENT	
FUMP in <i>Logistics</i> (CZ, F)	Not to be implemented as yet
FACULTY OF APPLIED INFORMATICS	
FUMP in <i>Integrated Systems in Buildings</i> (CZ, F, academically oriented DP)	In preparation
FUMP in <i>Integrated Systems in Buildings</i> (EN, F, academically oriented DP)	In preparation
FUMP in <i>Computer Science Teaching</i> (CZ, F, academically oriented DP)	In preparation
Extension of the newly accredited BP in <i>Applied Informatics in Industrial Automation</i> by adding a specialization focused on control systems in buildings	Not to be implemented as yet
Extension of the newly accredited FUMP in <i>Automatic Control and Informatics</i> by adding a specialization focused on robotics	Not to be implemented as yet
FACULTY OF MANAGEMENT AND ECONOMICS	
BP in <i>Economics and Management</i> – focusing on sectoral economics according to the requirements of the Iraqi partner in the field (EN, F/P, career-oriented DP)	Not implemented
DP in <i>Economics of Tourism</i> (CZ, F/P)	Implemented
DP in <i>Economics of Tourism</i> (EN, F/P)	Implemented
Habilitation and professorial appointment in the field of <i>Finance</i>	In preparation
FACULTY OF HUMANITIES	
FUMP in <i>Nursing in Surgical Disciplines</i> (CZ, F/P, career-oriented DP)	In preparation
FUMP in <i>Home and Hospice Care</i> (CZ, F/P, career-oriented DP)	In preparation
FUMP in English Philology (CZ, F, career-oriented DP)	In preparation
FACULTY OF MULTIMEDIA COMMUNICATIONS	
DP in <i>Multimedia and Design</i> (CZ, F/P)	Implemented
DP in <i>Multimedia and Design</i> (EN, F/P)	Implemented
Habilitation and professorial appointment in the field of <i>Multimedia and Design</i>	Implemented

The FMC also launched a new Master’s programme entitled Game Design. The new programme in Game Design will focus on design and on original aesthetic visual style of computer games.

Preparation of projects to be submitted to the National Recovery Plan (hereinafter referred to as “NRP”) in the area of career-oriented accredited degree programmes began in the autumn of 2021. The NRP is expected to provide funding for the preparation of the following accreditations:

- Gastronomy and Nutrition (BP, FT)
- Management in Sports (BP, FaME)
- Nursing Care in Surgical Disciplines (MP, FHS)

- Home Care and Hospice Care (MP, FHS)
- Adult Development and Training Specialist (BP, FHS)
- Sustainability Management (MP, FLCM/UNI – CPS/FaME)

Sub-goal 1.2.2: Improve the quality of the educational environment with regard to the desirable level of proficiency in graduates, and introduce new tools for the development of education and support for talented students

In 2021, an updated version of the Rules Governing the Creation, Approval, Implementation of and Alterations to Degree Programmes Carried Out at TBU was prepared and a new Rector's Directive SR/20/2021 TBU Degree Programme Standards was issued.

Fénix Digitization Centre: In 2021, the construction of a professional centre for the creation of digital online courses based on *blended learning* was launched. In the course of the year, a Proposal for the Digitization of Education for the 2021 – 2023 Period (Digitization Strategy) and a Plan for Digitization of Key Course Units Provided at TBU Faculties and Creation of Distance Course Units Including Film Production Schedules were elaborated. The programming of the booking calendar for the purposes of filming was in preparation as well. At the same time, negotiations with the CESNET company regarding a backup and streaming platform (video portal) took place. Model contract types were drawn up in cooperation with the Legal Services, including the intellectual property protection in terms of copyright. The full-fledged Fénix Digitization Centre (U6 building) is planned to be completed at the turn of 2024. In 2021, internal modifications and the process of purchasing the equipment for the temporary studio located in the U3 building took place, which was fully equipped in terms of special technology, with the moving planned after the launch in the U6 building. The job position of Digitization Manager was created and filled, another job position to be filled within the professional team in development is planned for 2022.

Innovations in the system of evaluation of teaching quality through strengthening of communication with students and increasing their involvement in the teaching evaluation processes continued in 2021. As part of the measure, the questionnaire for evaluating the quality of teaching was optimized with the aim of achieving a more intuitive evaluation, reducing of irrelevant questions and reflecting of the evaluation in lectures, seminars, practical classes and the type of course unit completion (examination, course credit, classified course credit). For this purpose, the system was modified by the supplier of the IS STAG system, namely by the University of West Bohemia in Pilsen. Thanks to the cooperation with the Student Chamber of the TBU Academic Senate, student participation increased from 28% in 2020 to 32.3% in the evaluation of teaching carried out in the summer semester of the academic year 2020/2021. Moreover, the measures issued comprised the Schedule for Evaluation of the Quality of Teaching, including the follow-up steps to be taken by TBU Faculties and resulting in the preparation of a report and in the subsequent communication with students, including meetings with students of individual degree programmes. The process of innovating the evaluation system of teaching quality was presented to the TBU Internal Evaluation Board (hereinafter referred to as "TBU IEB") and will be reflected in the TBU Internal Evaluation Report for 2021 to be elaborated in 2022.

The offer of study opportunities for highly talented students continued to be extended in 2021. Students were offered the opportunity to participate in projects funded by the Programme Aimed to Support Quality at TBU in Zlín (IGA-K). The support of exceptionally gifted students and applicants is primarily the responsibility of the individual TBU Faculties, where gifted students are, from the first year of study onwards, offered opportunities to participate in R&D activities, namely in the so-called SVOČ contest - Students' Scientific and Expert Activities (the names vary at the individual TBU Faculties). Students can also apply for an individual curriculum and focus on research to an increased extent, or be directly involved in a grant project or contract research. Extraordinary scholarships are a matter of course.

The FaME organizes the *Talented Students* project, intended for active students in the second year of Bachelor's and first year of Master's programmes who can cooperate with companies – partners of the project. The 11th edition took place in 2021. A total number of 23 students participated in the project, implementing projects for 24 participating institutions. In November 2021, the admissions to the new edition of 2022 were announced, with 16 companies participating; 27 students were selected.

In 2021, the first Call funded by the Programme Aimed to Support Quality at TBU in Zlín (hereinafter referred to as "IGA-K") took place within the internal grant competition using funds provided by the Trinity Bank Talent Fund. 10 projects were accepted for funding, with the start of implementation on 1 December 2021. Moreover, the first Call within the internal grant competition funded by the Programme Aimed to Support Quality at TBU in Zlín (hereinafter referred to as "IGA-K") was announced within the project "Support of Education at TBU for the Strategic Needs of the Zlín Region" (with the Zlín Regional Authority as the grant provider). The Call is aimed to support projects focusing on educational, R&D, creative and other activities carried out at TBU which are targeted at meeting the strategic goals of TBU and, at the same time, synergistically contribute to the implementation of key priorities aimed at the development of the region through the fulfilment of strategies defined in the Regional Innovation Strategy of the Zlín Region and/or in the Strategy for the Development of the Smart Region of the Zlín Region. Four projects were accepted for funding, with the start of implementation on 1 November 2021.

In 2021, a new motivation programme was prepared and launched to reward excellent results achieved by academics and employees in educational activities and for business and industry (Rector's Decree RR/14/2001 – Rector's Award for Excellence in Educational Activities). The Rector's Award is handed out for outstanding educational activities or outstanding results of the work of employees in the area of education who have contributed, with new approaches, to:

- an improvement in the quality of teaching; or
- the introduction of innovative approaches in educational processes carried out at TBU Zlín; or
- an increase in the importance of the given field of education.

In 2021, the following component parts were rewarded:

FaME:

- Department of Finance and Accounting – the award was handed out for contribution to the development of the quality of degree programmes carried out at the FaME and their connection to business and industry. The rewarded activities were carried out by TBU employees, Prof. Dr. Ing. Drahomíra Pavelková and Ing. Lucie Tomancová, Ph.D.
- Department of Statistics and Quantitative Methods – the award was handed out for contribution to the development of the quality of the learning environment during the COVID-19 pandemic. The rewarded activities were carried out by TBU employee, Ing. Aleš Kun ar.

FMC: Audiovisual Arts Studio – the award was handed out for significant achievements in audiovisual arts which develop and promote degree programmes carried out at the Faculty of Multimedia Communications of TBU in Zlín. The rewarded activities were carried out by TBU employee, doc. MgA. Mgr. Jan Gogola.

FAI: The award was handed out for significant achievements in improving the quality of classes in mathematics held at TBU in Zlín. The rewarded activities were carried out by TBU employees, Mgr. Zuzana Pátíková, Ph.D., Mgr. Vladimír Polášek, Ph.D., Mgr. Jana ezní ková, Ph.D. and Mgr. Lubomír Sedlá ek, Ph.D.

UNI: The award was handed out for the contribution to the development and increased attractiveness of degree programmes specializing in footwear. The rewarded activities were carried out by TBU employee, Mgr. Zuzana Oharek Bahulová, Ph.D.

Sub-goal 1.2.3: Encourage the participation of research centres in the educational process

FT: Polymer Centre (hereinafter referred to as “CPM”) – The Centre’s main area of interest was research into engineering aspects of technologies and materials based on polymer composite structures. The Centre offered classes in specialized course units and supervision of Bachelor’s/Master’s theses; staff of the CPM acted as supervisors for PhD students and post-docs. The Centre also offered students opportunities to get involved in projects and in contract research activities.

FaME: The Centre for Applied Economic Research (hereinafter referred to as “CAER”) at the FaME was focusing 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. At the FAME, the Centre provided supervision of Bachelor’s/Master’s theses, supervising activities for PhD students, and offered students opportunities to get involved in projects and in contract research activities. The Centre significantly contributed to the publishing of the Faculty’s research journal – Journal of Competitiveness.

FMC: The main task of the Centre of Creative Industries and Business (hereinafter referred to as “UPPER”) was to revitalise and expand the regional creative industry with the aim of developing an independent economic sector. For TBU students, the Centre offered, until the end of May 2021, business facilities for hire in an incubator and support for those students who decide to start their own business – establish a start-up company in the field of creative industry. In 2021, UPPER focused on the implementation of multidisciplinary projects with societal impact.

FAI: The Centre for Security, Information and Advanced Technologies (hereinafter referred to as CEBIA-Tech) offered classes in specialized course units and supervision of Bachelor’s/Master’s/doctoral theses. FAI students were offered opportunities to get involved in project and contract research activities.

FHS: The Research Centre of the FHS specialized above all in research into school education, philology, nursing and selected clinical disciplines on an interdisciplinary basis. For the FHS, the Centre offered supervision for Bachelor’s/Master’s theses and participation of FHS students in project activities.

UNI: The Centre of Polymer Systems (hereinafter referred to as “CPS”) ensured the implementation of two doctoral programmes accredited at the institutional level, and also participated in all doctoral programmes accredited at the FT. The Centre offered classes in specialized course units for the FT and the FLCM, as well as supervision of Master’s theses for the FT and the FLCM. Depending on opportunities available, students were involved in projects and contract research activities. The CPS provided mentoring to post-docs in all specializations developed at the CPS.

The Footwear Research Centre (hereinafter referred to as “FRC”) specialized in functional and healthy footwear. As regards educational activities, the Centre cooperated in the field of footwear design with the FMC, and in the field of materials and technologies with the FT. It participated in the implementation of a doctoral programme accredited at the FT. FT and FMC students were involved in project and contract research activities.

The Technology Transfer Centre (hereinafter referred to as “TTC”) ensured the transfer of results of applied research activities to practice, provided services related to intellectual property protection and services related to the operation of accredited and certified laboratories for the needs of the Technology Park. For TBU students and employees, the TTC provided training in the field of intellectual property

protection and technology transfer. The TTC offered students participation in projects and contract research activities.

In the course of 2021, Bachelor's, Master's and PhD students were systemically involved in all types of R&D and creative activities at TBU. Internal project calls included the following:

- IGA projects
- IGA/JUNG projects
- Projects funded from financial resources allocated to the long-term conceptual development of the research organization (LCDRO)
- Projects funded by the Strategic Development Fund aimed to promote excellence in social fields

In 2021, 60 projects were implemented with funding provided by the IGA competition (39 projects were new project applications submitted in 2021, 17 projects were projects continuing from 2019/2020; furthermore, four student scientific conferences were held). A total of 325 students were involved in the projects. The total amount of funding allocated to IGA projects was CZK 17,348 thousand.

In 2021, seven projects were implemented with funding provided by the IGA/JUNG competition, involving 34 students. The involvement of students took the form of applications submitted to announced project calls in accordance with the rules published; the selection of projects accepted for funding was made in compliance with the rules applicable to a public competition. Within external project calls, students were part of research teams that applied for funding to be granted by providers on the national/international level. Students showed considerable interest in joining research teams working on projects within contract research and within assigned contracts on research and economic activities.

FT: Involvement of students in R&D and creative activities of the Faculty is an integral part of study. This happens mainly in the context of academic qualification theses (Bachelor's/Master's theses), however, a significant number of students gain this experience during their studies already, thanks to the natural efforts of teachers to involve gifted students in their projects.

FaME: Students are involved through participation in the SVOČ contest - Students' Scientific and Expert Activities. The 17th edition of the Students' Scientific and Expert Activities contest was held on 18 November 2021, featuring the presentation of seven papers focusing on various issues ranging from the impact of the pandemic to marketing, industry and other topics. In 2021, the FaME involved Bachelor's and Master's students in two IGA projects continuing from 2020 (11 students) and in one newly submitted project (2 students). Academics acted as guarantors responsible for the project implementation. The students involved are required to present the outputs of their activities in the Faculty round of the SVOČ contest. Investigators of the remaining 18 IGA projects implemented in 2021 were PhD students (a total of 96 full-time/part-time PhD students), with academics holding the degree of Associate Professor/Professor acting as guarantors for the project implementation.

FMC: Outputs of R&D and creative activities carried out by Bachelor's and Master's students are presented at exhibitions, displays, festivals and competitions. Most of these activities are organized by FMC teachers who seek opportunities, but these are also frequent activities of individual students in this regard. Students are also involved in the implementation of assigned contracts.

FAI: Bachelor's and follow-up Master's students have the opportunity to work at individual Departments of the Faculty, holding student research positions, and get involved in research activities, both at the initiative of the Faculty or of one of the cooperating companies. Those students who have sufficient knowledge take part in the implementation of specialized projects implemented with funding provided by Calls announced by the MIT, TA CR and the Czech Science Foundation. Master's students are gradually involved in specific university research activities and in research projects funded by internal research grants.

FHS: In 2021, the Faculty continued to actively involve Bachelor's and Master's students in R&D and creative activities. The tenth edition of the SVOČ contest took place, finished by defending the implemented projects; the implementation of the project entitled "Student Research Positions" continued, offering support of talented students by involving them in R&D activities carried out at the individual constituent parts. In 2021, a total of five students defended their projects implemented with funding provided by the SVOČ contest.

FLCM: FLCM students are involved in R&D and creative activities of the University/Faculty on several levels. In 2021, 25 students of the Faculty – both Bachelor's and follow-up Master's students – were holding student research positions, collaborating with academics on the preparation of conferences, academic papers and projects. Students also participate annually in the SVOČ contest; in 2021, 24 students participated with a total of 20 projects presented in three specialized sections. R&D and creative activities of Master's students are also supported by study periods and traineeships at universities abroad and by students attending specialized conferences, exhibitions and excursions with funding provided by IGA projects (The 11th International Students Symposium on Logistics and International Business; National Museum in Krakow).

Sub-goal 1.2.4: Prepare and accredit new degree programmes for the needs of regional companies focusing on mechanical engineering and new degree programmes focusing on the principles of sustainable development

In 2021, the accreditation of the degree programme in Engineering, Materials and Technology was in preparation, supervised by the FT, as well as the accreditation of a degree programme focusing on sustainable industrial development and related to the field of chemistry.

In the autumn 2021, the preparation of a project to be submitted to the National Recovery Plan in the field of career-oriented accredited degree programmes was launched, the application also includes the preparation of the accreditation of the degree programme in Sustainability Management (career-oriented Master's programme).

The FLCM also worked on the preparation of the accreditation of the Bachelor's programme in *Environmental Safety* (CZ, F, career-oriented DP).

Sub-goal 1.2.5: Prepare and obtain accreditation for new degree programmes in order to activate education in the field of the footwear industry, thus following in the long-term tradition of degree programmes specializing in this field

In cooperation with the FRC (UNI), the FT opened a new Bachelor's programme in Materials and Technologies, specialization: Footwear Production and Construction (full-time and part-time mode of study) in 2021. The required additional instruments and tools were purchased for lecture rooms and laboratories, and the necessary literature on shoemaking was purchased.

Sub-goal 1.2.6: Enhance quality and relevance of both full-time and part-time modes of study

In 2021, an analysis of qualitative parameters of full-time and part-time degree programmes was initiated. The activities started with the launch of Q-RAM. The outputs of the analysis will be finalized in mid-2022 after the launch of the Q-RAM survey related to degree programmes.

Sub-goal 1.2.7: Encourage business activities and creativity of students through various forms of learning, involvement in R&D and creative activities, and use system instruments for the support of the implementation of specific business plans developed by students

In 2021, classes in the following course units were offered at the FaME: Business Academy, Basics of Entrepreneurship and Entrepreneurial Activities for about 380 students of the FaME, FHS, FMC and FT interested in business development. In all degree programmes carried out at the FLCM, the courses Entrepreneurship I (Bachelor's courses) and Entrepreneurship II (follow-up Master's courses) were included. In 2021, 71 students participated - within the course unit "Controlling" - in the simulation management game entitled Business Navigation Game (BNG), which is a business game that connects the LUDUS market simulator with the BNS management information system used by hundreds of companies in the Czech Republic and abroad. External experts from INEKON Systems participated in the implementation and in classes. In the course units "Logistics" offered in Czech and in English (1LG2 and 2LG2E), the system of assignment, implementation and presentation of projects focused on logistics and implemented by student teams for cooperating organizations such as Kalina Industrie, Greiner Packaging, Vasky continued. The online presentation of the results of eight projects took place with the participation of representatives of the contracting authorities on 14 December 2021.

In November 2021, the UFBanka, a virtual joint-stock company using a local currency called UFcoin, was opened. The bank shareholders are employees of the Department of Finance and Accounting at the FaME and students of Bachelor's and follow-up Master's programmes in finance.

In October 2021, the simulation game "Braggarts" was held in cooperation with the Technology Innovation Centre (hereinafter referred to as "TIC") - it is a simulation of the business environment, where students simulated real business using their own money. The winner of the game was the player who managed to make the most money in his/her business activities. Cooperation with the TIC continued, namely in the promotion of the "My First Million" contest and in the support for filling in of questionnaires concerning business attitudes within the GUESSS international questionnaire survey.

TIC: In 2021, the TBU Business Academy training course was offered. The course comprised two blocks. Each block contains 12 workshops aimed to lead multidisciplinary teams of students to the creation of their own business plans and their defence. In the summer semester 2021, the Business Academy II course was held (following the winter semester 2020) - 21 students attended the course; in the winter semester, the Business Academy I course was held (for the academic year 2021/2022) - 55 students attended the course. In 2021, the 14th edition of the acceleration programme "My First Million" took place, which supported the acceleration of students' business plans in two categories of secondary school and university students - 20 plans for the secondary schools, 41 plans for the university/public category (out of which 20 plans prepared by universities; TBU was represented by 15 plans).

UPPER: In 2021, the Centre implemented two major activities:

- TBU IDEATHON is a 24-hour competition that connects students across TBU Faculties and gives them an opportunity to use their skills, try out working in teams and deal with urgent challenges of our time in a short time. The topics for the competition could be entered by institutions and organizations from the Zlín Region which are active in the non-commercial sector; out of those, five final challenges were subsequently selected through public voting, which the competing teams had to face.
- FMC TALENT (October 2021) - The aim of the contest is to connect students in the field of marketing communication, designers, creative people as well as companies and institutions not only in the Zlín Region. The competition informs students about issues related to business and industry and offers creative marketing, communication and visual solutions to companies.

Strategic goal 1.3: Open up opportunities for high-quality education to the public in order to increase the adaptability of the workforce to changes in the labour market

Sub-goal 1.3.1: Build a working and collaborative system of further education at TBU in Zlín, focusing on the needs of the changing labour market and on new requirements regarding the candidates to be recruited

In 2021, the Strategy for the Development of Lifelong Learning at TBU in Zlín was prepared, including an international outreach and an action plan. Setting of rules for the Strategy and pilot testing of the Lifelong Learning system at TBU is carried out with funding provided by the Strategic Project entitled “*Rules Set for the Strategy and Pilot Testing of the Lifelong Learning System at Tomas Bata University in Zlín*”, the implementation of which was launched in November 2021 with funding received from the internal Strategic Development Fund (SDF). At the same time, a concept was elaborated for the establishment of the Lifelong Learning Institute (hereinafter referred to as “LLI”), which will be an executive component part incorporated into the TBU organizational structure. In September 2021, a new job position of LL Coordinator was created and filled; the Coordinator will ensure the implementation of the internal strategic project and, at the same time, coordinate the preparation of LL courses included in the NRP project. The preparation started in the autumn 2021, vocational Lifelong Learning courses focused on upskilling will be prepared with funding provided by the project. At the same time, the courses must meet the requirements formulated on the European level an related to the harmonization in the field of micro-credentials. The following courses were included in the NRP project:

- Security and Crisis Management (attendants shall receive micro-credentials upon completion of the course)
- Plastics and Technology for Society in the 21st Century
- Transfer of R&D Knowledge to Practice
- Blockchain Technology
- Software Testing

In September 2021, the Centre of Education for Industry 4.0, whose founders were TBU, the Regional Chamber of Commerce of the Zlín Region and the professional consulting companies TREXIMA, spol. s r.o. and CE-PA, spol. s.r.o. was established. The aim of the Centre is to build an effective system of cooperation in the Zlín region in the field of Lifelong Learning with focus on new requirements of the changing labour market, focusing in particular on the current and future needs of companies in the field of Industry 4.0. The project of the Centre of Education for Industry 4.0 will be one of the tools used for the fulfilment of the priority set in the TBU 21+ Strategy in this area. In cooperation with partner institutions, a system of coordination of further education will be created, adapted directly on the needs of the corporate sector in the field of Industry 4.0 with the involvement of expert capacities of the University.

PILLAR B: RESEARCH AND R&D AND CREATIVE ACTIVITIES

Strategic goal 2.1: Increase the extent and quality of basic research

Sub-goal 2.1.1: Increased extent and quality of R&D and creative activities with the aim of achieving an overall interannual increase in the number of published outputs indexed in monitored databases (in particular WoS/Scopus) as well as Q1 and Q2 outputs and their citation rates

In 2021, the Information Portal for Researchers was created. Educational materials were elaborated and are available on the TBU website: <https://knihovna.utb.cz/veda-a-vyzkum/>.

In the course of 2021, the Methodology for the Evaluation of R&D Carried Out at Tomas Bata University in Zlín was being elaborated. The Methodology will be used for the implementation of recommendations and measures resulting from the evaluations described above and for setting of procedures that will be

aimed at implementing of strategic goals of TBU in Zlín set for the field of R&D. The methodology as a whole consists of two parts:

1. Methodology for evaluation of R&D and creative activities carried out at component parts, at departments and by research teams of TBU in Zlín
2. Methodology for collection, registration, evaluation and provision of feedback to the individual entities within the research organisation on the results obtained for Modules 3, 4 and 5 of the 17+ Methodology

Sub-goal 2.1.2: Increased quality of R&D and creative activities with the aim of achieving an interannual improvement in outputs evaluated in accordance with the 17+ Methodology which cannot be assessed using bibliometric indicators

In 2021, a training course took place, aimed at improving the quality of those outputs of TBU in Zlín which cannot be assessed using bibliometric indicators in accordance with the 17+ Methodology. Educational materials are posted on the TBU website, in the R&D section.

Sub-goal 2.1.3: Increased quality of results of artistic activities with the aim of achieving an interannual increase of number of outputs rated as AKX to BLX in accordance with the RAO Methodology

The FMC developed the Methodology for Support of Excellent Outputs Included in the RAO, with focus on the collaboration of theorists, artists and designers. The methodology was prepared in a pilot stage, which will be subsequently evaluated, complemented and finalized.

Sub-goal 2.1.4: Increased percentage of outputs of R&D and creative activities generated in cooperation with international partners (strategic expansion of integration into the international research infrastructure)

With funding provided by the IKAROS project, the document entitled Strategy for Internationalization of Research and Development of Tomas Bata University in Zlín was developed, with five TBU Faculties (FaME, FT, FHS, FMC and FLCM) and the Rectorate through the Vice-Rector for Internationalization participating. The FAI and CPS developed their specific R&D internationalization strategy with funding provided by the project entitled “Development of R&D Capacity at TBU in Zlín”³.

Strategic goal 2.2: Increased number of R&D&I projects with an emphasis on the implementation of internationally recognized research

Sub-goal 2.2.1: Increased percentage of public funding allocated to R&D and contract research within the funding provided to TBU in Zlín

In 2021, TBU obtained the amount of CZK 274 million from public funding resources for R&D and innovations. TBU spent the total amount of CZK 285 million, out of which the institutional support for the long-term conceptual development of a research organization obtained from the MEYS amounted to CZK 138 million, and the public funding support obtained from the MEYS and provided to specific university research amounted to CZK 21 million. Furthermore, TBU spent the total amount of CZK 113 million for the purposes of R&D and innovations, which refers in particular to financial resources provided by the Technology Agency of the CR, Czech Science Foundation, Ministry of the Interior of the CR, OP RDE and OP EIC. TBU spent resources amounting to CZK 13 million obtained as the public funding support and provided to R&D and innovations in previous years. Project co-investigators were provided CZK 17 million for R&D and innovations. The said amount was provided in particular by the Technology Agency of the CR, by the Czech Science Foundation, by the Ministry of the Interior and by the Ministry of Agriculture.

³ Development of R&D Capacity at TBU in Zlín, Reg. No.: CZ.02.2.69/0.0/0.0/16_028/0006243

TBU also funded basic or applied research projects in the following scientific areas: Social Sciences (FORD 5) and Humanities and Arts (FORD 6), and that based on the results of an internal competition organized to support scientific research activities in social fields. The call was announced for projects to be implemented between 2021 and 2023. Five projects in the total amount of CZK 2 million were accepted for funding. In 2021, six projects approved in 2020 continued to be implemented.

Four projects were accepted for funding as part of an internal competition aimed to support TBU strategic projects for the period 2021–2023.

Sub-goal 2.2.2: Increased percentage of basic and applied research projects submitted/co-investigated in cooperation with international partners (expansion of integration into the international research infrastructure)

During 2021, the Strategy of Internationalization in Research and Development at Tomas Bata University in Zlín was elaborated.

Strategic goal 2.3: Implement qualitative changes in the system of doctoral programmes in order to increase their attractiveness

Sub-goal 2.3.1: Increase the attractiveness and quality of doctoral programmes through the integration of students into both internal (IGA/DRO projects) and external sources of funding for R&D&I as well as targeted PR. Involve PhD students in real research activities and dealing with topics within research teams, create conditions for their work and a smooth transition to employment

In the course of 2021, PhD students were systemically involved in all types of R&D and creative activities at TBU. Internal project calls included the following:

- IGA projects
- IGA/JUNG projects⁴
- Projects supported by funds intended for the long-term conceptual development of the research organization
- Projects supported by the Strategic Development Fund aimed to promote excellence in social fields

In 2021, 60 projects were implemented with funding provided through the IGA competition (39 projects were newly submitted in 2021, 17 projects continued from the 2019/2020 period; furthermore, four student scientific conferences were held). A total of 325 students were involved in the projects. The total amount allocated to projects implemented with funding provided through the IGA competition was CZK 17.3 million.

In January 2021, the evaluation of project applications submitted to the JUNG competition was terminated, with seven two-year projects accepted for funding, whose implementation started on 1 February 2021. In the course of the year, the planned audit meeting of the evaluation panels took place twice, where the project investigators presented the current progress of their projects. In addition, all project investigators submitted regular monthly reports, and that through the web application grantovesouteze.utb.cz. Until the end of 2021, soft skills training sessions for all PhD students as well as for all mentors of JUNG project investigators took place. A total of 16 training sessions took place, some of them in Czech, others in English.

⁴ Project entitled Junior Grants at TBU in Zlín, shortened name JUNG TBU, Reg. no. CZ.02.2.69/0.0/0.0/19_073/0016941

Sub-goal 2.3.2: Support of PhD students through the scholarship and HR policy in order to increase the Graduation Rate

In 2021, the offer of student research positions for PhD students was continuously extended. In the course of 2021, the mapping of opportunities for accreditation of doctoral programmes in the fields where research knowledge potential is being created (e.g. footwear materials and technologies, energy materials and equipment) continued.

In 2021, a new support programme for financial stabilization of PhD graduates was launched (Rector's Directive SR/9/2021 entitled Programme Supporting the Transition of PhD Graduates to Employment at Their Early Academic Career at TBU) was launched. In the first call, post-doctoral employees from the following component parts received support from 1 September 2021: FT (5), FaME (3), FMC (1) and UNI (3). A total of 13 people received support.

An important benefit for PhD students as well as for the so-called post-docs was the existence of the TBU Nursery School. By running this facility, TBU helped parents among students and post-docs to coordinate their family life and studies/job, as the TBU Nursery School offered services intended for children from the age of 2 years.

Strategic goal 2.4: Continue to develop the Technology Transfer Centre with focus on strengthening the professional capacity in counselling and supporting services

Sub-goal 2.4.1: Prepare and implement the strategy for further development of the TTC

In 2021, two documents were elaborated in the area of innovation in intellectual property protection and commercialization at TBU, including proposals for new procedures and tools. New opportunities were also proposed for expert cooperation in this area.

In 2021, as in the preceding years, the TTC provided services associated with the legal protection of industrial rights over R&D results on behalf of TBU and implemented the necessary steps leading to the commercialization of such results. The development of activities carried out and services provided by the TTC was in line with the needs of the region and regional partners and contributed to ensuring an effective transfer of the results of applied research activities to practice.

As at 30 June 2021, an expert team elaborated the Methodology for the Establishment of Start-up and Spin-off Companies at TBU in Zlín and the Methodology for Long-term Conceptual Support of Technology Parks for Start-up and Spin-off Companies. At the same time, a draft of the Directive entitled "Rules for the Establishment and Implementation of Start-up and Spin-off Companies at TBU in Zlín" was prepared.

As at 31 December 2021, a proposal of a concept for a pilot project of the Internal Grant Support for Commercialization was developed.

Sub-goal 2.4.2: Permanently educate employees in the field of intellectual property protection and handling of intangible property

In 2021, the TTC offered seminars for students and staff of TBU with funding provided by the following projects: IKAROS⁵, JUNG, HR and Institutional Plan of TBU in Zlín (IP 2019–2020, implementation extended until 30 June 2021). Five seminars were held with funding provided by the IKAROS project:

- Methodology for the establishment of start-up and spin-off companies at TBU in Zlín (59 attendees)

⁵ The project entitled Institutional Quality and Development of Strategy of Science at TBU in Zlín, shortened name: IKAROS SCIENCE TBU in Zlín, ID CZ.02.2.69/0.0/0.0/18_054/0014623 (for the purposes of this document hereinafter referred to as 'IKAROS').

- Directive entitled “Rules for the Establishment and Implementation of Start-up and Spin-off Companies at TBU in Zlín” (49 attendees)
- Methodology for long-term conceptual support of technology parks for start-up and spin-off companies (42 attendees)
- Intellectual property protection (38 attendees)
- Technology transfer (35 attendees)

Four seminars were held with funding provided by the JUNG project:

- Copyright and intellectual property management – a seminar in Czech (60 attendees)
- Copyright and intellectual property management – a seminar in English (27 attendees)
- Technology and knowledge transfer, commercialization of results – a seminar in Czech (52 attendees)
- Technology and knowledge transfer, commercialization of results – a seminar in English (20 attendees)

During the fulfilment of the Institutional Programme of TBU in Zlín (IP 2019 – 2020), a seminar entitled Risks Arising from Patent Infringement and How to Effectively Prevent Them took place. With funding provided by the project entitled “Development of R&D Capacity”, one seminar entitled “Technology Transfer and Its Most Interesting Results” was held. A special seminar entitled “Copyright and Intellectual Property Management” was held for the FMC. Furthermore, a training course on Advanced Business Skills was held for academics, researchers and other staff of TBU.

Sub-goal 2.4.3: Use system tools to support the transfer of R&D knowledge to business and industry

In 2021 TBU, through the TTC, supported a total of 12 sub-projects – proof-of-concept projects - funded by GAMA II (five CPS projects, three UNI projects, one FLCM project, one FAI project, two FMC projects) with the funding amounting to a total of CZK 5.3 mil.

PILLAR C: INTERNATIONALIZATION

Strategic goal 3.1: Strengthen internationalization at TBU in Zlín by increasing the number of students and employees from abroad, supporting their social integration and facilitating their cooperation with “home” students and employees

Sub-goal 3.1.1: Increase the number of international students in degree programmes accredited in Czech and English and motivate the students to successfully complete their studies

For international students enrolled on doctoral programmes accredited to be taught in English, a scholarship programme was created to in cooperation with TBU component parts ensuring the financial support to be provided to the eligible students in the first year of study (in accordance with Rector’s Directives No. SR/35/2019 and SR/14/2020). For students admitted to study in a doctoral programme accredited to be taught in English before the academic year 2021/2022, the scholarship amounted to 8,000 CZK per month. 26 students were eligible for the scholarship.

Furthermore, support was prepared for international students coming from countries that are unstable due to war or to a geopolitical crisis, and this situation does not allow them to study in their home country. A special scholarship programme was created for such students, primarily intended for those coming from Belarus, Ukraine and Afghanistan, or students from other developing countries in 2021. Student eligibility for scholarships was based on internal evaluation, on applications submitted and on the current situation. In 2021, three students – refugees from Belarus – were eligible for the scholarship.

Sub-goal 3.1.2: Support short-term study periods taken by international students coming to TBU in Zlín

In 2021, a separate analysis was elaborated, focusing on possibilities of an increase in the number of international students participating in short-term mobility and including the measures proposed. The Erasmus+ programme (namely KA103 and KA131) 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 was the Erasmus+ KA107, focusing on Israel, Kazakhstan and on the Republic of South Africa. The TBU International Office ensured a sufficient amount of funding as well as a constant increase in financial resources provided by the Erasmus+ programme in such a manner that anyone interested in taking a study period/traineeship abroad who had fulfilled the relevant requirements was enabled to participate. TBU also supported student mobility outside the Erasmus+ programme, with funding provided by financial resources of the MEYS, in particular by the Institutional Programme (“IP”). In 2021, the University was involved in other programmes supporting mobility such as CEEPUS, EEA Grants, and others.

Harmonization of the admission procedure with regard to Erasmus Without Papers was carried out in cooperation with the University of West Bohemia (IS/STAG) with funding provided by the joint project funded by the Centralized Development programme. The follow-up project for 2022 was also prepared in 2021.

Sub-goal 3.1.3: Develop the international environment at the University so that all departments are able to provide services in both Czech and English; develop a system of services and support for the integration of international students and staff, and promotion abroad

The Welcome Centre for international students and staff was established at TBU in 2021, and the job position of Welcome Officer was created and filled within the TBU International Office.

Within the Ambassador Programme, a system of cooperation with international students and with TBU graduates who are involved in the promotion of TBU was created, especially in their countries of origin. A scholarship programme was established at TBU for these international students, and students eligible for the scholarship were selected on the basis of their social networking and communication skills, or according to their country of origin (depending on the recruitment strategy). In 2021, six persons were granted the scholarship (from the CPS and FT, FMC, FaME and FAI).

Cooperation with the Czech National Agency for International Education and Research, embassies and other centres continued. The result of the activities is the *Study in* initiative available on the web platform <https://www.studyin.cz/>.

Sub-goal 3.1.4: Increase the number of employees from abroad and support their long-term presence at TBU in Zlín

In 2021, TBU continued to support the employment of international staff with the aim of internationalizing the TBU personnel structure. 104 international experts e.g. from India, the USA, Turkey and Russia were employed as academics, researchers and other employees at TBU. The most foreign nationals among employees came from Slovakia. An increase in the percentage of R&D staff and PhD students from abroad at TBU Faculties and in research centres in preparation which will be focusing on applied research received goal-directed support from the TBU Management Board.

Strategic goal 3.2: Support international mobility of students as well as members of academic and non-academic staff of TBU in Zlín

Sub-goal 3.2.1: Increase the percentage of members of academic and non-academic staff who have completed study periods/traineeships abroad or have gained significant professional experience in such places, and remove formal and informal barriers to the integration of such persons into the life of the academic community

In 2021, the continuous process of organizing language courses aimed at improving the language skills of TBU employees took place in both full-time and distance (online) modes of study. Following the targeted promotion aimed at education of staff, the number of employees attending the language courses aimed at maintaining and developing communication skills in English slightly increased. Academic and career-oriented English courses took place – 18 courses in total. Moreover, one course was held aimed at obtaining the Cambridge International Language Certificate. A total of 110 employees participated in the language training. In 2021, the relevant internal regulation was issued (SR/18/2021), listing the English language competency requirements for candidates for academic staff positions at TBU.

Sub-goal 3.2.2: Simplify the process of recognition of learning outcomes achieved abroad so that students participating in mobility can complete their studies within the standard period of time, and reflect the student mobility in curricula and in internal regulations in order to remove obstacles to successful completion of their studies

In 2021, measures were implemented, aimed at the full application of tools for electronic exchange of information on study, electronic identification and computerization of recognition of credits obtained during academic mobility, so far only with regard to the EWP; binding deadlines were set during modifications to the IS STAG systems (EWP implementation). Cooperation took place with the IS STAG in Pilsen (2021: Online Learning Agreements [OLA]). From the point of view of the Information Technology Centre (hereinafter referred to as “ITC”), parameters were set up in the IS STAG system, new web services were deployed, registration in the EWP network was carried out, terms and conditions of use were signed, and testing of the interconnection was finalized. In 2021, the proposal of a measure was prepared and included in the Rector’s Directive SR/10/2021 “International Mobility of TBU Students and Mobility of Incoming International Students at TBU” The next update will take place in 2022 depending on the requirements set for the new Erasmus+ programme. The implementation of automatic recognition of results obtained during a study period abroad and the introduction of transparent recognition criteria uniformly for the entire TBU were specified in Annex 2 to the Rector’s Directive SR/10/2021.

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 the Rector’s Directive 8/2020 “International Mobility of TBU Students and Mobility of Incoming International Students at TBU”. The Learning Agreement, i.e. the basic document for the drawing up of a curriculum abroad, was 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. Such students obtained credits subsequently added up to other types of activities necessary for a successful completion of a doctoral programme. Results obtained during mobility were included in the Diploma Supplement issued for each graduate.

Sub-goal 3.2.3: Increase the number of students who have completed studies/traineeships abroad

Student Freemover mobility was affected by the COVID-19 pandemic. 10 students were supported, 25 students had the costs associated with COVID-19 covered (quarantines, tests), 33 students had their scholarships increased with funding provided by the Erasmus+ programme. In 2021, the Rector's Directive SR/16/2021 Support for Special Needs Applicants/Students at TBU was updated to include support for mobility. In 2021, one special needs student who completed a study period abroad was supported.

In the course of 2021, the TBU International Office organized regular meetings for students providing them with information on mobility opportunities, on funding and administration of mobility periods and on safety and health protection. Moreover, TBU placed great emphasis on enhancing of activities related to student mobility. For this purpose, online meetings were held where students presented their experience gained abroad to their colleagues. Interviews with students were posted on the website international.utb.cz; the special web presentation (xchange.utb.cz), designed to provide a comprehensive description of institutions abroad where TBU students took a study period/traineeship, proved very useful. Students could also contact experts specializing in international mobility, and that at any of TBU Faculties. Within the support of international mobility, the University organized several on-line events in 2021, which contributed to increasing the interest of students and academics in mobility at TBU (on-line Erasmus Days, on-line Country Presentation, etc.).

Strategic goal 3.3: Foster strategic collaboration, partnership and building of capacity for the purpose of internationalization

Sub-goal 3.3.1: Support the accreditation and implementation of joint/double/multiple degree programmes in cooperation with international strategic partners

In 2021, the system of methodological support for the development of joint/double/multiple degree programmes was updated, including the innovation of assessment and quality assurance standards and the necessary legislative amendments.

Sub-goal 3.3.2: Increased overall percentage of national and international educational projects accepted for funding, including those implemented in cooperation with strategic international partners (expansion of integration into the international research infrastructure)

Support for the preparation and submission of international educational and mobility projects through the use of established networking, search for grant opportunities and consultation in the preparation of projects was provided on an ongoing basis. In 2021, TBU was involved in nine project activities providing scholarships to both outgoing and incoming students/employees.

Sub-goal 3.3.3: Support the involvement in international networks and support strategic partnerships

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 University participated in the implementation of international projects funded by Visegrad, Norway Funds, European Commission (ERASMUS and ERASMUS plus, ERASMUS MUNDUS, HORIZON 2020) and

on projects implemented in cooperation with foreign countries and supported by the MEYS (Inter-Excellence) and by the Technology Agency of the Czech Republic (M-Era.net).

TBU's membership of consortia and organizations was important, particularly in the following: Association Internationale des Universités, CILECT, ECP4, Elia, Energy Storage and Devices, EUCU.NET, European Association for Storage of Energy, European Energy Research Alliance, European University Association, European Citizen Science Association, Fachverlag Hans Carl, Harvard Business School, KNX Association, Museum für Naturkunde Berlin, Observatory of the Magna Charta, ORCID, Polymer Processing Society, Publishers International Linking Association and the Society of Plastics Engineers. The overview of membership of international organizations was updated in 2021 and is posted on the TBU website: <https://www.utb.cz/en/university/international/partners-and-projects/membership-of-international-organizations/>

TBU is a member of the EUA (European University Association); through its membership, the University has the opportunity to participate in all its important activities supporting higher education in Europe and thus present itself to the academic community of Europe.

TBU also signed the Bologna Declaration - Magna Charta Universitatum, which emphasizes, among others, the development and freedom of science and the need to remove barriers in the knowledge and transfer of knowledge. The signatories of the Charter undertake to create conditions favourable for teacher and student mobility.

As for other important organizations, the University is a member of the Danube Rectors' Conference, which associates fifty universities from the Danube region, a member of the European university consortium "European Innovation Alliance" (EuroInnA) and also one of the founding members of the University Consortium International.

PILLAR D: THIRD ROLE OF TBU IN ZLÍN

Strategic goal 4.1: Actively participate in the creation, preparation and implementation of national and regional strategies, including development strategies of the Municipality of Zlín and other municipalities in the region, contribute to the development of the non-profit sector in cultural and social fields and cooperate with external actors during the implementation of development projects

Sub-goal 4.1.1: Build an active representation of TBU in Zlín in structures for the production and management of key strategic documents and, and the same time, participate in their implementation through TBU's own projects/partnerships with the aim of influencing the public life

TBU representatives were regular members of executive or coordinating bodies within the Zlín Regional Authority and the Municipality of Zlín:

- Regional Permanent Conference of the Zlín Region
- Council of Economic and Social Agreement of the Zlín Region
- Regional Economic Board of East Moravia
- Executive Committee for the Regional Development Strategy of the Zlín Region
- Executive Committee for the Integrated Plan of Development of the Territory of the Town of Zlín
- Executive Committee for ITI of the Zlín agglomeration
- Employment Pact 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 and the Municipality of Zlín participating in the preparation of strategies and plans for the economic development of the region, for the development of the labour market, learning needs of the Zlín Region, etc.

In 2021, TBU participated in the preparation of the following strategies:

- Strategy for the Development of the Municipality of Zlín until 2030 – ZLÍN 2030
- Integrated Strategy for the ITI of the Zlín Agglomeration for the 2021–2027 Period
- Smart Region – Strategy for the Development of the Smart Region of the Zlín Region for 2030

In 2021, two TBU representatives were members of the ITI Executive Committee of the Zlín Agglomeration. In 2021, eight project fiches (Operational Programme “John Amos Comenius”, Operational Programme “Technologies and Application for Competitiveness”) were submitted to the project stack for the ITI Agglomeration of Zlín on behalf of TBU in accordance with the requirements set. Project fiches submitted to the OP TAC were consulted with the Ministry of Industry and Trade of the Czech Republic in the autumn 2021.

TBU representatives were members of the Association for Regional Development, Thomas Bata Foundation, as well as of many associations and cluster activities active in the Zlín Region (Plastics Cluster, Safety Technology Cluster, Czech Membrane Platform, Moravian-Silesian Automobile Cluster, Moravian Aerospace Cluster, National Cluster Association, Czech Glass Art – Czech and Moravian Glass Cluster, Zlín Creative Cluster).

Sub-goal 4.1.2: Update the involvement of TBU in clusters, platforms or societies/associations with the aim of contributing to the activities of these entities through active membership and joint projects to the benefit of TBU in Zlín

In 2021, a review of the representation of TBU in clusters, cluster platforms, industry associations, etc. was carried out in order to evaluate these memberships. TBU was actively involved in clusters associated in the National Cluster Association:

- Security Technology Cluster
- Czech Membrane Platform
- Moravian-Silesian Automotive Cluster
- Moravian Aviation Cluster
- National Cluster Association
- Plastics Cluster
- Czech Art of Glass – Czech and Moravian Glass Cluster
- Zlín Creative Cluster

TBU is, through the FaME, a regular member of the National Cluster Association.

Sub-goal 4.1.3: Support the non-profit sector and charity projects as well as cultural and sports activities, with particular regard to activities where TBU employees/students are directly involved or a student project is involved

In 2021, TBU supported a number of charitable and non-profit projects/events:

- FashionEvent “Dotek” (9th edition) - a non-profit student project focusing on fashion and design, which featured an auction of original models. All money raised in the auction was donated to the Women’s Alliance - an organisation helping women with breast cancer and their families.

- Living Creatures project – a project organized by FMC students and running since 2007. Last year, popular events such as Spring in the Shelter (April) and Christmas in the Shelter (December) were organized, outdoor ads were placed in the centre of Zlín, cinema advertising and an exhibition of photos of shelter animals were organized in order to support the shelter activities and raise the awareness thereof.
- In 2021, TBU was also a partner of the Charity Day project. The event aims at supporting small projects of non-profit organizations not eligible for funding from other foundations or grant providers. TBU donated the amount of CZK 20 thousand to support the Modern Creative Workshop with a 3D Printer project in Jabl nka.

At the request of the TBU Rector, assistance was organized through the FLCM for the South-Moravian territories affected by the devastating tornado in June 2021. TBU students travelled to the tornado-hit areas to help local residents as well as rescue staff. Besides cleaning, the students also worked in warehouses holding humanitarian materials, relieved overworked municipal employees and helped in crisis management teams. Since the tornado hit also those villages where both students and employees of TBU reside, the University also addressed the immediate needs of these people. Students affected by this natural disaster could apply for an extraordinary scholarship.

The COVID-19 pandemic significantly affected the sports sector in 2021. It reduced team sports in particular. In the field of individual sports, TBU students achieved significant success, nationally and internationally. Members of the MV TEAM at TBU won four gold medals at the Czech National Sports Aerobics Championship. Thus, the TBU team won a total of ten medals at the national championship and held, once again, one of the top ranks in the TOP TEN 2021 among clubs in the Czech Republic. In November 2021, TBU in Zlín hosted the Academic Championship of the Czech Republic in the men's and women's categories of lead climbing.

Strategic goal 4.2: Strengthen the position of TBU as a leader in the development of learning and of the level of education in the Zlín Region

Sub-goal 4.2.1: Prepare and implement projects of cooperation with nursery/primary/secondary schools aiming at the development of the education system in the Zlín Region, and cooperate in projects focusing on supporting talented pupils and students

Since 1 January 2021, TBU has been participating as a strategic partner in the implementation of the strategic project IKAP II⁶ in cooperation with the Zlín Regional Authority. The main goal of the project is to improve the quality of education in the Zlín Region in the following key areas: Polytechnic education, mathematical literacy, reading literacy and digital competences, work with talented people. TBU ensures the following activities with funding provided by the following projects:

- POLY University (FT)
- Development of educational competences of teaching staff in nursery/primary/secondary schools (FAI)
- Support for the development of mathematical literacy (FAI)
- Support for talented and exceptionally gifted students (Rectorate)
- Use of chess to promote equal opportunities in education (Rectorate)

Rectorate: The training of teachers was focused on Feuerstein's instrumental enrichment programme, which includes the areas of communication skills, teacher and assistant in one classroom, effective implementation of the Individual Education Plan (IEP), neuroscience findings and their application in the education of gifted students, and the possibilities of development of talents. Within the activity "Mapping and Counselling Related to Talents", cooperation with seven pilot schools situated in the Zlín

⁶ Project entitled Implementation of the Regional Action Plan of Development of Education for the Territory of the Zlín Region II, CZ.02.3.68/0.0/0.0/19_078/0018903

Region was started in 2021. Additional activities for gifted students were carried out, involving upper primary school pupils and secondary school students, in particular, professional individual work led by academics (expert project investigators) from TBU component parts. In the spring of 2021, online chess training for teachers at nursery and primary schools took place.

FT: In September 2021, the Summer School 2021 was held for secondary school teachers in the Zlín Region. This training event was attended by 19 persons. By the end of 2021, the Faculty had prepared educational workshops focused on the promotion of polytechnic education in chemistry, physics and biology. These were subsequently held (attended by a total of 30 participants from among primary and secondary school teachers coming from the Zlín Region).

FAI: In 2021, three teacher training sessions were held for teachers at upper primary schools, secondary schools finished without school-leaving examinations and secondary schools finished with school-leaving examinations. Math competitions took place – an on-site competition for teams composed of 4–5 pupils from grades 4 to 5 called MISSION 45, and an online math competition for class teams containing ten categories (grades 6 to 9 of primary schools, grades 1 to 3 of secondary schools finished with school-leaving examinations, and grades 1 to 3 of secondary schools finished without school-leaving examinations). Events were organized, entitled Take a Walk with Maths in the Zlín Region. During 2021, activities linking numeracy with local life and institutions were created for a number of places in the Zlín Region. The output of 2021 involves the content of 20 worksheets and four units processed for a mobile app (MathCityMap); the finalization of graphic design of the materials was started. In 2021, the web portal www.matematickedigihry.cz was in preparation, containing reviews of educational digital math games and web portals offering games or educational systems. Between January and September 2021, the material content for the display focusing on mathematics and put on view in the Experimentarium at the Secondary School of Industry Otrokovice was created.

Sub-goal 4.2.2: Continue the implementation of the University of the Third Age and develop the programmes carried out

The number of U3A courses offered did not increase in 2021, mainly due to the ongoing COVID-19 pandemic. The pandemic caused a decline in the interest of senior students in the U3A, as they are a high-risk group. A number of U3A courses were offered online in 2021, e.g. Man and Health, Man, State and Law, Czech History. Five new courses were launched:

- Basics of Viticulture, Winemaking and Wine Judging
- The World around Us
- Creative Writing
- Modern Genealogy
- Czech History

In 2021, 48 courses were held, attended by 949 students.

Strategic goal 4.3: Promote the town of Zlín and the Zlín Region as a high-quality place to study and live through building of the reputation of TBU in Zlín, including spreading of the legacy of Tomas Bata

Sub-goal 4.3.1: Strengthen the good reputation and promotion of TBU in Zlín on the national/international level, and foster the reputation of the University, including spreading of the legacy of Tomas Bata

In 2021, the Bata Information Centre (hereinafter referred to “Bata IC”) continued to carry out its R&D and marketing activities focusing on the popularization of Bata-related topics. The core of the Centre’s activity was communication through lectures, publications and regular updates of the websites <http://>

tomasbata.org/ and <http://svet.tomasbata.org/>. Besides the provision of consultations, numerous archival research activities were also carried out, and that particularly in some hitherto unexplored or very marginally processed Bata-related activities. During the implementation of the *Bata – Czechoslovak Brand* project funded by the TBU SDF, the topic of the development of the Bata brand was mapped in cooperation with academics from the FMC. Moreover, a database of Bata-related advertising resources was created as part of the said project. Staff of the Bata IC also focused on publishing activities, both in the form of books and articles in prestigious scientific journals. The book *Ba ovi f lma i (Bata Filmmakers)* and the new edition of the popular book *Ba a létá z Otrokovic (Bata Flies from Otrokovice)* attracted the most attention. As regards academic articles, it was a paper tracing Bata's expansion on the territory of India, which was published in *The Indian Economic & Social History Review*, which can be named among the top research journals dealing with social history.

In 2021, a campaign was underway, aiming to promote the image of TBU in Zlín in connection with the 20th anniversary of its establishment. The main product of the communication campaign was the microsite www.jenamdvacet.cz, which described the most important milestones in the history of TBU in an attractive and interactive manner. This microsite had a large international outreach, with more than 100,000 unique visits. The Zlín Film Festival featured the TBU Day, with the TBU anniversary also communicated on this occasion. Another activity to be named referred to a large banner placed on the FT building and two smaller banners placed on the Rectorate and the FHS buildings. All of the mentioned banners had the same visual style as the microsite and were interactive, using the Artivive technology. The entire campaign was complemented by a printed brochure inspired by the content and graphics of the microsite. The brochure was published in 550 copies.

TBU also commemorated the 20th anniversary of its establishment during the Zlín Film Festival 2021, in particular by holding a special concert for TBU at the nám. Míru square in Zlín, where the band Jelen performed. The TBU brand and the 20th anniversary were promoted throughout the “Day with TBU” event featuring a programme organized by the University – presentations of TBU Faculties in KOMA modules, an interview with Prof. Vladimír Sedláček, TBU Rector, for the Zlín Film Festival radio. Actresses Anna Geislerová and Klára Issová received the “Star Honorary Doctorate” from TBU.

Sub-goal 4.3.2: Promote the results of education, R&D among the public, and actively spread new knowledge, results of R&D activities and examples of good practice among the general public

In 2021, with funding provided by the IKAROS project, the Marketing and Communication Strategy was prepared, with the aim of promoting R&D activities carried out at TBU in Zlín. Furthermore, the TTC developed a document entitled Methodology for the Selection and Evaluation of Successfully Implemented (Transfer) Outputs for Presentation and Rewarding Purposes.

Traditionally, events and activities aimed to promote the results of education and R&D were carried out by TBU both at the Rectorate and, particular, at the individual component parts and in the research centres. In 2021, 31 projects were supported in accordance with measures listed in the Institutional Plan of Tomas Bata University in Zlín, with a total amount of CZK 3,756 thousand (FT, FAI, CEBIA-Tech, UNI, CPS, FLCM, FAME, FMC, FHS and the Rectorate).

PILLAR E: HUMAN RESOURCES, FUNDING, INTERNAL ENVIRONMENT AT TBU IN ZLÍN AND STRATEGIC MANAGEMENT

Strategic goal 5.1: Set up efficient internal processes and strategically manage the development of TBU in Zlín

Sub-goal 5.1.1: Develop internal capacity for the strategic management of TBU in Zlín

Educational activities aimed at increasing the skills of management staff were carried out with funding provided by the TBU DUO project in 2021, and that in accordance with the project documentation. This educational activity comprised four modules, focusing on management skills, organizational skills, personal development and specific skills. A total of 15 training sessions were held in 2021.

In 2021, activities were carried out in the area of occupational health and safety management, fire prevention and environmental protection, including the elaboration of crisis management methodologies aimed to ensure conceptual safety management at TBU in Zlín. The document entitled “Safety Policy of TBU” was prepared. The required updating of internal regulations is planned to take place in the subsequent period.

In 2021, professional capacity continued to be built and developed both for strategic management and for strengthening and extending of the absorption capacity for the new 2021+ programme period. The required job positions were created:

- Data Analyst (Analyst, Strategic Development)
- Senior Project Manager
- HR Recruitment (new office - Human Resources Development)
- HR Development (new office - Human Resources Development)
- HR Leadership (new office - Human Resources Development)
- HR Talent Manager (new office - Human Resources Development)
- LL Coordinator (implementation of the LL Development Strategy at TBU)
- Digitization Manager (Strategic Development, Fénix Digital Studio)
- Audio-visual Post-Production Engineer (Strategic Development, Fénix Digital Studio)

Sub-goal 5.1.2: Improve and develop centrally provided services with the aim of reducing the duplication of capacity at each of the TBU component parts and reducing the administrative load internally

The internal Audit 2/2021 entitled *Audit of duplication of activities that were set up as centralized services or capacity provided at the institutional level* was initiated in 2021. At the same time, a working group was formed at the Rectorate; the task of the working group is to coordinate the preparation of new conditions for HR work at TBU and the implementation of new HR tools aimed at reducing the administrative load in the field of human resources work at TBU.

Sub-goal 5.1.3: Develop the TBU information system with the aim of fully computerizing all of its segments and reducing the administrative load

During 2021, the VPN system for remote secure connection of users to the data network and the University's information systems was renewed. The outdated and no longer supported HW infrastructure of the VPN concentrator was replaced, the number of licences for the Cisco AnyConnect VPN client was significantly extended to a total of 1,000 users and its 3-year support was provided. The new HW infrastructure for the VPN was purchased with a 60-month warranty. By the end of 2021, the renewal of the outdated hardware of the Flowmon monitoring system was completed; it specifically involved the NetFlow/IFMSIX data acquisition probe and the collector for long-term storage and evaluation of statistics of the acquired

NetFlow/IFMSIX data, including software conversion and migration of all data and configurations from the existing hardware to the newly supplied hardware. System support was also provided for all three modules of the Flowmon system (probe, collector, ADS). At the same time, the server infrastructure of TBU was renewed and extended during the implementation of a parallel public contract, with the aim of creating a backup of data collected by the Flowmon monitoring system; the warranty period for the delivered HW is seven years.

In 2021, a gradual transition to electronic approval and payment of invoices in the information system began. A contractor was selected, an analysis was carried out along with the proposal for the steps to be taken, and the first stage of invoice computerization took place. The planned second stage will complete the entire project in 2022, including the integration with the e-Spis (Electronic Records Management System) platform. The creation of integration links between the e-Spis Electronic Records Management System and the IS STAG system continued by selecting a contractor and by developing the target solution concept. The form of the public contracting authority's profile in the Tenderarena public tender system was implemented. The integration link will not be finalized before 2022, after functions have been extended. The HR Portal was also optimized, by adding the property registration module containing all the data included in the SAP system, to which all employees have access. Besides an overview with the option of sorting by buildings, rooms and cost centres, the selected data may be exported and reports may be automatically created – for physical disposal, removal from the SW registration lists and transfer within a component part.

During 2021, the implementation of the IS related to the evaluation of academic staff continued at other component parts of TBU – the FAI and FHS. The final stage will be completed in 2022 (the FT and FAME).

Sub-goal 5.1.4: Ensure the conditions for the creation and development of new centres focusing on strategic directions and ensure the sustainability and further development of the existing research centres

The establishment of the Centre for Support of Education at the FHS was funded by the Strategic Development Fund in 2021. The aim of the project is to boost the staff structure of the FHS by creating a new, state-of-the-art constituent part, sort of a centre of excellence, with the potential to generate R&D and creative outputs in applied and basic research in programmes primarily focused on the education of teachers and qualified medical personnel, and, in future, also to prepare accreditations of pedagogically oriented degree programmes.

Sub-goal 5.1.5: Strengthen the mutual awareness, internal communication and collaboration across the University, support the creation of communication platforms of employees in various sections of their professional activities. Encourage students (those actively participating as well as those not actively participating) to use formal mechanisms run by the University to express their needs and concerns. Develop a more systemic approach to the participation of students in the operation of the University

In 2021, the Human Resources Development office was established at the Rectorate of TBU. A working group consisting of the Marketing and Communications, TBU Director of Marketing and Communications, HR Development and of representatives of Vice-Rectors' offices defined the main areas of internal communication, including the competencies of the individual constituent parts. The HR Development started to strengthen its activities related to HR Marketing and Employer Branding in various areas, such as:

- Publication of a regular newsletter for employees
- Extension of communication activities in the adaptation process of employees
- Strengthening of communication on social media

Strategic goal 5.2: Finalize the comprehensive internal system of assurance and evaluation of quality of educational, R&D, creative and related activities carried out at TBU in Zlín

Sub-goal 5.2.1: Implement the internal system of evaluation of quality of R&D and creative activities in accordance with MEYS recommendations, the NAB methodology and the 17+ Methodology of the MEYS, and develop evaluation methods for the purposes of quality assurance of education, R&D and creative activities and the third role of the University

The TBU Internal Evaluation Board continued to form the backbone of the quality assurance system at TBU. In the course of 2021, four Board meetings took place, with their agenda including not only discussions and assessment of applications for accreditations of new degree programmes submitted by the individual component parts of TBU; also, the second Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín was prepared and discussed. This strategic document summarizes the evaluation of key activities of TBU done during 2020 according to the specified set of monitoring indicators and to the effectiveness of the measures adopted in previous years. At the same time, it comprises aims and measures for the period from 2021 to 2023. Furthermore, the TBU IEB carried out a continuous quality control of 16 degree programmes and updated key internal regulations governing the evaluation of the quality of degree programmes/courses carried out at TBU, degree programme standards and of the course of accreditation of degree programmes.

In addition to ensuring the external evaluation of quality, TBU was also paying great attention to a systematic provision of supporting documents for the evaluation of internal environment. In this context, the University conducted a survey focusing on key employers of TBU graduates who graduated between 2016 and 2018, which took place in April 2021. In total, more than 400 organizations were contacted and asked to participate in the survey.

In May, a follow-up survey was conducted focused on the evaluation of the quality of TBU degree programmes by TBU students. The survey was focused on obtaining feedback on the educational environment and on experience related to studying in degree programmes. For the purpose of evaluation and comparison of results, an identical questionnaire to that used three years ago was used. 781 students participated in the survey.

Subsequently, at the turn of June, TBU carried out a survey focused on the evaluation of services, educational needs and quality of education related to the spread of the third wave of COVID-19 and its impact. This monitoring also took place at 27 other Czech universities, with 10,004 students and 2,418 teachers participating in the survey. 487 students and 127 teachers participated in the survey conducted at TBU. Thanks to the survey, the University obtained feedback on the quality of crisis management and on the level of distance learning. Based on the results, TBU Faculties were advised to propose more effective measures in the field of support of teaching, level of provision of information and protection of staff.

Another item on the agenda related to the assurance of the internal quality system was a survey focused on working conditions, staff satisfaction and educational needs of staff, with 316 employees participating. The results of the survey were used to formulate the Strategy for Human Resources Management of TBU in Zlín and the Gender Equality Plan.

In addition to these specialized surveys, The University organized two regular questionnaire surveys last year, focusing on feedback given by students on the quality of tuition in individual course units via the IS/STAG system. Numbers of participants in the surveys: More than 2,300 students participated in the assessment of the teaching process in the summer semester of the academic year 2020/2021, and more than 3,000 students in the winter semester 2021/2022.

In addition to obtaining feedback on the quality of the educational process, TBU was carrying out other regular evaluations, namely the evaluation of the work capacity of the academic staff, using the IS “Evaluation of the Academic Staff” or the “Work Capacity Record”. For the purposes of developing this evaluation, the relevant Rector’s Directive on the Evaluation of Academic and Research Staff was updated at the beginning of 2021 (SR/07/2021).

Sub-goal 5.2.2: Implement the relevant recommendations arising from the work of external evaluation panels as part of the evaluation conducted by the MICHE, EUA – Institutional Evaluation Programme, and in accordance with the 17+ Methodology. Take into consideration the conclusions taken by the panels when reviewing internal processes, during the strategic allocation of funding within the institution and other policies which are the subject of evaluation

The external evaluation of quality at TBU in 2021 comprised, at the beginning, the finalization of the work carried out by the International Evaluation Panel in accordance with the the 17+ Methodology. In the first quarter of 2021, the Panel carried out calibration/consolidation of the results obtained in the previous year at the level of the provider (MEYS). Subsequently, the evaluation of TBU in comparison to other higher education institutions in the CR was consolidated, and that through the Czech Rectors’ Conference, the Research, Development and Innovation Council and the MEYS.

The resulting evaluation of R&D and creative activities carried out at TBU was further used not only during the preparation of the rules for the reallocation of funding provided to long-term development of the research organization but also for formulating of aims and measures listed in the Implementation Plan for 2021. Concurrently, the results of the evaluation were also used for setting of aims and measures in the Internal Evaluation Report of TBU in Zlín for the period from 2021 to 2023. Last but not least, on the basis of the evaluation, the TBU component parts started to implement measures aimed to improve the level of their R&D and creative activities within the evaluated modules.

Another important element of the external evaluation in which TBU was involved in 2021 was the feedback from the European University Association (EUA). In this regard, a progress report was sent to the Association, which summarizes the manner how the recommendations of the Committee listed in the Institutional Evaluation Report of the Higher Education Institution are incorporated into the TBU Strategy for 2021+.

During the second half of 2021, TBU prepared a self-evaluation report for the purposes of external evaluation of institutional accreditation by the NAB. On the basis of this report, the NAB Committee is expected to evaluate the system of quality assurance, preparation and accreditation of degree programmes within the institutional accreditation, and formulate recommendations for their further development. The evaluation by the NAB will be finalized in the course of 2022.

Sub-goal 5.2.3: Consistently evaluate and ensure the quality of international mobility of incoming/ outgoing students

At the beginning of 2021, a questionnaire survey was carried out to assess the quality of international mobility of incoming and outgoing students. The results of the questionnaire survey were presented to the Rector’s Advisory Council and to the Council of Vice-Deans for International Relations, and, at the same time, served as a basis for the elaboration of measures comprising proposals for an increase in academic mobility.

Strategic goal 5.3: Ensure the financial stability of TBU in Zlín

Sub-goal 5.3.1: Develop public funding resources aimed to support the development of TBU in Zlín, and ensure the fulfilment of strategic goals for the 21+ period

Within the TBU Budget Rules for 2021, financial resources were allocated for the announcement of internal competitions (for the provision of funding by the SDF). In 2021, projects in the following areas were accepted for funding:

- Support for the establishment of degree programmes in mechanical engineering at TBU
- Support of nationally and regionally important activities (education in the region, popularization of education in technology, marketing, medical staff, support of traditional fields)
- Support for activities related to the development of the creative industry
- Support for R&D activities at faculties focusing on humanities and social sciences - support for internal competitions focusing on the development of social sciences (FORD 5 and 6)

As a new rule applied in 2021, funding provided by the SDF was additionally provided to projects focusing on a reduction of the impact of the COVID-19 pandemic with the aim of improving the quality of educational and related processes carried out at TBU and aim to strengthen its competitiveness on the national and international education markets.

Sub-goal 5.3.2: Develop internal mechanisms used for the allocation of funding and remuneration of staff that shall take the fulfilment of the TBU Strategic Plan into consideration and support the development in the prioritized areas defined

During the setting of research priorities and during the allocation of funding, the Budget Rules for 2021 took into account societal needs on the national and global level. The actual performance and qualitative results of the component parts were consistently considered during the internal allocation of funding. During the distribution and use of institutional funding allocated to the LCDRO, the prioritized aims set by the MEYS and by TBU were taken into account.

Strategic goal 5.4: Strengthen the strategic management of human resources

Sub-goal 5.4.1: Build up a functional system of human resource management at TBU in Zlín

On 15 February 2021, a new Human Resources Development office was established at the Rectorate as the second unit of the Human Resources office.

The Strategy for the Development of Human Resources of Tomas Bata University in Zlín (hereinafter referred to as “TBU HRM Strategy”) was prepared, including the Methodology of Work with Human Resources at TBU in Zlín and the Implementation Action Plan for the period from 2022 to 2025. The TBU HRM Strategy defined the vision and mission of TBU as an employer. The following methodologies were incorporated into the Strategy for the Development of Human Resources of TBU: Methodology for Work with Human Resources, Methodology for Reconciling the Family and Working Life, Methodology for Extended Search for Candidates to Hold Senior Management Positions and Specialist Positions, Incorporation of the European Charter for Researchers into the Internal Structure of TBU in Zlín and Implementation of the TBU Code of Ethics.

In the autumn months of 2021, the preparations of the Gender Equality Plan (hereinafter referred to as “TBU GEP”) was finalized at TBU in Zlín. The TBU GEP describes the goals, mechanisms and measures that TBU will implement in order to establish a higher level of gender equality in its work environment and to fulfil the vision of TBU as an organization offering employment – to be one of the best employers in the Zlín Region, an organization enabling its employees the maximum possible level of self-fulfilment and equal opportunities in career growth, evaluation and remuneration. The GEP comprises the strategic aims set and the action plan prepared in order to achieve the aims in the following areas: Education and awareness in the field of gender equality, work-life balance, percentage of women holding CEO positions, recruitment of employees and equal opportunities, equal opportunities in science and research, measures against sexual and gender-based harassment. The TBU GEP comprises:

- Plan for the incorporation of principles of gender equality into the internal rules and regulations of TBU and of TBU component parts
- Action plan for specific activities
- Rules of the internal system aimed at the implementation of the action plan
- System for the assessment of the fulfilment of individual GEP measures, including regular monitoring

Sub-goal 5.4.2: Build up a system of strategic recruitment for the needs of TBU in Zlín aiming at recruiting members of academic and research staff from outside

At the end of 2021, the Human Resources Development office launched a new website: kariera.utb.cz. Thus, a platform was created containing a centralized offer of vacancies at TBU with the possibility of direct registration of applicants in the running selection procedures or just in the database of applicants for a job at the University. In accordance with GDPR rules, the database allows candidates to contact experts from business and industry beyond the announced procedures. Besides the TBU website and the ‘jobs.cz’ and ‘prace.cz’ job portals, the posting of vacancies was also expanded during 2021 to include specialized job search sites such as ‘jobs.juristic.cz’, ‘EURAXESS’ and ‘academicpositions.com’. At the same time, TBU started to post vacancies on the TBU Facebook and LinkedIn pages, and the use of the ATS (applicant tracking system) recruitment application was expanded. This enabled to simplify and streamline administration and improve communication with job candidates.

Sub-goal 5.4.3: Fully implement a system of human resource management in R&D; maintain and extend the HR Award certificate – continue to set the rules for strategic management of the research organization in accordance with requirements set for awarding of the certificate

In 2018, TBU in Zlín received the prestigious HR Award for two TBU research centres, the CPS (UNI) and CEBIA-Tech (FAI). These centres have set up a transparent working environment in compliance with the European Charter for Researchers and with the Code of Conduct for the Recruitment of Researchers, and that including gender equality. The research centres have reached the fourth year of the implementation of the project aimed at obtaining and maintaining the HR Award certificate. At the end of 2020, an internal evaluation was carried out regarding the fulfilment of the measures aimed at implementing the Human Resources Management Strategy for Researchers (HRS4R). The Internal Evaluation Report was submitted to the European Commission for assessment in late February 2021. The overall conclusion of the assessment by the EC is that both research centres made significant progress during the first period of implementation of the HRS4R (2019–2021).

Sub-goal 5.4.4: Implement the principles of strategic management of human resources in R&D, of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers

The established pilot system for the evaluation of academics and researchers concerning educational, R&D, creative and other activities (managerial activities, fulfilment of the third role) was evaluated and innovated at the beginning of 2021. A new Rector's Directive No. SR/7/2021 Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers was issued, effective from 1 April 2021, replacing the Rector's Directive No. SR/23/2019). The purpose of the evaluation system is to provide all employees with systematic and objective feedback on their professional activities, to identify barriers and opportunities for further development. The key component of the evaluation system comprises regular interviews of managers with employees, within which a career plan of activities for a period of one to two years is determined and evaluated. The career plan is monitored by Heads of Departments and Deans of TBU Faculties. Concurrently, a full implementation of the information system for evaluation of academic staff is pressurized, which will provide support for effective and objective evaluation.

Sub-goal 5.4.5: Build up the HR structure of academic staff; set the rules for and develop a system for career development of academics/researchers, and manage the development of talents in junior academic staff, including incentive pay

During the internal evaluation and remuneration of academics and researches (SR/7/2021), TBU takes into account career breaks due to parenthood, long-term illness or taking care of close persons. Parents among students can use the services of the TBU Nursery School, which enables them to coordinate their family and working life. The Human Resources Development office prepared an extended range of employee benefits.

In 2021, a new support system for the financial stabilization of post-docs was launched (Rector's Directive SR/9/2021 entitled Programme Supporting the Transition of PhD Graduates to Employment at Their Early Academic Career at TBU).

During 2021, an analysis of the filling of senior management positions was carried out.

Strategic goal 5.5: Development of internal infrastructure and an increased adaptability thereof to climate changes including the implementation of measures aimed to reduce the carbon footprint

Sub-goal 5.5.1: Maintain and develop the infrastructure and facilities intended for educational, R&D and creative activities carried out at TBU in Zlín, including the development of the TBU Library and support of availability of the TBU Library's information resources

At the beginning of 2021, the current subscription to information resources was renewed and new resources were added to the offer, in particular important collections of e-books produced by major publishers (Bookport, SAGE, Emerald, IGI Global and others). Moreover, a planned upgrade to the latest version of the Shibboleth software took place, which is of key importance for remote access to electronic information resources, was carried out. At the same time, more technologies were deployed in selected resources for comfortable remote access to their content. In September 2021, a completely new interface of the TBU Information Resources Portal (<http://ezdroje.k.utb.cz/>) was launched, reflecting the latest trends in this sector and offering the users a cutting-edge platform for accessing all resources subscribed to by TBU.

With funding provided by the IKAROS project, the document entitled Strategy for Open Access to Scientific Information of TBU in Zlín was elaborated.

The FT building: The development of the TBU infrastructure is described in the documentation drawn up for the 133 220 Programme “Development and Renovation of the Material and Technical Facilities of Public Higher Education Institutions”, sub-programme ‘133D 22R “Development and Renovation of the Material and Technical Facilities of TBU in Zlín”. The previous main goal pursued by TBU in this document, the project entitled “TBU - General Renovation of the U1 Building”, was replaced by the project entitled “TBU - New Construction of the U1 Building” when the whole programme was revised in July 2021. Reasons for the alteration in the project were supported by the expert opinion given by the Klokner Institute of the Czech Technical University in Prague.

In 2021, documents related to the U1 demolition project were discussed with the concerned state authorities, utility managers and other parties in the proceedings on the demolition of the building. The most important task was to obtain a consent from the Department of Culture and Heritage Care of the Municipality of Zlín, as well as a consent from the National Heritage Institute, which were issued. During the next stage of the project of the New U1 Building, an architectural study of the new building was prepared by Atelier 2002 s.r.o. in 2021, and subsequently, at the turn of 2022, documentation was prepared for the zoning procedure related to the new FT building. A plot of land (with an area of 126 m²) adjacent to the eastern half of the southern front of the U1 building was purchased.

Renovation and modernization of the Assembly Hall in the Academia Centre: It was an overall renovation of a separate part of the U2 building, and that from the basement to the repair of the roof cladding. The concept of the renovation was based on an architectural study prepared by Prof. Ing. Eva Jiřinová, M.Arch., in 2019. The actual construction work was carried out between January and November 2021 at a total cost of CZK 91 million (funding provided by TBU). In addition to a renovation of the lobby situated on the first floor, the lobby situated on the first underground floor, sanitary facilities, the HRR cafeteria and related technological equipment, the construction project also included the delivery of a professional audio-visual equipment set and the supply of conference seating and interior furnishings.

Sub-goal 5.5.2: Maintain and develop the infrastructure for the provision of accommodation and catering services

Renovation and modernization of the U7 building: Funding provided by MEYS programmes and intended for the development and renovation of catering and accommodation facilities was used for the Renovation and Modernization of the U7 Building project: Financial participation by TBU amounted to no less than 40% of the total cost. The actual construction work started in February 2021, the renovation is expected to be finalized in July 2022 in line with the schedule. Public tenders seeking the suppliers of the interior equipment and of seating furniture were finalized; the delivery is coordinated, in terms of dates, with the finalization of the construction part. The whole project will be finalized after a final inspection in July 2022 and handed over to the HRR for permanent use in August 2022.

HRR: In 2021, the allocation of accommodation capacities was evaluated in relation to the individual TBU Faculties and individual years of study. In accordance with this evaluation, the accommodation capacity provided for the first years of study was adjusted. Moreover, rules for the assignment of accommodation were adjusted depending on the commuting distance of students. Due to a considerable surplus of demand for student accommodation, agreements with external accommodation providers were prepared and implemented in order to rent additional accommodation capacity. The accommodation capacity in the winter semester 2021 was 807 beds, in the winter semester 2022 it will be increased to comprise 1,120 beds.

Sub-goal 5.5.3: Implement measures aimed to fulfil the Strategy for Long-Term Sustainability at TBU in Zlín with the aim of developing the environmental responsibility of TBU in Zlín

In the course of 2021, the preparation of the Strategy for Sustainable Development continued, including an action plan. A working group for sustainability development was formed at TBU with the aim of preparing implementation measures.



An opening ceremony was held in the atrium of the University Centre on 20 October 2021 to open the exhibition entitled “Je nám 20”(We are 20 Years Old). Students of the Faculty of Multimedia Communications dealt with the topic of the 20th anniversary of the establishment of TBU in an original manner, each of them in their own visual style. The posters featured the so-called augmented reality.

3. FULFILMENT OF THE TARGET INDICATORS SET IN THE STRATEGIC PLAN OF TOMAS BATA UNIVERSITY IN ZLÍN FOR THE 21+ PERIOD

Fulfilment of the target indicators in 2021

Target indicator: 10,000 students, out of which 15% will be international students

TABLE 2: STUDENTS ENROLLED ON ACCREDITED DEGREE PROGRAMMES; NUMBER AND PERCENTAGE OF INTERNATIONAL STUDENTS

Year (Source: IS STAG; as at 31 October)	2018	2019	2020	2021	Planned in 2025	Planned in 2030
Total number of students	9,226	9,397	9,674	10,228	9,850	10,000
Out of which international students	1,044	1,032	997	1,115	1,250	1,500

Target indicator: Institutional accreditation granted for all key areas of education offered by TBU in Zlín

Institutional accreditation granted to TBU in Zlín:

- a) Courses in economics (FaME, FMC)
- b) Chemistry (FT, UNI)
- c) Food processing (FT)
- d) Arts (FMC)

Potential for expanding of the institutional accreditation:

- Courses in security (FLCM, FAI)
- Informatics (FAI)
- Media and communication studies (FMC)
- Non-teacher training (FHS)
- Mechanical engineering, technology and materials (FT)

Target indicator: A stable structure of academics with the percentage of Associate Professors and Professors of at least 30% and 15%, respectively. At least 15% of academics will be from abroad.

TABLE 3: BASIC HR STRUCTURE OF TBU (AVERAGE CONVERTED NUMBERS); OUT OF WHICH THE CATEGORY OF ACADEMIC STAFF (COMPRISING THE CATEGORY OF ASSOCIATE PROFESSOR/PROFESSOR); PERCENTAGE OF THE CATEGORY OF ASSOCIATE PROFESSORS/PROFESSORS IN THE TOTAL NUMBER OF ACADEMICS, RESEARCHERS AND OTHER EMPLOYEES; NUMBER OF FOREIGN NATIONALS AMONG ACADEMICS (COMPRISING THE CATEGORY OF ASSOCIATE PROFESSOR/PROFESSOR), PERCENTAGE OF FOREIGN NATIONALS AMONG ACADEMICS IN THE TOTAL NUMBER OF ACADEMICS.

Data as at 31 December of the relevant calendar year	2018		2019		2020		2021		Planned in 2025		Planned in 2030	
	Academic staff	Out of which foreign nationals	Academic staff	Out of which foreign nationals	Academic staff	Out of which foreign nationals	Academic staff	Out of which foreign nationals	Academic staff	Out of which foreign nationals	Academic staff	Out of which foreign nationals
Professors (Percentage of the total number of academics)	38.2 (8.5 %)	9.8	36 (7.9 %)	9.32	38.8 (8.3 %)	12.4	42.6 (9 %)	12.2	55 (11.6 %)	20	75 (15 %)	25
Associate Professors (Percentage of the total number of academics)	100 (22.2 %)	14.4	101,5 (22.3 %)	13.3	94 (20.1 %)	11.6	93,9 (19.4 %)	11.5	125 (26.3 %)	25	150 (30 %)	40
Total number of academics, out of which foreign nationals (percentage of foreign nationals in the total number of academics)	450.1	49.9 (11 %)	454.8	50.9 (11 %)	466.7	49 (10 %)	483.1	52.7 (10.9 %)	475	60 (12 %)	500	75 (15 %)
Total number of researchers	108		105.6		95		96.5		125		150	
Total number of other employees	350.1		365		373		375.4		385		400	
Total number of TBU employees	908.2		925.5		934.7		955		985		1,050	

Target indicator: More than 80% of academics publishing at least one scientific output of good quality, indexed in the Web of Science database (most of the outputs at the Q1 or Q2 level).

TABLE 4: OVERVIEW OF PUBLICATION ACTIVITY BY PERSON AND PERCENTAGE OF THE TOTAL NUMBER OF ACADEMICS

Data as at 31 December of the relevant calendar year	2018	2019	2020	2021	Planned in 2025	Planned in 2030
Number of academics who are authors of publications at the level of the Q1/Q2 quartile	172	220	252	276	330	400
Percentage of publishing academics out of the total number of academics (average converted number of academics)	38 %	48 %	56 %	57 %	69 %	80 %

Target indicator: Stable ranking spot of TBU in the first half of The Times of Higher Education – World University Ranking (THE)

TABLE 5: TBU’S RANK IN THE TIMES OF HIGHER EDUCATION UNIVERSITY RANKING

Year	2017	2018	2019	2020	2021	Planned in 2025	Planned in 2030
Rank held by TBU	801+	801+	1001+	1001+	1001+	1001+	do 801+



**TEXT
SUPPLEMENT**

1. BASIC INFORMATION ON TBU

1.A BASIC STRUCTURE

Tomas Bata University in Zlín

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

Component Parts of TBU:

- Faculty of Technology (FT): Vavre kova 275, 760 01 Zlín
- Faculty of Management and Economics (FaME): Mostní 5139, 760 01 Zlín
- Faculty of Multimedia Communications (FMC): Univerzitní 2431, 760 01 Zlín
- Faculty of Applied Informatics (FAI): Nad Stráněmi 4511, 760 05 Zlín
- Faculty of Humanities (FHS): Štefánikova 5670, 760 01 Zlín
- Faculty of Logistics and Crisis Management (FLCM): Studentské nám. 1532, 686 01 Uherské Hradiště
- University Institute (UNI): Nad Ov írnou 3685, 760 01 Zlín
- Library: nám. T. G. Masaryka 5555, 760 01 Zlín
- Halls of Residence and Refectory (HRR): Štefánikova 150, 760 01 Zlín

Self-Governing Academic Bodies of Tomas Bata University in Zlín:

- Academic Senate
- Rector
- Scientific Board
- Internal Evaluation Board
- Disciplinary Committee

Other TBU Bodies:

- Board of Governors
- Bursar

TBU Advisory Bodies:

- TBU Management Board
- Rector's Advisory Council
- International Board
- Ethics Committee
- Ombudsman

Research units and science and technology parks established at TBU in Zlín:

- Centre for Applied Economic Research (CAER), FaME
- Centre of Polymer Systems (CPS), UNI
- Footwear Research Centre (FRC), UNI

- CEBIA-Tech, FAI
- Research Centre of the FHS
- Technology Park, UNI
- Technology Park – Information and Communication Technologies, FAI
- Technology Transfer Centre (TTC), UNI

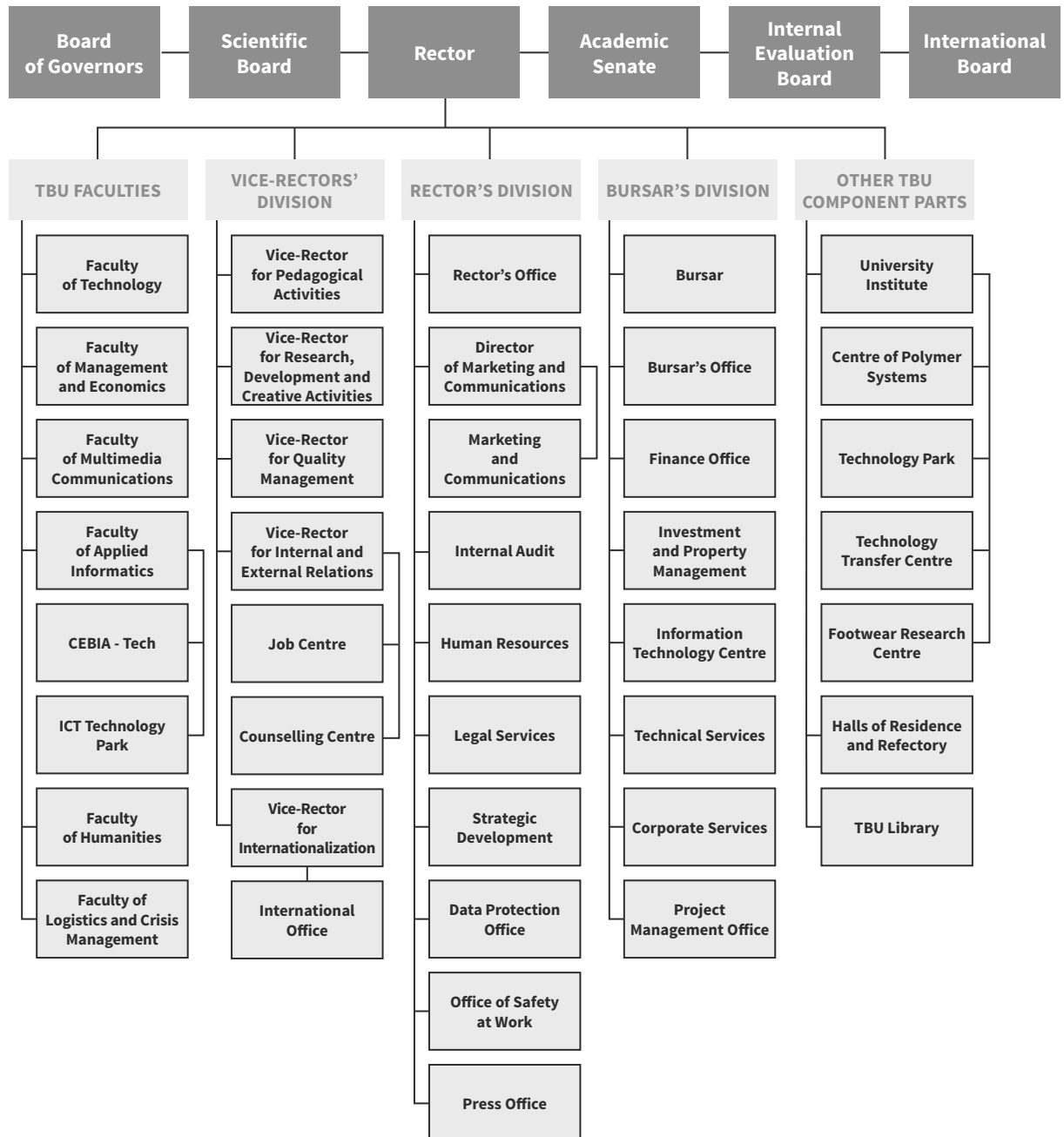
Other constituent parts:

- UPPER – Centre of Creative Industries and Business (FMC)
- Bata Centre – Ton Duc Thang University
- Centre for Education for Industry 4.0, z. s. Identification No.: 11931302 (Co-founders: TBU in Zlín, CE-PA, spol.s.r.o., Regional Chamber of Commerce of the Zlín Region, TREXIMA, spol.s.r.o.)

Legal entities where TBU has a capital share

- Technology Innovation Centre s.r.o., Identification No.: 26963574 (Commercial company, TBU is a 50% owner, the Zlín Regional Authority is a 50% owner)
- TBU Nursery School, ID: 01889893 (school registered as a legal entity)

1.B TBU ORGANIZATIONAL CHART



1.C STRUCTURE OF SELF-GOVERNING ACADEMIC BODIES, OTHER TBU BODIES AND TBU ADVISORY BODIES IN 2021

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

Rector

- Prof. Ing. Vladimír Sedláček, Ph.D.

Academic Senate

Chairperson:

- doc. Ing. Martin Sysel, Ph.D.

Deputy Chairpersons

- doc. Ing. Michal Staněk, Ph.D., Deputy Chairperson; Chairperson of the Academic Staff Chamber
- Bc. Kateřina Kopřivová, Chairperson of the Student Chamber (until 05/09)
- Ing. Magdaléna Rybová, Chairperson of the Student Chamber (from 02/11)

Academic Staff

- Mgr. Lucie Blašíková, Ph.D.
- Mgr. Petr Dujka
- Ing. Monika Horáková, Ph.D.
- doc. Ing. Miloslava Chovancová, CSc.
- Mgr. Josef Kocourek, Ph.D. (until 21/01)
- Mgr. Věra Kozáková, Ph.D.
- doc. Ing. et Ing. Ivo Kuitka, Ph.D. et Ph.D.
- Ing. Miroslav Matýsek, Ph.D.
- Mgr. Zdeněk Melichárek, Ph.D.
- doc. Mgr. Aleš Mráček, Ph.D.
- Ing. Bc. Miroslav Musil, Ph.D.
- doc. MgA. Libor Nemeškal, Ph.D.
- doc. Mgr.A. Pavel Noga ArtD. (from 20/04)
- doc. Ing. Petr Novák, Ph.D.
- Mgr. et Mgr. Viktor Pacholík, Ph.D. (until 02/09)
- doc. Ing. Michal Sedláček, Ph.D.
- PhDr. Helena Skarupská, Ph.D.
- MgA. Václav Skácel, (from 02/03)
- Ing. Radmila Soukalová, Ph.D.
- Ing. Jan Strohmandl, Ph.D.
- Ing. Tomáš Sysala, Ph.D.
- PhDr. Tomáš Šula, Ph.D. (until 20/04)
- RNDr. Jakub Trojan, MSc., MBA, Ph.D.
- doc. RNDr. Ing. Zdeněk Úředník, CSc.
- doc. Ing. Pavel Valášek, Ph.D. LL.M.

Students:

- Ing. Adam Dočkal (from 18/05)
- Bc. Patrik Bůžek (until 18/05)
- Ing. Petr Fluxa
- Martin Halgoš

- Bc. Kateřina Kopřivová
- Bc. Jan Klokočka (from 15/06)
- Ing. Václav Mach (until 13/05)
- Bc. Jan Marada (from 21/09)
- Ing. Jan Mrázek
- Bc. Milan Nguyen Quang
- Ing. Pavel Ondra
- Bc. David Paul
- Ing. Magdaléna Rybová
- Bc. Nikolas Ryzí (until 11/05)
- Ing. Jan Skovajsa (from 18/05)
- MgA. Rostislav Zapletal

Scientific Board

Chairperson

- Prof. Ing. Vladimír Sedláček, Ph.D., TBU Rector

External Members

- Prof. MUDr. Václav Báňa, Ph.D., College of Polytechnics Jihlava
- Prof. Ing. Jiří Bíla, DrSc., Czech Technical University in Prague
- Prof. Boris Jirků, M.F.A., University of West Bohemia in Pilsen
- Prof. PhDr. Beata Kosová, CSc., dr.h.c., Matej Bel University
- Prof. RNDr. Ivana Márová, CSc., Brno University of Technology
- Prof. Ing. Miroslav Ludwig, CSc., University of Pardubice
- Prof. Ing. Danuše Nerudová, Ph.D., Mendel University in Brno
- Prof. Dr. Ing. Pavel Němeček, Technical University of Liberec
- doc. Ing. Martin Novák, Ph.D., University of Jan Evangelista Purkyně
- Ing. Eduard Palíšek, Ph.D., MBA, Siemens Czech Republic
- Ing. Jiří Rosenfeld, CSc., Moravian-Slovak Engineering Works
- Prof. RNDr. Václav Snášel, CSc. – VSB – Technical University of Ostrava
- Prof. Dr. Ing. Miroslav Svítek, dr.h.c., Czech Technical University in Prague
- Prof. RNDr. Ing. Petr Štěpánek, CSc., Brno University of Technology
- Prof. RNDr. Jitka Ulrichová, CSc., Palacký University Olomouc
- Ing. Čestmír Vanura, Kovárna VIVA a. s. VIVA Industry Forging Company

Internal Members

- doc. Mgr. Milan Adámek, Ph.D., FAI
- doc. Mgr. Irena Armutidisová, FMC
- Prof. Ing. Roman Čermák, Ph.D., FT
- Prof. Ing. Berenika Hausnerová, Ph.D., FT
- doc. Ing. Adriana Knápková, Ph.D., TBU
- doc. Ing. Zuzana Komínková Oplatková, Ph.D., TBU
- doc. Ing. et Ing. Ivo Kuřitka, Ph.D. et Ph.D., CPS
- doc. Ing. Anežka Lengálová, Ph.D., FHS
- Prof. Dr. Ing. Drahomíra Pavelková, FaME
- Prof. Ing. Petr Sába, CSc., TBU
- Prof. MgA. Petr Stanický, M.F.A., FMC
- doc. Ing. Martin Sysel, Ph.D., FAI
- Prof. Ing. David Tuček, Ph.D., FaME
- doc. Ing. Zuzana Tučková, Ph.D., FLCM
- Prof. Ing. Vladimír Vašek, CSc., CEBlA-Tech
- Prof. Ing. Dušan Višar, CSc., FLCM

Internal Evaluation Board

Chairperson:

- Prof. Ing. Vladimír Sedláček, Ph.D., TBU Rector

Deputy Chairperson:

- doc. Ing. Roman Bobák, Ph.D.

Members:

- Prof. Ing. Jiří Brožek, CSc., University of Chemistry and Technology, Prague
- doc. RNDr. Leona Buková, Ph.D., TBU
- Prof. Ing. Radim Farana, CSc., Mendel University in Brno
- BcA. Eva Šišková, TBU
- doc. Ing. Martin Sysel, Ph.D., TBU
- Prof. PhDr. Jiří Mareš, CSc., Charles University
- Ondřej Podzimek, M.F.A., TBU
- RNDr. Jakub Trojan, MSc., MBA, Ph.D., TBU
- doc. RNDr. Zdeněk Úředníček, CSc., TBU
- Ing. Čestmír Vanura, VIVA Forging Company
- Prof. Ing. Dušan Vítar, CSc., TBU
- doc. Ing. Ladislav Rolínek, Ph.D., University of South Bohemia in České Budějovice

1.C.2 OTHER TBU BODIES

Bursar

- RNDr. Alexander Černý

Board of Governors

Chairperson:

- PaedDr. Alena Gajdošková, Member of the Parliament of the CR (until 21/10/2021), Chairperson of the Social Affairs Committee of the Assembly of the Zlín Region

Deputy Chairpersons:

- Ing. Libor Lázník, Ph.D., General Manager and Managing Director, Continental Barum s.r.o.
- Libor Lukáš, Chairman of the Association for the Development of Transport Infrastructure in Moravia, Managing Director of the Road Administration and Maintenance of the Zlín Region, s.r.o. (from 01/03/2021)

Members:

- Ing. Eva Bartoňová, Member of the Committee for Formation, Education and Employment of the Regional Assembly of the Liberec Region
- Thomas Archer Bata, Board member of the Junior Achievement Europe (until 26/11/2021), CEO and Founder at Mont Gele Gear, CEO at Triple B Investments
- Prof. Ing. Eva Jířinová, M. Arch., architect and designer, AI-Design, s.r.o.
- Ing. Michaela Šojdrová, Member of the European Parliament
- Prof. Ing. Jaromír Veber, CSc., Professor, Member of the Department of Economics and Management of the University of Chemistry and Technology, Prague
- doc. Ing. Jiří Volf, CSc., Ministry of Finance of the Czech Republic, Chairperson of the International Educational Fund

Disciplinary Committee of TBU

Academic Staff:

- doc. Mgr. Jan Kalenda, Ph.D., TBU
- doc. Ing. et Ing. Ivo Kuitka, Ph.D. et Ph.D., TBU
- Prof. Ing. Petr Humpolíček, Ph.D., TBU

Students:

- Ing. Danila Gorgol
- Ing. Eliška Davidová
- Ing. Dominika Hanušová

1.C.3 TBU ADVISORY BODIES

TBU Management Board

Members:

- Prof. Ing. Vladimír Sedláček, Ph.D., Rector
- Prof. Ing. Petr Sába, CSc., Vice-Rector for Research, Development and Creative Activities
- Ing. Lubomír Beníček, Ph.D., Vice-Rector for Pedagogical Activities, Vice-Rector for Internationalization
- doc. Ing. Adriana Knápková, Ph.D., Vice-Rector for Internal and External Relations
- doc. Mgr. Jan Kalenda, Ph.D., Vice-Rector for Quality Management
- RNDr. Alexander Černý, Bursar
- Ing. Andrea Kadlíková, Director of Marketing and Communications

Rector's Advisory Council

Members:

- Prof. Ing. Vladimír Sedláček, Ph.D., Rector
- Prof. Ing. Petr Sába, CSc., Vice-Rector for Research, Development and Creative Activities
- Ing. Lubomír Beníček, Ph.D., Vice-Rector for Pedagogical Activities, Vice-Rector for Internationalization
- doc. Ing. Adriana Knápková, Ph.D., Vice-Rector for Internal and External Relations
- doc. Mgr. Jan Kalenda, Ph.D., Vice-Rector for Quality Management
- RNDr. Alexander Černý, Bursar
- Ing. Andrea Kadlíková, Director of Marketing and Communications
- Ing. Renata Bartošová, Head of Human Resources
- Ing. Jitka Jašková, LL.M., DBA, Data Protection Officer
- Ing. Alena Macháková, CSc., Ombudsman
- Prof. Ing. Roman Čermák, Ph.D., Dean of the Faculty of Technology
- Prof. Ing. David Tuček, Ph.D., Dean of the Faculty of Management and Economics
- Mgr. Josef Kocourek, Ph.D., Dean of the Faculty of Multimedia Communications
- doc. Mgr. Milan Adámek, Ph.D., Dean of the Faculty of Applied Informatics
- Mgr. Libor Marek, Ph.D., Dean of the Faculty of Humanities
- doc. Ing. Zuzana Tučková, Ph.D., Dean of the Faculty of Logistics and Crisis Management
- Michal Navrátil, Director of the Halls of Residence and Refectory
- PhDr. Ondřej Fabián, Director of the TBU Library
- Prof. Ing. Vladimír Vašek, CSc., Director of the CEBIA-Tech regional research centre
- doc. Ing. Martin Sysel, Ph.D., Chairperson of the Academic Senate
- Ing. Magdaléna Rybová, Chairperson of the Student Chamber of the Academic Senate

International Board

Members:

- Prof. Pavel Büchler, Professor Emeritus in Fine Art, Manchester Metropolitan University, Great Britain
- Prof. Dr. rer. nat. habil. Gert Heinrich, Senior Professor, Technical University Dresden, The Leibniz Institute of Polymer Research Dresden, Germany
- Prof. Markku Lahtinen, President, Managing Director, Tampere University of Applied Sciences, Finland
- Prof. Tone Lerher, Professor of Logistic Engineering and Structure of Material Handling Systems, University of Maribor, Slovenia
- Prof. Bernhard Möglinger, Professor of Testing of Polymer Based Materials and Parts, University of Applied Sciences, Sankt Augustin, Germany
- Prof. Bogusław liwerski, Professor in Humanities, University of Łódź, Poland

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

Czech Rectors' Conference (CRC)

- Prof. Ing. Vladimír Sedláček, Ph.D., Rector – member (until 31/07/2021), Deputy Chairperson for Education (from 01/08/2021)

Council of Higher Education Institutions (CHEI)

- doc. Ing. Martin Sysel, Ph.D. – representative in the Presidium
- Ing. Alena Macháková, CSc. – representative in the Assembly
- Bc. Kateřina Kopřivová – representative in the Student Chamber (until 09/09)
- BcA. Eva Šišková – deputy representative in the Student Chamber
- Ing. Magdaléna Rybová – deputy representative in the Student Chamber (from 02/11)
- doc. Ing. Miloslava Chovancová, CSc. – representative of the FaME in the Assembly
- Mgr. Helena Mašarová Hradská, Ph.D. – representative of the FMC in the Assembly
- Ing. Miroslav Matýšek, Ph.D. – representative of the FAI in the Assembly
- PhDr. Helena Skarupská, Ph.D. – representative of the FHS in the Assembly
- doc. Ing. Michal Staněk, Ph.D. – representative of the FT in the Assembly
- RNDr. Jakub Trojan, MSc, MBA, Ph.D. – representative of the FLCM in the Assembly

1.E CHANGES REGARDING INTERNAL REGULATIONS IN 2021

In 2021, alterations in the following internal regulations were made at TBU:

Rules of Procedure of the Scientific Board of TBU in Zlín

(Full version of the Rules of Procedure of the Scientific Board of TBU in Zlín issued on 4 February 2021)

In 2021, the internal regulation was amended, in particular the rules of procedure for meetings of this self-governing body, including the inclusion of the option of online forms of participation of members of the Scientific Board in these meetings and of approvals of decisions in the events of hybrid forms of meetings.

Study and Examination Regulations of TBU in Zlín

(Full version of the Study and Examination Regulations of TBU in Zlín issued on 4 February 2021)

The alterations to the Study and Examination Regulations of TBU in Zlín were more extensive; in addition to clarifications related to the terms used and to a modification of the time schedule of the academic year and of the study schedule, the possibility of offering a Bachelor's/Master's programme carried out in cooperation with a foreign higher education institution was added, specifying the requirement that an agreement was concluded between the participating universities. The provisions related to the testing of student academic performance and to prerequisites for progress to the next year of study were modified as well. The provisions regulating final state examinations and doctoral state examinations were significantly amended. In connection with the ongoing COVID-19 pandemic, the possibility of using means of distance communication (introduction of electronic presence) was introduced, including an amendment to the procedural matters in such cases.

Rules Governing Habilitation Procedures, Professorial Appointment Procedures and Procedures for Appointment of Adjunct Professors at Tomas Bata University in Zlín

(Full version of the Rules Governing Habilitation Procedures, Professorial Appointment Procedures and Procedures for Appointment of Adjunct Professors at Tomas Bata University in Zlín issued on 4 February 2021)

In 2021, the internal regulation was amended, in particular the rules of procedure for meetings of the Habilitation Committee were modified, with the inclusion of the option to attend meetings by using means of distance communication.



The Industrial Design Studio of the Faculty of Multimedia Communications represented the University at the World EXPO in Dubai. The Studio presented unique 3D printed building blocks as well as a collection of porcelain spa cups, flower pots and teapots.

2. DEGREE PROGRAMMES, ORGANIZATION OF STUDIES AND EDUCATIONAL ACTIVITIES

2.A ACCREDITED DEGREE PROGRAMMES

In the year 2021, full-time and part-time degree programmes in technical and social sciences, economics, pedagogy, visual arts and health care were carried out at TBU. As at 31 December 2021, a total of 255 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 78, 2, 85 and 90 respectively.

Out of the total number of accredited degree programmes, 66 were accredited in 2021 as degree programmes carried out in a foreign language (all of them were accredited to be taught in English).

TBU has four institutional accreditations:

- Fields of Economics (FaME, FMC)
- Chemistry (FT, UNI)
- Food processing (FT)
- Arts (FMC)

In 2021, the accredited Bachelor's programme in Food Chemistry and Technology, degree course in Food Chemistry and Technology was implemented jointly by TBU and the Tertiary Technical School of Food Technology and the Secondary Technical School of Dairy Industry in Kroměříž.

Moreover, the following double degree programmes were carried out in cooperation with higher education institutions abroad:

- Accredited Bachelor's programme in 1) Economics and Management and in 2) European Business carried out at the FaME in cooperation with the University of Huddersfield Business School (Great Britain).
- Accredited follow-up Master's programme in 1) Economics and Management and in 2) International Business Management carried out at the FaME in cooperation with the University of Huddersfield Business School (Great Britain).
- Accredited doctoral programme in Process Engineering carried out at the FT in cooperation with the Slovak University of Technology in Bratislava.

In 2021, TBU did not implement any of its degree programmes jointly with another higher education institution or a public research institution that have a registered office in the Czech Republic.

In accordance with the Qualification Framework of Higher Education of the Czech Republic, Bachelor's and Master's programmes were described within the IS STAG system. In 2021, 31 degree programmes were described (in 2020, no degree programme was described).

2.B PARTICIPATION OF THE APPLICATION SPHERE IN CREATION AND IMPLEMENTATION OF DEGREE PROGRAMMES

In 2021, the application sphere significantly participated in the creation and implementation of degree programmes; a total of 958 persons were involved in the cooperation, both in the form of a defined employment relationship and in another legal form of cooperation:

- 291 persons were involved in teaching
- 103 persons acted as supervisors of academic qualification theses
- 564 persons worked as supervisors in practical training

Representatives of the application sphere were involved in direct teaching of selected course units in the form of single lectures, or a series of specialized lectures given within selected degree programmes. TBU regularly consulted the application sphere about the content of degree programmes, and that particularly thanks to guarantors of degree programmes/specializations, and, subsequently, discussed it at the meeting of guarantors with the Management Boards at TBU Faculties. To name one example, the FAI had appointed members of the Industrial Board, that has an advisory role, in order to support closer cooperation with business and industry. Members of the Industrial Board were representatives of employers, professional chambers and specialized associations. One of the main tasks of the Board was to participate in the creation of curricula and content of individual course units according to the requirements of the application sphere. At the FHS, a significant link with the application sphere was represented by mentoring given to students during practical training in Bachelor's programmes in Nursing and in Midwifery, thus providing the supervised students with experience necessary for performing specialist activities.

The involvement of the application sphere in the creation and implementation of degree programmes was evaluated on a regular basis, both in the TBU Annual Activity Report and in annual reports describing activities of TBU component parts as well as in the Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín (it is one of quantitative indicators of the evaluation of educational activities).

At the end of 2021, the Rector's Directive SR/20/2021 Degree Programme Standards included the requirement of submitting an analysis of the employability of future graduates on the labour market when applying for accreditation.

2.C OTHER EDUCATIONAL ACTIVITIES CARRIED OUT IN ADDITION TO ACCREDITED DEGREE PROGRAMMES AND LIFELONG LEARNING

FT:

- Science e-shop – courses for secondary school students in the field of chemistry, physics and biology, which are carried out at the relevant secondary school in order to make the classes more attractive.
- Science Café – meeting with researchers coming not only from TBU, discussion on interesting topics, intended for the general public.
- Science Wine – podcasts for the general public prepared in cooperation with prominent researchers and focusing on their favourite topics.
- Experience Science – a series of workshops focusing on scientific topics and held during a few days, intended for the general public and secondary school students.
- Researchers' Night – an important public event held in the premises of the FT and focusing on the popularization of science in the Zlín region.

FaME:

- TBU Summer Schools were offered to international students; the Faculty prepared a programme in the following fields: Quantitative Tools for Qualified Managerial Decision Making, Digital Marketing in the 21st Century, both held online.
- Institutional online educational event – in order to upgrade the qualification skills of employees, meetings of academic staff were held, seminars focusing on the CRIBIS database of financial indicators were held, evaluation of R&D and creative activities and development of R&D activities, a seminar on qualitative research methods featuring the international expert Prof. Shahzad N. Uddin.
- Seminar on Financial Literacy or Money for Pleasure.
- In sports activities, students are instilled basic information about a healthy lifestyle, about the necessity to do physical training as part of a healthy physical and mental development of the body; also the ability to develop social awareness within a team was supported.

FMC:

- The Meet & Greet discussion panel – the Centre of Creative Industries and Business organized an online six-episode series focused on mentoring targeted at supporting business activities and entrepreneurship, which aimed to support business newcomers and the existing community at TBU. The panel was organized with the aim of interconnecting companies and experts from business and industry with students and the interested public.
- FMC Talent – a competition for students of the Faculty of Multimedia Communications, supporting interdisciplinary cooperation, which can be of great benefit to business and industry. Cooperation between the designer and marketing specialists during the preparation of campaigns is part of common practice.
- TBU Ideathon is a 24-hour contest that connects students across TBU Faculties and gives them an opportunity to use their skills, try out working in teams and deal with strong challenges of our time in a short period of time.
- Networking breakfast.

FAI:

- Intelligent KNX Electrical Installation – a basic certification course designed for the practical use of the intelligent KNX electrical installation.
- Programming Preparatory Course – a course for secondary school graduates and applicants for study at a higher education institution.

FLCM: Within of the classes, specialist lectures were organized at the Faculty for students of all degree programmes.

FHS:

- Specialized workshops and educational events:
 - Faculty Teacher as the Facilitator of High Quality Training of Future Nursery School Teachers and Lower Primary School Teachers
 - Measures aimed to strengthen gender equality at TBU
 - Implementation of the Code of Ethics of TBU in Zlín
 - An example of good practice – a school counselling unit and its cooperation with students, teachers and parents
 - Burnout syndrome of primary and secondary school teachers
 - Formative assessment and lecturing
- Lecture on Bata-inspired methods of education
- Workshop on How to Carry Out a SWOT Analysis at School

- Lectures on research methodology – PhD students enrolled on the degree programme in Pedagogy
- Academic Writing in English – multi-day workshops for academic staff and PhD students from TBU. The speakers were guests from the UK, Dr David Oakey from Liverpool (Academic Writing Course) and Dr Sharon McCulloch from Lancashire.
- In 2021, the FHS was granted accreditation by the Ministry of Health of the Czech Republic for the implementation of a certified course in Patient Safety and Quality of Care in Facilities Providing Medical Services and in Mentor of Clinical Practice in Nursing and Midwifery.

TTC:

- Seminars for TBU students and staff:
 - Methodology for the establishment of start-ups and spin-off companies at TBU in Zlín
 - Methodology for a long-term conceptual support of technology parks for start-ups and spin-off companies
 - Intellectual property protection
 - Copyright and intellectual property management – a seminar in Czech and English
 - Technology and knowledge transfer, commercialization of results – a seminar in Czech and English
 - Risks arising from patent infringement and how to effectively prevent them
 - Technology transfer and its most interesting results
- International online conference on footwear technology focusing on the topic “New technologies, new materials and new forms of shoe sales”. Top lectures were provided by leading specialized institutions dealing mainly with the development of new shoe footwear technologies and materials from the Czech Republic, Germany, Poland, Spain, Portugal, Romania, Greece and Bangladesh.

TABLE 6 (TABLE 2.1 AS SET BY THE MEYS): NUMBERS OF ACCREDITED DEGREE PROGRAMMES AT TBU

		Degree programmes								TOTAL
		Bachelor's		Master's		Follow-up Master's		Doctoral		
		F	P/D	F	P/D	F	P/D	F	P/D	
Tomas Bata University in Zlín										
Faculty of Technology										
ISCED-F broad fields	Code									
Natural sciences, mathematics and statistics	05					3	2	3	4	12
Information and communication technologies	06							1		1
Engineering, manufacturing and construction	07	6	6			14	9	10	8	53
Faculty in total	X	6	6	0	0	17	11	14	12	66
Faculty of Management and Economics										
ISCED-F broad fields	Code									
Business, administration and law	04	10	7			13	8	10	10	58
Faculty in total	X	10	7	0	0	13	8	10	10	58

Tomas Bata University in Zlín	Degree programmes									TOTAL
	Bachelor's		Master's		Follow-up Master's		Doctoral			
	F	P/D	F	P/D	F	P/D	F	P/D		
Faculty of Multimedia Communications										
ISCED-F broad fields	Code									
Arts and humanities	02	5				6	1	4	4	20
Social sciences, journalism and information	03	1	1			2	1			5
Business, administration and law	04	1	1			2	1			5
Faculty in total	X	7	2	0	0	10	3	4	4	30
Faculty of Applied Informatics										
ISCED-F broad fields	Code									
Information and communication technologies	06	5	2			4	2	8	8	29
Engineering, manufacturing and construction	07	2	1			2	1			6
Services	10	1	1			2	1			5
Faculty in total	X	8	4	0	0	8	4	8	8	40
Faculty of Humanities										
ISCED-F broad fields	Code									
Education and formation	01			2		5	3	2	2	14
Arts and humanities	02	2								2
Health and welfare	09	9	7							16
Faculty in total	X	11	7	2	0	5	3	2	2	32
Faculty of Logistics and Crisis Management										
ISCED-F broad fields	Code									
Services	10	6	4			2	1			13
Faculty in total	X	6	4	0	0	2	1	0	0	13
TBU Centralized Constituent Part										
ISCED-F broad fields	Code									
Engineering, manufacturing and construction	07							8	8	16
TBU Centralized Constituent Part in total	X	0	0	0	0	0	0	8	8	16
TBU IN TOTAL										

Tomas Bata University in Zlín		Degree programmes								TOTAL
		Bachelor's		Master's		Follow-up Master's		Doctoral		
		F	P/D	F	P/D	F	P/D	F	P/D	
ISCED-F broad fields	Code									
Education and formation	01			2		5	3	2	2	14
Arts and humanities	02	7				6	1	4	4	22
Social sciences, journalism and information	03	1	1			2	1			5
Business, administration and law	04	11	8			15	9	10	10	63
Natural sciences, mathematics and statistics	05					3	2	3	4	12
Information and communication technologies	06	5	2			4	2	9	8	30
Engineering, manufacturing and construction	07	8	7			16	10	18	16	75
Health and welfare	09	9	7							16
Services	10	7	5			4	2			18
TBU IN TOTAL	X	48	30	2	0	55	30	46	44	255

TABLE 7 (TABLE 2.2 AS SET BY THE MEYS): NUMBERS OF DEGREE PROGRAMMES ACCREDITED IN A FOREIGN LANGUAGE AT TBU)

Tomas Bata University in Zlín		Degree programmes								TOTAL
		Bachelor's		Master's		Follow-up Master's		Doctoral		
		F	P/D	F	P/D	F	P/D	F	P/D	
ISCED-F broad fields	Code									
Faculty of Technology										
ISCED-F broad fields	Code									
Natural sciences, mathematics and statistics	05					1		1	2	4
Information and communication technologies	06							1		1
Engineering, manufacturing and construction	07					5		5	4	14
Faculty in total	X	0	0	0	0	6	0	7	6	19
Faculty of Management and Economics										
ISCED-F broad fields	Code									
Business, administration and law	04	3				5		5	5	18
Faculty in total	X	3	0	0	0	5	0	5	5	18

ISCED-F broad fields	Code	Degree programmes								TOTAL
		Bachelor's		Master's		Follow-up Master's		Doctoral		
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Multimedia Communications										
ISCED-F broad fields	Code									
Arts and humanities	02							2	2	4
Social sciences, journalism and information	03					1				1
Business, administration and law	04					1				1
Faculty in total	X	0	0	0	0	2	0	2	2	6
Faculty of Applied Informatics										
ISCED-F broad fields	Code									
Information and communication technologies	06	2				2		4	4	12
Engineering, manufacturing and construction	07	1				1				2
Services	10					1				1
Faculty in total	X	3	0	0	0	4	0	4	4	15
TBU Centralized Constituent Part										
ISCED-F broad fields	Code									
Engineering, manufacturing and construction	07							4	4	8
TBU Centralized Constituent Part TOTAL	X	0	0	0	0	0	0	4	4	8
TBU IN TOTAL										
ISCED-F broad fields	Code									
Arts and humanities	02							2	2	4
Social sciences, journalism and information	03					1				1
Business, administration and law	04	3				6		5	5	19
Natural sciences, mathematics and statistics	05					1		1	2	4
Information and communication technologies	06	2				2		5	4	13
Engineering, manufacturing and construction	07	1				6		9	8	24
Services	10					1				1
TBU IN TOTAL	X	6	0	0	0	17	0	22	21	66

TABLE 8 (TABLE 2.3 AS SET BY THE MEYS): JOINT/DOUBLE/MULTIPLE DEGREE PROGRAMMES CARRIED OUT IN COOPERATION WITH FOREIGN HEIS

Tomas Bata University in Zlín	
Degree programme 1	1) Economics and Management 2) European Business
Partner institutions	University of Huddersfield Business School, Great Britain
Affiliated institutions	
Programme type (Joint/Double/Multiple Degree)	Double Degree
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's
Number of active studies as at 31/12	-
Degree programme 2	1) Economics and Management 2) International Business Management
Partner institutions	University of Huddersfield Business School, Great Britain
Affiliated institutions	
Programme type (Joint/Double/Multiple Degree)	Double Degree
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Follow-up Master's
Number of active studies as at 31/12	1
Degree programme 3	Process Engineering
Partner institutions	Slovak University of Technology in Bratislava
Affiliated institutions	
Programme type (Joint/Double/Multiple Degree)	Double Degree
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	doctoral
Number of active studies as at 31/12	2

TABLE 9: INFORMATION SUMMARIZING TABLE 8 (TABLE 2.3 AS SET BY THE MEYS)

	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Number of degree programmes	1		1	1	3
Numbers of students in these programmes			1	2	3

TABLE 10 (TABLE 2.5 AS SET BY THE MEYS): ACCREDITED DEGREE PROGRAMMES IMPLEMENTED JOINTLY BY TBU AND TERTIARY TECHNICAL SCHOOLS

Degree programme 1	Chemistry and Food Technologies (B2901)
ISCED-F broad field	07 - Engineering, manufacturing and construction
Partner tertiary technical school	Tertiary Technical School of Food Industry and Secondary Technical School of Dairy Industry
Programme type (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's
Number of active studies as at 31/12	1

TABLE 11: INFORMATION SUMMARIZING TABLE 10 (TABLE 2.5 AS SET BY THE MEYS)

	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Number of degree programmes	1				1
Numbers of students in these programmes	1				1

TABLE 12 (TABLE 2.6 AS SET BY THE MEYS): LIFELONG LEARNING COURSES OFFERED AT TBU, U3A COURSES INCLUDED (NUMBERS OF COURSES)

ISCED-F broad fields	Code	Vocational courses			Hobby courses			U3A	IN TOTAL WITHOUT U3A
		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		
Generic programmes and qualifications	00		1					1	2
Education and formation	01			1					1
Arts and humanities	02		2			3		25	30
Social sciences, journalism and information	03			1				4	5
Business, administration and law	04			14				6	20
Natural sciences, mathematics and statistics	05					1		1	2
Information and communication technologies	06	1	2					7	10
Engineering, manufacturing and construction	07							2	2
Agriculture, forestry, fisheries and veterinary sciences	08		1						1
Health and welfare	09		3					1	4
TOTAL	X	1	9	16	0	4	0	48	78

TABLE 13 (TABLE 2.7 AS SET BY THE MEYS): LIFELONG LEARNING COURSES OFFERED AT TBU, U3A COURSES INCLUDED (NUMBERS OF ATTENDEES)

	Code	Vocational courses			Hobby courses			U3A	IN TOTAL WITHOUT U3A
		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		
ISCED-F broad fields	Code								
Generic programmes and qualifications	00		119					9	119
Education and formation	01			68					68
Arts and humanities	02		29			52		436	81
Social sciences, journalism and information	03			4				227	4
Business, administration and law	04			10				99	10
Natural sciences, mathematics and statistics	05					28		28	28
Information and communication technologies	06	14	48					65	62
Engineering, manufacturing and construction	07							48	
Agriculture, forestry, fisheries and veterinary sciences	08		24						24
Health and welfare	09		75					17	75
Services	10							20	
TOTAL	X	14	295	82	0	80	0	949	471

3. STUDENTS

3.A MEASURES TO REDUCE DROPOUT RATES

In 2021, the Methodology for Reducing Dropout Rates at TBU was developed, including an action plan, with the start of implementation planned in the academic year 2022/2023. In the first place, dropout rates were dealt with comprehensively, with funding provided by the project TBU DUO (Key Activity 7). The aim was to create a booklet, the TBU Student Guide, which was distributed to newly enrolled students. Another activity was an adaptation week held at the individual TBU Faculties and in the Library, with new students getting acquainted with the operation of the relevant Faculty and of the University. Yet another activity comprised the provision of consultations and study-related counselling services. In 2021, a total of 23 remedial courses were implemented with funding provided by the TBU DUO project.

In 2021, a working team was also created, the aim of which is, among other things, to support the activities of student associations and organizations that develop activities aimed to reduce dropout rates.

The TBU Faculties deal with the dropout rates by following individual procedures. Those usually involve 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.

FT: The Faculty reduces dropout rates by organizing seminars in chemistry, physics and mathematics, which were included in the 1st semester of the first years of Bachelor's programmes and involve revision lessons focusing on the secondary school syllabi. Furthermore, the Faculty implemented a system of remedial classes provided by students to students.

FaME: The Faculty is continuously involved in the TBU DUO project. In addition to the project, further remedial classes were offered in course units with higher dropout rates. Moreover, the Faculty has extended the resit examination period for the winter and summer semesters, which allows students to plan exams more effectively and spread them over a longer period of time. During 2021, additional consultations in the course units "Microeconomics I" and "Microeconomics II" were offered in the form of online additional lessons for interested students, and that online by provision of access to video recordings of lectures.

FMC: The Faculty is also continuously involved in the TBU DUO project. With funding provided by the project, remedial classes are organized for those courses where high dropout rates occur. Other courses producing high dropout rates are paid increased attention in the semester evaluation of student feedback carried out within the evaluation of teaching.

FAI: The Math Support Centre established at the FAI offers consultations and optional provision of further education in mathematics, which is one of course units producing high dropout rates, to TBU students. In order to increase the academic success rate in programming, the Programming Support Centre has been operating here for a considerable period of time.

FHS: Remedial classes were carried out with funding provided by the Strategic Project of TBU in Zlín; remedial courses were continuously held with financial support from the TBU DUO project. Within the career-oriented degree programmes, supervision of practical training and mentoring were strengthened.

FLCM: The Faculty is also continuously involved in the TBU DUO project; remedial courses for course units with higher dropout rates, such as mathematics and English, were implemented with funding provided by the project. In addition to this project, remedial classes were offered in the course unit “Technical Chemistry”, both for full-time and part-time students. Due to the high dropout rate in course units in mathematics, another course in mathematics was implemented outside the TBU DUO project. Guarantors of degree programmes, course unit guarantors as well as head teachers are involved in dealing with the issue of reducing dropout rates; the Pedagogical, Psychological and Legal Counselling Centre at the FLCM as well as representatives of the Student Union in Uherské Hradiště are also providing assistance.

3.B LEGITIMATE DECISIONS ON THE STATEMENT OF INVALIDITY OF STATE EXAMINATIONS OR PARTS THEREOF, OR DOCTORAL THESIS DEFENCE OR OF APPOINTMENT AS ASSOCIATE PROFESSOR

In 2021, no legitimate decision was taken on the invalidity of a state examination or of a part thereof or of a doctoral thesis defence in compliance with § 47c, § 47f and § 47g, or of an appointment as Associate Professor in compliance with § 74a, § 74d and § 74e of the Act No. 111/1998 Coll.

3.C MEASURES TO REDUCE EXTENSION OF STUDIES

Measures aimed to reduce an extension of studies were adopted individually at each of the TBU Faculties. The measures are listed below:

- Monitoring of students' attendance and performance in the course of and after the first semester, with studies being terminated following a student's failure to meet the academic duties.
- Obligation to pay a tuition fee imposed on students whose extension of studies exceeded the standard length of studies by more than twelve months.
- Limitation of the possibility of more than one re-enrolment on a course unit which a student has failed to complete.
- Setting the minimum number of course credits necessary for enrolment in the next academic year.

3.D SCHOLARSHIP PROGRAMMES

The eligibility for scholarships at TBU is governed by the Scholarship Regulations of Tomas Bata University in Zlín. Scholarship programmes were administered by the Faculties, which took advantage of the possibilities given by applicable law and internal rules and regulations of TBU. PhD students received higher scholarship amounts funded by IGA projects or IGA/JUNG projects.

3.E COUNSELLING SERVICES

In 2021, the counselling activities were funded from the Institutional Programme, namely by the internal project “Development of Student Counselling and of Graduate Employability” and by the Institutional Plan of Tomas Bata University in Zlín for 2021. Career and job counselling was provided by means of the TBU Job Centre, that offered career and job counselling to TBU students and graduates. During 2021, 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
- Mentoring
- Excursions to companies

All services were offered throughout the year without interruption, either online or on-site, always in accordance with government regulations related to the COVID-19 disease.

The Counselling Centre provided the following services in 2021:

- 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)
- Legal counselling

During 2021, the Counselling Centre was attended by a total number of 155 clients (131 students and 24 employees), who were provided with 307 individual consultations. Consultations were offered throughout the year without interruption, either online or on-site, always in accordance with government regulations related to the spread of the COVID-19 disease. 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 new topic emerged dealing with the manner how to solve problems related to the COVID-19 pandemic, and that both in students and in teachers. In 2021, we extended our services by adding the possibility of mediating psychiatric examinations for TBU

students/employees, which were used by five students. In 2021, the legal counselling centre also started to operate, providing consultations to 38 clients (10 employees and 28 students).

3.F IDENTIFICATION AND SUPPORT OF SPECIAL NEEDS STUDENTS

The Centre for Special Needs Students (hereinafter referred to as “Centre”) is a specialized TBU constituent part operating at the institutional level and providing support and counselling for students with specific learning needs (hereinafter referred to as “students with SLN”). The Centre provides support according to the standards set by the MEYS of the Czech Republic; the support is connected with the funding of additional costs arising due to special needs students’ studies. Faculty coordinators and tutors are in charge of mediating the relevant services at 6 TBU Faculties. Assistance service is provided mainly by students of TBU. Rules for the provision of support to applicants/students with special needs are set out in the Rector’s Directive SR 16/2021.

By 2021, 134 students with SLN from all TBU Faculties were registered, several times as much as in 2015, the year when the Centre was established (27 FT students, 22 FMC students, 21 FaME students, 25 FAI students, 15 FLCM students and 24 FHS students). Special needs students were identified during the admissions already, as the type of disability had to be specified in the application for study. Conditions during the admissions were adapted to specific requirements according to the type of disability of each applicant.

The staff comprising 4 specialists (permanent employees) and another approximately 50 regularly trained providers of services (coordinators, tutors, assistants, proofreaders, psychologists, career counsellors, lecturers, external collaborators) participate in the comprehensive provision of support. Services are also offered to special needs students within psychological, social and legal counselling. The Centre closely cooperates with the TBU Job Centre, where students are provided with career counselling, professional diagnostics and coaching services. Greater attention was paid to the system of support for socially handicapped students and on services for student-parents who take care of children. As a matter of course, there is an interconnection between the Centre, Student Affairs Offices at TBU Faculties, counselling institutions and external institutions located in the Zlín Region.

In the course of the previous year, TBU continued to improve the access to educational facilities of TBU for students with SLN, who were provided access to modified study-related materials for teaching of English and German as well as e-learning related to education in the field of special pedagogy. During 2021, workshops, seminars, webinars and specialized courses for TBU students and staff were held, with the aim of facilitating a high-quality relationship among special needs students, non-disabled students and the academic staff. The staff of the Centre attend long-term therapeutic courses, gain experience at specialized workplaces at universities in the CR and abroad, e.g. during therapeutic training such as Support for Work Using the Adlerian Approach, Professional Development, Case Reports and Supervision, Crisis Intervention, Study Strategy, DysTest Staff Training. Professional education also took at universities in the CR and abroad (University of South Bohemia in České Budějovice, Brno University of Technology, University of Ostrava, University of Malaga).

The range of supporting services arising from the functional impact of the student’s disability on his/her studies continued to be extended: Time compensation, provision of personal and study assistance, transcription, recording and interpreting service, spatial orientation, individual classes, digitization and subtitling of study-related materials, overhead measures, support of academic writing, support in the field of foreign languages, support of student mobility, support during practical training, mentoring, ambassador, special technical facilities and technological equipment, individual/specialized study room, loans of laptops and special equipment, assistance with student accommodation.

The Centre participated in the creation of methodological materials for TBU employees, academic staff and students. The publications “*Support for Special Needs Students – Guide for Academic Staff at TBU in Zlín*” and “*Support for Special Needs Students – Guide for Providers of Service Measures*” were issued. Furthermore, two webinars were prepared and recorded: 1) Centre for Special Needs Students, 2) Rules for Communication with Special Needs Students, which are used to provide information support to students about services provided by the TBU Counselling Centre, about wheelchair access and correct communication.

TABLE 14: COURSES, WORKSHOPS AND EDUCATIONAL EVENTS ORGANIZED BY THE CENTRE FOR SPECIAL NEEDS STUDENTS

Courses and workshops for special needs students	Educational events for staff
Sign language course	Crisis intervention
Career diagnostics	Crisis communication
How to successfully complete your studies	Career development, case reports, supervision/ training
Motivation for successful studies	Staff training – battery of diagnostic tests DysTest
Development of study-related strategies	Student with mental illness
Canine-assisted therapy	Strengthening of mental resilience
Dramatherapy	I have what it takes! Study-related strategy for special needs students
Mobility for special needs students – Participate in mobility and travel around the world!	Specialized internships at universities in the CR
Interactive workshop at the Researchers’ Night	Specialized internships at universities abroad

In 2021, a hearing-impaired FT student received the prestigious Werner von Siemens Award in the category “Special Award for Overcoming Obstacles to Study”.

3.6 EXCEPTIONALLY GIFTED STUDENTS AND APPLICANTS FOR STUDY

In 2021, support provided to exceptionally gifted students and applicants for study was mainly administered by the relevant Faculties. From the first year of study onwards, gifted students are offered the opportunity to cooperate in R&D activities, within the so-called SVOČ - Students’ Scientific and Expert Activities. Students could also apply for an individual curriculum and prefer doing research or be directly involved in a grant project or contract research. As a matter of course, those students were eligible for extraordinary scholarships to be awarded for such activities.

Since the beginning of 2021, TBU has been, as a partner providing financial participation, implementing the Project organized by the Zlín Regional Authority and entitled *Implementation of the Regional Action Plan for the Development of Education for the Territory of the Zlín Region II*. The aim of the project is, among other things, to improve the quality of education in the Zlín Region in key areas and to support gifted and exceptionally gifted students and to ensure equal opportunities in education.

The Faculty of Management and Economics organizes the “Talented Students” project, which is intended for active students in the second year of Bachelor’s programmes/first-year of follow-up Master’s programmes, who can cooperate with companies – project partners. In 2021, the 11th edition took place.

TBU launched a new type of cooperation with Trinity Bank in 2021. Based on this cooperation, the first Call was announced in the Quality Support Programme at TBU in Zlín (hereinafter referred to as “IGA-K”) within the internal grant competition, with funding provided by the Trinity Bank Talent Fund. 10 projects were accepted for funding, the implementation started on 1 December 2021.

Moreover, the first Call for the internal grant competition held within the Programme Aimed to Support Quality at TBU in Zlín (hereinafter referred to as “IGA-K”) was announced with funding provided by the project Support for Education at TBU for the Strategic Needs of the Zlín Region, where the provider of public funding intended for specific purposes was the Zlín Regional Authority.

The aim of the Call was to support projects focusing on educational, R&D, creative and other activities carried out at TBU that are targeted at meeting the strategic aims of TBU and, at the same time, synergistically contribute to the implementation of key priorities aimed at the development of the region through the fulfilment of strategies defined in the Regional Innovation Strategy of the Zlín Region and/or in the Strategy for the Development of the Smart Region of the Zlín Region. Four projects were supported on the occasion of the start of implementation on 1 November 2021.

3.H IDENTIFICATION AND SUPPORT 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. 16 students received a total amount of CZK 460,700; the average scholarship amount was CZK 3,650 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 13 students received support (2 students from the FHS, 6 students from the FAI, and 5 from the FaME); the average scholarship amount was CZK 9,313. In 2021, the innovated proposal of the support system for socially handicapped students at TBU was elaborated.

3.I 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 2021. By running this facility, TBU helped parents among students to coordinate their family life and studies, as it offered services intended for children from the age of 2 years. There are two classes with 24 children each; the final class is 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 15 (TABLES 3.1+3.2 AS SET BY THE MEYS): NUMBERS OF STUDENTS IN ACCREDITED DEGREE PROGRAMMES (OUT OF WHICH NUMBER OF WOMEN, FOREIGN NATIONALS, SELF-PAYING STUDENTS)

		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										
ISCED-F broad fields	Code									
Engineering, manufacturing and construction	07	779	324			195	155	72	34	1,559
Faculty in total	X	779	324	0	0	195	155	72	34	1,559
Out of which the number of women	X	381	186			76	91	38	13	785
Out of which the number of foreign nationals	X	31	12			25	5	7	6	86
Out of which the number of self-paying students	X					4		5	6	15
Faculty of Management and Economics										
ISCED-F broad fields	Code									
Business, administration and law	04	1,039	329			343	458	67	53	2,289
Faculty in total	X	1,039	329	0	0	343	458	67	53	2,289
Out of which the number of women	X	597	214			230	320	20	27	1,408
Out of which the number of foreign nationals	X	149	18			60	38	52	29	346
Out of which the number of self-paying students	X					14		42	27	83
Faculty of Multimedia Communications										
ISCED-F broad fields	Code									
Arts and humanities	02	210				72		30	14	326
Business, administration and law	04	340	132			219	112	5	2	810
Faculty in total	X	550	132	0	0	291	112	35	16	1,136
Out of which the number of women	X	359	75			184	73	15	10	716
Out of which the number of foreign nationals	X	132	6			73	6	10	5	232
Out of which the number of self-paying students	X					9		2	1	12
Faculty of Applied Informatics										
ISCED-F broad fields	Code									
Information and communication technologies	06	540	220			95	153	29	30	1,067
Engineering, manufacturing and construction	07	173	43			38	26	10	28	318
Faculty in total	X	713	263	0	0	133	179	39	58	1,385
Out of which the number of women	X	94	44			18	23	15	11	205

		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Out of which the number of foreign nationals	X	157	31			47	21	15	13	284
Out of which the number of self-paying students	X	16				19		13	4	52
Faculty of Humanities										
ISCED-F broad fields	Code									
Education and formation	01	773	449	208		78	188	5	4	1,705
Arts and humanities	02	102								102
Health and welfare	09	66	38							104
Faculty in total	X	941	487	208	0	78	188	5	4	1,911
Out of which the number of women	X	792	448	203		70	173	4	4	1,694
Out of which the number of foreign nationals	X	34	8			3	3		1	49
Out of which the number of self-paying students	X	0								0
Faculty of Logistics and Crisis Management										
ISCED-F broad fields	Code									
Services	10	458	433			117	228			1,236
Faculty in total	X	458	433	0	0	117	228	0	0	1,236
Out of which the number of women	X	211	161			58	108			538
Out of which the number of foreign nationals	X	26	13			5	4			48
Out of which the number of self-paying students	X	0								0
TBU Centralized Constituent Part										
ISCED-F broad fields	Code									
Engineering, manufacturing and construction	07							36	13	49
Faculty in total	X	0	0	0	0	0	0	36	13	49
Out of which the number of women	X							21	2	23
Out of which the number of foreign nationals	X							17	4	21
Out of which the number of self-paying students	X							14	2	16
TBU IN TOTAL										
ISCED-F broad fields	Code									
Education and formation	01	773	449	208		78	188	5	4	1,705
Arts and humanities	02	312				72		30	14	428
Business, administration and law	04	1,379	461			562	570	72	55	3,099
Information and communication technologies	06	540	220			95	153	29	30	1,067

		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Engineering, manufacturing and construction	07	952	367			233	181	118	75	1,926
Health and welfare	09	66	38							104
Services	10	458	433			117	228			1,236
TBU IN TOTAL	X	4,480	1,968	208	0	1,157	1,320	254	178	9,565
Out of which the total number of women	X	2,434	1,128	203		636	788	113	67	5,369
Out of which the total number of foreign nationals	X	529	88			213	77	101	58	1,066
Out of which the number of self-paying students	X	16				46		76	40	178

TABLE 16 (TABLE 3.3 AS SET BY THE MEYS): STUDENT DROPOUT RATE IN 1ST YEAR OF STUDY

	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	67.0%	64.0%	66.0%	0.0%	0.0%	0.0%	25.0%	32.0%	29.0%	13.0%	15.0%	14.0%	56.0%
Faculty of Management and Economics	35.0%	48.0%	38.0%	0.0%	0.0%	0.0%	33.0%	52.0%	44.0%	18.0%	53.0%	30.0%	41.0%
Faculty of Multimedia Communications	8.0%	16.0%	9.0%	0.0%	0.0%	0.0%	14.0%	12.0%	13.0%	0.0%	11.0%	4.0%	11.0%
Faculty of Applied Informatics	59.0%	67.0%	61.0%	0.0%	0.0%	0.0%	46.0%	41.0%	43.0%	5.0%	26.0%	16.0%	55.0%
Faculty of Humanities	32.0%	33.0%	32.0%	24.0%	0.0%	24.0%	15.0%	30.0%	25.0%	0.0%	0.0%	0.0%	30.0%
Faculty of Logistics and Crisis Management	52.0%	62.0%	57.0%	0.0%	0.0%	0.0%	20.0%	31.0%	27.0%	0.0%	0.0%	0.0%	49.0%
University Institute	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TBU IN TOTAL	47.0%	54.0%	49.0%	24.0%	0.0%	24.0%	28.0%	40.0%	35.0%	11.0%	26.0%	17.0%	43.0%

TABLE 17 (TABLE 3.4 AS SET BY THE MEYS): 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)	610	12,149
For significant results of scientific, R&D, arts or other creative activities in compliance with § 91 Paragraph 2 Letter b)	206	12,157
For R&D and innovation activities in accordance with the relevant specific legal regulation, § 91 Paragraph 2 Letter c)	248	60,300
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 2 Letter d)	11	10,273
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 3	16	28,744
In cases deserving special consideration in compliance with § 91 Paragraph 2 Letter e)	4,133	7,570
Out of which accomodation scholarships	3,532	5,521
As a study abroad scholarship in compliance with § 91 Paragraph 4 Letter a)	162	8,538
Scholarship aimed to support students studying in the Czech Republic in compliance with § 91 Paragraph 4 Letter b)	99	77,506
Doctoral scholarships in compliance with § 91 Paragraph 4 Letter c)	219	93,939
Other scholarships	0	0
TOTAL	5,704	15,140

** The share in the total amount paid for the given type of scholarship per year and per the total number of natural persons to whom the scholarship was paid at least once per year. If the scholarship was paid to one person.

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 for students/graduates within their institution/company
- Lecturers and speakers at specialized seminars
- Supervisors, consultants and external examiners of Bachelor's and Master's theses
- Members of 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.

In 2019, the TBU Alumni Club was formed. Graduates can register and join the Club via the TBU website any time, obtain the Alumni ID Card and enjoy any of the benefits offered. During 2021, the number of the Alumni Club members reached 5,130 (4,400 in 2020). Several newsletters per year are sent to graduates, informing them about academic events and news from the academic world. In 2021, a meeting of FaME alumni took place, despite the unfavourable epidemiological situation, a physical meeting took place, attended by more than 400 graduates of the Faculty.

Another tool used for communication with TBU graduates was the career portal of the Job Centre: <http://jobcentrum.utb.cz>. The portal is an important communication tool 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.

4.B EMPLOYMENT/UNEMPLOYMENT RATE OF GRADUATES

The analysis of the employment rate of TBU 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 2021, the unemployment rate of graduates of TBU reached 1.7 % in Bachelor's graduates, 2.9 % in Master's graduates and 0.0 % in PhD graduates.

4.C COOPERATION WITH EMPLOYERS

In the course of 2021, a total number of 452 TBU students and graduates were registered by the Job Centre; 177 of these graduates were successfully provided with a job. In 2021, 281 individual consultations were provided in total; 305 students attended courses/workshops/lectures/excursions organized by the TBU Job Centre. The Job Centre in cooperation with the Student Union organized the job fair “Business Day 2021” held in November, with the participation of a total of 42 exhibitors, and attended by 750 TBU students/graduates. In 2021 a new career portal, namely the Job Portal, was launched, interlinking students/graduates and employers with the aim of mediating job offers, organizing internships and offering topics for academic qualification theses. In the course of the year, more than 200 employers and 900 TBU students/graduates began to use the career portal.

In 2021, activities carried out in cooperation with companies (for example specialized workshops and lectures, excursions to cooperating companies or visits by representatives of companies to classes with the principal aim of facilitating links between studies and business and industry) could be, due to the epidemiological situation and the valid government measures, organized to a lesser extent compared to the previous years. In 2021, TBU started cooperation with 8 new partner institutions – companies from the CR. Employers used the portal <http://jobcentrum.utb.cz> to offer job vacancies, internships, practical training or temporary jobs for TBU students and graduates.

TABLE 18 (TABLE 4.1 AS SET BY THE MEYS): NUMBERS OF GRADUATES OF ACCREDITED DEGREE PROGRAMMES (NUMBERS OF COMPLETED STUDIES)

		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										
ISCED-F broad fields	Code									
Engineering, manufacturing and construction	07	83	25			101	46	3	11	269
Faculty in total	X	83	25	0	0	101	43	3	11	269
Out of which the number of women at the FT	X	27	9			54	32	5		127
Out of which the number of foreign nationals at the FT	X	2				8	1	3	4	18
Faculty of Management and Economics										
ISCED-F broad fields	Code									
Business, administration and law	04	187	39			101	121	6	8	462
Faculty in total	X	187	39	0	0	101	121	6	8	462
Out of which the number of women at the FaME	X	130	29			69	91	2	4	325
Out of which the number of foreign nationals at the FaME	X	49	2			28	11	6	1	97

	Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL	
	F	P/D	F	P/D	F	P/D	F	P/D		
Faculty of Multimedia Communications										
ISCED-F broad fields	Code									
Arts and humanities	02	108				72		1		181
Social sciences, journalism and information	03	57	27			38	46			168
Faculty in total	X	165	27	0	0	110	46	1	0	349
Out of which the number of women at the FMC	X	104	13			68	35			220
Out of which the number of foreign nationals at the FMC	X	46				31	1	1		79
Faculty of Applied Informatics										
ISCED-F broad fields	Code									
Information and communication technologies	06	95	29			37	68		7	236
Faculty in total	X	95	29	0	0	37	68	0	7	236
Out of which the number of women at the FAI	X	17	3			7	14			41
Out of which the number of foreign nationals at the FAI	X	34	4			6	14	1		59
Faculty of Humanities										
ISCED-F broad fields	Code									
Education and formation	01	99	105	17		40	69		3	333
Social sciences, journalism and information	03	78								78
Health and welfare	09	53	17							70
Faculty in total	X	230	122	17	0	40	69	0	3	481
Out of which the number of women at the FHS	X	201	116	17		36	65		3	438
Out of which the number of foreign nationals at the FHS	X	19	2							21
Faculty of Logistics and Crisis Management										
ISCED-F broad fields	Code									
Services	10	67	79			59	66			271
Faculty in total	X	67	79	0	0	59	66	0	0	271
Out of which the number of women at the FLCM	X	31	35			33	32			131
Out of which the number of foreign nationals at the FLCM	X	3	2			2	1			8

	Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL	
	F	P/D	F	P/D	F	P/D	F	P/D		
TBU Centralized Constituent Part										
ISCED-F broad fields	Code									
Engineering, manufacturing and construction	07							3		3
Faculty in total	X	0	0	0	0	0	0	3	0	3
Out of which the number of women at the TBU Centralized Constituent Part	X							3		3
Out of which the number of foreign nationals at the TBU Centralized Constituent Part	X							1		1
TBU IN TOTAL										
ISCED-F broad fields	Code									
Education and formation	01	99	105	17		40	69		3	333
Arts and humanities	02	108				72		1		181
Social sciences, journalism and information	03	135	27			38	46			246
Business, administration and law	04	187	39			101	121	6	8	462
Information and communication technologies	06	95	29			37	68		7	236
Engineering, manufacturing and construction	07	83	25			101	46	6	11	272
Health and welfare	09	53	17							70
Services	10	67	79			59	66			271
TBU IN TOTAL	X	827	321	17	0	448	416	13	29	2,071
Out of which the total number of women	X	510	205	17		267	269	10	7	1,285
Out of which the total number of foreign nationals	X	153	10			75	28	12	5	283

5. INTEREST IN STUDIES

5.A ENTRANCE EXAMINATIONS

FT: No entrance examinations were held for the academic year 2021/2022.

FaME: In 2021, no entrance examinations were held for admission to Bachelor's and follow-up Master's programmes carried out in the academic year 2021/2022 at the FaME. The admission committees decided on the admission of applicants depending on whether the applicants had met the requirements announced. Entrance examinations were held for admission to doctoral programmes; for doctoral programmes carried out in Czech, the entrance examinations comprised an oral interview with applicants, for doctoral programmes carried out in English, the admission committee discussed the written documents submitted by applicants. Entrance examinations were organized by FaME teachers.

FMC: The Faculty organized entrance exams for all degree programmes to be carried out in the academic year 2021/2022. Aptitude tests for three Bachelor's programmes/courses in arts comprise two rounds. The first round is contactless, 10-15 applicants are selected who advance to the second round based on the evaluation of the submitted works. Due to the COVID situation, the second round of the admissions for the degree programme in Multimedia and Design was held online in January. Both rounds of admissions to degree programmes in Theory and Practice of Animation/Theory and Practice of Audiovisual Arts were postponed to June 2021; the first round was contactless, the second round was attended by applicants in person. Entrance examinations for the Bachelor's programme in Marketing Communications comprise one round; they were held online due to the COVID situation. Aptitude tests for the Master's programme in arts are attended by applicants in person and comprise one round, which applies to four specializations. Entrance examinations for the Master's programme in Marketing Communications comprise one round. Entrance examinations were organized by FMC teachers.

FAI: Applicants for study in the academic year 2021/2022 were exempted from entrance examinations.

FHS: Various types of entrance examinations for the academic year 2021/2022 were organized at the FHS. Those applicants were admitted to Bachelor's courses in Social Pedagogy, Pedagogy of Preschool Age, English/German for Business Administration, Nursing, Midwifery who had passed the National Comparative Exams organized by the SCIO organization (www.scio.cz). For the degree courses in English/German for Business Administration, the specialized test to be taken within the National Comparative Exams could be replaced by a certificate or a school-leaving examination in the required language. Applicants for the non-follow-up five-year Master's course in Lower Primary School Teacher Training did not take an entrance examination; the ranking of applicants was drawn up depending on the arithmetic means of results achieved in individual course units included in the school-leaving examination. The Faculty organized written entrance examinations for the follow-up Master's course in Social Pedagogy. Applicants for study in the follow-up Master's course in Pedagogy of Preschool Age were exempt from entrance examinations, they were admitted depending on the results achieved in final state examinations in Bachelor's programmes. The main part of the entrance examination to the doctoral programme in Pedagogy was an entrance examination in front of a committee, applicants

had to demonstrate their teaching and communication skills in English, a debate on the submitted and presented research project of the doctoral thesis was held.

FLCM: Applicants for Bachelor's courses in Applied Logistics, in Population Protection and in Risk Control were exempted from entrance examinations. Applicants were accepted according to the date of submission of the e-application until the maximum number of accepted applicants was reached, which was determined by the Dean and posted on the Faculty's website. Applicants for the follow-up Master's programme in Security of the Society were exempted from entrance examinations as well. Applicants for the relevant specializations were admitted to study based on a ranking compiled, depending on the weighted grade average achieved during previous Bachelor's or Master's studies until the maximum number of accepted applicants as determined by the Dean was reached, which was posted on the Faculty's website.

UNI: Entrance examinations for doctoral programmes organized at the UNI/CPS were held on four occasions for the academic year 2021/2022. For each admission procedure, an admission committee is established. Applicants for degree programmes accredited to be taught in Czech are required to appear in person in front of the committee. International applicants for degree programmes accredited to be taught in English participate in an online interview.

5.B COOPERATION WITH SECONDARY SCHOOLS IN THE FIELD OF PROMOTION

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. Due to the pandemic, selected activities were carried out online in 2021 as well. TBU cooperates with secondary schools on several levels. As regards recruitment and promotion, the following key activities can be named:

- Physical and online Open Days
- Displays by TBU at Education and Lifelong Learning Fairs (Gaudeamus Prague, Gaudeamus Brno, Gaudeamus Nitra, Gaudeamus Bratislava)
- Participation in education fairs held online (vysokeskoly.cz, studuj.to)
- Sending of the so-called promotional sets to secondary schools in the Czech Republic and Slovakia. The sets contain information about TBU and promotional materials.
- Visits by students at their home secondary schools
- TBU e-shop – the so-called “e-shop” offering workshops for secondary schools. Teachers from TBU visit secondary schools or, vice versa, students from secondary schools come to TBU.
- TBU website and microsites (Study at TBU, TBU News, be.utb.cz, showroom, ww.jenamdvacet.cz)
- E-application (a new version was launched in 2021)
- Paid campaigns on social networks, namely on Facebook and Instagram
- PPC advertising campaigns (Google AdWords platforms, Sklik)
- Podcasts created during the implementation of the TBU utebe project
- Merchandising
- Universalia magazine – distributed to secondary schools
- TBU Rag Day – participation by secondary school students
- Events held to commemorate the 17 November – International Students' Day (participation by secondary school students)

In 2021, cooperation with the faculty secondary schools continued. The cooperation was particularly focusing on the support of the interest of secondary school students in study at TBU, on cooperation

in the organization of talent competitions such as SVOČ/STOČ, specialized competitions, year-long projects, etc., submission of joint grant projects and cooperation in the field of further education of secondary school teachers in the form of professional consultations, seminars, specialized lectures and Lifelong Learning courses.

Overview of faculty secondary schools, i.e. partner institutions of TBU Faculties:

- FT Faculty schools: Secondary Technical School Otrokovice
- FaME Faculty school: Secondary Technical School and Business Academy Uherský Brod, T. Bata Business Academy in Zlín
- FMC Faculty school: Secondary School of Applied Arts for Glassmaking in Valašské Meziříčí, Secondary School of Furniture and Business in Bystřice pod Hostýnem
- FAI Faculty schools: Jan Pivka Grammar School and Secondary Technical School Slavičín, Ladislav Jaroš Grammar School in Holešov, Secondary Technical School and Business Academy Uherský Brod, Secondary Technical School Pěrovice, Secondary Technical School of Mechanical Engineering Vsetín, Secondary Technical School Zlín, Secondary School of Informatics, Electrical Engineering and Crafts Rožnov pod Radhoštěm
- FLCM Faculty school: Secondary School of Gastronomy, Hotel Management and Forestry Bzenec

The TBU Faculties organized the following additional activities:

FT:

- Bring Out the Qualities of an Engineer in You – The event was intended for recent graduates of industrial schools, promoting degree programmes/courses carried out at the FT (especially the degree course in Process Engineering). The programme included presentations on degree programmes/courses, interviews with students and graduates, a tour of the premises, presentations of facilities and instrumentation. The event was attended by 70 people.
- Open Day (held online)
- Promotion of degree courses carried out/research directions pursued at the FT

FaME:

- Exhibition at Bata's – the exhibition was focused primarily on brand building and on raising of awareness of the FaME.
- Advertorial in the "Ekonom" magazine – the target group consisted of corporate customers, managers from among the general public, prospective part-time students. The aim was to start communication in media focused on the field and to increase awareness of the FaME.
- Researchers' Night – an event aimed at families with children, with the aim of promoting science, attract the parents' interest and increase awareness of TBU Faculties and of their activities.
- Alumni meeting – an event focused on promoting of the Faculty and on the building of its reputation. In total, the event was attended by 412 visitors – 323 graduates, 15 VIP guests, 74 other guests accompanying the graduates.

FAI/CEBIA-Tech:

- 3D Virtual tour of the FAI/CEBIA-Tech – online access to the FAI building, including the TP-ICT, was provided via a 3D visualization on the FAI website. Virtual visitors were enabled to communicate through interactive content (videos, photos, links to websites or texts), which could be instantly changed and updated. The tour was used as an interactive tool for the recruitment of new students.
- Promotion of degree programmes/courses carried out at the FAI through a FB campaign – the main goal was to contact prospective applicants for study at the FAI through a social

network, namely through Facebook. The microsite, which provides basic information about the degree programmes carried out, enabled applicants to directly access the electronic application for study or to more detailed information on the FAI website. In total, two rounds of the campaign were held, in terms of territory, the campaign was targeted at the entire Czech Republic and the Slovak Republic.

- Promotion of admissions via: Radio promos on Impuls Radio, Frekvence 1 and Evropa 2, billboards and advertising in the Kam Po Maturitě magazine, in the “My” weekly magazine, in the MF Dnes daily newspaper and in the Váš Zlín magazine.
- Broadcast during the virtual Open Days – broadcasting a 3D video with the aim of promoting degree programmes carried out at the FAI and the FAI buildings as well as an online chat with secondary school students in the Slovak Republic. These virtual Open Days replaced the “Exhibition on Where to Study” event, which could not take place due to the pandemic.

FLCM:

- Targeted PR campaign
- Contact communication with secondary schools – Gaudeamus Brno

TABLE 19 (TABLE 5.1 AS SET BY THE MEYS): INTEREST IN STUDIES AT TBU IN ZLÍN

Bachelor's		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
Faculty of Technology					
Engineering, manufacturing and construction	07	1,319	1,444	1,318	823
Faculty in total	X	1,319	1,444	1,318	823
Faculty of Management and Economics					
Business, administration and law	04	1,687	1,859	1,024	894
Faculty in total	X	1,687	1,859	1,024	894
Faculty of Multimedia Communications					
Arts and humanities	02	913	933	153	136
Business, administration and law	04	671	679	110	103
Faculty in total	X	1,584	1,612	263	239
Faculty of Applied Informatics					
Information and communication technologies	06	671	707	707	351
Engineering, manufacturing and construction	07	206	225	163	69
Services	10	243	249	249	114
Faculty in total	X	1,120	1,181	1,119	534
Faculty of Humanities					
Arts and humanities	02	503	514	228	161
Health and welfare	09	1,226	1,410	573	454
Faculty in total	X	1,729	1,924	801	615
Faculty of Logistics and Crisis Management					

Bachelor's		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
Services	10	976	1,058	1,028	598
Faculty in total	X	976	1,058	1,028	598
Bachelor's programmes at TBU in Zlín in total					
Arts and humanities	02	1,416	1,447	381	297
Business, administration and law	04	2,358	2,538	1,134	997
Information and communication technologies	06	671	707	707	351
Engineering, manufacturing and construction	07	1,525	1,669	1,481	892
Health and welfare	09	1,226	1,410	573	454
Services	10	1,219	1,307	1,277	712
TOTAL	X	8,415	9,078	5,553	3,703

Master's		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
Faculty of Humanities					
Education and formation	01	229	229	80	51
Faculty in total	X	229	229	80	51
Master's programmes at TBU in Zlín in total					
Education and formation	01	229	229	80	51
TOTAL	X	229	229	80	51

Follow-up Master's		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
Faculty of Technology					
Social sciences, journalism and information	05	37	37	32	24
Engineering, manufacturing and construction	07	257	271	221	158
Faculty in total	X	294	308	253	182
Faculty of Management and Economics					
Business, administration and law	04	956	1,092	669	582
Faculty in total	X	956	1,092	669	582
Faculty of Multimedia Communications					
Arts and humanities	02	174	185	104	90
Business, administration and law	04	286	299	122	102
Faculty in total	X	460	484	226	192

Follow-up Master's		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
Faculty of Applied Informatics					
Information and communication technologies	06	243	246	153	108
Engineering, manufacturing and construction	07	57	57	22	15
Services	10	76	81	81	55
Faculty in total	X	376	384	256	178
Faculty of Humanities					
Education and formation	01	95	96	77	60
Arts and humanities	02	161	167	119	107
Faculty in total	X	256	263	196	167
Faculty of Logistics and Crisis Management					
Services	10	290	322	305	223
Faculty in total	X	290	322	305	223
Follow-up Master's programmes at TBU in Zlín in total					
Education and formation	01	95	96	77	60
Arts and humanities	02	335	352	223	197
Business, administration and law	04	1,242	1,391	791	684
Natural sciences, mathematics and statistics	05	37	37	32	24
Information and communication technologies	06	243	246	153	108
Engineering, manufacturing and construction	07	314	328	243	173
Services	10	366	403	386	278
TOTAL	X	2,632	2,853	1,905	1,524

Doctoral		Number of applicants (headcount)	Applications submitted	Students admitted	Students enrolled
Faculty of Technology					
Natural sciences, mathematics and statistics	05	18	18	16	16
Information and communication technologies	06	1	1	0	0
Engineering, manufacturing and construction	07	19	19	14	12
Faculty in total	X	38	38	30	28
Faculty of Management and Economics					
Business, administration and law	04	64	65	35	35
Faculty in total	X	64	65	35	35
Faculty of Multimedia Communications					
Arts and humanities	02	15	15	7	7
Faculty in total	X	15	15	7	7
Faculty of Applied Informatics					
Information and communication technologies	06	41	42	25	25
Faculty in total	X	41	42	25	25
Faculty of Humanities					
Education and formation	01	6	6	3	4
Faculty in total	X	6	6	3	4
TBU Centralized Constituent Part					
Engineering, manufacturing and construction	07	11	11	10	10
Faculty in total	X	11	11	10	10
Doctoral programmes at TBU in Zlín in total					
Education and formation	01	6	6	3	4
Arts and humanities	02	15	15	7	7
Business, administration and law	04	64	65	35	35
Natural sciences, mathematics and statistics	05	18	18	16	16
Information and communication technologies	06	42	43	25	25
Engineering, manufacturing and construction	07	30	30	24	22
TBU IN TOTAL	X	175	177	110	109



Actresses Klára Issová (pictured) and Anna Geislerová received their “Star Honorary Doctorate” at the 61st Zlín Film Festival from Prof. Vladimír Sedláček, Ph.D., Rector of Tomas Bata University in Zlín.

6. STAFF

6.A CAREER REGULATIONS FOR ACADEMIC STAFF

The established pilot system for the evaluation of academics and researchers was evaluated and innovated at the beginning of 2021. A new Rector's Directive No. SR/7/2021 Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers was issued, effective from 1 April 2021, replacing the Rector's Directive No. SR/23/2019). The purpose of the evaluation system is to provide all employees with systematic and objective feedback on their professional activities, to identify barriers and opportunities for further development. The key component of the evaluation system comprises regular interviews of managers with employees, within which a career plan of activities for a period of one to two years is determined and evaluated. The career plan is monitored by Heads of Departments and Deans of TBU Faculties. The process of career advancement, development and remuneration is, thus, administered by the individual component parts of the University, which also select motivation tools for rewarding of employees depending on the results achieved upon the condition that these motivation tools must respect the institutional system of evaluation of academics and researchers as well as the valid Salary Regulations of Tomas Bata University in Zlín.

Faculties, in accordance with their career programmes, individually allow academic and researchers to participate free of charge in educational programmes, participate in mobility abroad, sabbatical leave and modification of professional duties. For the purpose of evaluation and preparation of the Employee Career Plan, the length of professional experience, the length of employment at TBU and the number of weekly working hours shall be taken into account, in general terms, as set in the Rector's Directive, as well as obstacles on the part of the employee where the employer is obliged to excuse him/her from work, namely a long-term sickness absence or maternity and/or parental leave, holding of a post of an academic senior executive at TBU, or other objective obstacles to the fulfilment of the Career Plan occurring during the last 3 years.

6.B DEVELOPMENT OF PEDAGOGICAL SKILLS OF ACADEMIC STAFF

The development of teaching skills, that TBU as a bilingual university was focusing on, comprised an improvement in communication skills of employees and an extension and improvement in the language level of lectures and seminars taught at TBU in English. At the institutional level, language tuition was offered involving language courses carried out for academics, individual consultations for speakers at conferences and the preparation and organization of CAE certified exams. A total of 110 employees actively participated in language education in 2021.

Education of supervisors and external examiners of academic qualification theses in the methodology and procedures useful for the elaboration of high-quality theses and their evaluation. The educational materials prepared are available to all employees on the TBU website.

Activities funded by the TBU DUO project and aimed at increasing the skills of researchers for the needs of education were carried out. This sub-activity took place at the UNI, and the education provided throughout the year was segmented into the three following modules:

- Development of teaching skills
- Communication skills in a foreign language
- Transfer of good teaching practice from similar institutions abroad

A total of 12 staff trainings took place in 2021.

In addition, most of the TBU Faculties provided their own support of the teaching skills of their staff. The development of teaching skills of academic staff was mainly implemented at TBU with funding provided by strategic projects.

Strategic Project of TBU in Zlín:

- Development of teaching, professional and practice-oriented competencies of TBU academics – involvement of the FHS, FMC and FAI.
- Increase in the competences of a team specializing in working with special needs students:
 - Internships taken by the expert team at selected institutions in the Czech Republic and abroad, focusing on the transfer of knowledge about services provided to special needs students
 - Education of the expert team focusing on specific skills necessary for work with special needs students
 - Implementation of awareness workshops focused on experiential learning in relation to special needs students and intended for TBU staff

The TBU DUO project:

- Development of qualifications and competencies of academics at the UNI – one of the modules was focused directly on the development of teaching skills.

ESF projects:

- Faculty Teacher as the Facilitator of High Quality Training of Future Nursery School Teachers and Lower Primary School Teachers
- Development of Capacities for Research and Development Carried Out at TBU
- Creation of Lifelong Learning programmes at TBU

Under the conditions of the state of emergency and due to restrictions on the operation of the University, most of the above-mentioned events took place online.

6.C GENDER EQUALITY PLAN, WORK-LIFE BALANCE

The issues of gender equality, equal opportunities, support of diversity and inclusion were intensively dealt with at TBU in 2021 through the preparation of strategic documents. In 2021, in coordination with the Human Resources Development office, the launch of newsletters was started, which inform employees about current events held at TBU, including extracurricular activities and benefits that TBU provides for its employees.

Strategic documents

The Strategic Plan of Tomas Bata University in Zlín for the 21+ Period is a key strategic document of the University. Within the Pillar E: Human Resources, Funding, Internal Environment of TBU in Zlín and Strategic Management, the following key measure was defined: Prepare and implement the Strategy

for the Development of Human Resources at TBU in Zlín, including the integration of the principles of gender equality into rights, obligations and opportunities, integrate methodologies in the field of human resources management (Strategic Goal 5.4: Strengthen the strategic management of human resources).

The Implementation Plan of the 21+ Strategic Plan of Tomas Bata University in Zlín for 2021 – specific implementation measures in the field of gender equality were included in the implementation document for 2021: Strategic Goal 5.4: Strengthen the strategic management of human resources Measure: Create a strategy for development of human resources at TBU in Zlín, including the integration of sub-methodologies for human resource management, and prepare an action plan for the implementation of the measures proposed, in particular:

- Methodology Aimed at Supporting the Gender Equality
- Methodology for Work with Human Resources at TBU in Zlín.
- Methodology for Reconciling the Family and Working Life at TBU in Zlín.
- Methodology for incorporation of the TBU Code of Ethics into internal regulations and processes
- Incorporation of the European Charter for Researchers into the internal structure of TBU in Zlín

The Strategy for the Development of Human Resources of Tomas Bata University in Zlín (hereinafter referred to as the “TBU HRM Strategy”) was prepared in 2021 and submitted for discussion to the TBU Management Board and to Management Boards of TBU component parts.

The Statute of Tomas Bata University in Zlín includes the TBU Code of Ethics in Zlín (Appendix 4 to the Statute), which is a regulation binding on all employees and students. The TBU Code of Ethics in Zlín also enshrines the principles of gender equality and conduct not allowing sexual or gender-based harassment. Complaints regarding observance of principles set in the TBU Code of Ethics in Zlín are dealt with by the Ethics Committee of TBU in Zlín; the Committee is an advisory body to the Rector. The Ethics Committee adheres to the Rector’s Directive SR/4/2021 entitled Rules of Procedure of the TBU Ethics Committee in Zlín. The Rules of Procedure regulate the procedures for the submission of complaints related to the observance of the Code and discussion on the matters in question. In accordance with the Code of Ethics of TBU in Zlín, the job position of Ombudsman was also established who shall be an independent mediator for dealing with complaints and requests for reviews submitted by employees, also those regarding gender issues.

The filling of academic staff positions is regulated in the Rules Governing Selection Procedures for Academic Staff Positions at TBU in Zlín issued on 22 October 2020. It enshrines the principle of transparency applicable to the filling of vacancies with reference to Act No. 111/1998 Coll., on Higher Education Institutions, as well as to the recommendation of the European Commission on the European Charter for Researchers and on the Code of Conduct for the Recruitment of Researchers.

The Salary Regulations of Tomas Bata University in Zlín issued on 29 July 2020 address the gender area by referring to applicable legislation, in particular to Act No. 262/2006 Coll., Labour Code. It defines non-discriminatory conditions for salary policy and for remuneration payable in accordance with agreements on work performed outside employment for all categories of employees (academics, researchers and other employees).

The Rector’s Directive SR/7/2020 entitled Principles of Equal Opportunities Policy at Tomas Bata University in Zlín defines the basic principles of equal opportunities adopted at TBU, based on the relevant legal regulations of the Czech Republic, in particular on the Act on Equal Treatment and on Legal Instruments of Protection against Discrimination and on Amendments to Selected Acts (the so-called Anti-Discrimination Act). The Directive defines the basic principles relating to equal opportunities for

women and men that are applied at TBU, both in terms of employment relations and in terms of access to and provision of education, including professional training. In order to ensure equal opportunities for men and women, without prioritizing this policy over the criterion of quality and skills, TBU shall in particular adhere to the following principles:

- a) Gender equality is applied in all processes in the field of management, institutional and HR policy, teaching, R&D and other activities of TBU.
- b) TBU implements and supports measures aimed to achieve gender balance at all levels and in all job positions.
- c) TBU observes the policy of equal opportunities during recruitment and during the next stages of career advancement.
- d) TBU pays attention to the gender diversity in selection and evaluation committees and in research teams.
- e) TBU adopts measures aimed at achieving the work-life balance of both men and women. TBU allows flexible working hours, part-time work and supports an increase in the percentage of employees who return to TBU after parental leave. In the internal evaluation, TBU takes into consideration a career break due to parenthood, a long-time illness or due to taking care of the employees' close persons.
- f) TBU pays attention to a correct written and spoken manner of expression, which avoids ridiculing, lessening the importance of persons and discriminating persons in terms of gender, race, ethnic origin, religion, faith, disability, age or sexual orientation and political beliefs.

As regards gender equality, the Work Regulations of Tomas Bata University in Zlín (Rector's Directive SR/19/2018) refer to the general regulation included in the Labour Code. In accordance with generally binding legal regulations, TBU guarantees women in particular their equal status with male employees, equal working conditions, including remuneration for work, professional training and the opportunity to achieve career or other advancement during their employment. However, it specifically sets rules for the working conditions of employed women in the internal processes in order to achieve their equal status in all areas of working life. At the same time, it determines the employer's obligation to set working conditions for the possible performance of work in accordance with the maternity mission of female employees. As part of the work-life balance, employees are offered flexible working hours, part-time work, six weeks of annual leave for non-academic staff or the possibility of unpaid leave in addition to annual leave.

The Rector's Directive SR/7/2021 Evaluation and Management of the Development of Teaching, R&D and Creative, Managerial and Other Activities Carried Out by TBU Academic Staff and Researchers defines the basic procedures for evaluating the professional activities of all academics and researchers involved in teaching, R&D, creative, managerial and other activities carried out at TBU. The system of evaluation and remuneration of these employees strictly respects gender equality and takes into account career breaks due to maternity, parenthood, or other objective obstacles on the part of the employee.

The rules for the system of assurance of quality of educational, R&D, creative and related activities and internal evaluation of quality of educational, R&D, creative and related activities of Tomas Bata University in Zlín issued on 27 July 2020 are based on standards and procedures for quality assurance in the higher education area in the Czech Republic and abroad. The evaluation includes a provision defining that the evaluation shall be carried out in a transparent manner in accordance with factual, scientific and ethical criteria.

In the autumn months of 2021, preparations of the Gender Equality Plan took place at TBU in Zlín. In December 2021, the TBU GEP was submitted for discussion to the TBU Management Board and to the Management Boards of TBU component parts. The GEP comprises the strategic aims set and the action

plan prepared in order to achieve the aims set in the following areas: Education and awareness in the field of gender equality, work-life balance, percentage of women holding CEO positions, recruitment of employees and equal opportunities, equal opportunities in science and research, measures against sexual and gender-based harassment.

6.D ISSUE OF SEXUAL AND GENDER HARASSMENT

Conduct that is of sexual nature and whose intention or effect is to diminish the dignity of a person and create an intimidating, hostile, degrading, humiliating or offensive environment, or that can be legitimately perceived as a condition for decisions affecting the exercise of rights and obligations arising from legal relations, is defined as particularly unacceptable behaviour at TBU in the Rector's Directive SR/7/2020 "Principles of Equal Opportunities Policy at TBU in Zlín". In 2021, TBU cooperated with other Czech universities on the preparation of a centralized development project entitled "Social Safety at Czech Universities in the Context of Academic Ethics". Within the thematic focus put on "improving the quality of the higher education environment through the introduction of measures against manifestations of discrimination against various groups of people and sexual harassment", the concept of social safety will be set up at TBU within the sub-activities of the University.

TABLE 20 (TABLE 6.1 AS SET BY THE MEYS): TOTAL NUMBERS OF ACADEMICS, RESEARCHERS AND OTHER EMPLOYEES (AVERAGE CONVERTED NUMBERS)

	Academics							Researchers				Other employees	Total numbers of staff
	Academic staff	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in teaching activities	Adjunct Professors	Postdoctoral researchers ("postdocs")	Researchers not included in other categories	Other researchers and R&D staff		
FT	106.734	16.681	28.623	57.858	1.572	1.000		1.000	2.000	0.734	16.152	33.203	158.823
Out of which women	45.315	1.836	13.161	27.755	1.563			1.000		0.034	14.622	26.605	86.576
FaME	77.075	6.136	15.617	50.126	3.944	1.252			1.337	3.477	0.200	32.562	114.651
Out of which women	34.831	2.499	6.703	24.507	0.122	1.000				0.749		27.360	62.940
FMC	64.792	4.705	14.837	34.938	10.248	0.064				0.158	1.081	37.645	103.676
Out of which women	25.650		4.950	16.536	4.164						1.081	25.968	52.699
FAI	74.326	5.936	16.565	43.802	7.022	1.001			4.001	16.491	8.655	26.608	130.081
Out of which women	8.651	1.000	1.999	4.081	1.571				1.001	3.209	0.200	18.313	31.374
FHS	92.457	7.167	11.581	45.851	6.651	21.207			1.000		0.400	22.113	115.970
Out of which women	66.432	2.000	7.166	35.274	6.151	15.841			1.000		0.300	18.112	85.844
FLCM	34.913	2.000	5.273	22.736	2.955	1.949						13.090	48.003
Out of which women	8.591		0.957	7.168	0.017	0.449						10.371	18.962
UNI	32.374		1.386	30.988					11.817	12.763	15.236	18.384	90.574
Out of which women	9.146		0.586	8.560					5.081	5.430	8.338	12.900	40.895
Other constituent parts	0.416					0.416				1.000		191.781	193.197
Out of which women	0.113					0.113						123.389	123.502
TOTAL	483.087	42.625	93.882	286.299	32.392	26.889	0.000	1.000	20.155	34.623	41.724	375.386	954.975
Total number of women	198.729	7.335	35.522	123.881	13.588	17.403	0.000	1.000	7.082	9.422	24.541	263.018	502.792

TABLE 21 (TABLE 6.2 AS SET BY THE MEYS): AGE STRUCTURE OF ACADEMICS, RESEARCHERS AND OTHER EMPLOYEES (HEADCOUNT)

	Under 29 years	30-39 years	40-49 years	50-59 years	60-69 years	Over 70 years	TOTAL
Professors			14	17	10	11	52
Out of which women			1	7	2	1	11
Associate Professors		7	38	25	20	15	105
Out of which women		2	13	15	8	1	39
Senior Lecturers	1	106	125	37	29	12	310
Out of which women		41	59	23	11	2	136
Lecturers	4	25	3				32
Out of which women	2	9	2				13
Assistant Lecturers	1	8	5	8	3		25
Out of which women	1	6	6	3	2		15
Postdocs		14	4				21
Out of which women		5	3				8
Researchers not included in other categories		18	14	4		2	38
Out of which women		5	5	2			12
Other scientific and R&D staff	24	19	11	5	7		66
Out of which women	17	5	11	4	4		41
Other employees	33	84	146	89	34	5	391
Out of which women	21	56	100	73	22	2	274
Total number of employees	63	284	360	185	103	45	1,040
Out of which women	41	129	197	127	49	6	549

TABLE 22 (TABLE 6.3 AS SET BY THE MEYS): NUMBERS OF ACADEMIC AND R&D STAFF ACCORDING TO WORKLOADS AND TO HIGHEST COMPLETED EDUCATION (HEADCOUNT ACCORDING TO WORKLOADS)

	Academics								Researchers	TOTAL	Out of which women	
Faculty of Technology												
	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	1		4	2	1				7	3
0.31–0.5			3		2				1		6	0
0.51–0.7	1		1		2	2					4	2
0.71–1.0	17	3	27	13	49	25	4	2	3		100	43
TOTAL	19	4	32	13	57	29	5	2	4	0	117	48
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											0	0
0.31–0.5			1		1	1	3				5	1
0.51–0.7			1								1	0
0.71–1.0	2		4	1	22	6	3				31	7
TOTAL	2	0	6	1	23	7	6	0	0	0	37	8
Faculty of Applied Informatics												
	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	0
0.31–0.5			1				1				2	0
0.51–0.7			1		2	1					3	1
0.71–1.0	5	1	15	2	44	3	7	2	19	4	90	12
TOTAL	5	1	17	2	46	4	8	2	20	4	96	13

	Academics								Researchers	TOTAL	Out of which women	
Faculty of Multimedia Communications												
	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											0	0
0.31–0.5	3		2		2	1	3				10	1
0.51–0.7					1						1	0
0.71–1.0	3		14	5	26	14	20	9			63	28
TOTAL	6	0	16	5	29	15	23	9	0	0	74	29
Faculty of Management and Economics												
	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	1	1						3	1
0.31–0.5	3		4	2	4	2	1	1	2		14	5
0.51–0.7					4	2					4	2
0.71–1.0	5	3	13	6	41	19	7	2	3	1	69	31
TOTAL	8	3	19	9	50	23	8	3	5	1	90	39
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					1	1					1	1
0.31–0.5	7	2	4	3	7	5	4	3			22	13
0.51–0.7											0	0
0.71–1.0	3	1	10	5	45	33	23	19	1	1	82	59
TOTAL	10	3	14	8	53	39	27	22	1	1	105	73

	Academics								Researchers	TOTAL	Out of which women	
University Institute												
	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				4	3	5	3
0.31–0.5											0	0
0.51–0.7									1		1	0
0.71–1.0			2	1	30	8			23	11	55	20
TOTAL	0	0	2	1	31	8	0	0	28	14	61	23
Other constituent parts in total												
	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											0	0
0.31–0.5											0	0
0.51–0.7											0	0
0.71–1.0									1		1	0
TOTAL	0	0	0	0	0	0	0	0	1	0	1	0
TBU IN TOTAL												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others					
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women		
do 0,3	1	1	3	1	7	3	1		5	3	17	8
0,31–0,5	13	2	15	5	16	9	12	4	3		59	20
0,51–0,7	1		3		9	5			1		14	5
0,71–1	35	8	85	33	257	108	64	34	50	17	491	200
TOTAL	50	11	106	39	289	125	77	38	59	20	581	233
TBU IN TOTAL	50	11	106	39	289	125	77	38	59	20	581	233

TABLE 23 (TABLE 6.4 AS SET BY THE MEYS): 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 and of other constituent parts	Head of department/institute/ research unit	Senior executives in total
Rectorate of TBU	1	4	36	33	1	9			84
Out of which women	0	1	7	11	0	4			23
Faculty of Technology	1	3	12	33	1			9	59
Out of which women	0	1	6	8	1			2	18
Faculty of Management and Economics	1	4	11	34	1			9	60
Out of which women	0	0	7	7	0			3	17
Faculty of Multimedia Communications	1	5	13	30	1			17	67
Out of which women	0	1	7	8	1			8	25
Faculty of Applied Informatics	1	4	10	30	1			8	54
Out of which women	0	0	4	1	1			0	6
Faculty of Humanities	1	4	11	29	1			6	52
Out of which women	0	3	8	18	0			3	32
Faculty of Logistics and Crisis Management	1	3	9	30	1			4	48
Out of which women	1	0	2	1	1			1	6
University Institute				19			1	3	23
Out of which women				4			0	1	5
Other constituent parts in total							1	0	1
IN TOTAL	6	23	66	205	6		1	56	364
Out of which women	1	5	34	47	4		1	18	109
TBU IN TOTAL	7	27	102	238	7	9	1	56	448
Out of which women	1	6	41	58	4	4	1	18	132

TABLE 24 (TABLE 6.5 AS SET BY THE MEYS): FOREIGN NATIONALS IN THE ACADEMIC AND R&D STAFF (AVERAGE CONVERTED NUMBERS)

Tomas Bata University in Zlín	Academics						Researchers			Other employees
	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in teaching activities	Postdoctoral researchers ("postdocs")	Researchers not included in other categories	Other researchers and R&D staff	
FT	1.75	2.252	3.414					0.375		0.267
Slovakia	1.75	1	2.666							
Other EU member countries		0.252	0.748							
Other countries outside the EU		1						0.375		0.267
Out of which women	1.25	2	2							
FLCM		0.507	2.898							1.3
Slovakia		0.507	2.898							1.3
Out of which women		0.007	2							1
FAI		1.166	1	0.334				1.209	2.143	1.8
Slovakia		1.166	1	0.334				0.209	1.001	1
Other countries outside the EU								1	1.142	0.8
Out of which women				0.334				0.209		1
FMC	2.704	2.635	3.46							
Slovakia	2.704	2.635	3.46							
Out of which women		2	1.334							
FaME	3.049		4.95				1.001	2.282		0.304
Poland								0.497		
Austria										
Slovakia	3.049		3.95							0.037
Other countries outside the EU			1				1.001	1.785		0.267
Out of which women	1.5		1.95							0.037
FHS	4.667	4.333	6.169		1					
Germany	1									
Slovakia	3.667	4.333	3.834							
Other countries outside the EU			2.335		1					
Out of which women	1	4.333	3.501							
UNI		0.586	5.843				7.981	6.091	1.743	0.079
Slovakia		0.586	2.379				1.39	0.167		
Other EU member countries			0.363					1		
Other countries outside the EU			3.101				6.591	4.924	1.743	0.079
Out of which women		0.586	1.413				2.246	2.016	0.242	

Tomas Bata University in Zlín	Academics						Researchers			Other employees
	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in teaching activities	Postdoctoral researchers ("postdocs")	Researchers not included in other categories	Other researchers and R&D staff	
Other constituent parts in total								1		3.621
Slovakia										3.287
Other countries outside the EU								1		0.334
Out of which women										2
TBU IN TOTAL	12.17	11.479	27.734	0.334	1		8.982	10.957	3.886	7.371
Germany	1									
Poland								0.497		
Austria										
Slovakia	11.17	10.227	20.187	0.334			14246	0.376	1.001	5.624
Other EU member countries		0.252	1.111					1		
Other countries outside the EU		1	6.436		1		7.592	9.084	2.885	1.747
Out of which women	3.75	8.926	12.198	0.334			2.246	2.225	0.242	4.037

TABLE 25 (TABLE 6.6 AS SET BY THE MEYS): NUMBERS OF NEWLY APPOINTED PROFESSORS AND ASSOCIATE PROFESSORS

	Number			Average age of newly appointed Professors and Associate Professors
	Total number	Out of which permanent staff of TBU	Permanent staff employed at TBU and appointed at another HEI	
Faculty of Technology	7	3		43
Professors appointed in 2021	4	3		45
Out of which women	2	2		48.5
Associate Professors appointed in 2021	3	3		40
Out of which women	1	1		43
Faculty of Management and Economics	2	1	1	41
Professors appointed in 2021			1	
Out of which women				
Associate Professors appointed in 2021	2	1		41
Out of which women	2	1		41
University Institute	1	1		36
Professors appointed in 2021				
Out of which women				
Associate Professors appointed in 2021	1	1		36
Out of which women	1	1		36
TOTAL - Professors	4	3	1	45
Out of which women	2	2		48.5
TOTAL - Associate Professors	6	5		39.7
Out of which women	4	3		40.25

7. INTERNATIONALIZATION

7.A SUPPORT OF STUDENTS PARTICIPATING IN INTERNATIONAL MOBILITY PROGRAMMES

Due to the continuing COVID-19 pandemic, 2021 was a challenging period as regards the implementation of student mobility. Thus, online or blended mobility became an option, but they were less attractive alternatives for students compared to physical mobility. In 2021, TBU had issued no internal regulations specifying compulsory mobility in Bachelor's/Master's/follow-up Master's programmes; however, participation in study periods/traineeships was compulsory for PhD students.

In 2021, TBU students were offered opportunities to take a study period/traineeship anywhere around the world. However, the anti-pandemic measures resulted in the implementation of mobility mainly in the European area. The TBU International Office had a wide range of partner institutions, constantly broadening the offer, nevertheless, with great emphasis on the quality of the mobility. The International Office provided comprehensive services during mobility abroad, and that also with regard to the COVID-19 pandemic and to the necessity of dealing with crisis situations.

The Erasmus+ programme (namely KA103 and KA131) 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 staff. The follow-up programme of the Erasmus+ KA103 programme intended for non-programme countries was the Erasmus+ KA107, focusing on Israel, Kazakhstan and on the Republic of South Africa, with TBU involved in projects within this programme. The TBU International Office ensured a sufficient amount of funding as well as a constant increase in financial resources provided by the Erasmus+ programme in such a manner that anyone interested in taking a study period/traineeship abroad who had fulfilled the relevant requirements was enabled to participate. TBU also supported student mobility outside the Erasmus+ programme, with funding provided by the Institutional Plan for 2021 (hereinafter referred to as "TBU IP 2021"). In 2021, the University was involved in other programmes supporting mobility such as CEEPUS, EEA Grants, and others.

The TBU International Office organized regular online meetings for students providing them with information on mobility opportunities, on funding and administration of mobility periods and on safety and health protection. Moreover, TBU placed great emphasis on enhancing of activities related to student mobility. For this purpose, online meetings were held where students presented their experience gained abroad to their colleagues. Interviews with students were posted on the website international.utb.cz; the special web presentation (xchange.utb.cz), designed to provide a comprehensive overview of institutions abroad where TBU students took a study period/traineeship, proved very useful. Reviews by students were an added value, as they provided information of great benefit to applicants for mobility abroad.

In 2021, the International Office put great emphasis on the monitoring of mobility periods, and that at all stages of the mobility. The quality of international student mobility (not only during the COVID-19 pandemic) counts among the most important indicators of the quality of activities of TBU. The TBU 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. Questionnaire surveys of student satisfaction with mobility periods were usually organized. Within the support of international mobility, the University organized several on-line events in 2021, which contributed to better provision of information about mobility at TBU to students and academics (on-line Erasmus Days, on-line Country Presentation, etc.).

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 the Rector's Directive 8/2020 "International Mobility of TBU Students and Mobility of Incoming International Students at TBU". The Learning Agreement, i.e. the basic document for the drawing up of a curriculum abroad, was 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 in the Information System for Studies' Administration those course units taught at TBU which are 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. Such students obtained internal credits in compliance with regulations issued by the relevant Faculty which were subsequently added up to other types of activities necessary for a successful completion of a doctoral programme. Results obtained during mobility were included in the Diploma Supplement issued for the graduate.

In 2021, the implementation of graduate traineeships also continued with funding provided by the Erasmus+ programme continued; graduate traineeships were organized 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. A record number of 27 TBU graduates participated in the programme.

7.B SUPPORT OF INTERNATIONAL MOBILITY OF ACADEMIC AND NON-ACADEMIC STAFF

The mobility of academic and non-academic staff was significantly affected by the spread of the COVID-19 pandemic. When permitted by the epidemiological situation, TBU academics had an opportunity to participate in international mobility in accordance with their career plans, taking into consideration their professional and personal development. Traditionally, Erasmus+ was a very popular programme for the implementation of international academic mobility. Requirements regarding the participation in mobility programmes were set in the Rector's Directive "Mobility of TBU Staff Funded by the Erasmus+ Programme". The International Office did not register a great interest among employees in participation in online mobility. In 2021, the internal competition "Support of International Cooperation 2021" was announced, which included the category "Support for International Mobility of TBU Employees". The mobility of 8 academics and researchers was approved, however, due to the COVID-19 pandemic, only 5 of the mobility periods took place. The CEEPUS programme, which was actively used at four of TBU Faculties, counted among the popular programmes supporting mobility as well. Internships taken by researchers in research institutions abroad also counted among activities funded by the IKAROS project, however, due to the ongoing COVID-19 pandemic, only two internships took place.

In 2021, an increased interest in mobility comprising staff training and funded by the Erasmus+ programme was registered. This type of mobility was offered primarily to members of non-academic staff, who, in the most cases, did not have other opportunities to participate in mobility programmes. The relevant requirements were set in the Rector's Directive "Mobility of TBU Staff Funded by the Erasmus+ Programme". All employees had an opportunity to describe their mobility experience and post it on the xchange.utb.cz website, thus providing valuable advice and experience to their colleagues who plan to participate in international mobility.

7.C INTEGRATION OF INTERNATIONAL MEMBERS OF THE ACADEMIC COMMUNITY

Integration of international staff and 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. The Welcome Centre was established in 2021, and the job position of Welcome Officer was created and filled within the TBU International Office. This Centre provided integration services (training, accompanying students/staff members who had to see a doctor or to visit various state authorities, translations, etc.) to both international students and international employees at TBU. All types of communication with the general public and with the academic community are ensured both in Czech and in English, which includes official documents and the website. Students and employees could attend Czech and English language courses, and that entirely free of charge. The International Office, Job Centre and the Counselling Centre provided services to international and local students and staff participating in mobility and also specialized counselling including online and bilingual counselling as well as wheelchair access. In 2021, collaboration with the student organization ESN Zlín (formerly known as the "Buddy System Zlín") received active support. The ESN Zlín was, together with the TBU International Office, taking care of international students at TBU.

TBU continued to support the employment of international staff with the aim of internationalizing the TBU personnel structure. 104 international experts e.g. from India, the USA, Turkey and Russia were employed as academics, researchers and other employees at TBU. The most foreign nationals among employees came from Slovakia. An increase in the percentage of R&D staff and PhD students from abroad at TBU Faculties and in research centres in preparation which will be focusing on applied research received goal-directed support from the TBU Management Board.

In order to promote the University and interconnect the University activities and the general public, TBU was involved in the joint project of European universities entitled Researchers' Night. This event was aimed to promote scientists and their scientific work among the general public. Due to the pandemic, the whole event was held entirely in mixed form, and interesting games, podcasts and lectures were prepared for the general public.

7.D OTHER SIGNIFICANT ACTIVITIES STRENGTHENING THE INTERNATIONALIZATION OF ACTIVITIES OF TBU INCLUDING PARTICIPATION IN INTERNATIONAL CONSORTIA AND PROJECTS

At TBU, internationalization is one of the main priorities, which was also reflected in the activities carried out in 2021. TBU Rector supported significant projects implemented within the internal competition "Support of International Cooperation in 2021", that represented a great contribution to the development of TBU. The total allocated funding amounted to almost CZK 1 million. In 2021, TBU continued to carry out activities of the consortium of European and Asian universities coordinated by Ton Duc Thang University (Vietnam). The consortium was aiming to support a faster and better development of scientific, research and educational activities of all partner institutions involved.

TBU continued to develop activities of the Bata Centre in Vietnam. The main objective of the Centre was to create conditions for study of Vietnamese applicants at Czech higher education institutions, and to support scientific and research cooperation between Czech and Vietnamese research institutions, especially between universities.

TBU also joined the activities of the Sustainable Horizons consortium, which aims to re-submit an application to the Erasmus+/European Universities programme. TBU carried out its activities within the European Innovation Alliance consortium, which is supported by the German agency DAAD.

TABLE 26 (TABLE 7.1 AS SET BY THE MEYS): TBU PARTICIPATION IN INTERNATIONAL COOPERATION PROGRAMMES (REGARDLESS OF SOURCE OF FUNDING)

	H2020/7th Framework Programme of the EC		Others	TOTAL
	TOTAL	Out of which Marie-Curie Actions		
Number of projects	1		28	29
Number of outgoing students			150	150
Number of incoming students			202	202
Number of outgoing academics and researchers			146	146
Number of incoming academics and researchers			34	34
Grants (thousand CZK)	4,218		17,269	21,487

TABLE 27 (TABLE 7.2 AS SET BY THE MEYS): STUDENT, ACADEMIC AND OTHER STAFF MOBILITY BY COUNTRIES (REGARDLESS OF SOURCE OF FUNDING)

Incoming students/staff					
Country	Incoming students		Incoming staff		TOTAL
	Incoming students in total	Out of which virtual mobility	Academics	Other employees	
Republic of Austria	1	2			3
Republic of Armenia		1			1
Kingdom of Belgium		2			2
Republic of Bulgaria				1	1
Canada			1		1
Republic of Croatia			1		1
Republic of Cyprus		2			2
Republic of Estonia		1			1
Republic of Finland		1			1
French Republic	7	24			31
Federal Republic of Germany	1	3			4
Hellenic Republic	2	11			13
Hungary		3	2		5
Republic of Indonesia	3	7			10
State of Israel		1	1		2
Italian Republic		4			4
Republic of Kazakhstan	2	2			4
Republic of Korea		7			7
Republic of Latvia	1	2		2	5
Republic of Lithuania	1	2			3
Mongolia		1			1
Republic of Niger		2			2
Republic of Poland		3	4	2	9
Republic of Portugal	5	22	1		28
Romania		1	2		3
Russian Federation	4	10			14
Slovak Republic		16	2		18
Kingdom of Spain	1	23			24
Republic of Turkey	11	29	3		43
Ukraine	10	26			36
United Kingdom of Great Britain and Northern Ireland		1			1
United States of America			2		2
TOTAL	49	209	19	5	282

Outgoing students/staff						
Country	Outgoing students			Outgoing staff		TOTAL
	Outgoing students in total	Out of which graduate internships	Out of which virtual mobility	Academics	Other employees	
Republic of Austria	12	1		7	1	21
Kingdom of Belgium	7			3		10
Bosnia and Herzegovina					1	1
Republic of Bulgaria	1			2		3
Republic of Croatia				2		2
Republic of Cyprus	7					7
Kingdom of Denmark	1					1
Republic of Estonia	3					3
Republic of Finland	5			1		6
French Republic	3	1		1		5
Federal Republic of Germany	7	2				9
Hellenic Republic	2			1		3
Hungary	2			3		5
Ireland	1					1
State of Israel	1					1
Italian Republic	4	2		9		13
Republic of Korea	1					1
Republic of Latvia	3			3		6
Republic of Lithuania	6					6
Grand Duchy of Luxembourg	1					1
Republic of Malta	2	2				4
Netherlands	4	3				7
Kingdom of Norway	9	2		2		13
Republic of Poland	7	3		5	2	17
Republic of Portugal	43	5		14	2	64
Romania	1					1
Republic of Serbia				1		1
Slovak Republic	11	3		13		27
Republic of Slovenia	7					7
Kingdom of Spain	26	1		15	5	47
Kingdom of Sweden	2			1		3
Swiss Confederation	2					2
Republic of Turkey	3			2		5
United Kingdom of Great Britain and Northern Ireland	5	2		2		9
United States of America				3		3
TOTAL	189	27	0	90	11	317

TABLE 28 (TABLE 7.3 AS SET BY THE MEYS): GRADUATE MOBILITY (NUMBERS AND PERCENTAGE OF COMPLETED STUDIES) IN 2021

	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	5.6 %	6			7.8 %	11	72.7 %	8	9.7 %	25
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							72.7 %	8	72.73 %	8
Faculty of Management and Economics										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	10.2 %	19			6.6 %	14	35.7 %	5	9.2 %	38
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							35.7 %	5	35.7 %	5
Faculty of Multimedia Communications										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	25.6 %	45			30.9 %	47	0.0 %	0.0	28.0 %	92
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 %	0
Faculty of Applied Informatics										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	8.7 %	9			5.8 %	6	14.3 %	1	7.5 %	16
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							14.3 %	1	14.3 %	1
Faculty of Humanities										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	8.5 %	29			4.4 %	5	0.0 %	0	7.4 %	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

	Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Faculty of Logistics and Crisis Management										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies	3.4 %	5			0.8 %	1			2.2 %	6
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)									0.0%	0.0
TBU - university programmes										
Percentage [%] and number of graduates who participated in mobility abroad of at least 14 days during their studies							100 %	2	100 %	2
Percentage [%] and number of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days)							100 %	2	100 %	2
Tomas Bata University in Zlín	10.7 %	113			9.9 %	84	42.1 %	16		

8. RESEARCH, DEVELOPMENT, ARTS AND OTHER CREATIVE ACTIVITIES

8.A MEASURES AIMED AT INTERCONNECTING R&D AND CREATIVE ACTIVITIES AND EDUCATIONAL ACTIVITIES

Research, development, arts and other creative activities were carried out at the individual Faculties, at the UNI and in the TBU Library via the individual departments, research units and research centres.

FT: The Polymer Centre - this research unit was focusing on basic research. The Centre's main area of interest was research into engineering aspects of technologies and materials based on polymer composite structures. The Polymer Centre provided classes within specialized course units, supervision of Bachelor's/Master's theses as well as mentoring for PhD students and post-docs. The Centre also offered students opportunities to get involved in projects and in contract research.

FaME: The Centre for Applied Economic Research was focusing 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. At the FaME, the Centre provided supervision of Bachelor's/Master's theses, mentoring for PhD students, and offered students opportunities to get involved in projects and in contract research. The Centre significantly contributed to the publishing of the Faculty's research journal - Journal of Competitiveness.

FMC: The main task of the TBU Centre of Creative Industries and Business entitled UPPER was to revitalise and expand the regional creative industry with the aim of developing a separate economic sector. For TBU students, the Centre offered business facilities for hire in an incubator until May 2021 and support for those students who decide to start their own business – establish a start-up company in the field of creative industry. At present, the Centre is focused on educational events intended for both students and teachers and aimed to raise awareness of business and entrepreneurship. Another role of the UPPER is to connect academia with the corporate sector through specific multidisciplinary projects with a broad societal impact (FMC Talent, TBU Ideathon).

FAI: The Centre for Security, Information and Advanced Technologies (CEBIA-Tech) provided classes within specialized course units, supervision of Bachelor's/Master's/doctoral theses. FAI students were offered opportunities to get involved in project activities and in contract research.

FHS: The Research Centre of the FHS specialized above all in research into school education, in research in the sphere of philology, in nursing and in selected clinical disciplines on an interdisciplinary basis. For the FHS, the Centre provided supervision of Bachelor's/Master's theses and participation of FHS students in project activities.

UNI: The Centre of Polymer Systems carried out 2 doctoral programmes accredited at the institutional level, and also participated in all doctoral programmes accredited at the FT. The Centre provided classes

within specialized course units for the FT and the FLCM, supervision of Master's theses for the FT and the FLCM. Depending on options available, students were offered opportunities to get involved in projects and in contract research. The CPS provided mentoring to post-docs in all specializations carried out in the CPS.

The Footwear Research Centre specialized in functional and healthy footwear. As regards educational activities, the Centre cooperated with the FMC in the field of footwear design and with the FT in the field of materials and technologies. It participated in the implementation of a doctoral programme accredited at the FT. FT and FMC students were offered opportunities to get involved in project activities and contract research.

The Technology Transfer Centre carried out technology transfer, services connected with intellectual property protection and services related to the operation of accredited and certified laboratories for the needs of the Technology Park. For TBU students and employees, the TTC provided training in the field of intellectual property protection and technology transfer. It offered participation in projects and in contract research to students.

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

Bachelor's, Master's and PhD students were systemically involved in all types of R&D and creative activities at TBU. Internal project calls included the following:

- IGA projects
- IGA/JUNG projects
- Projects supported by funds intended for the long-term conceptual development of the research organization
- Projects supported by the Strategic Development Fund aimed to support excellence in social fields

The involvement of students took the form of applications submitted to announced project calls in accordance with the rules published; the selection of projects accepted for funding was made in compliance with the rules applicable to a public competition. Within external project calls, students had joined research teams that applied for funding from providers on the national or international level. Students showed considerable interest in joining research teams working on projects within contract research and within assigned contracts on research and economic activities.

In 2021, 60 projects were implemented with funding provided through the IGA competition (39 projects were newly submitted in 2021, 17 projects continued from the 2019/2020 period; furthermore, four student scientific conferences were held). A total of 325 students were involved in the projects. The total amount allocated to projects implemented with funding provided through the IGA competition was CZK 17.3 million.

In 2021, seven projects were implemented with funding provided through the IGA/JUNG competition, with 34 students involved in the implementation of the projects.

FT: Involvement of students in R&D and creative activities carried out at the Faculty is an integral part of study. Students are involved in R&D and creative activities mainly in connection with academic qualification theses (Bachelor's/Master's theses), however, a considerable number of students gain this type of experience during their studies already, thanks to the natural efforts of teachers to involve talented students in their projects.

FaME: Students are involved through participation in the SVOČ contest – seven projects focusing on various topics ranging from the impact of the pandemic to marketing, industrial and other topics were presented at the 17th edition of the contest. Those interested among students also cooperate with academics on R&D activities, e.g. during the processing documents for literature search activities or implementation of research activities in the field (e.g. processing of questionnaires), etc. In 2021, the FaME had Bachelor's and Master's students involved in the implementation of two continuing IGA projects whose implementation started in 2020 (11 students) and in one newly submitted project (2 students). Academics acted as guarantors responsible for the project implementation. The students involved are required to present the outputs of their activities in the Faculty round of the SVOČ (Students' Scientific and Expert Activities) contest. PhD students (a total number of 96 full-time and part-time PhD students) were the investigators of the remaining 18 projects funded by the IGA in 2021, where academics holding the degree of Professor/Associate Professor acted as guarantors responsible for the project implementation.

FMC: The outputs of creative activities done by Bachelor's and Master's students are presented at exhibitions, shows, festivals and contests. Such activities are mostly organized by FMC teachers who are looking for opportunities in this regard, however, activities of individual students in this area are frequent as well. Students are also involved in the implementation of assigned contracts.

FAI: Talented Bachelor's and follow-up Master's students are 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. Students who have sufficient knowledge participate in the implementation of specialized projects funded by Calls organized by the MIT, the Technology Agency of the Czech Republic and the Czech Science Foundation. Master's students are gradually involved in specific university research activities and in research projects funded by internal grants.

FHS: In 2021, the FHS continued in active involvement of Bachelor's and Master's students in R&D and creative activities. The tenth annual edition of the SVOČ contest took place, finished by a defence of the implemented projects, and the project offering support to talented students by involving them in the work focusing on science and research at the individual component parts – Student Research Positions – also continued. In 2021, a total of five students defended their projects implemented within the SVOČ contest.

FLCM: Students of the FLCM are involved in R&D and creative activities of the University and of the Faculty at several levels. In 2021, 25 students of the Faculty, both Bachelor's and follow-up Master's students worked as employees holding student research positions and cooperating with academics on the preparation of conferences, academic papers and projects. Students also participate annually in the SVOČ contest, in 2021, 24 students entered the contest with a total of 20 projects presented in three specialized sections. R&D and creative activities of Master's students are also supported by study periods and traineeships at universities abroad and by students attending specialized conferences, exhibitions and excursions taking place during the implementation of IGA projects (The 11th International Students Symposium on Logistics and International Business; National Museum in Krakow).

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

In 2021, TBU obtained the amount of CZK 274 million from public funding resources for R&D and innovations. TBU spent the total amount of CZK 285 million, out of which the institutional support for the long-term conceptual development of a research organization obtained from the MEYS amounted to CZK 138 million, and the public funding support obtained from the MEYS and provided to specific university research amounted to CZK 21 million. Furthermore, TBU spent the total amount of CZK 113 million for

the purposes of R&D and innovations, which refers in particular to financial resources provided by the Technology Agency of the CR, Czech Science Foundation, Ministry of the Interior of the CR, OP RDE and OP EIC. TBU spent resources amounting to CZK 13 million obtained as the public funding support and provided to R&D and innovations in previous years. Project co-investigators were provided CZK 17 million for R&D and innovations. The said amount was provided in particular by the Technology Agency of the CR, by the Czech Science Foundation, by the Ministry of the Interior and by the Ministry of Agriculture.

TBU also funded basic or applied research projects in the following scientific areas: Social Sciences (FORD 5) and Humanities and Arts (FORD 6), and that based on the results of an internal competition aimed to support scientific and research activities in social fields. The Call was announced for projects to be implemented between 2021 and 2023. Five projects in the total amount of CZK 2 million were accepted for funding. In 2021, six projects approved in 2020 continued to be implemented. Four projects were supported as part of an internal competition aimed to support TBU strategic projects in the period 2021–2023.

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

An important benefit for PhD students as well as for the so-called post-docs was the existence of the TBU Nursery School. By running this facility, TBU Nursery School helped parents among students and post-docs to coordinate their family life and studies/job, as it offered services intended for children from the age of 2 years.

Activities funded within the JUNG competition were implemented as planned. In January 2021, the evaluation of project applications submitted to the JUNG competition was terminated, with seven two-year projects accepted for funding, whose implementation started on 1 February 2021. In the course of the year, the planned audit meeting of the evaluation panels took place twice, where the project investigators presented the current progress of their projects. In addition, all project investigators submit regular monthly reports, and that through the web application grantovesouteze.utb.cz. Until the end of 2021, soft skills training sessions for all PhD students as well as for all mentors of JUNG project investigators took place. A total of 16 training sessions took place, some of them in Czech, others in English.

In 2021, the offer of student research positions for PhD students was continuously extended. In 2021, a new support system for financial stabilization of PhD graduates was launched (Rector's Directive SR/9/2021 entitled Programme Supporting the Transition of PhD Graduates to Employment at Their Early Academic Career at TBU). In the first Call, post-docs from the following component parts received support from 1 September 2021: FT (5), FaME (3), FMC (1) and UNI (3). A total of 13 people received support.

8.E COOPERATION WITH THE APPLICATION SPHERE IN CREATION AND TRANSFER OF INNOVATIONS AND THEIR COMMERCIALIZATION

In 2021, as in the preceding years, the TTC provided services associated with the legal protection of industrial rights over R&D results on behalf of TBU and implemented the necessary steps leading to the commercialization of such results. The development of activities carried out and services provided by the TTC was in line with the needs of the region and regional partners and contributed to ensuring an effective transfer of the results of applied research activities to practice. Moreover, the TTC represented an important link between TBU and business and industry thanks to specialized services related to the protection of industrial rights and offered by the TTC not only as an internal service for TBU but also

- as regards the provision of consultations, literature search and elaboration of reviews - to industrial entities – external applicants or to other entities interested. The intellectual property portfolio of TBU is built up in accordance with the Rector’s Directive SR/34/2019 “Application and Protection of Intellectual Property Rights Arising in Connection with R&D and Creative Activities of Employees and Students of TBU in Zlín”. The distribution of income from commercialization is determined by the Internal Fund for the Support of Innovative Activities and is specified in the Rector’s Directives SR/19/2015 and SR/27/2019. The strategy for commercialization adheres to the Rector’s Directive 26/2019 “Procedure and Rules Set for Commercialization of Results at TBU”.

In 2021 TBU, through the TTC, supported a total of 12 sub-projects – proof-of-concept projects - funded by GAMA II (five CPS projects, three UNI projects, one FLCM project, one FAI project, two FMC projects) with the funding amounting to a total of CZK 5.3 mil. One of the first completed projects has already won an international award for its result – it is the “Handshake” volleyball that became the winner of the 2021 German Innovation Award (in the category of Excellence in Business to Consumer – Travel, Sports & Outdoor Goods).

Funding intended for specific university research purposes was provided by the Technology Agency of the Czech Republic in the first public competition announced within the ZÉTA Programme to the three-year project TJ02000125 – Hi-tech Material Adaptable to the Condition of Lower Limbs - with the implementation period from 05/2019 to 04/2021, which was successfully finalized last year. The output of the project, namely the footwear entitled Hi-tech Footwear Skin, won six prestigious international awards: the prestigious Red Dot Award (in the field of Product Design, category of Fashion and Lifestyle Accessories), the German Innovation Award (in the category of Excellence in Business to Consumer – Fashion), the Global Footwear Award (Gold 2020 in the category of Winner Medical-Therapeutic Shoes, Silver 2020 in the category of Fashion Sneakers/Other Fashion Innovation Footwear and Winner 2020 in the category of Medical) and the European Product Design Award (Winner 2021 in the category of Other Products Designs).

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).

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

In 2021, classes of the following course units were offered at the FaME: Business Academy, Basics of Entrepreneurship and Entrepreneurial Activities for about 380 students of the FaME, FHS, FMC and FT interested in business development. In 2021, 71 students participated - within the course unit “Controlling” - in the simulation management game entitled Business Navigation Game (BNG), which is a business game that connects the LUDUS market simulator with the BNS management information system used by hundreds of companies in the Czech Republic and abroad. External experts from INEKON Systems took part in the implementation and in classes. In the course units “Logistics” offered in Czech

and in English (1LG2 and 2LG2E), the system of assignment, implementation and presentation of projects focused on logistics and implemented by student teams for cooperating organizations such as Kalina Industrie, Greiner Packaging, Vasky continued. The online presentation of the results of the eight projects took place with the participation of representatives of the contracting authorities on 14 December 2021.

Within the joint activities of the UPPER Centre, six lectures by experts from business and industry and workshops aimed at supporting the development of creative business took place in 2021, with most of them held online.

At the end of 2021, the implementation of the project entitled “Strategic Project of Multidisciplinary Interconnection among the FMC, FAI, FaME, FT, UPPER and the Technology Innovation Centre s.r.o” and funded by the TBU Strategic Development Fund was launched with the aim of accelerating cooperation between TBU in Zlín and the application sphere in the RIS3 domains of the Zlín Region. The output of the project will be the construction of an open creative workshop, the so-called fab lab, which would expand the existing infrastructure for the development of creative business towards the target groups of TBU students or graduates; moreover, it should be used for the purpose of promoting the work with new technologies among primary school pupils and secondary school students.

In October 2021, the simulation game “Braggarts” was held in cooperation with the Technology Innovation Centre – it is a simulation of business environment, where students simulated real business using their own money. The winner of the game was the player who managed to make the most money in his/her business activities. Cooperation with the TIC continued, namely in the promotion of the “My First Million” contest and in the support for filling in of questionnaires concerning business attitudes within the GUESSS international questionnaire survey.

TBU is largely involved in the “Dual Careers” project, which is intended for promising student-athletes. This project is implemented under the auspices of the MEYS within the UNIS Call. The project refers to the reconciliation between demanding university studies and top and active sports activities. It is also about promoting and expanding the base of the academic sports representation of the Czech Republic. The top sports events are the Czech Academic Games, the World University Games are held under the FISU, and European university competitions are held under the EUSA. Last year, TBU received a quota of ten students, i.e. CZK 450 thousand, where scholarships and service support for students provided by TBU are included; thus, the best possible results are achieved as regards both study and sports.

In November 2021, the UFBanka, a virtual joint-stock company using a local currency called UFcoin, was opened. The bank shareholders are employees of the Department of Finance and Accounting at the FaME and students of Bachelor’s and follow-up Master’s programmes in finance.

FT: Horizontal intersectoral mobility is organized at the FT with funding provided by joint projects implemented in cooperation between the Faculty and the private sector which are focused on research, development and innovations.

FMC: Within the UPPER Centre, the FMC prepared the online series entitled “Mentoring”, aimed to support business and entrepreneurship and intended for academia and the public. The series had the following topics: Development of a distinctive identity: Why is it necessary, how to define it and how to use it in practice? Instructions for the development of a personal identity, How to start a freelance business as a creative person, what are the risks and what to prepare for? How to negotiate the price and when to give discounts? How to make contacts and how important is networking, How to build a team of freelancers – Why work in a team and why not?

As part of the activities aimed to support business newcomers and the existing community at TBU, the format of Meet & Greet discussion panels was created with the aim of interconnecting companies, experts from business and industry with students and the interested general public. The aim of the panel discussions is to create a platform for meeting marketers from companies based in the Zlín Region with the intention of discussing their real needs, experience and problems. Interconnection between students and local companies is also essential.

The FMC Talent event supports interdisciplinary cooperation, which can be of great benefit to business and industry. Cooperation between the designer and marketing specialists during the preparation of campaigns is part of common practice. Since its launch (10 years), the competition has enjoyed increasing popularity among students and companies. Its aim is to connect students in the field of marketing communications, designers, creative people as well as companies and institutions not only in the Zlín Region. The competition informs students about issues related to business and industry and offers creative marketing, communication and visual solutions to companies. Showing off your talents and passion in front of a client is a great challenge for students and a source of inspiration, new energy and, last but not least, of talented trainees for company representatives. The FMC Talent contest creates favourable conditions for establishing of contacts and for the development of short- and long-term working relations. Clients usually appreciate the courage, talent, ideas and energy that students put into the preparation of campaigns.

TBU Ideathon is a 24-hour competition that connects students across TBU Faculties and gives them an opportunity to use their skills, try out working in teams and deal with urgent challenges of our time in a short time. The topics for the competition could be entered by institutions and organizations from the Zlín Region which are active in the non-commercial sector; out of those, five final challenges were subsequently selected through public voting, which the competing teams had to face. As part of the competition, accompanying workshops featuring Anežka Adamíková, Martin Kr ek and Lubomír Kone ný were prepared for the contestants. Speakers presented topics such as design thinking, pitching or the Lean Canvas model. At the same time, they were working as mentors and consultants of ideas in progress, with the students happy to be provided such type of advice. The teams had ten minutes to present themselves before an expert jury composed of authors of the challenges and of Deans of all TBU Faculties.

Business for breakfast club + ON AIR podcast – for the second year in a row, we were active members of the platform intended for meetings of local entrepreneurs. The past period featured two significant activities, firstly, cooperation with the non-profit organization “Behind Glass”, which helps people suffering from the autism spectrum disorder (ASDs), on the organization and production of a touring educational exhibition of photographs (opening ceremony held in spring 2022), and also the presentation of the activities of the UPPER Centre via the podcast B4B ON AIR. Jitka Alexová, the manager of the Centre, talked, for example, about the manner how to open the way to business for students and how to reconcile study-related and business activities.

Cooperation with the Zlín Creative Cluster – similarly to the UPPER Centre, the primary target group of the Cluster is the creative community of the Zlín region, but, besides TBU in Zlín, the Centre has also established contacts with local entrepreneurs, institutions and persons doing business in creative industries. They carry out a number of networking activities and operate a co-working centre in Uherské Hradiště, where the UPPER Centre is a cooperating institution. Together with the Zlín Creative Cluster, the UPPER Centre runs a co-working unit located in the TIC building, where the UPPER Centre moved in 07/2021. Another example of activities carried out in this area which can be named is the participation in the University FOR Entrepreneurship project. The national platform aimed at business support at Czech universities took place as an online meeting of members on 12 March of this year. Colleagues from the Brno University of Technology organized the event this year.

FAI: FAI students have practical training sessions in the adjacent ICT TP park. At the same time, they take advantage of offers for study periods abroad in both the academic and corporate sectors. These traineeships take place with funding provided by the Erasmus programme or by the Structural Funds.

FHS: Intersectoral mobility of academics and students is the basis of degree programmes carried out at the FHS, which are mostly career-oriented. This applies to practical training sessions but also to research activities. The primary organizations where students worked according to their specialization were primary and nursery schools, providers of medical or social services, children's homes, low-threshold facilities, bodies of social and legal protection of children or shelters, companies, public sector administration units or regional administration authorities. Some students continue to be in contact with the institutions in which they took an internship even after completing it. Students were useful for the organizations and gained experience in real situations. Projects implemented at the Faculty (project funded by the TA CR Éta and entitled "Labelling of Gifted Children in the School Environment", the internal project entitled "Personally Perceived Prowess of Nursery and Primary School Teachers in the Context of Their Resilience to Change") significantly contributed to the improvement in the quality of practical training obtained during university education preparing graduates for their future professions.

FLCM: In 2021, lectures by experts from business and industry were held in selected course units at the FLCM. These lectures were given by employees of the Police of the Czech Republic, the Fire Rescue Service of the Czech Republic, the Emergency Medical Service and also the Customs Administration, as well as HR management in the private and public sectors. The lectures were primarily aimed at improving students' specialized knowledge. In September 2021, the Criscon conference was organized, which took place as a Lifelong Learning course for public sector administration officers in compliance with Act No. 312/2002 Coll. It was a meeting of academics and public sector administration staff in the field of crisis management. Furthermore, the MEKA conference took place in Luhačovice, which was co-organized by the FLCM in cooperation with the EGO Zlín company. Both conferences successfully interconnected the academic environment and business and industry.

Throughout the year, cooperation between employees of the FLCM and the security councils of regions and the individual municipalities with extended competences took place, especially in Central and South-Eastern Moravia in connection with the fight against the COVID-19 pandemic. This cooperation was very useful and successful for both academics and students, as well as for public sector staff. Students and academics were also helping in the fight against the COVID-19 pandemic by joining the so-called Call Centre established at the Faculty. In order to deal with the consequences of the tornado in South Moravia, students and academic staff in cooperation with the component parts of the Integrated Rescue System of the Czech Republic coordinated the activities of security forces and cooperated in saving the lives and property of persons.

In the spring of 2021, the FLCM staff joined the City of Nature Challenge project during the development of documents concerning strategies aimed to combat the climate change. In August and September 2021, research into soft targets took place in the Wallachian Open Air Museum. The results of the research were subsequently presented to the Museum management board and, afterwards, applied in practice under the supervision of the FLCM staff.

TABLE 29 (TABLE 8.1 AS SET BY THE MEYS): NUMBERS OF CONFERENCES (CO-)ORGANIZED BY TBU

	With the number of attendees higher than 60		International conferences	
	Physical	Virtual	Physical	Virtual
Faculty of Technology	0	0	0	0
Faculty of Management and Economics	0	1	0	1
Faculty of Multimedia Communications	0	0	0	0
Faculty of Applied Informatics	1	4	0	0
Faculty of Humanities	0	1	0	1
Faculty of Logistics and Crisis Management	2	0	0	0
University Institute	0	0	0	1

TABLE 30 (TABLE 8.2 AS SET BY THE MEYS): NUMBERS OF EXPERTS FROM THE APPLICATION SPHERE WORKING AS LECTURERS/SUPERVISORS IN PRACTICAL TRAINING IN ACCREDITED DEGREE PROGRAMMES, OUT OF WHICH WOMEN

	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 Technology	2	0	0	0	0	0
Out of which women	0	0	0	0	0	0
Faculty of Management and Economics	38	13	0	39	4	0
Out of which women	11	7	0	17	2	0
Faculty of Multimedia Communications	86	26	13	41	25	55
Out of which women	18	4	0	11	10	16
Faculty of Applied Informatics	22	15	0	0	0	0
Out of which women	2	0				
Faculty of Humanities	61	17	62	0	0	300
Out of which women	38	13	54	0	0	0
Faculty of Logistics and Crisis Management	2	3	0	0	0	134
Out of which women	0	1	0	0	0	31
TBU IN TOTAL	211	74	75	80	29	489
Out of which women	69	25	54	28	12	47

TABLE 31 (TABLE 8.3 AS SET BY THE MEYS): NUMBERS OF DEGREE COURSES/PROGRAMMES THAT INCLUDE COMPULSORY PRACTICAL TRAINING HELD DURING AT LEAST 1 MONTH

	Numbers of degree courses/programmes	Numbers of active studies					
		Bachelor's programmes		Master's programmes		Follow-up Master's programmes	
		Academic profile	Career-oriented profile	Academic profile	Career-oriented profile	Academic profile	Career-oriented profile
Faculty of Technology	0	0	0	0	0	0	0
Faculty of Management and Economics	5	0	4	0	0	0	1
Faculty of Multimedia Communications	4	0	3	0	1	0	3
Faculty of Applied Informatics	9	0		0		58	0
Faculty of Humanities	11	1	7	0	1	2	0
Faculty of Logistics and Crisis Management	1	0	104	0	0	0	0
TBU IN TOTAL	30	1	118	0	2	60	4

TABLE 32 (TABLE 8.4 AS SET BY THE MEYS): TRANSFER OF KNOWLEDGE AND RESEARCH RESULTS TO PRACTICE

	Total number	Total income
Number of new spin-off/start-up companies	3	
Patent applications submitted	15	
Patents granted	15	
Utility models filed	17	
Licence agreements valid as at 31/12	30	
Licence agreements newly concluded	3	CZK 62,754
Contract research, consultations and counselling	392	CZK 22,344,524
Paid educational courses for staff of entities of the application sphere	6	CZK 122,120

TABLE 33: INFORMATION SUMMARIZING TABLE 32 (TABLE 8.4 AS SET BY THE MEYS)

Newly concluded licence agreements, contract research, consultations, counselling and paid educational courses for staff of entities of the application sphere	Total number	Total income
	401	CZK 22,529,398
	Average income per contract	
	CZK 56,183	



The highlight of the celebrations of the 20th anniversary of the establishment of the University was the “Concert for TBU” given by the popular band Jelen, whose audience completely filled the Náměstí Míru Square in Zlín. Throughout the day, there was a wide-ranging programme for children offered in a booth on the square, including scientific experiments, face painting or the popular virtual reality.

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

External evaluation of quality at TBU

The external evaluation of quality at TBU in 2021 comprised, at the beginning, the finalization of the work carried out by the International Evaluation Panel in accordance with the the 17+ Methodology. In the first quarter of 2021, the Panel carried out calibration/consolidation of the results obtained in the previous year at the level of the provider (MEYS). Subsequently, the evaluation of TBU in comparison to other higher education institutions in the CR was consolidated, and that through the Czech Rectors' Conference, the Research, Development and Innovation Council and the MEYS.

The resulting evaluation of R&D and creative activities carried out at TBU was further used not only in the preparation of the rules for reallocation of funding provided to long-term development of the research organization but also for formulating of aims and measures listed in the Implementation Plan of the TBU Strategic Plan for 2022. Concurrently, the results of the evaluation were also used for setting of aims and measures in the Internal Evaluation Report of TBU in Zlín for the period from 2021 to 2023. Last but not least, on the basis of the evaluation, the TBU component parts started to implement measures aimed to improve the level of their R&D and creative activities within the evaluated modules.

Another important element of the external evaluation in which TBU was involved in 2021 was the feedback from the European University Association (hereinafter referred to as "EUA"). In this regard, a progress report was sent to the Association, which summarizes the manner how the recommendations of the Committee listed in the Institutional Evaluation Report of the Higher Education Institution have been incorporated into the TBU Strategy for 2021+.

During the second half of 2021, TBU prepared a self-evaluation report for the purposes of external evaluation of institutional accreditation by the NAB. On the basis of this report, the NAB Committee is expected to evaluate the system of quality assurance, preparation and accreditation of degree programmes within the institutional accreditation and formulate recommendations for their further development. The evaluation by the NAB will be finalized in the course of 2022.

Internal evaluation of quality assurance

In addition to ensuring the external evaluation of quality, TBU was also paying great attention to a systematic provision of supporting documents for the evaluation of internal environment. In this context, the University conducted a survey focusing on key employers of TBU graduates who graduated between 2016 and 2018, which took place in April. In total, more than 400 organizations were contacted and asked to participate in the survey.

In May, a follow-up survey was conducted focused on the evaluation of quality of TBU degree programmes by TBU students. The survey was focused on obtaining feedback on the educational environment and

on experience related to studying in degree programmes. For the purpose of evaluation and comparison of results, an identical questionnaire to that used three years ago was used. 781 students participated in the survey.

Subsequently, at the turn of June, TBU carried out a survey focused on the evaluation of services, educational needs and quality of education related to the spread of the third wave of COVID-19 and to its impact. This monitoring also took place at 27 other Czech universities, with 10,004 students and 2,418 teachers participating in the survey. 487 students and 127 teachers participated in the survey conducted at TBU. Thanks to the survey, the University obtained feedback on the quality of crisis management and on the level of distance learning. Based on the results, TBU Faculties were advised to propose more effective measures in the field of support of teaching, level of provision of information and protection of staff.

Another item on the agenda related to the assurance of the internal quality system was a survey focused on working conditions, satisfaction and educational needs of staff, with 316 employees participating. The results of the survey were used to formulate the Strategy for Human Resources Management of TBU in Zlín and the Gender Equality Plan.

In addition to these specialized surveys, the University organized two regular questionnaire surveys last year, focusing on feedback given by students on the quality of tuition in individual course units via the IS/STAG system. More than 2,300 students participated in the assessment of the teaching process in the summer semester of the academic year 2020/2021 and more than 3,000 students in the winter semester 2021/2022.

In addition to obtaining feedback on the quality of the educational process, TBU was carrying out another regular evaluation, and that the evaluation of the annual work capacity of the academic staff, using the IS “Evaluation of the Academic Staff” or the “Work Capacity Record”. For the purposes of developing this evaluation, the relevant Rector’s Directive on the Evaluation of Academic and Research Staff was updated at the beginning of 2021 (SR/07/2021).

TBU Internal Evaluation Board

The TBU Internal Evaluation Board continued to form the backbone of the quality assurance system at TBU. In the course of 2021, four Board meetings took place, with their agenda including not only discussions and assessment of applications for accreditations of new degree programmes submitted by the individual component parts of TBU but also the second Report on Internal Evaluation of Quality of Educational, R&D, Creative and Related Activities of Tomas Bata University in Zlín, which was prepared and discussed. This strategic document summarizes the evaluation of key activities of TBU done during 2020 according to the specified set of monitoring indicators and to the effectiveness of the measures adopted in previous years. At the same time, it comprises aims and measures for the period from 2021 to 2023. Furthermore, the TBU IEB carried out a continuous quality control of 16 degree programmes and updated key internal regulations governing the evaluation of the quality of degree programmes/courses carried out at TBU, degree programme standards and of the course of accreditation of degree programmes.

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 is involved in the implementation of the project funded by the European Union Horizon 2020 programme - SEALIVE (Strategies of circular Economy and Advanced bio-based solutions to keep our Lands and seas alive from plastics contamination). It is a European innovation project implemented in cooperation between a broad consortium of partners since 2019, which aims to bring to the market advanced biopolymer plastics that will be a competitive alternative to single-purpose plastic products polluting land and sea. Furthermore, the FT participated in the finalization of the international project entitled INTER-EXCELLENCE CR-Bavaria; during the implementation of this project, cooperation between the University of Bayreuth (Germany) and TBU was successfully developed, focusing on the processing of biopolymer systems resulting in the creation of advanced functional structures.

FaME: The FaME is the only Czech higher education institution included in the global network entitled “Microeconomics of Competitiveness” and organized by the Harvard Business School. The Faculty is listed among 100 elite faculties of economics worldwide. Within the ERASMUS Mundus programme, the FaME is a partner institution included in EFFORT and EACEA II networks. The FaME is included in the CFA Institute Global Network of Societies, i.e. in the prestigious list of universities “University Affiliation Program”. In October 2019, the Faculty joined the project CA 18214 “The Geography of New Working Spaces and the Impact on the Periphery” funded by the COST programme.

FMC: The Faculty is a member of the European League of Institutes of the Arts ELIA, where on 15 December 2021 Mgr. Eva Gartnerová, Ph.D. spoke at a conference about the Zlín Design Week and its tools for international partnership development. Her next two lectures took place during Erasmus mobility at the SMK University of Applied Science in Lithuania and, during her Fulbright studies, she lectured at Wichita State University, USA on the topic of Audience engagement and development in university museums. Within the University’s involvement in professional or artistic networks, the FMC cooperates with the Zlín Creative Cluster. The primary target group of the Cluster is the creative community of the Zlín region, but, besides TBU in Zlín, the Centre also established contacts with local entrepreneurs, institutions and persons doing business in creative industries. In cooperation with the FMC Communication Agency, two projects were prepared for the Visegrad Fund. Both projects were accepted for funding and their implementation was started. The implementation of the important project entitled “Designers in the Czech Lands and the Czechoslovak Machinery Industry” funded by the Ministry of Culture of the Czech Republic within the NAKI II programme also continues.

FAI: The Faculty was involved in the implementation of international projects, namely in those funded by the Czech Science Foundation – GF, INTERREG, LT – INTER-EXCELLENCE, European Cooperation in Science and Technology and FM EHP – Norway Funds.

FHS: At the Faculty, the strategy of publication activities was applied more extensively in compliance with the Methodology 17+, with the aim of increasing the quality of publication outputs and with regard to current international standards. Projects in implementation also contributed thereto, for example the project funded by the Czech Science Foundation and entitled “Blind Spots in Non-Formal Education of Adults in the Czech Republic: Non-Participants and their Social Worlds” as well as the project funded by the EC and entitled “Development of New Andragogic Diagnostic Approaches and Interventions of the Adult Docility Phenomenon”.

FLCM: The research project entitled Sustainable Citizen Science (principal coordinator from Austria) and aimed to create hubs that would coordinate citizen science activities in the regions of Europe was submitted to the Horizon Europe programme. At the same time, the COST EU project was submitted, which focuses on the use of citizen science for achieving the Sustainable Development Goals.

UNI: With funding provided by the Horizon 2020 programme, the international project StoRIES (Storage Research Infrastructure Eco-System) was launched on 1 November 2021. The StoRIES project deals with the goal set in the so-called European Green Deal, which aims to ensure that the EU achieves climate neutrality by 2050, and will focus on the energy sector. The project coordinator is the Karlsruhe Institute of Technology (Germany). Tomas Bata University in Zlín participates in the project as the only Czech provider of research infrastructure.

10.B NATIONAL AND INTERNATIONAL AWARDS RECEIVED BY TBU

FaME: Students Abdalhafez Islam, Kamila Bajerová and Andrea Španíková advanced with the prepared research investment report in 2021 to the national finals of the international CFA Research Challenge and actively presented the report in Bratislava among the first five universities in the Czech Republic included in the competition. The FaME submitted one thesis in the “Master’s Theses” category and one thesis in the “Doctoral Thesis” category to the 17th year of the “František Egermayer Award” competition organized by the Czech Society for Quality. Petr Bártík won the “Master’s Theses” category, Muhammad Yousaf won the “Doctoral Thesis” category, the supervisor of both theses was doc. Ing. Petr Briš, CSc. Prof. Ing. David Tu ek, Ph.D., Dean of the FaME, passed the examination in front of the examination board on 30 November 2021 and obtained a certificate of the professional qualification “Specialist in Ergonomics”.

FMC: Students of the Product and Digital Design studios won the international Popai Student Award competition with their designs. In the Category of Graphic 2D Design by Budějovický Budvar (Budweis Brewery), the New Limited Edition design by David Štolba from the Digital Design studio was assessed as the best. Kryštof Samuel Vraspír from the Product Design studio succeeded with his design of the Lina packaging entitled “You will not get lost with me anymore”. The premium package holding 15 wafers also includes a localization chip as a gift. Students of the Industrial Design studio of the FMC of TBU in Zlín won three awards in the National Award for Student Design 2021 contest. The Good Student Design Award and the Public Award went to fourth-year student Michal Štalmach for his design of an adjustable bicycle for children aged 2 to 7 produced in cooperation with the Devonix company. The Ergonomics Award presented by the Czech Ergonomics Association went to fifth-year student Jakub Beneš for the design of the Cargo transport scooter produced in cooperation with the company KOSTKA – kolobka, s.r.o.

FHS: The project implemented at the Department of School Education of the Faculty of Humanities of TBU in Zlín and entitled “Future Teachers in Action: A Life Ring for Schools and Families” won 1st place in the EDUina competition; the prize is awarded annually to the best projects in the field of innovation in education.

UNI: Designers from the Footwear Research Centre and the shoes they had designed and called “Hitech Footwear Skin” won the prestigious Red Dot Award in the category “Product Design 2021” and “Smart Product 2021”. This is the most prestigious design award that can be won. The Hi-tech Footwear Skin product responds to the need for comfortable footwear for middle-aged women. The benefit of the product lies in the functional and aesthetic design of boots. The upper responds flexibly to swellings of legs and has a long-term reversible deformability. The functionality of the shoe is supported by the innovative design of the outsole where a vapour-permeable membrane is woven in. Another significant accomplishment to be named is the German Innovation Award 2021 in the Travel, Sports & Outdoor Goods category for the design of the “Handshake” volleyball. The volleyball design won the “Gold” award, which is the top award. The contest is regularly held for almost 70 years, it was initiated by the German Bundestag and is organized by the German Design Council. The new “Handshake” ball is designed for top international competitions (Olympic Games, World Championships, qualifying matches for these competitions, national competitions) held under the auspices of the International Volleyball Federation (FIVB) in indoor volleyball. Thanks to its innovative design, it stands out for its aerodynamic properties and sets contemporary sports and design trends.

10.C INTERNATIONAL EVALUATION OF TBU INCLUDING INTERNATIONAL ACCREDITATIONS

FaME: Another significant accomplishment of the Faculty was the rank retained in the international ranking of Times Higher Education by subject - in the field of Business and Management and in the field of Accounting and Finance. The FaME was, as one of just two Czech universities ranked 501-600 in the global comparison, which is the best rank of all Czech universities. Faculties of the other seven Czech universities included in the ranking were ranked 601+.

UNI/FAI: In 2021, as part of the international HR Award - since 2019, TBU component parts are holders of the Award - a Report on the Internal Evaluation of the GaP analysis, on the implementation and updating of the action plan measures was sent to the European Commission. The assessment by the EC was positive, with no comments added. The UNI/CPS continue to hold the HR Award and to implement the Action Plan for the implementation of HRS4R.



The conference entitled “Disaster Medicine” was organized by the Faculty of Logistics and Crisis Management and held in Luha ovica in September 2021. The event also included practical demonstrations of activities of the integrated rescue system.

11. THIRD ROLE OF TBU

11.A TRANSFER OF KNOWLEDGE TO PRACTICE

In September 2021, the Centre of Education for Industry 4.0 was established, whose founders were: TBU, the Regional Chamber of Commerce of the Zlín Region and the professional consulting companies TREXIMA, spol. s r.o. and CE-PA, spol. s.r.o. The aim of the Centre is to build an effective system of cooperation in the Zlín region in the field of Lifelong Learning with a focus on new requirements of the changing labour market, focusing in particular on the current and future needs of companies in the field of Industry 4.0. The project of the Centre of Education for Industry 4.0 will be one of the tools used for the fulfilment of the priority of the TBU 21+ Strategy in this area. In cooperation with partner institutions, a system of coordination of further education will be created, adapted directly on the needs of the corporate sector in the field of Industry 4.0 with the involvement of expert capacities of the University.

The transfer of the obtained knowledge from the field of basic research to practice is ensured by the TTC at TBU. By the end of 2021, TBU had 36 licence agreements concluded, where the total volume of economic activities amounted to CZK 1.9 million since 2008, and 33 agreements from the sphere of technology transfer registered through the TTC since 2014, where the total volume of economic activities amounted to CZK 2.8 million. In 2021, a total of 15 patents were granted in the CR, 17 utility models were filed in the CR, 1 Community industrial design, one trademark in the CR and one EU trademark were registered.

In 2021, 10 applications for patent registration were submitted by the TTC on behalf of TBU in the Czech Republic, 3 international patent applications (PCT), one patent application in China and 4 applications for a European Patent were submitted; 15 applications for utility models in the Czech Republic, 1 application for a Community industrial design and one application for a trademark in the CR were submitted.

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](https://www.transfera.cz)
- ZLINNOVATION platform
- European Patent Institute
- Chamber of Patent Attorneys of the CR

Transfer of knowledge to practice leading to the practical application of results of research and development was carried out by means of cooperation with companies, 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 contract research.

- b) Projects focusing on 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.

In 2021, the University Institute participated in the evaluation of the “Innovation Company of the Zlín Region” contest aimed to support innovative activities of business entities in the Zlín Region and motivate them to further develop in this area. The aim of the contest is to reward and give greater visibility to the best business entities in the field of innovation and, at the same time, present the Zlín Region as a region which has innovation potential. In 2021, the “Methodology of Technology Transfer in the Form of a Start-Up and Spin-Off at TBU in Zlín” was created, which consists of three parts:

- Methodology for the Establishment of Start-up and Spin-off Companies at TBU in Zlín
- Draft of the following Rector’s Directive – Preparation including the rules for the establishment and implementation of start-up and spin-off companies at TBU in Zlín
- Methodology for long-term conceptual support of technology parks for start-up and spin-off companies

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

TBU representatives were regular members of executive or coordinating bodies established within the Zlín Regional Authority and the Municipality of Zlín:

- Regional Permanent Conference of the Zlín Region
- Council of Economic and Social Agreement of the Zlín Region
- Regional Economic Board of East Moravia
- Executive Committee for the Regional Innovation Strategy of the Zlín Region
- Executive Committee for the Integrated Plan of Development of the Territory of the Town of Zlín
- Executive Committee for ITI of the Zlín agglomeration
- Employment Pact 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 and the Municipality of Zlín participating in the preparation of strategies and plans for the economic development of the region, for the development of the labour market, educational needs of the Zlín Region, etc.

In 2021, TBU participated in the preparation of the following strategies:

- Strategy for the Development of the Municipality of Zlín until 2030 – ZLÍN 2030
- Integrated Strategy for the ITI of the Zlín Agglomeration for the 2021–2027 Period
- Smart Region – Strategy for the Development of the Smart Region of the Zlín Region 2030

In 2021, two TBU representatives were members of the ITI Executive Committee of the Zlín Agglomeration. In 2021, eight project fiches (Operational Programme “John Amos Comenius”, Operational Programme “Technologies and Application for Competitiveness”) were submitted to the project stack for the ITI Agglomeration of Zlín on behalf of TBU in accordance with the requirements. Project fiches submitted to the OPTAC were consulted with the Ministry of Industry and Trade of the Czech Republic in the autumn 2021.

TBU representatives were regular members of the Association for Regional Development, Thomas Bata Foundation, as well as of many associations and cluster activities active in the Zlín Region (Plastics Cluster, Safety Technology Cluster, Czech Membrane Platform, Moravian-Silesian Automobile Cluster, Moravian Aerospace Cluster, National Cluster Association, Czech Glass Art – Czech and Moravian Glass Cluster, Zlín Creative Cluster).

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 University participated in the implementation of international projects funded by Visegrad, Norway Funds, European Commission (ERASMUS and ERASMUS plus, ERASMUS MUNDUS, HORIZON 2020) and in projects implemented in cooperation with foreign countries supported by the MEYS (Inter-Excellence) and by the Technology Agency of the Czech Republic (M-Era.net).

TBU's membership of consortia and organizations was important, particularly in the following: Association Internationale des Universités, CILECT, ECP4, Elia, Energy Storage and Devices, EUCU.NET, European Association for Storage of Energy, European Energy Research Alliance, European University Association, European Citizen Science Association, Fachverlag Hans Carl, Harvard Business School, KNX Association, Museum für Naturkunde Berlin, Observatory of the Magna Charta, ORCID, Polymer Processing Society, Publishers International Linking Association and the Society of Plastics Engineers.

Scientific publications were also published in cooperation with institutions abroad, e.g. from Poland, China, the United Kingdom, Germany, the USA, Vietnam and Turkey.

TBU is a member of the EUA (European University Association); through its membership, the University has the opportunity to participate in all its important activities supporting higher education in Europe and thus present itself to the academic community of Europe.

TBU also signed the Bologna Declaration - Magna Charta Universitatum, which emphasizes, among others, the development and freedom of science and the need to remove borders in the knowledge and transfer of knowledge. The signatories of the Charter undertake to create conditions favourable for teacher and student mobility.

As for other important organizations, the University is a member of the Danube Rectors' Conference, which associates fifty universities from the Danube region, a member of the European University Consortium European Innovation Alliance (EuroInnA) and also one of the founding members of the University Consortium International.



Due to the bad epidemic situation, the call centre was re-established at the University in October 2021, this time at the Faculty of Humanities. Students in the Centre helped with contact tracing of patients who had contracted the coronavirus.

12. ACTIVITIES CARRIED OUT BY TBU IN RELATION TO THE IMPACT OF THE PANDEMIC CAUSED BY THE SARS-COV-2 CORONAVIRUS

Educational Activities

In 2021, educational activities were also affected by the COVID-19 pandemic and by the subsequent government measures, which, in some months, did not allow students to attend classes in person. The individual component parts of TBU made every effort to maximize the personal participation of students in laboratory training, studio classes, practical classes and seminars, and adjusted the timetables in order to maintain and improve the students' practical skills. The LMS Moodle and the MS Teams platform were used to give lectures. Another round of a survey was carried out (June 2021) aimed to gather feedback on the impact of COVID on universities and teachers/students, which was used as an incentive for an improvement in the operation in the next academic year.

The COVID-19 pandemic and the related restrictive measures adopted also significantly reduced mobility activities on the national and international level. The number of study periods and research fellowships taken decreased. Many conferences and workshops were cancelled. Provision of selected activities online resulted in a partial mitigation of the negative impact.

In 2021, the construction of a professional centre for the creation of digital online courses based on *blended learning* was launched. In the course of the year, a Proposal for the Digitization of Education for the 2021 – 2023 Period (Digitization Strategy) and a Plan for Digitization of Key Course Units Provided at TBU Faculties and Creation of Distance Course Units Including a Film Production Schedule were elaborated. The programming of the booking calendar for the purposes of filming was in preparation as well. At the same time, negotiations with the CESNET company regarding a backup and streaming platform (video portal) took place. In 2021, internal modifications and the process of purchasing the equipment for the temporary studio located in the U3 building took place, which was fully equipped in terms of special technology, with the planned moving to the U2 building after the launch. The job position of Digitization Manager was created and filled, another job position to be filled within the professional team in development is planned for 2022.

During the COVID-19 pandemic, the FT launched the “Voluntary Laboratories” event, which allowed students to catch up on the necessary practical training. More than three hundred students applied. The focus of the voluntary laboratories was diverse and based on 23 course units in various years of study. Students focused, for example, on the analysis of cosmetic raw materials, rubber technology, food production technologies or microbiology.

In the summer semester 2020/2021, U3A classes were offered mostly online; in the winter semester 2021/2022, most of the classes were offered in the standard manner, i.e. with the personal attendance by seniors in the classes.

R&D Activities

R&D activities carried out at TBU leading to a mitigation of the impact of the COVID-19 pandemic were carried out primarily thanks to the infrastructure built with funding provided by Operational Programme for the implementation of projects. An important role was played by the research unit “Centre for Polymer Systems” (CPS), which, as part of its research activities, began to test the bacterial filtration efficiency of materials intended for the production of face masks and respirators in accordance with international standards (Czech Technical Standard EN 14683+AC:2019). Testing was carried out in cooperation with the Zlín Institute for Testing and Certification (ITC).

TBU resumed the production of disinfectant gel and of the Anti-COVID sanitizer in the amount of almost 33 litres produced and delivered in particular to the Zlín Regional Authority, the Municipality of Zlín, the Regional Public Health Authority and to other organizations operating in the social and medical field.

In cooperation with the SPUR company, the CPS developed non-woven fabrics produced by nanofibers, capable of capturing particles corresponding to the size of viruses. This material thus meets the standards for the production of medical masks/respirators and found practical application (a SPURTEX product). Researchers from the CPS, together with experts from the Brno University of Technology and with other industrial partners, also started the development of a special protective film for touch screen displays. Thanks to its unique properties, this film keeps its surface clean and prevents bacteria, viruses and fungi from multiplying and further spreading. For the self-cleaning effect, natural daily or fluorescent light is sufficient.

The issue of the COVID-19 pandemic and the solution of this crisis was also the topic of two international conferences organized by TBU last year:

- The international conference entitled Crisis Management and Crisis Situation Management, abbreviated to Criscon, took place in Uherské Hradiště between 8 to 9 September 2021. The main organizer of the conference is the FLCM together with the Institute of Forensic Engineering of the Brno University of Technology.
- The 23rd edition of the international conference entitled “Disaster Medicine” was held from 14 to 16 September 2021 at the Harmonie Hotel in Luhačovice. The importance of this meeting is demonstrated by the participation of top scientists and of the professional community with the support of the Ministers of Health of the Czech and Slovak Republic. The topic of the conference was the COVID-19 pandemic.

Third Role of the Higher Education Institution Including Other Activities

At the request of the Management Board of the Regional Public Health Authority in Zlín, in a period of time when the epidemiological situation in the Zlín Region kept on deteriorating, TBU set up crisis call centres in TBU buildings in September 2021, where TBU students were involved and helped with the tracing of COVID-19 positive people. In total, almost 100 students were involved in the activities of all Call Centres, working during more than 6,000 hours there. Thanks to their help, the effectiveness of the so-called smart quarantine was significantly improved and, thus, the impact of the pandemic in the Zlín Region was reduced. The operation of the TBU Call Centres was partially ensured through unpaid internships taken by students and partially co-funded by the Zlín Regional Authority and by the Municipality of Zlín.

Students of the FLCM participated in the organized mapping, the so-called mapathon. Thus, they were given a unique and interesting opportunity to help digitize and map the most vulnerable places in the developing regions of the world affected by the coronavirus outbreak. Moreover, volunteers, especially from among FLCM students, were involved in helping in areas affected by the natural disaster in South Moravia.

FHS students of degree courses in health care participated in real operation in Tomas Bata Regional Hospital and in other hospitals situated in the Zlín Region. Students helped in normal wards, but also in high-risk wards, where they were taking care of COVID-19 positive patients. Other significant types of student involvement included social facilities, senior citizens' homes, etc. In total, more than 200 students were involved in this type of assistance.

During the pandemic, TBU students of degree courses in pedagogy significantly helped with teaching in nursery and primary schools, children's homes or directly in the families of health professionals. In total, more than 250 students were involved in this type of assistance. For these activities, the Faculty of Humanities received the 1st Prize in the EDUin 2021 (project entitled "Future Teachers in Action: A Lifeline for Schools and Families"). The jury rewarded the winning project for a systemic and timeless solution to inequalities in education. The project got involved students of pedagogy and provided them with experience that is not common in standard pedagogical practice. At the same time, it connected all actors important in education – the school, the founder and the University, which, moreover, reflects this experience in the preparation of future teachers.

TBU provided its teaching facility situated on the premises of Tomas Bata Regional Hospital in Zlín, which is used by the FHS for the implementation of degree programmes in nursing, for the establishment of a new vaccination centre. The centre was established here in accordance with an agreement between the TBU Management Board, the hospital and the Zlín Regional Authority, replacing the large-capacity vaccination centre located in the PSG arena. The resulting shifts and changes in the schedule affected about 400 students, whose classes had to be moved to other buildings. All steps were taken in order to ensure that these changes do not affect the quality of classes offered within the relevant degree programmes. Students took their practical training directly in the vaccination centre.

In general, we can say that TBU showed sufficient flexibility when dealing with the impact of the COVID-19 pandemic in all areas of TBU activities. The presence of top and HR infrastructure was significantly demonstrated, which helped achieve practical outputs that contributed to a mitigation of the impact of the pandemic. The usefulness of the University for the operation and development of the region was also confirmed by significant activities of volunteers from among students and employees of TBU.

TABLE 34 (TABLE 12.1 AS SET BY THE MEYS): ACCOMMODATION AND CATERING

HRR of TBU	Number
Total bed capacity of TBU Halls of Residence	824
Bed capacity in rented facilities	134
Number of applications for accommodation submitted by 31/12/2021	1,523
Number of satisfied applications for accommodation as at 31/12/2021	873
Number of days on which the accommodated persons used the accommodation service in 2021	173,458
Total number of terminated contracts (pandemic)	0
Total number of modified contracts (pandemic)	216
Total number of contracts with exemptions (pandemic)	236
Number of meals served in 2021 to students	70,093
Number of meals served in 2021 to employees of TBU	61,845
Number of meals served in 2021 to other diners	15,254

TABLE 35 (TABLE 12.2 AS SET BY THE MEYS): UNIVERSITY LIBRARY

TBU Library	Number
Book acquisitions in 2021	3,539
Out of which acquisition of paper copies	3,057
Out of which acquisition of perpetual access rights to e-books	482
Library stock in total	150,879
Out of which paper copies	146,086
Out of which perpetual access rights to e-books	4,793
Number of subscribed periodicals:	
- Paper copies	168
- Electronic periodicals (estimate)	13
- In both forms	2

In accordance with Act No. 111/1998 Coll., on Higher Education Institutions and on Alterations and Amendments to Other Acts (Higher Education Act), as amended, the Annual Activity Report 2021 of Tomas Bata University in Zlín was, in accordance with the provisions of § 12 Paragraph 1 Letter k) of the Act, approved by electronic voting by the TBU Scientific Board on 8 May 2022. The TBU Academic Senate approved the Annual Activity Report on 7 June 2022, and that in accordance with the provisions of § 9 Paragraph 1 Letter d) of the Act. The Board of Governors of TBU in Zlín approved the document on 17 June 2022 in accordance with the provisions of § 15 Paragraph 2 Letter d) of the Act. The International Board of TBU in Zlín discussed and gave their opinion on the Annual Activity Report 2021 of Tomas Bata University in Zlín on 8 May 2022..

LIST OF THE MAIN ACRONYMS USED

AS	academic staff
AY	academic year
BP	Bachelor's programme
CAER	Centre for Applied Economic Research
CEBIATech	Centre for Security, Information and Advanced Technologies
CCIB	Centre of Creative Industries and Business
CPM	Polymer Centre
CPS	Centre of Polymer Systems
CSF	Czech Science Foundation
DP	degree programme
DP	doctoral programme
EUSA	European University Sports Association
F	full-time
FAI	Faculty of Applied Informatics
FaME	Faculty of Management and Economics
FHS	Faculty of Humanities
FISU	International University Sports Federation
FLCM	Faculty of Logistics and Crisis Management
FMC	Faculty of Multimedia Communications
FMC DMC	Department of Marketing Communications of the FMC
FRC	Footwear Research Centre
FT	Faculty of Technology
FUMP	follow-up Master's programme
SDF	TBU Strategic Development Fund
GEP of TBU	Gender Equality Plan of TBU in Zlín
HEDF	Higher Education Development Fund
HEI	higher education institution
HRR	Halls of Residence and Refectory
IEB, TBU IEB	Internal Evaluation Board
IGA	Internal Grant Agency
IP	Institutional Plan
ITC	Information Technology Centre
IS	information system
IS HAP	HAP information system
IS STAG	STAG information system
ITI	Integrated Territorial Investments
JC	Job Centre
LCDRO	long-term conceptual development of the research organization
LL	Lifelong Learning
MEYS	Ministry of Education, Youth and Sports
MF	Ministry of Finance
MIT	Ministry of Industry and Trade
MoLSA	Ministry of Labour and Social Affairs
MP	Master's programme
NAB	National Accreditation Bureau
NCE	National Comparative Exams
NS	Nursery School
OP JAC	Operational Programme John Amos Comenius

OP TAC	Operational Programme “Technologies and Application 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”
P/D	part-time/distance
PS	primary school
Q RAM	National Qualification Framework for Tertiary Education
RC	Research Centre
RIS ZLR	Regional Innovation Strategy of the Zlín Region
RR	Rector’s Decree
RVVI	Research, Development and Innovation Council
STOČ	Students’ Creative and Expert Activities
SVOČ	Students’ Scientific and Expert Activities
SR	Rector’s Directive
SS	secondary school
SW	software
TAČR	Technology Agency of the CR
TBU	Tomas Bata University in Zlín
TBU AS	TBU Academic Senate
TBU JC	TBU Job Centre
THE	The Times of Higher Education
TI	territorial investments
TIC	Technology Innovation Centre
TP ICT	Technology Park for Information and Communication Technologies
TTC	Technology Transfer Centre
U3A	University of the Third Age
UNI	University Institute
UPPER	Centrum of Creative Industries and Business
VaV	research and development
VaVal	research, development and innovations

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