



ANNUAL ACTIVITY REPORT
OF TOMAS BATA
UNIVERSITY IN ZLÍN

2016



ANNUAL ACTIVITY REPORT
OF TOMAS BATA UNIVERSITY IN ZLÍN

2016

 Tomas Bata University in Zlín

CONTENTS

INTRODUCTION	5
PART 1	6
1. BASIC INFORMATION ON TBU	7
1.a Names and Addresses of the University, of the Faculties and of Other Component Parts ...	7
1.a.1 Component Parts of TBU	7
1.a.2 TBU Buildings and Premises.....	7
1.b TBU Organizational Chart.....	8
1.c Structure of TBU Bodies	9
1.c.1 Self-Governing Academic Bodies of TBU	9
1.c.2 Other TBU Bodies	12
1.c.3 TBU Advisory Bodies	12
1.d TBU Representation in Organizations Associating Czech Higher Education Institutions ...	14
1.e Mission, Visions and Strategic Aims of TBU	14
1.f Changes Regarding Internal Regulations.....	14
1.g Provision of Information in Compliance with § 18 of Act No. 106/1999 Coll., on Free Access to Information.....	14
2. DEGREE PROGRAMMES, ORGANIZATION OF STUDIES AND EDUCATIONAL ACTIVITIES	15
2.a Accredited Degree Programmes	15
2.b Other Educational Activities Carried Out in Addition to Accredited Degree Programmes ..	15
3. STUDENTS.....	23
3.a Measures to Reduce Dropout Rates	23
3.b Measures to Reduce Extension of Study.....	23
3.c Own/Specific Scholarship Programmes.....	23
3.d Counselling Services.....	24
3.e Support and Identification of Special Needs Students.....	25
3.f Exceptionally Gifted Students and Applicants for Study	25
3.g Support of Students and Identification of Socially Handicapped Students	26
3.h Support of Parents among Students	26
4. GRADUATES.....	31
4.a Cooperation between TBU and Graduates	31
4.b Employment Rate and Employability of Graduates	31
4.c Cooperation with Employers.....	32
5. INTEREST IN STUDIES.....	35
5.a Entrance Examinations	35
5.b Cooperation with Secondary Schools when Informing Applicants for Study.....	36

6. STAFF.....	39
6.a Career Regulations for Academic Staff	39
6.b Development of Pedagogical Skills of Academic Staff	39
6.c Support of Parents among Employees	39
7. INTERNATIONALIZATION.....	45
7.a Support of Students Participating in International Mobility Programmes	45
7.b Integration of International Members of the Academic Community.....	45
8. RESEARCH, DEVELOPMENT, ARTS AND OTHER CREATIVE ACTIVITIES	51
8.a Interconnection between R&D and Creative Activities and Educational Activities.....	51
8.b Participation of Students in R&D and Creative Activities.....	53
8.c Public Funding Support Provided to R&D and Innovations.....	53
8.d Support of Students in Doctoral Programmes and of Employees Holding Postdoctoral Positions	53
8.e Participation of the Application Sphere in Creation and Implementation of Degree Programmes	54
8.f Cooperation with the Application Sphere in Creation and Transfer of Innovations.....	55
8.g Support of Horizontal Mobility of Students and of the Academic Staff, Their Education Aimed at Developing Competences for Innovation Business Activities	55
9. ENSURING QUALITY OF ACTIVITIES CARRIED OUT AT TBU AND EVALUATION THEREOF	57
10. NATIONAL AND INTERNATIONAL EXCELLENCE.....	59
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.....	59
10.b National and International Awards Received by TBU	60
10.c Evaluation of TBU or of Its Component Parts Carried Out By a Team of International Experts.....	60
11. THIRD ROLE OF THE HIGHER EDUCATION INSTITUTION.....	61
11.a Transfer of Knowledge into Practice	61
11.b Activities of TBU in the Region. Collaboration with Regional Administration Authorities and Institutions in the Region.....	61
11.c Trans-Regional Activities and Importance	63

PART 2	72
1. EDUCATION	73
2. HIGH-QUALITY AND RELEVANT RESEARCH, DEVELOPMENT, INNOVATION AND OTHER CREATIVE ACTIVITIES	75
3. QUALITY ASSURANCE	77
4. DIVERSITY AND AVAILABILITY	79
5. INTERNATIONALIZATION.....	81
6. RELEVANCE.....	85
7. DEVELOPMENT OF THE UNIVERSITY INFRASTRUCTURE.....	87
8. EXTERNAL AND INTERNAL COMMUNICATION OF THE UNIVERSITY.....	89
9. FUNDING AND ORGANIZATION.....	91
LIST OF TABLES.....	94
LIST OF THE MAIN ACRONYMS USED	95

INTRODUCTION

This Annual Report has been prepared in compliance with the Act 111/1998 Coll., on Higher Education Institutions (hereinafter referred to as "Act"), and portrays the activities of Tomas Bata University in Zlín (hereinafter referred to as "TBU") in 2016.

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

The second part of the Annual Report provides information on the fulfilment of the priorities of the Update of the Strategic Plan for Education, Science, Research, Development, Innovation, Art and Other Creative Activities of Tomas Bata University in Zlín for 2016.

PART 1

1. BASIC INFORMATION ON TBU

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

Tomas Bata University in Zlín

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

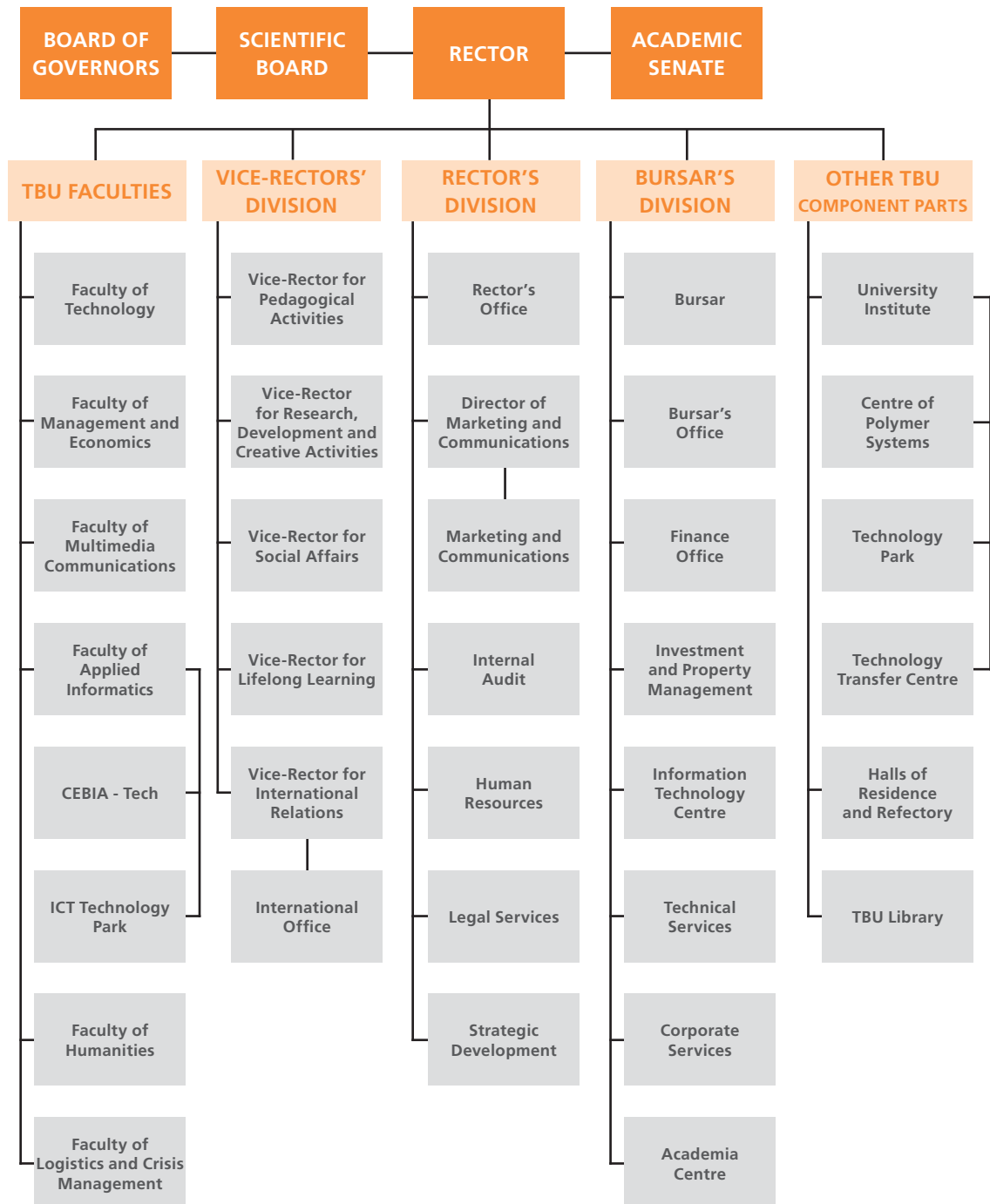
1.A.1 COMPONENT PARTS OF TBU

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

1.A.2 TBU BUILDINGS AND PREMISES

- U1 – FT: Vavrečkova 275, Zlín
- U2 – FaME, FHS, Academia Centre: Mostní 5139, Zlín
- U3 – FT: Růmy 4046, Zlín
- U4 – FMC, Refectory: Štefánikova 2431, Zlín
- U5 – FAI, FT, Department of Physical Training (DPT), Refectory: Nad Stráněmi 4511, Zlín,
Technology Park – Information and Communication Technologies: Nad Stráněmi 5656, Zlín
- U6 – Hall of Residence Antonínova: Antonínova 4379, Zlín
- U7 – Hall of Residence Štefánikova: Štefánikova 150, Zlín
- U10 – FHS: nám. T. G. Masaryka 1279, Zlín
- U11 – UNI – Technology Park, Technology Transfer Centre (TTC): Nad Ovčírnou 3685, Zlín
- U12 – Hall of Residence Náměstí T. G. Masaryka: nám. T. G. Masaryka 3050, Zlín
- U13 – University Centre – Library, Rectorate: nám. T. G. Masaryka 5555, Zlín
- U15 – Laboratory Centre of the FT: Vavrečkova 5669, Zlín
- U16 – FMC: tř. T. Bati 4342, Zlín
- U17 – Centre of Polymer Systems (CPS): tř. T. Bati 5678, Zlín

1.B TBU ORGANIZATIONAL CHART



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

1.C STRUCTURE OF TBU BODIES

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

Rector

Prof. Ing. Petr SÁHA, CSc.

Academic Senate

(Composition until 8 March 2016)

Chairperson

Ing. Alena MACHÁČKOVÁ, CSc.

Deputy Chairpersons

Ing. et Ing. Jiří KONEČNÝ, Ph.D.

Deputy Chairperson; Chairperson of the Academic Staff Chamber

Ing. Eva HNÁTKOVÁ

Deputy Chairperson; Chairperson of the Student Chamber

Academic Staff

Ing. Lubomír BENÍČEK, Ph.D.

Ing. Kamil DOBEŠ, Ph.D.

MgA. Jana DOSOUDILOVÁ

Ing. Robert GÁL, Ph.D.

Dr. Rostislav ILLÍK, M.F.A.

doc. Ing. Vratislav Kozák, Ph.D.

Mgr. Věra KOZÁKOVÁ, Ph.D.

Ing. Miroslav MATÝSEK, Ph.D.

JUDr. Pavel MAUER

Mgr. Zdeněk MELICHÁREK, Ph.D.

Mgr. Dagmar MORAVČÍKOVÁ

Ing. Miroslav MUSIL, Ph.D.

Ing. Petr NOVÁK, Ph.D.

Ing. Libor PEKAŘ, Ph.D.

Ondřej PODZIMEK, M.F.A.

Ing. Pavel POKORNÝ, Ph.D.

Ing. Michal SEDLAČÍK, Ph.D.

Ing. Jan STROHMANDL

Mgr. Eliška SUCHÁNKOVÁ, Ph.D.

doc. Ing. Martin SYSEL, Ph.D.

Mgr. Tomáš ŠULA

Mgr. Petr VINKLÁREK

Students

Ing. Jiří DOLEŽAL

Denisa INDRUCHOVÁ

Bc. Petra JÍLKOVÁ, DiS.

Bc. Jakub Jan KUČERA

Hana MÜLLEROVÁ

Ing. Martin PAPEŽ

Bc. Pavla PASEKOVÁ

Eva SVAČINOVÁ

Ing. Jakub ŠEVČÍK

Bc. Jan TOMEŠEK

Ing. Jiří VINCENEC

Academic Senate

(Composition from 8 March 2016)

Chairperson

Ing. Alena MACHÁČKOVÁ, CSc.

Deputy Chairpersons

Ing. Miroslav MATÝSEK, Ph.D.

Deputy Chairperson; Chairperson of the Academic Staff Chamber

Bc. Petra JÍLKOVÁ, DiS.

Deputy Chairperson; Chairperson of the Student Chamber

Academic Staff

Ing. Lubomír BENÍČEK, Ph.D.

MgA. Jana DOSOUDILOVÁ

Ing. Robert GÁL, Ph.D.

Ing. Monika HORÁKOVÁ, Ph.D.

doc. Ing. Miloslava CHOVANCOVÁ, CSc.

Dr. Rostislav ILLÍK, M.F.A.

Mgr. Jan KALENDA, Ph.D.

Mgr. Josef KOCOUREK, Ph.D.

doc. Ing. Vratislav KOZÁK, Ph.D.

from 03/05/2016

Mgr. Věra KOZÁKOVÁ, Ph.D.

Ing. Dora LAPKOVÁ

JUDr. Pavel MAUER

Ing. Miroslav MUSIL, Ph.D.

Ing. Libor PEKAŘ, Ph.D.

Ondřej PODZIMEK, M.F.A.

doc. Ing. Boris POPESKO, Ph.D.

until 02/05/2016

Ing. Jakub RAK

Ing. Michal SEDLAČÍK, Ph.D.

PhDr. Helena SKARUPSKÁ, Ph.D.

doc. Ing. Martin SYSEL, Ph.D.

Mgr. Renata ŠILHÁNOVÁ, Ph.D.

JUDr. Libor ŠNĚDAR, Ph.D.

from 03/05/2016

RNDr. Jakub TROJAN, MSc. MBA

doc. Ing. David TUČEK, Ph.D.

until 26/04/2016

Students

David CHROMČÁK

Adéla JANÁČKOVÁ

Bc. Jindřich KOŠTÁL

Ing. Filip KŘEMEN

Adéla LIZNOVÁ, DiS.

Hana MÜLLEROVÁ

Denisa NIKISCHEROVÁ

Bc. Tomáš PAVELKA

Ing. Jakub ŠEVČÍK

Eliška VALÁŠKOVÁ

Bc. Denisa VELEŠÍKOVÁ

Scientific Board

Chairperson

Prof. Ing. Petr SÁHA, CSc.

Rector, TBU

External Members

Prof. Ing. Jiří BILA, DrSc.

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

Prof. Ing. Vratislav DUCHÁČEK, DrSc.
Prof. RNDr. Josef HYNEK, Ph.D., MBA

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

Prof. Mgr. Michal KOLEČEK, Ph.D.

*Vice-Dean for Development, Faculty of Art and Design,
Jan Evangelista Purkyně University in Ústí nad Labem*

Prof. Dr. Ing. Zdeněk KŮS
Ing. Radomír LAPČÍK, LL.M.
Prof. Ing. Miroslav LUDWIG, CSc.
Prof. PhDr. Jiří MAREŠ, CSc.

*Rector, Technical University of Liberec
Managing Director, Moravian Finance House*

Prof. RNDr. Miroslav MAŠLÁŇ, CSc.

*Deputy Head, Department of Social Medicine, Charles
University in Prague, Faculty of Medicine in Hradec Králové
Vice-Rector for Technology Transfer,
Palacký University Olomouc*

doc. PhDr. Jiří NĚMEC, Ph.D.
Ing. Eduard PALÍŠEK, Ph.D., MBA
doc. Ing. Václav PETŘÍČEK, CSc.
Ing. Jiří ROSENFELD, CSc.

*Dean, Faculty of Education, Masaryk University in Brno
CEO, Siemens Czech Republic
General Manager, Chamber for Economic Relations with CIS
Managing Director, Moravian-Slovak Engineering Works,
Uherský Brod*

Prof. RNDr. Ing. Petr ŠTĚPÁNEK, CSc.
Prof. PhDr. Valérie TÓTHOVÁ, Ph.D., R.N.

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

Prof. Ing. Karel ULBRICH, DrSc.

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

Ing. Čestmír VANČURA

*Director of Strategic Development, VIVA Industry Forging
Company*

Prof. Ing. Ivo VONDRÁK, CSc.

*Rector, VŠB-Technical University of Ostrava (until 10/11),
Governor of the Moravian-Silesian Region (from 10/11)*

Internal Members

doc. Mgr. Milan ADÁMEK, Ph.D.
doc. Ing. Roman ČERMÁK, Ph.D.
doc. RNDr. Jiří DOSTÁL, CSc.
Prof. PhDr. Peter GAVORA, CSc.
doc. PhDr. Ing. Aleš GREGAR, CSc.
Prof. Ing. Berenika HAUSNEROVÁ, Ph.D.
doc. MgA. Jana JANÍKOVÁ, ArtD.
doc. Ing. Adriana KNÁPKOVÁ, Ph.D.
doc. Ing. Anežka LENGÁLOVÁ, Ph.D.
Ing. Alena MACHÁČKOVÁ, CSc.
Prof. Dr. Ing. Drahomíra PAVELKOVÁ
doc. Dr. Ing. Vladimír PAVLÍNEK
doc. Mgr. Jaroslav PROKOP
Prof. Ing. Roman PROKOP, CSc.
doc. Ing. Zdena PROKOPOVÁ, CSc.
doc. Ing. Vladimír SEDLAŘÍK, Ph.D.
Prof. Ing. Vladimír VAŠEK, CSc.
Prof. Ing. Dušan VIČAR, CSc.

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

1.C.2 OTHER TBU BODIES

Bursar

RNDr. Alexander ČERNÝ

Board of Governors

Chairperson

Ing. Libor LÁZNIČKA, Ph.D.

General Manager, Continental Barum

Deputy Chairpersons

PaedDr. Alena GAJDUŠKOVÁ
Libor LUKÁŠ

*Advisor to the Prime Minister of the Czech Republic
Chairman of the Association for the Development of Transport
Infrastructure in Moravia*

Members

Ing. Eva BARTOŇOVÁ
Sonja BATA
Prof. Ing. Eva JIŘIČNÁ, M.Arch.
PhDr. Irena ONDROVÁ

*Vice-President of the Czech Statistical Office (until 31/08)
Chairperson, Bata Shoe Foundation
AI-Design, s. r. o.; from 20/10
Deputy Chairperson of the Executive Committee for UNICEF
Czech Republic; until 19/10*

Ing. Michaela ŠOJDROVÁ
Prof. Ing. Jaromír VEBER, CSc.

*Member of the European Parliament
Professor, Business and Law School in Prague, Consultant to
the Chairman of the Board of Directors, Academic Alliance, PLC
Deputy Minister, Ministry of Finance of the Czech Republic*

doc. Ing. Jiří VOLF, CSc.

Secretary

Ing. Andrea KADLČÍKOVÁ

TBU Director of Marketing and Communications

1.C.3 TBU ADVISORY BODIES

TBU Management

Rector

Prof. Ing. Petr SÁHA, CSc.

Vice-Rectors

doc. Ing. Zdenka PROKOPOVÁ, CSc.

*Vice-Rector for Pedagogical Activities, Vice-Rector authorized
to fully act as the Statutory Deputy to the Rector (until 29/02)
Vice-Rector for Pedagogical Activities (Authorized to perform
the duties of Vice-Rector from 01/03 to 22/03,
Vice-Rector from 23/03)*

doc. Dr. Ing. Drahomíra PAVELKOVÁ

Prof. Ing. Roman PROKOP, CSc.

*Vice-Rector for Lifelong Learning, Vice-Rector authorized to
fully act as the Statutory Deputy to the Rector (from 23/03)*

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

*Vice-Rector for Research, Development and Creative Activities
Vice-Rector for Social Affairs
Vice-Rector for International Relations*

Bursar

RNDr. Alexander ČERNÝ

Director of Marketing and Communications

Ing. Andrea KADLČÍKOVÁ

Chairperson of the Academic Senate

Ing. Alena MACHÁČKOVÁ, CSc.

Head of Human Resources

Ing. Renata BARTOŠOVÁ

Rector's Advisory Council

Rector

Prof. Ing. Petr SÁHA, CSc.

Vice-Rectors

doc. Ing. Zdenka PROKOPOVÁ, CSc.

Vice-Rector for Pedagogical Activities, Vice-Rector authorized to fully act as the Statutory Deputy to the Rector (until 29/02)

doc. Dr. Ing. Drahomíra PAVELKOVÁ

Vice-Rector for Pedagogical Activities (Authorized to perform the duties of Vice-Rector from 01/03 to 22/03, Vice-Rector from 23/03)

Prof. Ing. Roman PROKOP, CSc.

Vice-Rector for Lifelong Learning, Vice-Rector authorized to fully act as the Statutory Deputy to the Rector (from 23/03)

doc. Ing. Vladimír SEDLAŘÍK, Ph.D.

Vice-Rector for Research, Development and Creative Activities

doc. Ing. Adriana KNÁPKOVÁ, Ph.D.

Vice-Rector for Social Affairs

Mgr. Pavel KRUTIL

Vice-Rector for International Relations

Bursar

RNDr. Alexander ČERNÝ

Chairperson of the Academic Senate

Ing. Alena MACHÁČKOVÁ, CSc.

Deans of Faculties

doc. Ing. František BUŇKA, Ph.D.

FT

doc. RNDr. Oldřich HÁJEK, Ph.D.

FaME (until 24/03)

doc. Ing. David TUČEK, Ph.D.

FaME (from 26/04)

doc. MgA. Jana JANÍKOVÁ, ArtD.

FMC

doc. Mgr. Milan ADÁMEK, Ph.D.

FAI

doc. Ing. Anežka LENGÁLOVÁ, Ph.D.

FHS

doc. RNDr. Jiří DOSTÁL, CSc.

FLCM

Director of Marketing and Communications

Ing. Andrea KADLČÍKOVÁ

Head of Human Resources

Ing. Renata BARTOŠOVÁ

Chairperson of the Student Chamber of the Academic Senate

Ing. Eva HNÁTKOVÁ; until 08/03

Bc. Petra JÍLKOVÁ, DiS.; from 08/03

Library Director

PhDr. Ondřej FABIÁN

Director of the Halls of Residence and Refectory

Ing. Miroslav PROCHÁZKA

Director of the CPS

doc. Dr. Ing. Vladimír PAVLÍNEK

doc. Ing. et Ing. Ivo KUŘITKA, Ph.D. et Ph.D. (03/05 – 31/08 in charge of management of the CPS)

Director of the CEBIA-Tech

Prof. Ing. Vladimír VAŠEK, CSc.

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

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

1.E MISSION, VISIONS AND STRATEGIC AIMS OF TBU

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

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

1.F CHANGES REGARDING INTERNAL REGULATIONS

In the first half of 2016, alterations in the following internal regulations were made at TBU:

- 1) Election Rules and Rules of Procedure of the TBU Academic Senate (effective from 19 January 2016)
The entire internal regulation was subject to major or minor modification.
- 2) TBU Study and Examination Regulations (effective from 22 April 2016)

In the second half of 2016, TBU began to prepare modified versions of all internal regulations, following the amendment to the Higher Education Act. At the end of 2016, TBU was able to issue two internal regulations and obtain the registration thereof:

- 1) Election Rules of the TBU Academic Senate (effective from 14 December 2016)
- 2) Rules of Procedure of the TBU Academic Senate TBU (effective from 14 December 2016)

Both regulations replaced the Election Rules and Rules of Procedure of the TBU Academic Senate and reflected the alterations included in the amendment to the Higher Education Act.

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

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

- a) Number of submitted requests for information: 4
- b) Number of issued decisions on the denial of a request: 0
- c) Number of submitted appeals against decision: 0
- d) Copy of the essential parts of each judicial decision in the matter of revision of legitimacy of the decision of the obligor on the denial of a request for information and the summary of all expenses incurred by the obligor in connection with legal proceeding on rights and obligations in compliance with this Act, and that including employee costs and legal representation costs: 0
- e) List of exclusive licences granted, including the substantiation of the necessity to grant an exclusive licence: 0
- f) Number of appeals filed in compliance with § 16a, reasons for their submission and a brief description of the manner how they were processed: 0

No settlement of expenses related to the provision of information was requested on behalf of TBU in 2016.

2. DEGREE PROGRAMMES, ORGANIZATION OF STUDIES AND EDUCATIONAL ACTIVITIES

2.A ACCREDITED DEGREE PROGRAMMES

In the year 2016, full-time and part-time Bachelor's, follow-up Master's and doctoral programmes in technical and social sciences, economics, pedagogy, visual arts and health care were carried out at TBU. As at 31 December 2016, a total of 190 degree courses within 111 degree programmes were accredited at TBU in the full-time as well as part-time mode of study. The numbers of accredited Bachelor's (BP), follow-up Master's (FUMP) and doctoral (DP) programmes were 37, 34 and 39 respectively.

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

FT: At the Faculty, a series of educational events was organized within the Lifelong Learning programme (LL). Educational programmes for primary school pupils specializing in science-oriented subjects were implemented. Events intended for secondary school students regularly took place, in particular lectures for students held at secondary schools, long-term internships taken by secondary school students in FT laboratories (usually held during the whole semester) and, last but not least, the event entitled "Be a University Student for One Week", with students from selected secondary schools having been invited to the FT, where they took part in laboratory work, attended lectures held for them, and were enabled to attend selected lectures and seminars. Events organized in cooperation with the National Institute for Further Education were also of major importance, with the FT participating in further education of secondary school teachers of science-oriented subjects. The Faculty also organized lectures by significant external experts. The staff training in ISO 9001:2015, in the Hazard Analysis and Critical Control Points (HACCP) and in the IFS Food Safety Inspection Standard (International Featured Standards) were also regularly held.

FaME: In 2016, in addition to accredited degree programmes, the Faculty organized educational courses of the LL type, a cycle of courses for the TIC (courses entitled Risk Management, Project Financial Management). The 11th cycle of the Bata School of Management also took place. In cooperation with the regional club of the Czech Marketing Association, the Faculty held the traditional Marketing Day intended for students interested in marketing. In addition to classes offered within degree programmes, lectures by renowned personalities (for instance Jan Mühlfeit, Pavel Telička, Martin Habanec, Barbora Pečeňová, Magdalena Hladká) were held in cooperation with student organizations. For applicants to study in FUMP, except for the degree course in Management in Health Care, preparatory courses focusing on economics and strategy for passing the SCIO tests were organized. A preparatory course focusing on economics, psychology, health care, etc. was organized for applicants to the degree course in Management in Health Care. For applicants to study at the FaME, the Bata Olympiad in Management was organized, attended by 2,398 third-year students from 109 secondary schools, among them 28 located in Slovakia. Students at the Faculty also organized conferences entitled "From the Young for the Young" and "Úspěchobraní", presenting student organizations and students who run a successful business.

FMC: In 2016, preparatory courses for applicants for study both in the BP and in the FUMP in Marketing Communications were offered within Lifelong Learning programmes. Within the degree programme in Visual Arts, degree course in Theory and Practice of Audiovisual Arts, personal consultations on admissions were provided and individual meetings with the individual applicants for study took place. The feedback on LL

courses was positive; the applicants appreciated the professional preparation and active approach of the individual teachers. Within LL programmes, an accredited course entitled Marketing Communications was offered, whose attendees were, after a successful completion of the course and due admission to study at the FMC, enabled to continue their study in the following year of study, with the obtained credits having been recognized. The LL courses offered were presented on the FMC website, during Open Days, and through personal recommendation by the academic staff of the Faculty.

FAI: The Faculty organized 6 educational courses (Course for newly qualified administrators of corporate computer networks, Electromagnetic Compatibility for Industrial Application, Intelligent KNX Electrical Installation, Starting with Digital Photography, Basics of Work with Databases, Technology www, Programming Preparatory Course).

FHS: LL educational courses (English Together 50+, All You Need is Talk – English course for TBU students, course in specialized English for staff working in the plastics-processing industry (Fatra Napajedla), Chinese language and culture course for the public, Autumn Workshop on British and American Studies 2016) and U3A courses (Anthropology – selected chapters from integral anthropology, Basic Medical Knowledge II, Coexistence of Generations and Ethnic Groups in Terms of Social Pedagogy, Crisis Intervention Training or First Aid for Seniors, English 50+ for pre-intermediate beginners and advanced learners) were held at the Faculty. The Faculty organized a fourth edition of the Junior University for preschool and school children. Pedagogical supervision was ensured for students of degree courses in health care during their practical training in clinical practice in Tomas Bata Regional Hospital.

FLCM: The Faculty organized a seven-month Czech course for international students attended by 12 students. Moreover, the Faculty offered a four-month course on environmental security attended by 9 students from Kazakhstan. The Faculty also participated in the organization and preparation of a specialized programme of courses intended for co-ordinators for environmental education, instruction and awareness in the Zlín Region.

UNI: In 2016, the TTC organized the following events for students and staff of TBU in Zlín: The Plastko 2016 specialized conference, and a total of 9 seminars focusing on novelties in legal regulations, on topical issues in the area of intellectual property protection, innovations and technology in the Zlín Region and of the support of commercialization. These events took place with funding provided from the sustainability resources of a project funded by the Operational Programme 'Research and Development for Innovations' (OP R&DfI) and entitled "Development of the TTC of TBU in Zlín", with funding provided also from the sustainability resources of the project funded from the Operational Programme 'Education for Competitiveness' (OPEC) and entitled "From Knowledge Development to Innovations". In September 2016, the TTC team organized an information seminar for sub-projects aimed to support proof-of-concept activities based on the project entitled "Commercialization at TBU in Zlín", and accepted for funding from the third public tender held within the GAMA programme of applied research, experimental development and innovations funded by the Technology Agency of the CR.

TABLE 2.1: NUMBERS OF ACCREDITED DEGREE PROGRAMMES

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	3	3			4	3	7	6	26
Faculty in total		3	3			4	3	7	6	26
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65	4	4			5	5	4	4	26
Faculty in total		4	4			5	5	4	4	26
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73	1	1			3	3			8
Art and cultural sciences	81,82	2	1			2	1	2	2	10
Faculty in total		3	2			5	4	2	2	18
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	2	1			2	1	2	2	10
Faculty in total		2	1			2	1	2	2	10
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
Health care, medical and pharmaceutical sciences	51-53	3	3							6
Social sciences and services	61,67, 71-73	2								2
Pedagogy and social care	74,75	1	1	1		3	1	1	1	9
Faculty in total		6	4	1		3	1	1	1	17
Faculty of Logistics and Crisis Management										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	3	2			1				6
Faculty in total		3	2			1				6
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							4	4	8
TBU Centralized Constituent Part in total								4	4	8
TBU IN TOTAL		21	16	1		20	14	20	19	111

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

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39					1	1	3	3	8
Faculty in total						1	1	3	3	8
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65	1	1			2	2	2	2	10
Faculty in total		1	1			2	2	2	2	10
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73					1	1			2
Art and cultural sciences	81,82							1	1	2
Faculty in total						1	1			2
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	1				1		1	1	4
Faculty in total		1				1		1	1	4
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73	1								1
Faculty in total		1								1
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							2	2	4
TBU Centralized Constituent Part in total								2	2	4
TBU IN TOTAL		3	1			5	4	9	9	31

TABLE 2.3: 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	1)Tomas Bata University in Zlín 2) University of Huddersfield
Affiliated institutions	
Implementation start date	19/07/2004
Programme type (Joint/Double/Multiple Degree)	Double Degree
Length of studies (semesters)	3 academic years (6 semesters)
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's
Organization of studies (description), including student admission and completion of studies	Bachelor's students participate in a selection procedure held at the FaME of TBU in their second year of study, the selected students spend the third year of the Bachelor's programme at the University of Huddersfield Business School (UHBS) incl. the elaboration and defence of the Bachelor's thesis; they complete their studies by passing the Bachelor's degree examination. After their return to the FaME, the Bachelor's theses are recognized incl. the defence, and students pass the final state examination.
Issuance of degree certificate and Diploma Supplement	The UHBS issues the BA (Hons) degree certificate incl. the Diploma Supplement; the FaME of TBU issues the Bachelor's degree certificate incl. the Diploma Supplement.
Organization of student mobility	The agreement concluded between the FaME of TBU and the UHBS is unilateral, it only applies to students of the FaME of TBU. Students receive financial support from TBU.
Number of active studies as at 31/12	1
Degree programme 2	1) Economics and Management 2) International Business Management
Partner institutions	1)Tomas Bata University in Zlín 2) University of Huddersfield
Affiliated institutions	
Implementation start date	01/09/2012
Programme type (Joint/Double/Multiple Degree)	Double Degree
Length of studies (semesters)	2 academic years (4 semesters)
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Follow-up Master's
Organization of studies (description), including student admission and completion of studies	Bachelor's students participate in a selection procedure held at the FaME of TBU in their third year of study; the selection procedure is aimed to find candidates to study in follow-up Master's programmes at the UHBS. Students study in Master's programmes at the UHBS during three semesters, incl. the elaboration and defence of the Master's thesis; they complete their studies by passing the final examination. After their return, they continue their studies at the FaME in the second year of the follow-up Master's programme. The Master's theses are recognized incl. the defence, and students pass the final state examination.

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

Information Summarizing Table 2.3

Tomas Bata University in Zlín	Bachelor's	Master's	Follow-up Master's	Doctoral
Number of degree programmes	1		1	1
Numbers of students in these programmes	1		2	0

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

Tomas Bata University in Zlín	
Degree programme 1	Economics and Management (B6208)
CBBE group	Economics (62, 65)
Partner tertiary technical school	Tomas Bata Business Academy and Tertiary Technical School of Business in Zlín
Implementation start date	01/09/2000
Length of studies (semesters)	6
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's

Organization of studies (description), including student admission and completion of studies	The Tertiary Technical School of Business organizes the admissions, including entrance examinations. The three-year Bachelor's programme is aimed to provide graduates with knowledge necessary for holding positions in lower and middle management and in financial management. After completion of basic theoretical and preparatory course units focusing on general issues, course units focusing on practical knowledge and fulfilment of requirements of economic and managerial practice are emphasized. After passing the final state examination in the Bachelor's programme, graduates have the opportunity to continue their studies in the relevant follow-up Master's programme at the FaME or to study in a similar degree programme carried out at another faculty of economics in the Czech Republic.
Number of active studies as at 31/12	46 students
Degree programme 2	Chemistry and Food Technologies (B2901)
CBBE group	Technical sciences (21 - 39)
Partner tertiary technical school	Tertiary Technical School of Food Industry and Secondary Technical School of Dairy Industry
Implementation start date	2006
Length of studies (semesters)	6
Degree programme (Bachelor's, follow-up Master's, Master's, doctoral)	Bachelor's
Organization of studies (description), including student admission and completion of studies	Classes in the part-time mode of study are held partially at the independent unit in Kroměříž and partially at the home faculty in Zlín. Admissions are held at the home faculty - the FT in Zlín.
Number of active studies as at 31/12	29 students

Information Summarizing Table 2.5

Tomas Bata University in Zlín	Bachelor's	Master's	Follow-up Master's	Doctoral
Number of degree programmes	2			
Numbers of students in these programmes	75			

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

Tomas Bata University in Zlín		Vocational courses			Hobby courses			U3A	TOTAL
		Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons	Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons		
Groups of accredited degree programmes	CBBE								
Natural sciences	11-18	1	3		37				41
Technical sciences	21-39	9	9		35			14	67

Health care, medical and pharmaceutical sciences	51-53	1	1					2	4
Social sciences and services	61,67, 71-73	6	4	1	2	3		13	29
Economics	62,65	1	2	13					16
Law and public sector administration	68							2	2
Pedagogy and social care	74,75	1	2		2				5
Psychological sciences	77							3	3
Art and cultural sciences	81,82							10	10
TOTAL		19	21	14	76	3	0	44	177

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

Tomas Bata University in Zlín	CBBE	Vocational courses			Hobby courses			U3A	TOTAL	Out of which the number of attendees admitted to study in accredited degree programmes in compliance with § 60 of the Higher Education Act
		Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons	Up to 15 lessons	From 16 to 100 lessons	More than 100 lessons			
Groups of accredited degree programmes	CBBE									
Natural sciences	11-18	137	12		1,102				1,251	
Technical sciences	21-39	545	147		1,103			467	2,262	
Health care, medical and pharmaceutical sciences	51-53	114	24					28	166	
Social sciences and services	61,67, 71-73	124	90	12	231	72		483	1,012	
Economics	62,65	16	40	36					92	36
Law and public sector administration	68							133	133	
Pedagogy and social care	74,75	80	126		105				311	
Psychological sciences	77							68	68	
Art and cultural sciences	81,82							270	270	
TOTAL		1,016	439	48	2,541	72	0	1,449	5,565	36

3. STUDENTS

3.A MEASURES TO REDUCE DROPOUT RATES

The search aimed to find reasons for high dropout rates and the adoption of measures leading to the reduction thereof was one of the key tasks to be approached by the University Management Board, by TBU faculties and by the individual constituent parts. Main reasons for premature termination of studies as well as the course units with high dropout rates in the individual degree programmes were identified. In particular in order to equalize students' competences when joining the University, the Math Support Centre intended for students of all faculties was opened, offering consultations and the optional provision of further education in mathematics to students; moreover, the offer of foreign language courses was extended in addition to obligatory course units, and remedial classes and other consultations in case of selected specialized course units were offered to students at the relevant faculties. These were carried out during the academic year or in the form of summer courses. At the same time, a continuous update and enhancement of courses using the e-learning support of tuition and communication with students took place.

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

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

3.B MEASURES TO REDUCE EXTENSION OF STUDY

A reduction of the extension of study was supported by both generally applied measures and by sub-measures adopted at TBU. In compliance with the TBU Study and Examination Regulations and with internal rules issued by the faculties, the individual course units were not allowed to be enrolled on more than twice. However, the faculties were at the same time trying to comply with the students' wishes in the individual cases (e.g. special needs students who completed a part of their studies at a university abroad or who took an internship abroad, students with a recognized period of parenthood, etc.). They were offered individual approach, specialized counselling and consultations, or enabled to complete a part of their studies following an individual curriculum.

3.C OWN/SPECIFIC SCHOLARSHIP PROGRAMMES

TBU used specific scholarship programmes to support in particular outstanding academic performance and R&D results achieved by students as well as by exceptionally talented students who enrolled on a degree programme a continued to give an outstanding academic performance.

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

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

The University and the faculties also appreciated excellent Bachelor's and Master's theses and outstanding results achieved in the long-term by final-year students, and that by giving them the Award by the Rector, Award by the Dean, TBU Foundation Award, TBU Job Centre and KB Company Award, Award by the Mayor of the Town of Zlín, Thomas Bata Foundation Award, Award by the Asiana Company, Ing. Zdeněk Rybka Award intended for graduates from degree courses in economics, and MUDr. Vlasta Rybková Award, which is specifically intended for graduates from degree courses in health care.

The University offered students an option to be involved in projects, thus enabling them to develop their professional and creative potential. TBU faculties which offer Master's programmes supported the development of students' creative potential, and that in the form of projects and scholarships granted from resources of the Internal Grant Agency. Scholarships were also granted to students working as junior researchers in the individual departments and centres for their R&D and creative activities. At the FT, scholarships were also granted with funding provided by the programme of the so-called summer internships, aimed at supporting the involvement of students in R&D activities.

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

3.D COUNSELLING SERVICES

In 2016, the counselling activities were funded from the Institutional Plan, section "Development of Student Counselling and of Graduate Employability". In April 2012, TBU launched its own Job Centre aimed to support career counselling. The Job Centre provides career and job counselling for TBU students and graduates.

During 2016, the Job Centre offered the following services to students/graduates:

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

During the year 2016, out of the total number of 620 TBU students and graduates registered by the Job Centre, 257 clients succeeded in finding employment. In total, 346 individual consultations were provided in 2016; almost 300 students attended courses, workshops or lectures organized by the JC. In cooperation with the TBU Student Union, the JC organized the job opportunities fair entitled Business Day 2016, held in November and attended by more than 70 exhibitors and 1,700 TBU students and graduates.

Services provided by the Counselling Centre in 2016 can be summarized as follows:

- Psychological counselling
- Diagnostics of possible causes of learning difficulties and counselling focused on the methods for their remedy
- Diagnostics and counselling focused on the adaptation to academic requirements and coping with study-related stress
- Individual psychological counselling when dealing with long-term problems
- Coping with problems in partnership or in other interpersonal relations
- Coping with educational and learning problems in children
- Diagnostics and counselling focused on personality development
- Career diagnostics for students
- Intercultural counselling (counselling intended for incoming as well as outgoing students, counselling during the intercultural adaptation process)

During 2016, the CC was attended by a total of 36 clients (33 students and 3 employees), who were provided with 102 individual consultations. Students and employees contacted the Counselling Centre in order to deal with their family, relationship, personal, somatic and study-related problems. The necessity of tackling personal and family problems had a high frequency of occurrence and also influenced the client's studies, in each client to a different extent. In 60 % of clients, the therapeutic treatment was successfully terminated,

the difficulties disappeared, or the client was able to adapt to a new situation in life and, therefore, it was not necessary to continue the psychological work. In 20 % of clients, an improvement in the situation took place, enabling to discontinue the regular sessions with a psychologist; however, the therapeutic treatment is open and counselling is expected to be continued. In the case of 20 % of clients, the active care will continue to be provided in the following year. The CC is more frequently attended by women (approximately 55 % of clients). As regards the use of services provided by the CC, it is relatively equal when comparing the faculties (FHS, FaME, FT, FMC); the lowest percentage of clients come from the FAI, with 3 clients using the services of the CC.

The services provided by the CC were available free of charge, were independent, confident and impartial, and were provided by qualified experts in Czech and in English.

With effect from 1 March 2016, the Psychological, Pedagogical and Legal Counselling Centre was established at the FLCM, with the aim of providing counselling services to students and employees of the FLCM directly in Uherské Hradiště.

3.E SUPPORT AND IDENTIFICATION OF SPECIAL NEEDS STUDENTS

The CC has been in charge of the support provided to students with specific learning needs (hereinafter referred to as SLN) at TBU since 2015. As of 31 October 2016, a total number of 31 students were identified who had fulfilled the requirements set by the MEYS and forming a basis for the provision of the relevant contribution to higher education institutions, i.e. an amount intended for the settlement of the costs incurred in connection with the services provided. These were students with sight and hearing impairments, movement disorders, specific learning disorders (SLD), autistic spectrum disorders, with mental difficulties and students suffering from chronic diseases. The biggest group of students with SLN comprised students with specific learning disorders (12 students in total) and with movement disorders (10 students in total). All students with SLN were integrated into ordinary studies and had to fulfil standard academic requirements just like other students.

The support of student with SLN was ensured through a wide range of supporting services provided either by the CC, i.e. as centralized services, or directly at the relevant TBU faculty. The centralized services offered in 2016 included the provision of study-related assistance, access provision to study materials, functional diagnostics of students with SLN and services of a psychologist. At the TBU faculties, faculty coordinators and tutors in cooperation with other academics were in charge of mediating the relevant services. These services were provided in particular in the form of information and counselling services intended for applicants/students, of modification of admissions for applicants, study supports intended for students (preparation of an individual curriculum, hiring of teaching aids), etc. The faculty coordinators and tutors continuously received methodological support; a seminar for foreign language teachers was organized with the aim of increasing their awareness of the needs of students with specific learning disorders; the seminar was complemented with a number of examples showing how to help such students during classes. TBU students and graduates with physical disability could also use career counselling services when looking for an appropriate job on the labour market.

In 2016, the corresponding part of the proposal intended for the Strategic Project of TBU (ESF) was also prepared, whose aim was, among others, the development of a centralized university centre for students with SLN through preparation of and an improvement in the access to educational facilities of TBU for students with SLN, an improvement in the competences of the relevant specialized team, of faculty coordinators/tutors, of the team composed of academics and other employees, and better career opportunities for students/graduates with SLN on the labour market.

3.F EXCEPTIONALLY GIFTED STUDENTS AND APPLICANTS FOR STUDY

Support was provided to the participation of exceptionally gifted students in contests and in specialized events organized within the individual degree courses, at the relevant faculties and at the University. The support was in particular aimed at an active involvement of students in projects funded by the Internal Grant Agency (190 students) and in students' scientific and expert activities (91 students). Students were enabled to attend conferences, special lectures and workshops featuring significant personalities from among experts and public figures, traineeships and internships; students of degree courses in arts had an opportunity to

exhibit their school works at various exhibitions and festivals. Within selected courses, talented students of degree courses in economics (20 students) were enabled to get involved in a project specifically focusing on deepening of their knowledge and skills in cooperation with partners from business and industry. Talented students had also an opportunity to enrol on special educational courses held at TBU in addition to degree programmes (e.g. a creative writing course, language courses whose completion was evidenced by language certificates, etc.).

Prospective applicants for study were offered participation in various contests, e.g. in the University Olympiad in Languages (24 persons), Olympiad in Economics and Management (2,396 persons), Chemistry Olympiad (50 persons), in the robotics hobby group (17 persons) and in contests in robotics (24 persons). They had a chance to attend a Programming Preparatory Course held in summer (27 persons) and a number of other preparatory courses and summer schools. The TBU faculties organized excursions and internships for secondary school students held at TBU. Applicants for study in degree courses in arts could take advantage of having individual consultations with teachers, aimed at the preparation for aptitude tests. The Management Boards of the University and of TBU faculties organized, in cooperation with students, specialized and presentation events held at secondary schools. Furthermore, higher education fairs, Open Days, the TBU website and Facebook page were used to communicate with applicants for study.

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

TBU supported underprivileged students. Socially handicapped students received, among other types of support, need-based scholarships given to students using the grant provided by the MEYS in amounts as specified in the Act. A total number of 54 students received a total amount of CZK 657,888; the average scholarship amount was CZK 12,183 per year and per student. Taking into consideration the assessment of a particular social and financial situation, students could be eligible for an extraordinary scholarship in compliance with the relevant Act. In this manner, a total number of 8 students received support (3 students from the FMC, 3 from the FLCM and 2 from the FAI); the average scholarship amount was CZK 6,750. Students submitted their requests for scholarship either following their own decision or according to recommendations given by officers of Student Affairs Offices of TBU faculties, by the staff of the CC or by employees in charge of requirements of students with specific learning needs.

3.H SUPPORT OF PARENTS AMONG STUDENTS

The most important benefit for parents among students was the existence of the TBU Nursery School 'Qočna' with a capacity of 61 children in 2016. 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. In 2016, a nanny was hired to work in the youngest children's class in order to improve the quality of services provided. There were two classes with 24 children each; the third class was composed of 13 children of preschool age, who were provided with individual care focused on their preparation for the entry to the 1st grade with an extended number of English language lessons. The opening hours of the TBU Nursery School (06:30 – 17:00) were in accordance with the requirements of parents among TBU students. In 2016 the TBU Nursery School started to collaborate with the Primary School in Zlín-Malenovice, which has many years' experience with exceptionally talented children and with their development.

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

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	801	415			193	263	73	61	1,806
Faculty in total		801	415			193	263	73	61	1,806
Out of which the number of women at the Faculty of Technology		365	178			94	139	35	24	835
Out of which the number of foreign nationals at the Faculty of Technology		23	17			10	13	15	6	84
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65	759	339			375	458	54	44	2,029
Faculty in total		759	339			375	458	54	44	2,029
Out of which the number of women at the Faculty of Management and Economics		475	229			251	334	26	21	1,336
Out of which the number of foreign nationals at the Faculty of Management and Economics		69	18			59	27	26	22	221
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73	174	111			100	94			479
Art and cultural sciences	81,82	391	1			157		13	31	593
Faculty in total		565	112			257	94	13	31	1,072
Out of which the number of women at the Faculty of Multimedia Communications		358	74			177	41	8	16	674
Out of which the number of foreign nationals at the Faculty of Multimedia Communications		122	4			53	3	3	5	190
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	474	253			224	303	56	73	1,383
Faculty in total		474	253			224	303	56	73	1,383

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Out of which the number of women at the Faculty of Applied Informatics		73	47			52	95	10	9	286
Out of which the number of foreign nationals at the Faculty of Applied Informatics		57	24			50	26	9	10	176
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
Health care, medical and pharmaceutical sciences	51-53	277	172							449
Social sciences and services	61,67, 71-73	403								403
Pedagogy and social care	74,75	286	526	19		93	329	4	7	1,264
Faculty in total		966	698	19		93	329	4	7	2,116
Out of which the number of women at the Faculty of Humanities		808	609	19		85	286	3	7	1,817
Out of which the number of foreign nationals at the Faculty of Humanities		43	10				3		1	57
Faculty of Logistics and Crisis Management										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	396	345			60				801
Faculty in total		396	345			60				801
Out of which the number of women at the Faculty of Logistics and Crisis Management		220	155			35				410
Out of which the number of foreign nationals at the Faculty of Logistics and Crisis Management		14	12							26
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							4	2	6
TBU Centralized Constituent Part in total								4	2	6
Out of which the number of women at the TBU Centralized Constituent Part								2		2
Out of which the number of foreign nationals at the TBU Centralized Constituent Part								1		1

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
TBU IN TOTAL		3,961	2,162	19		1,202	1,447	204	218	9,213
Out of which the total number of women		2,299	1,292	19		694	895	84	77	5,360
Out of which the total number of foreign nationals		328	85			172	72	54	44	755

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

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							12	1	13
Faculty in total								12	1	13
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65					18		22	15	55
Faculty in total						18		22	15	55
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73					4				4
Art and cultural sciences	81,82							1	1	2
Faculty in total						4		1	1	6
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	1				10		2	6	19
Faculty in total		1				10		2	6	19
TBU Centralized Constituent Part										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39							1		1
TBU Centralized Constituent Part in total								1		1
TBU IN TOTAL		1				32		38	23	94

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

Tomas Bata University in Zlín	Bachelor's			Master's			Follow-up Master's			Doctoral			TOTAL
	F	P/D	TOTAL	F	P/D	TOTAL	F	P/D	TOTAL	F	P/D	TOTAL	
Faculty of Technology	51.82	41.77	48.03				30.41	40.12	35.21	7.89	12.00	9.52	42.57
Faculty of Management and Economics	32.13	44.00	36.22				14.44	33.58	24.08	6.90	9.38	8.20	28.75
Faculty of Multimedia Communications	12.23	18.18	13.12				11.31	9.09	10.85		7.69	4.17	11.60
Faculty of Applied Informatics	55.68	60.41	57.66				17.61	21.94	19.87	18.75	15.79	16.67	41.29
Faculty of Humanities	29.02	29.82	29.34				19.18	20.10	19.85	25.00	25.00	25.00	26.77
Faculty of Logistics and Crisis Management	47.03	44.12	45.70										45.70
TBU IN TOTAL	39.58	42.01	40.49				18.08	28.30	23.22	9.18	12.50	10.95	33.53

Note: Data contained in Table 3.3 were approved by the TBU Academic Senate on 25 April 2017.

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

Tomas Bata University in Zlín		
Type of scholarship	Numbers of students	Average scholarship amount
For outstanding academic performance in compliance with § 91 Paragraph 2 Letter a)	293	6,209.56
For significant results of scientific, R&D, arts or other creative activities in compliance with § 91 Paragraph 2 Letter b)	93	7,549.57
For R&D and innovation activities in accordance with the relevant specific legal regulation, § 91 Paragraph 2 Letter c)	302	35,580.2
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 2 Letter d)	8	6,750
As financial assistance in an extremely serious financial situation in compliance with § 91 Paragraph 3	54	12,182.96
In cases deserving special consideration in compliance with § 91 Paragraph 2 Letter e)	4,469	5,825
Out of which accomodation scholarships	3,773	4,451.16
As a study abroad scholarship in compliance with § 91 Paragraph 4 Letter a)	287	7,866.07
Scholarship aimed to support students studying in the Czech Republic in compliance with § 91 Paragraph 4 Letter b)	162	41,451.23
Doctoral scholarships in compliance with § 91 Paragraph 4 Letter c)	226	64,593.97
Other scholarships		
TOTAL	5,894	20,889.84

4. GRADUATES

4.A COOPERATION BETWEEN TBU AND GRADUATES

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

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

Communication with graduates and other interest groups included personal meetings, websites, social networks as well as the career portal accessible directly from the TBU website: <https://jobcentrum.utb.cz>. The portal was one of the communication tools used not only among graduates, but also among other groups, besides graduates formed also by students, educational institutions, research institutions, representatives of companies and of the public sector. In 2016, 2,776 registered students and 112 registered graduates from TBU could view career opportunities posted in the portal.

However, portal tools were not the only way of contact between TBU and its graduates, since alumni reunions took place regularly, that were organized by the relevant faculties (departments), where graduates from the relevant faculty could meet, thus continuing to develop cooperation between the academic/R&D staff of TBU. A TBU gala concert was organized in 2016; those among the graduates who intensively collaborate with representatives of the relevant faculties of TBU were invited to attend the concert.

4.B EMPLOYMENT RATE AND EMPLOYABILITY OF GRADUATES

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

The unemployment rate is used for comparing the employability of graduates from the individual higher education institutions and faculties throughout the entire CR. In 2016, the unemployment rate of graduates from TBU slightly decreased (from 2.7 % to 2.6 %).

Selected measures were carried out in 2016 with the aim of improving the employability of graduates:

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

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

4.C COOPERATION WITH EMPLOYERS

The TBU Job Centre organized an autumn job fair – Business Day 2016 in cooperation with students. A record number of exhibitors, namely 71, participated in the fair, and the event was attended by more than 1,700 students. A wide-ranging supporting programme featuring analyses of CV with professional HR officers or testing of English language skills was offered to students within the fair. The highest demand was for graduates of courses in technology, to whom companies are nowadays willing to offer above standard salary and benefits.

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

Another career opportunities fair was organized by the student organization IAESTE TBU Zlín, with a total number of 35 exhibitors.

In 2016, TBU newly established cooperation with 28 companies in the CR. Employers used the portal <https://jobcentrum.utb.cz> to offer job vacancies, internships, practical training or temporary jobs for TBU students and graduates.

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

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Technology										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	84	55			102	41	7	8	297
Faculty in total		84	55			102	41	7	8	297
Out of which the number of women at the Faculty of Technology		34	24			50	21	2	4	135
Out of which the number of foreign nationals at the Faculty of Technology		3	1			5	5	2	2	18

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Management and Economics										
Groups of accredited degree programmes	CBBE									
Economics	62,65	234	53			188	115	1	7	598
Faculty in total		234	53			188	115	1	7	598
Out of which the number of women at the Faculty of Management and Economics		167	43			132	82		3	427
Out of which the number of foreign nationals at the Faculty of Management and Economics		31	2			39	6	1	1	80
Faculty of Multimedia Communications										
Groups of accredited degree programmes	CBBE									
Social sciences and services	61,67, 71-73	40	31			40	38			149
Art and cultural sciences	81,82	97	4			60	5		3	169
Faculty in total		137	35			100	43		3	318
Out of which the number of women at the Faculty of Multimedia Communications		91	18			73	25		2	209
Out of which the number of foreign nationals at the Faculty of Multimedia Communications		31	1			14	2		1	49
Faculty of Applied Informatics										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	97	36			77	85	1	4	300
Faculty in total		97	36			77	85	1	4	300
Out of which the number of women at the Faculty of Applied Informatics		22	8			19	18			67
Out of which the number of foreign nationals at the Faculty of Applied Informatics		17	4			12	10	1		44

Tomas Bata University in Zlín		Bachelor's		Master's		Follow-up Master's		Doctoral		TOTAL
		F	P/D	F	P/D	F	P/D	F	P/D	
Faculty of Humanities										
Groups of accredited degree programmes	CBBE									
Health care, medical and pharmaceutical sciences	51-53	102	38							140
Social sciences and services	61,67,71-73	83								83
Pedagogy and social care	74,75	70	264			32	126			492
Faculty in total		255	302			32	126			715
Out of which the number of women at the Faculty of Humanities		229	266			30	110			635
Out of which the number of foreign nationals at the Faculty of Humanities		11	1				4			16
Faculty of Logistics and Crisis Management										
Groups of accredited degree programmes	CBBE									
Technical sciences	21-39	158	49							207
Faculty in total		158	49							207
Out of which the number of women at the Faculty of Logistics and Crisis Management		99	31							130
Out of which the number of foreign nationals at the Faculty of Logistics and Crisis Management		6	1	0	0	0	0	0	0	7
TBU IN TOTAL		965	530	0	0	499	417	9	22	2,442
Out of which the total number of women		642	390	0	0	304	256	2	9	1,603
Out of which the total number of foreign nationals		99	10	0	0	70	27	4	4	214

5. INTEREST IN STUDIES

5.A ENTRANCE EXAMINATIONS

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

FaME: Applicants were admitted to full-time BP carried out in Czech depending on the results of the National Comparative Exams administered by the Scio organization – Test of General Academic Prerequisites (Czech version) or of the National Comparative Exams administered by the Scio organization – Test of General Academic Prerequisites (Slovak version). In order to be admitted to full-time and part-time FUMP in the Czech language, applicants could take a test in Economics administered by the Scio organization. The Faculty itself organized entrance examinations only for the degree course in Management in Health Care. The admission procedure to full-time BP and FUMP carried out in the English language comprised a written entrance examination in the form of an essay of 2,500 – 3,000 words, written in English on a chosen topic corresponding to the relevant degree course.

FMC: At the FMC, applicants for Bachelor's programmes in Theory and Practice of Audiovisual Arts and in Visual Arts had to take an aptitude test in the first round – the applicants' creative competences were assessed based on their presented projects prepared at home, taking into account the degree course requirements. The second round involved a written test, creative examination and an interview. Attention was paid to the creative aspect of their talent, to their original thinking ability and knowledge of the means of expression typical for the chosen specialization/studio. Applicants for FUMP had to take an aptitude test during which they presented their portfolios; their creative development shown during the last years, capability of individual thinking and the ability to fulfil creative plans were assessed. The oral examination assessed the applicant's vision of his/her Master's programme objectives, the applicant's professional profile and his/her potential for creativity.

In the degree programme in Media and Communication Studies, the entrance exam for the Bachelor's programme tested general academic prerequisites, taking into consideration the requirements set for the specialization in marketing communications. The exam comprised two parts: General knowledge exams and creativity and logical thinking tests. The entrance exam for the follow-up Master's programme featured a marketing communications knowledge test and an English language proficiency test for the full-time mode of study. During the oral examination, applicants mainly discussed professional issues with respect to the future professional orientation, thus providing additional information on themselves.

FAI: Entrance examinations to Bachelor's programmes and follow-up Master's programmes for the academic year 2016/2017 took the form of tests. Applicants for Bachelor's courses had to take a test in mathematics, and applicants for one of the Bachelor's courses had to take a test in general academic prerequisites. Applicants for follow-up Master's programmes had to take a test in specialized knowledge acquired during their studies in the relevant Bachelor's programme. No services by external test suppliers were used within the admission procedures at the FAI.

FHS: Applicants were admitted depending on their results achieved in the National Comparative Exams organized by the Scio organization to all Bachelor's courses except for the Bachelor's course in Secondary School Teacher Training in Specialized Subjects, where admission to study was conditional on due completion of a Master's programme in chemical technology, engineering technology, economics, informatics and computer technology and in non-medical health care or similar specializations carried out

at a HEI. For the degree course in English/German for Business Administration, it was allowed to replace the entrance examination by a state secondary school leaving certificate in the relevant language or by a certificate. The Faculty prepared and organized its own entrance examinations to Master's and follow-up Master's courses.

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

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

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

Information materials about the University as well as about degree programmes/courses offered at TBU were sent regularly to education counsellors at secondary schools. TBU promoted itself at secondary schools also by giving presentations of all TBU faculties and by organizing a touring exhibition presenting the personality of Thomas J. Bata and TBU. Presentations given by students at their home secondary schools organized by all TBU faculties as well as visits by academics to schools also proved successful.

In January, November and December 2016, Open Days were organized by the University. TBU's participation in post-secondary education fairs was important for informing applicants for study. TBU presented itself at the "Gaudeamus" European Education and Lifelong Learning Fair that was held in Prague in January 2016, in Nitra in October 2016 and in Brno in November 2016. TBU took part in the Fair held in Prague for the ninth time, in Nitra for the fourth time and in the Fair held in Brno for the fifteenth time. In October 2016 the University participated in the "Akadémia" higher education fair in Bratislava for the ninth time already. At the turn of December, TBU presented its activities at the Pro Educo fair held in Košice. TBU offered presentations on its degree programmes/courses to prospective international students (except for those coming from Slovakia) at fairs held in Soul, Taipei, Moscow, Kuala Lumpur, Ho Chi Minh City and Liverpool.

Campaigns launched by TBU on social networks before the Open Days and during the submission of applications for study were targeted at prospective applicants for study. The TBU mobile application and a TBU Internet microsite intended specifically for applicants were also available.

The TBU faculties organized the following additional activities:

FT: Internships for secondary school students were organized by the individual departments of the Faculty.

FaME: Secondary schools were enabled to arrange excursions directly at the Faculty, where a prepared programme was offered to them. The 8th edition of the project Bata Olympiad in Management organized for third-year students from grammar schools and economics-oriented secondary schools in the Czech Republic and in Slovakia was also held at the Faculty. The winners received prizes in the form of valuable things and were automatically admitted to a Bachelor's programme at the FaME without having to pass entrance examinations. The Faculty collaborated with two secondary schools - partner institutions of the Faculty.

FMC: Students of the Faculty visited secondary schools during the so-called "roadshow".

FAI: In 2016, the project entitled "Faculty Schools" was launched, with 7 secondary schools from the Zlín region participating in the event.

FHS: The Faculty organized the 6th edition of the University Olympiad in English and German – a contest featuring presentations in English and in German and intended for students at secondary schools in the Zlín Region. The Faculty also organized a workshop for English teachers at secondary schools. Students of the Faculty promoted the FHS at their home secondary schools.

FLCM: Visits by students from selected secondary schools were organized at the Faculty.

TABLE 5.1: INTEREST IN STUDIES AT TBU

Tomas Bata University in Zlín		Bachelor's				Master's				Follow-up Master's				Doctoral			
		Number of applicants	Applications submitted	Students admitted	Students enrolled	Number of applicants	Applications submitted	Students admitted	Students enrolled	Number of applicants	Applications submitted	Students admitted	Students enrolled	Number of applicants	Applications submitted	Students admitted	Students enrolled
Faculty of Technology																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	1,050	1,084	903	705					395	399	297	268	43	44	33	25
Faculty in total		1,050	1,084	903	705					395	399	297	268	43	44	33	25
Faculty of Management and Economics																	
Groups of accredited degree programmes	CBBE																
Economics	62,65	1,077	1,325	672	483					820	1,148	717	491	80	82	37	36
Faculty in total		1,077	1,325	672	483					820	1,148	717	491	80	82	37	36
Faculty of Multimedia Communications																	
Groups of accredited degree programmes	CBBE																
Social sciences and services	61,67, 71-73	634	640	114	112					258	258	102	101				
Art and cultural sciences	81,82	585	585	130	130					142	142	78	77	17	17	10	8
Faculty in total		1,219	1,225	244	242					400	400	180	178	17	17	10	8
Faculty of Applied Informatics																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	633	733	484	390					319	357	292	265	26	29	24	24
Faculty in total		633	733	484	390					319	357	292	265	26	29	24	24

Tomas Bata University in Zlín		Bachelor's				Master's				Follow-up Master's				Doctoral			
		Number of applicants	Applications submitted	Students admitted	Students enrolled	Number of applicants	Applications submitted	Students admitted	Students enrolled	Number of applicants	Applications submitted	Students admitted	Students enrolled	Number of applicants	Applications submitted	Students admitted	Students enrolled
Faculty of Humanities																	
Groups of accredited degree programmes	CBBE																
Health care, medical and pharmaceutical sciences	51-53	425	490	233	193												
Social sciences and services	61,67,71-73	510	514	243	187												
Pedagogy and social care	74,75	775	908	395	329	79	79	34	19	270	302	226	180	7	7	6	6
Faculty in total		1,710	1,912	871	709	79	79	34	19	270	302	226	180	7	7	6	6
Faculty of Logistics and Crisis Management																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	612	707	531	435					73	80	66	63				
Faculty in total		612	707	531	435					73	80	66	63				
TBU Centralized Constituent Part																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39													6	6	6	6
TBU Centralized Constituent Part in total														6	6	6	6
TBU																	
Groups of accredited degree programmes	CBBE																
Technical sciences	21-39	2,295	2,524	1,918	1,530					787	836	655	596	75	79	63	55
Health care, medical and pharmaceutical sciences	51-53	425	490	233	193												
Social sciences and services	61,67,71-73	1,144	1,154	357	299					258	258	102	101				
Economics	62,65	1,077	1,325	672	483					820	1,148	717	491	80	82	37	36
Pedagogy and social care	74,75	775	908	395	329	79	79	34	19	270	302	226	180	7	7	6	6
Art and cultural sciences	81,82	585	585	130	130					142	142	78	77	17	17	10	8
TBU IN TOTAL		6,301	6,986	3,705	2,964	79	79	34	19	2,277	2,686	1,778	1,445	179	185	116	105

6. STAFF

6.A CAREER REGULATIONS FOR ACADEMIC STAFF

TBU has issued no career regulations for the academic staff. According to their specializations, the TBU faculties used motivation tools depending on the evaluation of pedagogical and R&D and creative activities.

6.B DEVELOPMENT OF PEDAGOGICAL SKILLS OF ACADEMIC STAFF

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

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

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

FaME: At the Faculty, the education of the academic staff was offered in accordance with career development plans, during seminars organized by the CC, Creative Mondays, workshops on various topics held during conferences and during the implementation of projects.

FAI: The development of pedagogical skills of the academic staff was, among others, supported also by organizing specialized courses aimed at the development of professional and technological knowledge and skills of the academic staff, thus contributing to a modernization of the content of course units taught and of study supports in accordance with the latest trends and with scientific and technological development.

FHS: A course entitled "University Pedagogy" was organized for teachers. An e-publication was created with funding provided by a project funded by the MEYS; the publication is available to all people interested also via the TBU website. Selected modules were prepared with the aim of improving pedagogical and didactic skills of academics, with funding provided by the same project. One of the key activities involved an improvement in the pedagogical and didactic skills of the academic staff across the University. Attention was also paid to the support of team collaboration. Methodological consultations were provided in the Department of School Education – all newly qualified academics had an opportunity to seek advice regarding their problems in classes. Newly recruited employees were, in the early stages of their employment, supervised by an experienced mentor at the relevant Department and, in particular in the case of newly qualified academics, auditing took place, which was subsequently analyzed.

6.C SUPPORT OF PARENTS AMONG EMPLOYEES

The most important benefit for parents among employees was the existence of the TBU Nursery School 'Qočna' with a capacity of 61 children in 2016. By running this facility, TBU helped parents among employees to coordinate their family and working life as it offered services intended for children from the age of 2 years. In 2016, a nanny was hired to work in the youngest children's class in order to improve the quality of services provided. There were two classes with 24 children each; the third class was composed of 13 children of preschool age, who were provided with individual care focused on their preparation for the entry to the 1st grade with an extended number of English language lessons. The opening hours of the TBU Nursery School (06:30 – 17:00) were in accordance with the requirements of parents among TBU employees. In 2016 the TBU Nursery School started to collaborate with the Primary School in Zlín-Malenovice, which has many years' experience with exceptionally talented children and with their development.

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

Tomas Bata University in Zlín	Academic staff							Researchers	Other employees	Total numbers of staff
	Academic staff in total	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in pedagogical activities			
Faculty of Technology	100.861	6.515	23.982	59.213	3.247	2	5.904	0.642	44.078	145.581
Numbers of women at the Faculty	40.521	0.5	8.375	28.25	0	1	2,396	0.042	37.578	78.141
Faculty of Management and Economics	69.952	5.151	19.299	38.064	4.286	2.085	1.067	1.554	29.197	100.703
Numbers of women at the Faculty	30.246	2	7.182	18.685	2.456	0.085	0.067	0.567	24.474	55.287
Faculty of Multimedia Communications	58.403	7.5	15.836	22.993	11.074	1	0	0	29.343	87.746
Numbers of women at the Faculty	19.953	0	4.75	9.211	5.992	0	0	0	18	37.953
Faculty of Applied Informatics	72.527	7.071	13.522	42.323	6.178	3	0.433	13.353	30.602	116.482
Numbers of women at the Faculty	11.169	1.001	1.5	5.586	3.082	0	0	1.415	16.928	29.512
Faculty of Humanities	78.526	6.908	10.858	33.088	11.863	15.809	0	0	19.955	98.481
Numbers of women at the Faculty	56.02	1.5	6.758	24.502	9.196	14.064	0	0	14.955	70.975
Faculty of Logistics and Crisis Management	26.589	3.791	5.901	8.9	2.459	5.247	0.291	0	9.315	35.904
Numbers of women at the Faculty	5.457	0	0.184	3.398	0.126	1.749	0	0	6.815	12.272

Tomas Bata University in Zlín	Academic staff							Researchers	Other employees	Total numbers of staff
	Academic staff in total	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Researchers and R&D staff participating in pedagogical activities			
University Institute	28.861	1.3	4.604	5.109	0	0	17.848	24.756	35.878	89.495
Numbers of women at the Institute	7.686	0.5	0.961	1.159	0	0	5.069	11.704	19.739	39.129
Other constituent parts of TBU	0.4	0.4							172.013	172.413
Numbers of women at other constituent parts	0	0							117.319	117.319
TOTAL	436.119	38.636	94.002	209.69	39.107	29.141	25.543	40.305	370.381	846.805
Total number of women	171.052	5.501	29.71	90.559	20.852	16.898	7.532	13.728	255.808	440.588

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

Tomas Bata University in Zlín	Academic staff														TOTAL
	Professors		Associate Professors		Senior Lecturers		Lecturers		Assistant Lecturers		Researchers and R&D staff participating in pedagogical activities		Researchers		
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	
Under 29 years					1		8	6	2	1			3	1	14
30 – 39 years			13	4	102	48	24	12	9	7	15	2	30	8	193
40 – 49 years	7	3	33	14	64	30	6	3	6	4	7	3	12	4	135
50 – 59 years	9	2	24	9	30	12			5	4	1	1	2	2	71
60 – 69 years	11	1	24	5	24	7			4	1	1	1	3		67
Over 70 years	15	0	8	1	4	1			2		3		1		33
TOTAL	42	6	102	33	225	98	38	21	28	17	27	7	51	15	513

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

Tomas Bata University in Zlín	Academic staff								Researchers	TOTAL	Out of which women	
Faculty of Technology												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3					3	1					3	1
0.31–0.5	1		1		2				1		5	0
0.51–0.7	1				1	1					2	1
0.71–1.0	8	1	36	12	64	31	6	1	1	1	115	46
More than 1											0	0
TOTAL	10	1	37	12	70	33	6	1	2	1	125	48
Faculty of Management and Economics												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3					2	1			3	1	5	2
0.31–0.5			4	1	2	2	1	1	2	1	9	5
0.51–0.7	2		1		4	1					7	1
0.71–1.0	4	2	16	6	35	17	6	2			61	27
More than 1											0	0
TOTAL	6	2	21	7	43	21	7	3	5	2	82	35
Faculty of Multimedia Communications												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3											0	0
0.31–0.5					1						1	0
0.51–0.7					1		2				3	0
0.71–1.0	8		17	5	12	6	18	9			55	20
More than 1					1		1				2	0
TOTAL	8		17	5	15	6	21	9			61	20
Faculty of Applied Informatics												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3											0	0
0.31–0.5	1		1	1	1				3		6	1
0.51–0.7			1		1		1				3	0
0.71–1.0	7	1	11	1	39	6	9	2	12	1	78	11
More than 1			1				1				2	0
TOTAL	8	1	14	2	41	6	11	2	15	1	89	12

Tomas Bata University in Zlín	Academic staff								Researchers	TOTAL	Out of which women	
Faculty of Humanities												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3					1		1	1			2	1
0.31–0.5	2	1	5	4	2	2	2	2			11	9
0.51–0.7	1										1	0
0.71–1.0	4	1	8	5	27	18	31	26			70	50
More than 1											0	0
TOTAL	7	2	13	9	30	20	34	29			84	60
Faculty of Logistics and Crisis Management												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3					1	1					1	1
0.31–0.5	1		2		2	2					5	2
0.51–0.7					1	1					1	1
0.71–1.0	3		5	1	10	2	5	1			23	4
More than 1					1	1					1	1
TOTAL	4		7	1	15	7	5	1			31	9
University Institute												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3					1				2	1	3	1
0.31–0.5									1		1	0
0.51–0.7											0	0
0.71–1.0					11	2			25	10	36	12
More than 1											0	0
TOTAL					12	2			28	11	40	13
Other constituent parts												
	Prof.		Assoc. Prof.		DrSc., CSc., Dr., Ph.D., Th.D.		Others		TOTAL	Women		
Workloads	TOTAL	Women	TOTAL	Women	TOTAL	Women	TOTAL	Women				
Up to 0.3											0	0
0.31–0.5											0	0
0.51–0.7											0	0
0.71–1.0									1		1	0
More than 1											0	0
TOTAL									1		1	0
TBU IN TOTAL	43	6	109	36	226	95	84	45	51	15	513	197

TABLE 6.4: FOREIGN NATIONALS IN THE ACADEMIC AND R&D STAFF (HEADCOUNT)

Tomas Bata University in Zlín	Academic staff	R&D staff
Faculty of Technology	6	
Faculty of Management and Economics	8	2
Faculty of Multimedia Communications	16	
Faculty of Applied Informatics	2	2
Faculty of Humanities	18	
Faculty of Logistics and Crisis Management	4	
University Institute	4	16
Other constituent parts in total		1
TOTAL	58	21

TABLE 6.5: NUMBERS OF NEWLY APPOINTED PROFESSORS AND ASSOCIATE PROFESSORS

Tomas Bata University in Zlín	Number			Average age of newly appointed Professors and Associate Professors
	Total number	At TBU		
		Out of which permanent staff of TBU	Permanent staff employed at TBU and appointed at another HEI	
Faculty of Technology				
Professors appointed in 2016				
Out of which women				
Associate Professors appointed in 2016	3	2		37
Out of which women				
Faculty of Management and Economics				
Professors appointed in 2016	1	1		64
Out of which women				
Associate Professors appointed in 2016	2			39
Out of which women				
Faculty of Multimedia Communications				
Professors appointed in 2016				
Out of which women				
Associate Professors appointed in 2016	1		1	41
Out of which women				
Faculty of Applied Informatics				
Professors appointed in 2016	1	1		51
Out of which women				
Associate Professors appointed in 2016	1	1		41
Out of which women				
Faculty of Humanities				
Professors appointed in 2016	1	1		62
Out of which women				
Associate Professors appointed in 2016	1		1	66
Out of which women				
TOTAL - Professors	3	2		59
Out of which women				
TOTAL - Associate Professors	8	3	2	42
Out of which women				

7. INTERNATIONALIZATION

7.A SUPPORT OF STUDENTS PARTICIPATING IN INTERNATIONAL MOBILITY PROGRAMMES

TBU continued to support the development of mobility opportunities for TBU students interested in taking study periods and traineeships abroad funded from programmes of cooperation between higher education institutions. Erasmus+ was a well-established and the most frequently used 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. TBU also supported the mobility students in Erasmus+ non-programme countries, with funding provided by resources of the MEYS. TBU was involved in other programmes such as CEEPUS, AKTION and the Norway Funds as well. Thus, TBU students had an opportunity to take a study period/internship anywhere around the world.

TBU put emphasis on the quality of the mobility of TBU students abroad and that at all stages of the mobility. Within the support of mobility, the University organized several events in 2016, which contributed to attracting the interest of students and academics in mobility at TBU (International Week, International Festival, International Dinner, etc.). Thus, events of this type offering the students an opportunity to meet international colleagues, try traditional cuisine, learn about the specifics of the given country or attend a lecture by an international expert, increased the students' motivation during the planning of study periods/traineeships. TBU also organized regular meetings for students providing them with information on mobility opportunities, on funding and administration thereof. Moreover, TBU adhered to the observance of examples of good practice. For this purpose, meetings were held where students presented their experience gained abroad to their colleagues. The International Office also created a special web presentation aimed to inform students about mobility opportunities abroad and which, among other information, also contained reviews by students or a portfolio of partner universities and a description of the same universities.

The mobility administration process at TBU was organized in a transparent and clear manner. The University carefully selected its partner institutions based on the curricula of degree programmes offered abroad. The recognition of study periods/traineeships taken at an international institution was carried out in compliance with Rector's Directive No. 14/2014 "International Mobility of TBU Students and Mobility of Incoming International Students at TBU". The Learning Agreement represented a basic document for the drawing up of a curriculum abroad, approved for the relevant student in the TBU internal system by the faculty coordinator (Head of studio, course unit guarantor, degree course guarantor or Head of the relevant Department). The Learning Agreement was used to identify course units taught at TBU in the Information System for Studies' Administration which will be recognized for the students after successful completion of the relevant course units abroad. During the preparation of the Learning Agreement, attention was paid to the fact that study periods abroad should not complicate the completion of study in the standard period of time. Study periods taken abroad by PhD students were recognized in compliance with internal regulations issued by the relevant Faculty (PhD students do not obtain ECTS credits). Such students obtain internal credits in compliance with the relevant Directive of the Faculty, subsequently added up to other types of activities necessary for successful completion of a doctoral programme. The results of the mobility were specified in the graduate's degree certificate/Diploma Supplement.

7.B INTEGRATION OF INTERNATIONAL MEMBERS OF THE ACADEMIC COMMUNITY

Integration of international members of the academic community in the academic life at TBU has been involved in TBU strategic documents and is, therefore, one of priorities in the sphere of internationalization. All types of communication with the public and with the academic community are ensured both in Czech and in English, which includes official documents and the website. Students and employees may attend Czech and English language courses, and that entirely free of charge. In 2016, the International Office, Job Centre and the Counselling Centre provided services to international and Czech students and staff participating in mobility and provided specialized bilingual counselling with wheelchair access.

In 2016, collaboration between TBU and the student organization “Buddy System Zlín” (BS) received active support. The Buddy System together with the TBU International Office took care of international students at TBU. In cooperation with the TBU International Office, the Buddy System organized trips, excursions and other cultural, entertaining and social activities intended for international students and aimed to make the stay and studies of international students in Zlín a pleasant experience (e.g. walking of dogs from the animal shelter in Zlín, International Dinner, etc.). In 2016 the Buddy System had intensive cooperation within the ESN CR (Erasmus Student Network Czech Republic). The ESN association currently unites more than 500 higher education institutions from 40 countries worldwide.

BS students were assigned their own office, which was visited by international students. In 2016, greater emphasis was put on the participation of international students in the Social Erasmus programme, e.g. in cooperation with the non-profit organization and the Dog Shelter in Zlín-Vršava. International students also gave presentations on their native countries at secondary schools in Zlín. Members of the Buddy System also took part in the promotion of student mobility during the following events held at TBU (International Festival, International Week, Business Days). Each international student was, in case that he/she was interested, assigned a Czech student who helped him/her deal with difficult situations before the arrival and during the studies.

TBU promoted the employment of international staff in order to internationalize the TBU personnel structure. Several dozens of international experts e.g. from Armenia, Australia, Bosnia and Herzegovina, China, Ghana, India, Italy, Japan, Mexico, Moldova, Germany, the Netherlands, Norway, Pakistan, Poland, Russia, Greece, the United States, Sweden, Turkey, the Ukraine, Great Britain and Vietnam were employed as academic staff and researchers at TBU. An increase in the ratio of R&D staff and PhD students from abroad at the individual faculties and in the centres of applied research currently in development received goal-directed support from the TBU Management Board. The implementation of the project entitled EURAXESS, in which the University has been participating since 2012, continued in 2016. The project is aimed at providing support and assistance to incoming and outgoing researchers. In 2015 TBU became a member of the pan-European Euraxess network. The International Office and the Human Resources department of TBU are the project investigators and ensure specialized counselling services as well.

In order to promote the University and to present its activities to the general public, TBU participated in the joint project of European universities entitled “Researchers’ Night”. This event aims at acquainting the general public with the research activities carried out and with the scientists themselves. Selected research units were open to the inhabitants of university towns; popular science lectures were held, off-work and leisure activities of the researchers were presented. The event met with a good response from the inhabitants of Zlín. Other types of events and meetings were regularly held, attended by international employees as well as by their Czech colleagues.

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

Tomas Bata University in Zlín	H2020/7th Framework Programme of the EC			TOTAL	
	TOTAL	Out of which Marie-Curie Actions	Others		
Number of projects			19	19	
Number of outgoing students			327	327	47 shorter than 28 days
Number of incoming students			460	460	43 shorter than 28 days
Number of outgoing academics and researchers			246	246	56 shorter than 5 days
Number of incoming academics and researchers			176	176	38 shorter than 5 days
Grants (thousand CZK)			27,978	27,978	

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

Tomas Bata University in Zlín	Number of outgoing students		Number of incoming students	Number of outgoing academics	Number of incoming academics	Number of other outgoing employees	Number of other incoming employees	Total mobility to/from the country
Country	Total	Out of which graduate traineeships						
Argentine Republic				1				1
Bosnia and Herzegovina				2				2
Canada	1		1	1				3
Commonwealth of Australia				3				3
Democratic Republic of São Tomé and Príncipe			1					1
Federal Democratic Republic of Nepal				1				1
Federal Republic of Germany	14		6	17	5			42
Federative Republic of Brazil			2	1				3
French Republic	8		23	21	1			53
Gabonese Republic			1					1
Georgia			5	2	1			8
Grand Duchy of Luxembourg			1					1
Greek Republic	3		14	48		1		66
Hungary	1		7	11	3			22
Ireland	11			2		1		14
Islamic Republic of Iran				2				2
Islamic Republic of Pakistan			3					3
Italian Republic	20		4	6				30
Japan			1	4				5
Kingdom of Belgium	14		6	4	2	1		27
Kingdom of Cambodia				1				1
Kingdom of Denmark	8			4	1			13
Kingdom of Norway	6			14	5			25
Kingdom of Spain	15		17	17	2	3		54
Kingdom of Sweden	4			2				6

Tomas Bata University in Zlín	Number of outgoing students		Number of incoming students	Number of outgoing academics	Number of incoming academics	Number of other outgoing employees	Number of other incoming employees	Total mobility to/from the country
	Country	Total						
Kingdom of Thailand	3		2					5
Kyrgyz Republic			4		2			6
Macao Special Administrative Region of the People's Republic of China			1					1
Malaysia	8		1	1				10
Mongolia	1							1
Netherlands	16		6			1		23
People's Republic of China	4		9	2				15
Portuguese Republic	52		26	17	3			98
Republic of Armenia			3					3
Republic of Austria	17		3	8	5			33
Republic of Azerbaijan			16		1			17
Republic of Belarus			7		3			10
Republic of Bulgaria	3		2	2	2			9
Republic of Colombia			2					2
Republic of Croatia				10	1			11
Republic of Cuba				1				1
Republic of Cyprus	4		4	3				11
Republic of Ecuador			1					1
Republic of Estonia	10		1	2	2			15
Republic of Finland	15		4	3	3			25
Republic of Ghana			1					1
Republic of China (Taiwan)	7		12		1			20
Republic of Iceland	1			1				2
Republic of India			14	1		1		16
Republic of Indonesia			3	1				4
Republic of Kazakhstan			13	2	1			16
Republic of Korea	3		12	4				19

Tomas Bata University in Zlín	Number of outgoing students		Number of incoming students	Number of outgoing academics	Number of incoming academics	Number of other outgoing employees	Number of other incoming employees	Total mobility to/from the country
Country	Total	Out of which graduate traineeships						
Republic of Latvia	7		1	1				9
Republic of Lithuania	11		7	4	4	1		27
Republic of Moldova				1				1
Republic of Poland	13		15	25	23	2	2	80
Republic of Serbia					2	1		3
Republic of Singapore			1	2				3
Republic of Slovenia	19		4	5	4	1		33
Republic of Tajikistan			1		1			2
Republic of The Gambia			10					10
Republic of the Philippines	3		1					4
Republic of Trinidad and Tobago	1							1
Republic of Turkey	3		54	1	9		2	69
Republic of Uzbekistan			4		2			6
Romania	1		10	6	5			22
Russian Federation	1		30	2	1			34
Slovak Republic	4		44	23	28		4	103
Socialist Republic of Vietnam				10				10
South African Republic				2				2
State of Israel	2		1	1				4
State of United Arab Emirates				1				1
Swiss Confederation	2		1	1		1		5
The former Yugoslav Republic of Macedonia				2				2
Turkmenistan			1					1
Ukraine			30		7			37
United Kingdom of Great Britain and Northern Ireland	10		1	10	3	1		25
United Mexican States			4	2				6
United States of America	1		1	7	5			14
TOTAL	327	0	460	328	138	15	8	1,276

TABLE 7.3: GRADUATE MOBILITY (PERCENTAGE OF COMPLETED STUDIES)

Tomas Bata University in Zlín	Bachelor's	Master's	Follow-up Master's	Doctoral	TOTAL
Faculty of Technology					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	0.72%		8%	33%	14.02%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				33%	33%
Faculty of Management and Economics					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	11.1%		13.5%	0%	8.2%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				0%	0%
Faculty of Multimedia Communications					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	20.9%		23.1%	0%	14.7%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				0%	0%
Faculty of Applied Informatics					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	6.8%		3.7%	0%	3%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]				0%	0%
Faculty of Humanities					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	5.3%		4.4%		4.9%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]					0%
Faculty of Logistics and Crisis Management					
Percentage of graduates who participated in mobility abroad of at least 14 days during their studies [%]	2.4%				2.4%
Percentage of PhD graduates who participated in mobility abroad of at least 1 month (i.e. 30 days) [%]					0%
TBU IN TOTAL	8%		11%	16%	

8. RESEARCH, DEVELOPMENT, ARTS AND OTHER CREATIVE ACTIVITIES

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

Research, development, arts and other creative activities were carried out at the individual faculties and at the UNI, and that in the individual departments and research units – Polymer Centre (CPM), Centre for Applied Economic Research (CAER) at the FaME, and the Research Centre (RC) at the FHS – and in research centres established during the implementation of projects funded by the Operational Programme “R&D for Innovations” – Priority Axis 2. Among the latter, the CPS and the Centre for Security, Information and Advanced Technologies (CEBIA-Tech) can be named. In accordance with the Strategic Plan and with its Update for 2016, the research units and centres were reinforced as regards their material equipment and personnel in order to continuously improve their competitiveness in the field of research and development on the international level. Research, development, art and other creative activities were closely connected to educational activities.

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

FaME: The CAER was established as a component part of the FaME in 2007. The CAER was one of units focusing on the development and implementation of R&D strategy at the FaME and at the entire TBU, and also contributed to the support of cooperation with business and industry. The mission of the CAER is to:

- Improve the position of the FaME in the sphere of R&D activity and practical application of results
- Increase the prestige, internationalization and research and project cooperation between the FaME and other universities, research institutions, companies and the public sector

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

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

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

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

In 2016, the TBU Creative Industries and Entrepreneurship Centre entitled UPPER (hereinafter referred to as CIC), was established, focusing simultaneously both on audiovisual arts and design. The CIC develops activities focusing on the support of motivating qualified staff to stay in the region with the aim of fulfilling the required increase in the percentage of creative staff in the regional economy. The expected effect also comprises further development of a separate economic sector of creative industries including multiplication effects in the form of new job positions created in the region. The CIC will offer facilities for a reduced rent to companies newly established by graduates from creative degree programmes at the FMC, which, in the early stages of the life cycle of their company, must put in a great deal of effort so as to specify the basic idea of their business, so that they can attract other partners or additional financial resources in order to support the selected business in this regard. The most part of incubators are active in close proximity to those higher education institutions where the main source of business ideas has originated. The contribution expected is a clear targeting of specific knowledge in creative specializations and their commercial use. The next step aimed at the development of infrastructure providing appropriate facilities and technological equipment of the Centre will be the provision of services by the business incubator including strategic management and management of innovations.

FHS: The RC of the FHS was established as an independent unit of the FHS in 2012. The activities done by the RC of the FHS are based on issues dealt with within research projects and on the specialization of the research team of the RC of the FHS. The Research Centre of the FHS specializes above all in research into school education in a wider pedagogical and socio-pedagogical context, research in the sphere of philology, in nursing and in selected clinical disciplines on an interdisciplinary basis.

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

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

Most of the faculties regularly organize programmes of Students' Scientific and Expert Activities intended in particular for Bachelor's and Master's students.

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

At TBU, the transfer of the knowledge obtained in the sphere of basic research into practice was ensured by the Technology Transfer Centre (TTC) established in 2008. The TTC provides professional services to researchers employed by the University and to cooperating companies; its services focus in particular on the protection of industrial rights over R&D results and are aimed to ensure a fast and effective transfer of these results into practice, which includes counselling, analyses of relations related to industrial law, and professional services provided by patent officers. In addition, the TTC offers direct representation of authors from TBU as well as from external entities in cases of protection of industrial rights before the following authorities: Industrial Property Office, European Patent Office, Office for Harmonization for the EU Internal Market, World Intellectual Property Organization.

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

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

The connection between educational and R&D and creative activities was strengthened by the involvement of students, and that particularly of PhD students, in the implementation of research projects. A crucial role was played by the IGA, the purpose of which is not only to support research activities of PhD students but also of talented Master's students. In 2016, public funding support amounting to CZK 24,542 thousand was obtained for the implementation of activities connected with specific university research. The total number of projects implemented at TBU was 84 newly accepted and 26 continuing projects.

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

In order to support the interest of students and an active participation by Bachelor's and Master's students in research activities, student scientific conferences were held, where the results of students' work were presented. In 2016, programmes aimed at involving Master's students in R&D and creative activities by organizing summer internships were supported at the FT. In the research centres, students, above all PhD students, actively participated in projects which were allocated public funding support from various providers.

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

From the resources obtained for R&D and innovations and amounting to CZK 211 million, TBU spent the total amount of CZK 207 million in 2016. Out of which the institutional support for the long-term conceptual development of a research organization obtained from the MEYS amounted to CZK 112.68 million, the funding provided by the National Programme for Sustainability amounted to CZK 33 million, and the public funding support provided to specific university research obtained from the MEYS amounted to CZK 23,500 thousand. Furthermore, TBU spent the amount of CZK 49,300 thousand for the purposes of R&D and innovations, which are in particular financial resources provided by the Technology Agency of the CR, Czech Science Foundation, Ministry of the Interior of the CR and Ministry of Agriculture of the CR.

Project co-investigators were provided CZK 8,700 thousand for R&D and innovations. The said amount was provided in particular by the Technology Agency of the CR.

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

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

Within the FaME CAER, FHS RC, CPS and CEBIA-Tech centres, new jobs for PhD graduates were created and, predominantly, taken by talented TBU graduates. Full-time PhD students received regular financial support – scholarships granted monthly. The amount of the scholarship granted was calculated depending on the R&D and creative, pedagogical, study-related and other activities of the relevant students. The requirements regarding the minimum degree of implementation of these activities were set by the relevant faculties. The amount of scholarships provided to full-time PhD students studying in degree programmes carried out in English was specified in the Rector's Directive No. 13/2014 (valid until August 2016) and Rector's Directive No. 18/2015 (valid from the start of the academic year 2016/2017).

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

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

FaME: At the Faculty, the degree programmes in preparation were discussed with representatives of partner institutions. The partners also actively collaborated during the implementation of degree programmes, e.g. the Moravian-Slovak Engineering Works in Uherský Brod provided their laboratory equipment for use in the course unit "Quality and Metrology" taught in the Bachelor's programme in Production and Quality Management. Partner institutions also cooperated during the organization of internships and practical training in the course units "Enterprise Management I and II" (within the Talented Students project) as well as in the course units "Bachelor's Thesis Preparation and Work Placement" and "Master's Thesis Preparation and Work Placement". Reaccreditations of degree programmes were discussed with experts from business and industry who are members of the CAER Board and of the Scientific Board at the FaME. In the Department of Industrial Engineering, activities within student projects focusing on logistics, process management and industrial management, and the course entitled "Internal Auditor QMS" in accordance with the ISO 9001:2015 standard were successfully developed. A new activity of the Faculty was represented by the Centre for Support of Entrepreneurship, aimed at promoting and supporting entrepreneurial activities as a basic element of a prosperous region in cooperation with the TIC and the regional branch office of CZECHINVEST. In the second half of 2016, the Centre merged with the CIC FMC; new activities will be carried out in a joint centre entitled UPPER.

FMC: Experts from industry worked as external lecturers in classes provided within accredited degree programmes, led specialized workshops for students, participated in the assignment of seminar papers and final semester theses, worked as external examiners of Bachelor's theses. During the evaluation of the quality of classes, students provided feedback on the experts' activities and on their contribution to the education and to the personal development of students.

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

FHS: Experts from business and industry participated in the professional orientation of the Faculty (as members of the Scientific Board) and, above all, in the tuition provided, where they led workshops and gave lectures. Curricula of all degree courses included practical training to a significant extent. Joint projects were implemented in cooperation with companies; students were offered topics of Bachelor's and Master's theses reflecting the needs of business and industry.

FLCM: Representatives of the application sphere were among the members of the Scientific Board and also worked as lecturers in accredited degree programmes. Single lectures by experts from business and excursions

by students to companies also took place. Legal entities from the application sphere also organized internships for students, offered topics of Bachelor's theses to students and, subsequently, informed the Faculty about the practical application of findings from a particular thesis. The Faculty Management Board was in contact with the Regional Authority, that informed the Board members about the current situation in the sphere of crisis management, which brought about an update to the classes offered by the Faculty.

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

In particular through its research centres – CPS and CEBIA-Tech - TBU offered a wide range of collaboration opportunities to the application sphere - contract research, implementation of joint projects of applied research, development and innovations (supported by the Technology Agency of the CR and by the relevant Ministries), dealing with technical and technological issues related to practical application both through bespoke research and through use or hire of facilities owned by TBU. Furthermore, TBU offered and carried out analyses and research studies, optimization of technological processes, etc., for its industrial partners. In 2016, new possibilities of cooperation with the application sphere were offered within project calls funded by the OP Enterprise and Innovations for Competitiveness (EIC), where TBU participated as well.

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

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

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

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

Tomas Bata University in Zlín	With the number of attendees higher than 60	International conferences
Faculty of Technology	1	0
Faculty of Management and Economics	2	3
Faculty of Multimedia Communications	2	0
Faculty of Applied Informatics	3	3
Faculty of Humanities	4	2
Faculty of Logistics and Crisis Management	1	0
University Institute - Technology Transfer Centre	1	1
TOTAL	14	9

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

Tomas Bata University in Zlín	Persons having an employment relation with the higher education institution or with a component part thereof			Persons not having an employment relation with the higher education institution or with a component part thereof		
	Number of persons working as lecturers	Number of persons working as thesis supervisors	Number of persons working as practical training supervisors	Number of persons working as lecturers	Number of persons working as thesis supervisors	Number of persons working as practical training supervisors
Faculty of Management and Economics	76	37	15	19	76	407
Faculty of Multimedia Communications	12	9	36	0	0	0
Faculty of Applied Informatics	12	3	0	21	0	65
Faculty of Humanities	71	21	0	0	0	0
Faculty of Logistics and Crisis Management	2	3	0	0	0	0
TOTAL	173	73	51	40	76	472

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

Tomas Bata University in Zlín	Numbers of degree courses	Numbers of students studying the degree courses
Faculty of Management and Economics	13	2,001
Faculty of Multimedia Communications	5	100
Faculty of Applied Informatics	7	170
Faculty of Humanities	15	2,184
TOTAL	40	4,455

TABLE 8.4: TRANSFER OF KNOWLEDGE AND RESEARCH RESULTS INTO PRACTICE

Tomas Bata University in Zlín	In the CR	Abroad	Total number	Total income
Number of new spin-off/start-up companies				
Patent applications submitted	10	3	13	
Patents granted	12	2	14	
Utility models filed	6		6	
Licence agreements valid as at 31/12	15		15	
Licence agreements newly concluded	5		5	CZK 76,132
Contract research, consultations and counselling			352	CZK 14,424,650
Paid educational courses for staff of entities of the application sphere			4	CZK 50,000

Information Summarizing Table 8.4

Newly concluded licence agreements, contract research, consultations, counselling and paid educational courses for staff of entities of the application sphere	Total number	Total income
	361	CZK 14,550,782
	Average income per contract	
	CZK 40,307	

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

On 1 September 2016, the amendment to the Higher Education Act came into force, which puts great emphasis on the internal evaluation of quality, and that particularly in the sphere of education and R&D and creative activities carried out at higher education institutions. Among other issues, the obligation to update or newly prepare selected internal regulations of TBU arises from the amendment. Those are continuously commented on at meetings of the TBU Academic Senate (TBU AS) and at meetings of other committees of the University. The most important among the internal regulations is the TBU Statute; the updated version thereof has already been registered by the MEYS.

In compliance with this Act, TBU is also obliged to monitor the dropout rate, rate of due completion of studies, the success rate in admissions and employability of graduates from degree programmes in the labour market. Steps leading to a systematic evaluation of these indicators were taken by the individual faculties and on behalf of the whole University.

In 2016, similarly as in the previous years, graduate employability in the labour market was a closely watched indicator evaluated twice a year, and that based on numbers of graduates registered at the Employment Office and released by the Ministry of Labour and Social Affairs. Other quantitative indicators were monitored at meetings of the Rector's Advisory Council and at other meetings held in the course of the year – i.e. indicators concerning the scientific and artistic performance of the higher education institution, international mobility and internationalization of the University, the level of qualification acquired by academics, and other areas. When evaluating the activities of TBU as a whole, as well as during the evaluation of the individual faculties, indicators monitored by the QS World Universities Rankings and U-Multirank were considered and assessed within the internal evaluation process, as TBU submitted data for inclusion in these international university databases in 2016. Internal audits focused on indicators of quality and performance defined by the MEYS within the K-indicator in the previous years play a significant role in the evaluation of activities carried out at TBU.

Another important step taken in compliance with the Amendment to the Higher Education Act and leading to the strengthening of quality of the individual activities carried out at TBU is the establishment of the Internal Evaluation Board (IEB). The process concerning the nominations of the prospective members of this Board took place and, in the course of the second half of 2016, the nominations were discussed at meetings of the Rector's Advisory Council, TBU AS and other University bodies. After it has been established, the IEB shall, in particular, supervise the implementation of internal evaluation of quality of educational, R&D, creative and other related activities of TBU.

In 2016 TBU became a member of a consortium of Czech higher education institutions which aims to establish long-term collaboration in the sphere of management of quality of technical education, support the sharing of capacities and experience of the HEIs during the preparation of the quality evaluation system in cooperation with employers and in connection with shared use of international experience. The aims set will be fulfilled during the implementation of the joint Centralized Development Project entitled "Strategic Cooperation of Higher Education Institutions Aimed at the Management of Quality of Technical Education in Accordance with the Needs of the Society and with Knowledge Economy".

The department of Internal Audit, which forms, together with the management control, the cornerstone of the internal control system as defined in the Act No. 320/2001 Coll. on Financial Audit, has been operating at TBU for more than thirteen years. The following audits and audit examinations were carried

out and duly completed by the department of Internal Audit at TBU in 2016 and are listed in chronological order according to the start date:

- Audit examinations conducted at selected TBU faculties and focusing on human resources in accordance with instructions given by the Rector
- Audit into the preparedness of TBU for an establishment of the internal system of assurance and evaluation of quality of educational, R&D and related activities of a higher education institution
- Audit into the evaluation of pedagogical activities of academics, taking into consideration the extent of their R&D and creative activities in the academic year 2015/16
- Audit into internal regulations of TBU
- Audit focusing on projects funded by the Operational Programme "R&D for Innovations"
- Audit focusing on classes provided by academics holding the degree of Professor and Associate Professor in the summer semester of the academic year 2015/16
- Audit into the use of lecture rooms and halls in TBU buildings

Based on all audits carried out, the relevant final reports were elaborated and submitted for comments to the senior executives of the audited departments or to employees authorized by them in advance, who thus had an opportunity to give their opinion regarding the mentioned findings and recommendations. After incorporating these comments into the audit report, the internal auditor elaborated a final version of the relevant report and submitted the same to the Rector and to other concerned senior executives at TBU. The summary of the most important findings and recommendations arising from the audits carried out in 2016 was submitted to the Rector of the University in an annual report on activities of the department of Internal Audit. The annual report also contained notifications regarding the fact that some of the recommendations given in the above-mentioned audits had not been implemented as yet.

10. NATIONAL AND INTERNATIONAL EXCELLENCE

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

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

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

Another international project accepted for funding and implemented in 2016 was funded by the Bilateral Scholarship Programme EEA and by the Norway Grants, and entitled "Building a Researcher Team in the Field of Social Economy as Sources of Sustainable Economic Growth of Post-Industrial European Regions".

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

Recently, the FaME has become a coordinator of an ERASMUS+ project focusing on the support of classes in entrepreneurship for university students, joined by Junior Achievement (o.p.s. - Public Benefit Organization) and Junior Achievement Europe as other partners.

FMC: In order to promote the Czech design, the Faculty had a display at the Design Week in Milano and at the Design Festival in Lodz. Within the month of Czech-German friendship, the Faculty also participated in an exhibition held in Dresden.

The Faculty was an active member of international professional associations, namely ELIA and CILECT. ELIA (European League of Institutes of the Arts) represents an independent network composed of approximately 300 institutions from 47 countries, which provide education in all fields of arts (dance, design, theatre, visual arts, music, media, architecture). The ELIA association receives support from the European Commission, from the Dutch Ministry of Education, Culture and Science and from the European Cultural Foundation. The CILTEC (Centre International de Liaison des Ecoles de Cinéma et de Télévision) is an International Association of Film and Television Schools. The Association includes over 160 educational institutions providing education in audiovisual arts. The CILECT serves as a platform for communication between schools, facilitates the communication between the individual institutions, thus enabling, among others, a flow of students and teachers among the member schools.

FAI: The Faculty participated in the implementation of the international project entitled "Optimization modelling and statistical processing for demand based problems – marketing decision-making support" funded by the Norway Funds. Moreover, the Faculty was also involved in three national research projects – Support of

Sustainability of Development of the Centre for Security, Information and Advanced Technologies, RESILIENCE 2015: Dynamic Evaluation of Resilience of Interrelated Subsystems of Critical Infrastructure and Non-conventional Management of Complex Systems.

FHS: The publication series entitled "Zlín Proceeding in Humanities" was launched, featuring conference proceedings and proceedings of workshops organized by TBU in the area of humanities, which were published for several years. The series is aimed at monitoring and recording the latest trends of research in the area of philology particularly in the Central European region. All volumes of the series are reviewed in accordance with international scientific and ethical standards. The Faculty also published the journal Sociální pedagogika I Social Education indexed in many world-renowned databases, among others in the database ERIH Plus.

Lectures by significant experts were also held at the Faculty, namely by Prof. Pamela and Viliam Havic from Clemson University, USA, and Prof. Ivan Dimitrov from Sofia University in Bulgaria.

FLCM: The Faculty participated in the European research initiative entitled COST. Within the research event entitled "Citizen science to promote creativity, scientific literacy, and innovation throughout Europe", the Faculty prepared the project "Geographical aspects of Citizen Science: Mapping trends, scientific potential and societal impacts in the Czech Republic". A representative of the FLCM was a member of the Management Committee. The Faculty also participated in the project "Virtual Laboratory for Tuition of Computer Simulation and Distributed/Parallel Calculations Based on Finite Element Method" funded by the Slovak Ministry of Education. In 2016 the FLCM became a member of the CEEPUS programme with the project "Fostering sustainable partnership between academia and industry in improving applicability of logistic thinking (FINALIST)". Single lectures by international experts also took place at the Faculty.

10.B NATIONAL AND INTERNATIONAL AWARDS RECEIVED BY TBU

- TBU:** • The University was placed 3rd in the competition for the best display at the Gaudeamus Fair in Brno.
- FaME:** • The Faculty was placed 2nd among public higher education institutions in the survey "Faculty of the Year 2016" in the category of economics.
• The Faculty was placed 3rd in the ranking of higher education institutions in the category of economics published by the Týden magazine.
• Jiří Doležal and Jan Emler won the 1st place in the contest of student business projects "My First Milion".
• Silvie Kaprálová and Marta Hulínová won the 3rd place in the contest of student business projects "My First Milion".
• Michaela Poláčková won the Jean Monnet Prize for the best student in a degree course at the Huddersfield Business School, Great Britain.
- FMC:** • 1st place for Terézia Rotterová in the photography contest "Water in Stream"
• 1st place for Václav Huleš in the student film contest entitled "The Night of Film Talents"
• 1st place for Robert Hlož in the "Night of Student Films" contest
• 1st place for Noemi Valentíny at the Animánie film festival
• 1st place at the GUKIFF film festival and Certificate of Appreciation at the Euganea Film Fest and at the Animánie film festival for Veronika Zacharová
• 1st place for Jan Černý in the Fresh Designer Fashion Live contest
• 1st place for Miroslav Mihalik in the contest organized by Jan Pivečka Foundation
• Nikola Mrázková won the main prize in the Design.S contest.
• Frederik Dedík won the main prize in the POPAI Student Award contest.
• Michal Zeman won the main prize in Grand Prix Mobitex 2016.
• 2nd place for Zdeňka Fusková in the Design Talent contest
• 3rd place for Erik Dusinský in the photography contest "Water in Stream"
• 3rd place for Matěj Skalický in the photography contest "Water in Stream"
• 3rd place for Martin Velič in the "Night of Student Films" contest
• 3rd place for Lucia Krivá in the Staged contest
- FAI:** • The Faculty finished the runner-up in the ranking of higher education institutions providing education in informatics published by Hospodářské noviny newspaper.
• Luboš Špaček was placed 4th to 8th in the IT-SPY contest aimed to select the best Master's thesis in the sphere of IT and entered by students from the Czech Republic and Slovakia.

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

No evaluation was carried out in 2016.

11. THIRD ROLE OF THE HIGHER EDUCATION INSTITUTION

11.A TRANSFER OF KNOWLEDGE INTO PRACTICE

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

17 licence agreements are registered with the TTC, out of which 5 were concluded in 2016.

Furthermore, 6 agreements on cooperation with business and industry and 15 agreements on cooperation and on the use of R&D results during the implementation of a joint project were registered with the TTC, with 3 of them concluded in 2016.

Transfer of technology and knowledge was also carried out through the mediation of professional associations whose members are the TTC or the TTC's patent officers:

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

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

- a) Contract and collaborative research, which tested and developed the collaboration with the business sector; this development was reflected in an increase in the contract research.
- b) Projects of applied research and experimental development funded in particular by national providers; in that case, the transfer of knowledge into practice was always the subject matter of an agreement on the use of results of the implementation of the relevant project.

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

In 2016 the CIC UPPER was opened. The Centre is intended for start-up companies active in the field of creative industries and for the FMC Audiovisual Centre. The Centre also performed an advisory role in accordance with the needs of companies newly established by students of/graduates from TBU faculties.

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

TBU is intensively involved in the development of the region, which is evidenced by the fact that TBU received the highest award in the form of "five stars" awarded in the ranking featuring higher education institutions and compiled by the Education Policy Centre of Charles University.

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

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

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

FaME: A new activity of the Faculty was represented by the Centre for Support of Entrepreneurship aimed at promoting and supporting business activities as a basic element of an economically successful region in cooperation with the TIC and with the regional subsidiary of CZECHINVEST. The Faculty also participated in preparations of the establishment of a mechanical engineering cluster in the Zlín Region. The Department of Regional Development, Public Sector Administration and Law participated in preparations of conceptual and strategic materials for authorities of the Zlín Region and of the Municipality of Zlín. Within corporate volunteering, employees of the FaME took part in projects of public benefit, aimed to support organizations active in the region such as Unie Kompas, Alzheimer Disease Centre Zlín, IZAP Slunečnice, ZOO Lešná or children's home in Zlín. In connection with the launch of a project supporting classes in entrepreneurship for university students, the Faculty was visited by MVDr. Pavel Bělobrádek, Ph.D., Deputy Prime Minister of the Government of the CR, and by Ing. Michaela Šojdrová, member of the European Parliament.

FMC: The Faculty actively participated in the establishment of the Zlín Creative Cluster, with 28 large, medium-sized and small companies of the region joining the Cluster as members. The Dean of the FMC was elected the President of the Cluster. Thanks to the FMC's membership of the Cluster, consultations on the needs of employers in creative industries and their connection with the education provided were held at the Faculty. The Cluster was incorporated into the project "Smart Accelerator – Development of the Innovation Market in the Zlín Region". The Faculty had also intensive negotiations with representatives of the Section of Culture of the Municipality of Zlín and collaborated on a joint preparation of a medium-term strategy for the support of culture for the Municipality of Zlín. The FMC organized the second edition of the Zlín Design Week focusing on design in the Zlín region and the CR, and the 7th edition of the international student contest Design Talent entered by students from 200 countries worldwide. Under the auspices of the Ministry of the Environment, the FMC coordinated a twelve months' project "Water for All" of societal benefit. The Faculty also actively collaborated on the preparation of the programme of the Zlín film festival.

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

FHS: The Faculty collaborated with Tomas Bata Regional Hospital on the following projects: Donate Blood with the FHS, Let's Give a Chance for Life (Inclusion in the bone marrow donor register), book reading for patients in the children's ward and the involvement of children in play in the children's ward. Furthermore, the FHS participated in the Charity Jumble Sale for the Dotek Vizovice organization and in the event entitled Senior Cup in cooperation with the Zlín Region and with Luhačovice Spa, PLC, to a significant extent.

FLCM: The Faculty cooperated with all municipalities with extended competencies in the Zlín Region. In other regions, cooperation with municipalities with extended competencies was enhanced. The Faculty collaborated with the Zlín Regional Authority; discussions with the Vysočina and the Olomouc Regional Authorities took place, leading to a formal confirmation of the types of cooperation already in existence. The Faculty collaborated with the above-mentioned Regional Authorities during the organization of internships for students as well as during the elaboration of Bachelor's theses. Thus, students had an opportunity to contribute to an improvement in the crisis management in the individual institutions. Furthermore, the FLCM was involved in various educational activities carried out in the surroundings of its seat. The Faculty organized a cycle of popular science lectures within the Science Café project. The Faculty also organized the event entitled Let's Give a Chance for Life (Inclusion in the bone marrow donor register), and an international conference focusing on crisis management. During the summer holidays 2016, the Faculty organized two

one-week sessions of a summer day camp aimed at acquiring basic skills in population protection and getting acquainted with the purpose and activities of the Integrated Rescue System. The camps were intended for children of lower primary schools.

UNI: The development of services and activities of the TTC was in accordance with the needs of the region and of regional partners and contributed to the provision of functional transfer of results of activities connected with applied research into practice.

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 facilitates 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-level research units of European importance, TBU could be considered a significant supranational centre of science. Via Bata Centre in Vietnam, TBU expanded its activities in the area of Southeast Asia.

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

FT: The Faculty collaborated with a number of significant universities and research centres situated in and outside Europe in the form of submission of joint projects and of joint publication outputs. In 2016, experts from the FT and the FAME collaborated on modification of a special medical vehicle for transportation of patients with highly infectious diseases. The vehicle will be presented at international medical fairs held in Germany, Russia and Kazakhstan.

FaME: The Faculty was a member of international organizations associating higher education institutions, namely SPACE Network, Nice Network, Cranet Network. Academics from abroad were also interested in habilitation and professorial appointment procedures in Enterprise Economics and Management held at the FaME. In 2016, the first habilitation procedure at the request of a teacher from a university in Poland took place. The trans-regional activities are evidenced by the increasing percentage of contributions from other HEIs, including foreign institutions, in the scientific journal published by the Faculty, entitled Journal of Competitiveness, included in the List of Reviewed Journals released by the Government Office for Science, Research and Innovations and, since 2015, indexed in the ERIH+ database. In 2016, experts from the FT and the FAME collaborated on modification of a special medical vehicle for transportation of patients with highly infectious diseases. The vehicle will be presented at international medical fairs held in Germany, Russia and Kazakhstan.

FMC: The Faculty had its representative in the advisory body to the Office of the Government for Coordination of Science, Research and Innovations, in the Subcommittee for Cultural and Creative Industries. The Faculty was invited to share experience in the sphere of creative industries with other Czech higher education institutions specializing in arts; the FMC was invited to take part in a conference entitled "A Centre of Interest" and held at the Arts Institute in Prague. The Faculty had also active communication with representatives of municipalities in Brno, Pilsen and Prague in the area of cultural and creative industries. Meetings with JUDr. Kateřina Kalistová, Deputy Minister for Management of the Living Arts Section of the Ministry of Culture, and Mgr. Arnošt Marks, Ph.D., Deputy Chairman of the Research, Development and Innovation Council, took place at the Faculty. Issues related to cultural and creative industries were jointly developed.

FHS: The Faculty organized international conferences in the spheres of its activities. The 8th edition of the conference on Anglophone studies "From Theory to Practice" took place; the Faculty also organized the conference Child – Childhood – School, and, in 2016, the Faculty was the principal organizer of the international conference Family – Health – Disease, which takes place alternately in the CR, in Slovakia and in Poland. Activities of the Sociální pedagogika | Social Education journal, which publishes contributions in English as well, thus raising the awareness not only of the relevant specialization but also of its home institution, are also of national importance.

FLCM: The Faculty was preparing a methodology for the sphere of museology, namely for a risk analysis to be carried out in organizations working under the aegis of the Ministry of Culture of the CR. The Faculty also participated in the Days of Science and Technology organized by the Academy of Sciences of the CR.

TABLE 12.1: ACCOMMODATION, CATERING

Tomas Bata University in Zlín	Number
Total bed capacity of TBU Halls of Residence	866
Bed capacity in rented facilities	0
Number of applications for accommodation submitted by 31/12/2016	948
Number of satisfied applications for accommodation as at 31/12/2016	948
Number of days on which the accommodated persons used the accommodation service in 2016	288,975
Number of meals served in 2016 to students	167,525
Number of meals served in 2016 to employees of TBU	65,750
Number of meals served in 2016 to other diners	19,213

TABLE 12.2: UNIVERSITY LIBRARIES

Tomas Bata University in Zlín	Number
Book acquisitions in 2016	4,791
Library stock in total	129,427
Number of subscribed periodicals:	201
- Electronic periodicals (estimate)	500
- In both forms	1

TABLE 12.3: TBU INSTITUTIONAL PLAN IN 2016

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
1. Development of internationalization at TBU	0	6,900	As at 31/12/2015	As at 31/12/2016
1. Number of international students			9.5 % of the total number of students	9.52 % of the total number of students
2. Number of international students - self-paying students			84 students	93 students
3. Number of outgoing students			55 students	45 students

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
2. Improvement in language skills of employees	0	1,375	As at 31/12/2015	As at 31/12/2016
1. Enhancement and improvement of the language level in lectures and seminars held in English				YES
2. Improvement of English communication skills of staff				YES
3. Increase in the number and improvement in the quality of papers presented in English at international conferences				YES
4. Facilitation of communication between Czech and international employees				YES
3. Development of internal and external quality of TBU	0	4,151	As at 31/12/2015	As at 31/12/2016
1. Number of Ph.D. students in their final year of study and of Ph.D. graduates who received support			5 persons	Another 5 persons
2. Internal system of quality evaluation of R&D and creative activities carried out at TBU			At present, no such system has been comprehensively prepared at TBU.	Continuously in implementation
4. Support of cooperation with business	0	1,300	As at 31/12/2015	As at 31/12/2016
1. Number of licence contracts concluded			12	14
2. Number of concluded "Partnership Contracts and Agreements on Acquisition of Rights to Use Documentation"			2	3
3. Number of international patents			1	2
4. Number of supported proof-of-concept and pre-seed projects			0	4
5. Increase in the competitiveness of TBU in the international environment	0	2,205.5	As at 31/12/2015	As at 31/12/2016
1. Number of project applications submitted to the HORIZON 2020 programme (The EU Framework Programme for Research and Innovation offering funding for European research, development and innovations in the period from 2014 to 2020)			3 project applications submitted	Submission of another 4 project applications

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
6. Development of information and communication technologies at TBU	3,597	1,464	As at 31/12/2015	As at 31/12/2016
1. Electronic registration of staff training as required by law including automatic checking of dates			Manual processing of data outside the SAP system	Electronic registration of data in the HR SAP module
2. Electronic registration, processing and dealing with industrial injuries of staff			Manual processing of data outside the SAP system	Continuously in implementation
3. Automatic process of renewal of personal protective work equipment			Simple registration in the AM/IM SAP module only (registration of assets)	Continuously in implementation
4. Electronic registration of incoming and outgoing invoices, invoice settlement sheets, annexes to invoices in the SAP system			Prepared analysis of the system to be used, registration of invoices, invoice settlement sheets and annexes outside the SAP system	Continuously in implementation. Performance was transferred to the year 2017 due to extensive alterations in legislation and to an upgrade in the SAP system.
5. Upgraded supplementary system "FAIN" for registration and compilation of inventories of assets using bar codes			Original system purchased in 2006 including 5 old terminal devices and 2 printers	Continuously in implementation
6. Upgraded supplementary system for processing of travel allowances			Original customer system purchased in 2005, after an upgrade of the SAP system in 2016 as a standard "Travel Management" module	Continuously in implementation
7. The Alfresco document management system enhanced by adding technical and operational documents	The Alfresco system used for inclusion of contracts; technical and operational documents to be stored on local discs	Technical and operational documents stored and provided access to within the Alfresco system		

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
8. The Alfresco document management system enhanced by adding internal rules and regulations			Internal rules and regulations posted on the website	Continuously in implementation
9. The Alfresco document management system enhanced by adding minutes			Only selected minutes posted on the website	Continuously in implementation
10. Enhanced server infrastructure including service support			Disc arrays purchased in 2012, server infrastructure purchased in 2013, network connection with the speed of 10 Gb	Continuously in implementation
11. Renewed monitoring system of network operation including support			FlowMon monitoring system purchased in 2008, upgraded in 2012	Renewed FlowMon system with new probes and a collector, enhanced support
12. Enhanced network infrastructure used for wireless connection in University buildings			Wireless (WiFi) infrastructure purchased in 2014	Enhanced support of the Cisco Prime Infrastructure. The planned upgrade and WiFi extension were not implemented due to the pending completion of the construction of the Educational Complex; this part of the task was transferred to the year 2017.
13. Putting of the next-generation library system into operation			End of development of the Aleph library system	Study into and recommendation as to the selection of a next-generation library system

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
14. Development of services offered in virtualized computer rooms			Basic implementation of VDI	Stabilized infrastructure of VDI
15. Creation of an environment for presentation of R&D results			No uniform environment for public presentation of R&D results	Continuously in implementation
16. Elaboration of an overall audit of safety at TBU in Zlín			No material comprising a summarized long-term and medium-term concept of development of safety	Continuously in implementation
17. Upgrade of the SW of the Avaya telephone exchange system			Avaya telephone exchange system - system platform in the R6.0 version	Upgrade of all parts of the Avaya telephone exchange system (Avaya Media Gateway, Avaya Communication Manager, Utility Server, Session Manager including System Platform virtual servers) to the R6.3 version
7. Programme aimed to support marketing activities	0	950	As at 31/12/2015	As at 31/12/2016
1. Participation in education fairs held in Prague, Brno, Bratislava and Nitra - number of attendees informed about degree programmes and courses offered at TBU in Zlín			Not carried out within the Institutional Plan in 2015	Approx. 51,000 attendees (Source: Websites of the Gaudeamus and Académia education fairs)
2. Illuminated TBU logo - The inhabitants of Zlín will be permanently reminded of the presence of the University in the town of Zlín.			Carried out within the Institutional Plan in 2015 – the logo was placed onto the roof of the U6 building.	Not carried out in 2016

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
8. Development of student counselling and of graduate employability			As at 31/12/2015	As at 31/12/2016
1. Absolute number of unemployed graduates from TBU			Total number of graduates from TBU in Zlín registered by Employment Offices in the CR as at 30 April 2015: 129 registered graduates. As at 30 September 2015 - 244 unemployed graduates.	Total number of graduates from TBU in Zlín registered by Employment Offices in the CR as at 30 April 2016: 121 registered graduates. As at 30 September 2016 - 225 unemployed graduates.
2. Number of clients of the Counselling Centre (hereinafter referred to as "CC"). Fully use the services provided by the TBU Counselling Centre. The number of clients of the Counselling Centre and the number of individual consultations and comprehensive examinations provided is used as an indicator.	0	1,050	Number of individual consultations and comprehensive examinations provided by the Counselling Centre in the summer semester 2014/15 – 121, in the winter semester 2015/16 - 86.	Number of individual consultations and comprehensive examinations provided by the Counselling Centre in the summer semester 2015/16 – 114, in the winter semester 2016/17 - 87.
3. Number of students/graduates newly registered in the JC, number of consultations provided, number of attendees to courses/workshops/lectures, number of attendees to job fair			Total number of students/graduates newly registered in the JC in 2015 - 263 Number of consultations provided in 2015 – 275 Number of attendees to courses/workshops/lectures held by the JC in 2015 - 227 Number of participants in the Business Days 2015 job fair – 1,700 attendees, 60 exhibitors	Total number of students/graduates newly registered in the JC in 2016 - 306 Number of consultations provided in 2016 – 346 Number of attendees to courses/workshops/lectures held by the JC in 2016 - 274 Number of participants in the Business Days 2016 job fair – 1,700 attendees, 71 exhibitors

Tomas Bata University in Zlín	Financial resources provided (thousand CZK)		Fulfilment of the aims/indicators set	
	Investment resources	Non-investment resources	Initial situation	Target situation
4. Registration of special needs students in the Counselling Centre and extension of the range of services provided by the Counselling Centre to such students			As at 30 September 2015, 12 special needs students were registered at TBU.	As at 30 September 2016, 31 special needs students were registered at TBU.
9. Support of information resources and development of activities carried out by the Bata Information Centre	0	2,200	As at 31/12/2015	As at 31/12/2016
1. Number of searches in the TBU central portal of information resources			35,000	36,498
2. Creation of conditions suitable for an increase in the amount of R&D and creative activities of the University			TBU portal of information resources has been created	Improvement in the functionality of the TBU portal of information resources
3. Creation of the portal entitled "Bata International"			No portal has been created as yet	Creation of the portal and test operation
4. TBU University Press			Services by external companies used to carry out publishing activities	Elaboration of a feasibility study, establishment of the TBU University Press
5. Number of attendees from outside the town of Zlín informed about the work and legacy of Tomas Bata			150	210
TOTAL	3,597	21,595.5		

PART 2

FULFILMENT OF PRIORITIZED
TASKS SET IN THE UPDATE OF
THE STRATEGIC PLAN FOR
EDUCATION, SCIENCE, RESEARCH,
DEVELOPMENT, INNOVATION, ART
AND OTHER CREATIVE ACTIVITIES
OF TOMAS BATA UNIVERSITY IN
ZLÍN FOR 2016

1. EDUCATION

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

In the course of 2016, a concept of an offer of optional courses intended for TBU students was prepared, and that in the form of options of choice between modules offered by the faculties. The 18 modules prepared and the incorporation thereof into the offer of optional course units in the relevant degree programmes and courses in accordance with recommendations given by the Degree Programme Board ensures their accessibility for students of all faculties starting from the academic year 2017/18.

Topics focusing on transfer and management of the innovation process and on Industry 4.0 were incorporated in classes taught within selected degree courses, i.e. in lessons provided at the faculties.

AIM 2: PREPARE AND IMPLEMENT A NEW CONCEPT OF LANGUAGE TUITION AT TBU

A new concept of language tuition was prepared by the FHS, which provides language tuition across the whole University.

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

In 2016, the following degree programmes and courses were prepared and accredited (or the validity of the accreditation was extended) as planned and listed in the Update of the Strategic Plan for 2016, except for:

- Bachelor's programme in Chemistry and Technology of Environmental Protection, degree course in Environmental Engineering (full-time and part-time mode of study) taught in Czech
- Follow-up Master's programme in Chemistry and Food Technologies, degree course in Analysis and Assessment of Food and Dishes (full-time and part-time mode of study) taught in Czech
- Doctoral programme in Economic Policy and Administration, degree course in Public Sector Administration and Regional Development (full-time and part-time mode of study) taught in Czech
- Follow-up Master's programme in Philology, degree course in Anglophone Area Studies (full-time mode of study) taught in Czech
- Bachelor's programme in Philology, degree course in Chinese for Business Administration (full-time mode of study) taught in Czech
- Follow-up Master's programme in Nursing, degree course in Nursing in Community Care (full-time and part-time mode of study) taught in Czech
- Bachelor's programme in Logistics, degree course in Applied Logistics (full-time mode of study) taught in Czech
- Bachelor's programme in Process Engineering, degree course in Risk Control (full-time and part-time mode of study) taught in Czech

In case of the above-mentioned degree programmes and courses, the applications for planned new accreditations were postponed owing to the altered conditions arising from the amended Higher Education Act and from standards set for accreditation of degree programmes in compliance with the Government Decree No. 274/2016 Coll., on Standards for Accreditation in Tertiary Education. In case of extensions of the validity of accreditations, the applications became futile due to the extension of the validity of accreditations which were close to the expiry date until 31 August 2019 in compliance with the Act.

In 2015, a study into the options of cluster initiatives to be undertaken by machine-building companies based in the Zlín Region was conducted at the FaME. Negotiations on the Committee to be established continued in 2016, focusing on educational activities for the needs of machine-building companies.

In 2016, the habilitation and professorial appointment procedures in the degree course in Multimedia and Design (FMC) and in the degree course in Tools and Processes (FT) were accredited. It was a new accreditation in case of both degree courses.

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

Within doctoral programmes, two degree programmes and courses were accredited on behalf of TBU, which are carried out in the CPS:

- Material Sciences and Engineering, degree course in Biomaterial and Biocomposites (full-time and part-time mode of study) taught in Czech and English. Accreditation was obtained for 4 years.
- Nanotechnology, degree course in Nanotechnology and Advanced Materials (full-time and part-time mode of study) taught in Czech and English. Accreditation was obtained for 4 years.

At the FT, the validity of the accreditation of the doctoral programme in Chemistry and Food Technologies, degree course in Food Technology (full-time and part-time mode of study), taught in Czech and English, was extended until 2024.

At the FaME, the validity of the accreditation of the follow-up Master's programme in System Engineering and Informatics, degree course in Industrial Engineering, was extended until 2019; the research-oriented doctoral programme in System Engineering and Informatics, degree course in Industrial Engineering was prepared.

3 project applications aimed at developing research-oriented degree programmes with TBU as the principal applicant and one project where TBU is a project partner institution were submitted to the Operational Programme "Research, Development and Education". Another project application was not recommended for funding.

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

At the FaME, classes in compulsorily-optional course units "Project Management I and II", "Corporate Management I and II" and "Culture of Spoken and Written Communication", and in compulsory course units "Basics of Project Management/Corporate Projects" continued. The offer of the course unit "English for Business Communication" including the option to sit the EBC examination confirmed by a certificate continued. In all degree programmes, students were required to complete one specialized course unit in a foreign language. The development of skills and competences of talented students was supported by organizing a Student Scientific and Expert Activities contest, by a continuing implementation of the "Talented Students" project and by the support of participation of students in the implementation of IGA projects. In 2016, another foreign national was employed part-time.

FMC: At the Faculty, the course unit Creative Writing was newly introduced; great emphasis was put on the preparation and presentation during defences of final semester theses and final state examinations. The offer of study periods/traineeships abroad was extended. In the Creative Industries Centre, mentoring in the sphere of business was carried out. Tord Boontje, a leading British designer, joined the Faculty.

FHS: Presentation, communication and project skills of students were developed within compulsory course units and voluntary events. The curricula of all degree courses comprised English classes, and the required completion of one specialized course unit in English. The use of Moodle was increasing. In September, another foreign national joined the Faculty.

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

The incorporation of the National Qualification Framework of Tertiary Education was gradually carried out in the form of preparations of new accreditations of degree programmes, and, concurrently, continuously during the incorporation of new rules arising from the amended version of the Higher Education Act and related decrees issued by the government into the graduate profile included in the existing accreditations of degree programmes.

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

TBU students were offered a number of appropriate traineeships in companies and placements in business and industry (Almost 200 vacancies were posted via the TBU Job Centre portal). TBU organized the Job Opportunities Fair – Business Days, where more than 70 exhibitors presented their offers and which was attended by more than 1,700 TBU students/graduates.

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

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

It is a process in gradual implementation.

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

This aim is expected to be implemented starting from 2017, with funding to be provided by a strategic project funded by the Operational Programme "Research, Development and Education".

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

The aim was continuously implemented with funding provided by strategic projects and projects supported by the Technology Agency of the Czech Republic - Gama.

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

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

The aim was continuously implemented.

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

The aim was continuously implemented, particularly in research centres.

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

The aim was implemented with funding provided by a programme aimed to support postdoctoral employees and funded by the Institutional Plan.

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

The implementation of the aim was enabled by using resources provided by IGA projects of interfaculty cooperation.

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

This aim is expected to be implemented starting from 2017, with funding to be provided by a strategic project funded by the Operational Programme "Research, Development and Education".

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

This aim is expected to be implemented starting from 2017, with funding to be provided by a strategic project funded by the Operational Programme "Research, Development and Education".

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

It is a process in gradual implementation.

3. QUALITY ASSURANCE

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

In the course of 2016, indicators of quality and performance of the University were monitored at meetings of the Rector's Advisory Council and at other meetings, focusing in particular on the detection of reasons for failures to achieve optimum values in some of the indicators evaluated. In order to fulfil the vision of becoming an internationally recognized university and in order to comply with the amended Higher Education Act, the orientation on quality management is a part of the strategic management and an essential prerequisite to making the University competitive. For this reason, a working group for quality management led by the Rector was established at TBU, with representatives of all faculties also joining the group as its members. During 2016 three meetings were held, at which the issues of internal evaluation of the quality of activities carried out at TBU were discussed. Members of this group were informed about the process map elaborated at the FaME. The quality management system applied at the FaME is, among others, based on indicators used in international rankings – e.g. U-Multirank and QS World University Rankings, as well as on indicators evaluated by the MEYS within the K indicator. At the meetings of the above-mentioned working group, a possible application of process management at other faculties and component parts of TBU was also discussed.

During the preparation of the proposal of the TBU Strategic Project (ESF) funded by the Operational Programme "Research, Development and Education" (RDE), selected spheres of quality management and strategic management of the University were analyzed, which shall contribute to an improvement in the quality of the educational process, R&D and creative activities and other related activities in such a manner as to enable to fully meet standards set for accreditations of degree programmes and for obtaining the institutional accreditation.

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

In the TBU Budget Rules for 2016, such components were included which also comprise qualitative indicators.

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

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

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

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

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

In December 2016, activities related to a planned analysis of doctoral programmes were started; the analysis is focused in particular on the implementation of practical training of PhD students in teaching. This analysis is carried out by the department of Internal Audit; the results thereof will be submitted to the Rector of the University, to the Deans of TBU faculties and to other concerned members of the TBU Management Board in the first months of 2017. Subsequently, conclusions drawn from the analysis carried out will be discussed at meetings of the Rector's Advisory Council with the aim of adopting the necessary and adequate measures.

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

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

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

4. DIVERSITY AND AVAILABILITY

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

A concept of inclusive education was partially created. The Rector's Directive entitled "Support of Special Needs Applicants and Students at TBU" including the Methodological Instruction was implemented. Special software, computers, a notebook and other compensatory aids were purchased for the Counselling Centre and hired out to students with specific learning needs. An active network of assistance services was created. Assistants were registered at all faculties, who provided study assistance services or transcripts of classes to their fellow students. A seminar was organized for the academic staff with the aim of increasing their awareness of the needs of students with specific learning disorders, featuring a series of concrete examples showing how such students can be helped during classes.

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

In 2016, the relevant part of the proposal intended for the TBU Strategic Project (ESF) was prepared; the following aims of this project can be named, among others: Development of an all-university centre for students with special learning needs through creating and improving the accessibility of educational facilities of TBU for special needs students, through an increase in the competences of a specialist team, of faculty coordinators/tutors, of teams composed of academic and other staff, and through offering better chances to students/graduates with special learning needs to be successful on the labour market.

In the TBU Nursery School Qočna, a nanny was hired to work in the youngest children's class in order to improve the quality of services provided.

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

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

Students successfully represented TBU in many sporting competitions, for example in the Czech Academic Games 2016, World University Games, sports leagues in tennis, futsal, volleyball, squash and others.

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

LL courses were offered directly at TBU faculties, the activity was coordinated by the Lifelong Learning Board. LL courses offered at all faculties were held according to the prepared schedule and in accordance with the strategic plan. The number of vocational courses tripled in size to 52 courses, the number of courses intended for hobby purposes doubled to 72. The total number of attendees to the LL courses reached the figure 3,967 (U3A not included).

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

As regards the Repository of Publication Activities of TBU, steps were taken related to the technological development of the system, and new functionalities were implemented (e.g. citation metrics). The process of integration of the repository with the system of the Information Register of R&D Results, with the Library system or the ORCID registry of authors continues to be worked on.

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

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

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

The University of the Third Age (U3A) takes the form of a two-year educational programme consisting of courses in various scientific disciplines, including both lectures and practical training. In 2016, the offer included computer lessons, lessons in digital photography, drawing, painting and calligraphy within visual arts, lectures on subjects from social sciences, technology, food technologies, etc. The number of attendees to U3A courses increased by 57 persons, which represents an increase by 4 %. U3A courses were held in Zlín, in Uherské Hradiště and also at the independent units in Vsetín and in Kroměříž. The topics of U3A courses offered were based on the interest shown by applicants from among senior citizens. The course entitled English Language for 50+ was particularly popular.

5. INTERNATIONALIZATION

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

The main source of funding provided to international mobility was the EC Erasmus+ programme. Study periods and traineeships held in countries that are not involved in the Erasmus+ programme received funding from resources of the MEYS, namely from the Institutional Development Programme. TBU organized motivation meetings aimed to promote mobility and integration of international students. Among other programmes providing funding to mobility, CEEPUS and the Norway Funds can be named.

During a SWOT analysis, prioritized destinations to be targeted both on behalf of the University and of the faculties were defined, different in case of recruitment of long-term students and in case of student exchange, in particular when comparing the individual faculties.

A sustainable financial mechanism intended for grants was created, to be used to support international students from economically disadvantaged countries. Scholarships from internal resources of the Rectorate were paid preferably to first-year students, i.e. to students studying in long-term PhD programmes; resources of the relevant faculties were used to grant other types of scholarships. Scholarships granted to students from the second year of study onwards were conditional on the study-related duties fulfilled by the student.

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

TBU supported the participation of international experts in educational and research activities carried out at TBU component parts. Experts from Germany, Austria, Bulgaria, Finland, Croatia, Lithuania, Poland, the USA, Portugal, Romania, Slovenia, Slovakia, the Ukraine and other countries participated in research and in classes with funding provided by a variety of projects and programmes.

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

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

Employees and students were offered courses in English, Chinese, Russian, Spanish and other languages free of charge. Free Czech courses were organized for international students studying at TBU in long-term degree programmes taught in English.

The fact that the posts of the Vice-Dean for International Affairs and of at least one assistant to the Vice-Dean were filled at every Faculty contributed to an increase in the efficiency of the communication process with international students. The International Office used social networks to communicate with students and made every effort to simplify the administration of student mobility using the implementation of electronic signatures on documents.

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

Students participating in mobility had an opportunity to apply at the relevant faculty for funding or additional funding of their mobility, in addition to the resources received from the International Office.

The International Office provided funding from the resources received from the MEYS to support mobility of no less than 28 days. The Erasmus+ programme enabled a support of mobility of no less than 2 months. In case of shorter mobility, students could apply for funding at the relevant faculty. TBU preferred an allocation of the financial support available to a higher number of students participating in shorter mobility rather than to longer mobility of fewer students.

While the student mobility was registered in the IS/STAG system, mobility of the academic staff was registered in the SAP Information System for Financial Management only. Arrivals of academic employees were not registered in any of the mentioned systems. Therefore, a new portal entitled mobility.utb.cz was created, with data being imported from both above-mentioned systems into this portal, which also enabled manual entry of other mobility data.

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

TBU continued to focus its efforts on an offer of high-quality degree programmes which would, in combination with modern accommodation, high-standard buildings and a high-standard library, attract students from all over the world. In 2016, TBU experienced an increase in the number of students coming to TBU to take part in short-term study periods, usually of the duration of 4 months. Short-term study options were offered at TBU not only via the TBU website but also via websites of university partners. Three promotional videos were made, featuring international students who described their experience regarding their studies at TBU. The International Office continued to organize summer schools, which attracted students from all around the world who took part in a fourteen-day stay. The International Office intensively communicated with international students via social networks and, above all, via the TBU Facebook account. Efforts focusing on a maximum possible simplification of the online application for study in long-term degree programmes continued.

Thanks to collaboration between the International Office and the HRR, TBU succeeded in improving communication with accommodated students (information materials, language proofreading of the online accommodation system). The HRR simplified the booking of accommodation by introducing an online booking system also for international students.

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

The academic duties of PhD students included mobility abroad. Officers in International Offices at the faculties acted as principal consultants to students during the planning of this mobility; however, consultations were held in the International Office during the implementation of the EURAXESS project.

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

At all TBU faculties, conditions suitable for the recognition of a part of studies completed at an educational institution abroad were created. Course units completed during a study period at a partner educational institution were recognized in accordance with the so-called Learning Agreement. The procedure for recognition of credits obtained abroad was simplified and administered in the IS/STAG information system.

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

No new double degree programme was accredited in 2016.

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

TBU continued to intensively promote degree programmes accredited to be taught in English. Due to persistent problems with the validation of previously completed education, i.e. of documents submitted by international applications for study in Bachelor's programmes, attention was in particular focused on the recruitment of students to follow-up Master's and doctoral programmes. Study in these programmes was promoted not only at fairs abroad (Russia, Taiwan, South Korea, Malaysia, Great Britain, Vietnam), but also via specialized Internet portals (educations.com, studyin.cz, etc.), via webinars, in cooperation with recruitment agents.

A special portal was created at the address apply.utb.cz for the purposes of the actual process of submission of applications. The portal enables both a fully electronic submission of applications to study and direct communication with applicants as well as a simplified administration of applications submitted and automatic generating of the relevant decisions.

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

In late 2016, first steps were taken towards the establishment of the TBU International Centre aimed at providing a facility to the members of the Buddy system, whose members form an important element for the work with international students at TBU. The Centre shall also improve the conditions for the activities of recruitment agents to be found among international students of/graduates from TBU, who will be charged with the task of recruiting new students for TBU in the regions which are of interest to TBU.

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

The infrastructure was used particularly for research purposes – e.g. Mgr. Milan Balaban of the Bata Information Centre made journeys to India, the Netherlands, Serbia and Great Britain. TBU collaborated on research projects with the Bata company.

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

The inclusion of compulsory study periods/traineeships abroad at the faculties was ensured.

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

In order to simplify the admission procedure and communication with applicants interested in PhD programmes carried out at TBU, the portal entitled apply.utb.cz was launched, listing a well-arranged offer of doctoral programmes. In the course of 2016, contents were prepared in order to make the Internet portal even more attractive.

6. RELEVANCE

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

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

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

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

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

TBU established the Creative Industries and Entrepreneurship Centre and supported a total number of 18 start-up companies in 2016.

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

Processes at TBU related to the amendment to the Higher Education Act were launched immediately after the amendment in question was announced, and that by building a working team for the preparation of new internal regulations and starting the activities thereof. Thanks to these preparatory activities, it was possible to start the discussions on the submitted drafts of eight internal regulations of TBU at meetings of the TBU AS immediately after the amendment became effective. Among the mentioned regulations, the Election Rules of the TBU AS and the Rules of Procedure of the TBU AS were approved by the TBU AS on 6 December 2016 and registered by the MEYS on 14 December 2016. The remaining drafts discussed about were ready for approval at the end of 2016. Another step aimed to implement the amendment of the Higher Education Act within processes taking place at TBU was the decision on the establishment of the Internal Evaluation Board TBU (IEB) and on the number of the Board members. Voting on four candidates nominated by the TBU Academic Senate as prospective members of the IEB took place at the meeting of the TBU AS held on 8 November 2016, after the candidates had submitted their professional CVs and presented

their experience related to the evaluation of activities of higher education institutions.

In 2016, ten project applications were prepared and submitted to the Calls of the OP "Research, Development and Education" (TBU as the principal applicant). Project applications were prepared by the existing project teams – by the central team as well as by teams working at the component parts. If an extension of the project teams is necessary (owing to a higher number of calls and a growing administrative work and related costs), it will occur in the upcoming years.

TBU actively participated in the Employment Pact in the Zlín region, which forms a basis for the development of cooperation related to the labour market, employment rate and education for the labour market in the Zlín Region.

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

In order to fulfil this aim, the FHS continued for a third year in a row to implement the project entitled "From Beginner to Mentor" and funded by the MEYS in 2016. The project reacted to the needs of the Zlín region in the sphere of supporting strategies for Lifelong Learning and of career advancement of teaching staff in nursery, primary and secondary schools in the Zlín region. With funding provided by this project, a network of schools was created in order to share experience by the teaching staff including prospective teachers – students at the FHS. Taking into consideration the specific features of the region, attention was also paid to schools with a low number of classes, in addition to common urban schools, as these are frequently omitted. Within the educational modules created, work with physically disabled children and children with learning disorders was of major importance. Funding provided by the same chapter of the MEYS was used to support the project entitled Support of Regional Nursery Schools Offering Places to Children under 3 Years of Age.

7. DEVELOPMENT OF THE UNIVERSITY INFRASTRUCTURE

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

The construction work on the building was developed to the full extent. In 2016 the financial resources spent amounted to a total of CZK 157,674 thousand.

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

The AI Design studio (Prof. Eva Jiříčňá) prepared an architectural study of the new building of the Creative Industries Centre (new premises planned to replace the U3 building). It was followed by the preparation of and discussion on the project documentation for the zoning procedure to be organized by the INTAR Brno studio. In 2016 the Creative Industries Centre was temporarily located in the U11 building.

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

The following applications for project funding were submitted to the he European Structural and Investment Funds in August 2016:

- Strategic Project of TBU in Zlín (ESF)
- RIFT – Development of the Infrastructure at the Faculty of Technology
- Modernization of Educational Infrastructure at the FAI
- GEPOS – Complete renovation of A and B lecture rooms located in the U2 building
- ART GALLERY of TBU in Zlín

In the U2 building, the project “Replacement of filling of cavities in external cladding of the U2 building” was completed. The project was fully funded from financial resources of TBU; in 2016 the financial resources spent amounted to a total of CZK 29,430 thousand.

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

In connection with the Large Infrastructure Project, i.e. “E-infrastructure CESNET”, intermediate steps were taken as regards the use of new techniques and technologies.

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

In 2015, the first stage of the implementation of CAFM in the hardware infrastructure located at the Technical University in Ostrava took place. In 2016, the document repository run at the remote infrastructure situated outside TBU was enhanced by adding a depository of technical and operational documents.

Within the implementation of registration and filing of incoming and outgoing invoices and provision of access thereto in the SAP system, an analysis was carried out and a process concept was prepared in the SD, FI and CO modules.

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

In the IS/STAG system all necessary modifications arising in connection with amendments to the Higher Education Act were made, which became effective on 1 September 2016. The remaining modifications will be added in such a manner as to be in legal force in compliance with newly registered internal regulations of TBU on 1 September 2017.

In the SAP system, the target concept of the implementation of electronic registration of staff training was prepared as required by law including automatic checking of dates, and the implementation in the SAP system was launched in accordance with the mentioned system.

In cooperation between Moravian higher education institutions, the SAP system was upgraded by the contractor selected in a public tender. The upgrade was completed on 29 July 2016; on 31 October 2016, the enhanced support of productive operation of the system was terminated. The SAP Information System for Financial Management is currently run in the version ERP 6.0 EHP7, Netweaver 7.4. Oracle 12g Release 2 (12.1), Red Hat Enterprise Linux 7.1; an Unicode conversion was also made.

In order to comply with the Act No. 112/2016, on Registration of Sales, modifications were made in the Kredit and ISKaM systems; cash desks in the Refectory, in serveries and in the Residence Halls of the HRR were set, and the relevant internal rule was issued, all of the above-mentioned in connection with the first stage of the required process (concerning hotels and restaurants). Software equipment fulfilling the required functionality was purchased for purposes of electronic sales reporting in the main cash office.

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

In 2016, the offer of electronic information resources available was of a sufficient extent; at the same time, functionalities of the central portal of information resources were continuously improved, which was positively reflected in its wider use. As regards the upgrade of the library system, a comprehensive analysis of needs and of the market situation was carried out, and a small group of systems was selected to be tested in detail.

As for the virtualization of the computer rooms, the server section of the entire installation equipment was optimized; at present, a public tender aimed at renovating the outdated terminal workstations is in preparation.

The CzechElib Licensing Centre, a project aiming to ensure a centralized acquisition of electronic information resources for the whole Czech Republic, was launched only on 1 January 2017; in 2016, the situation was monitored and the parameters being prepared for the project's operation were commented.

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

TBU supported a total number of 18 start-up companies in 2016.

8. EXTERNAL AND INTERNAL COMMUNICATION OF THE UNIVERSITY

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

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

In 2016 a new visual style of TBU was completed and applied.

In 2015, Bata Centre in Vietnam was opened, with its activities being started in 2016.

Active communication with the media and publication of the TBU magazine “Universalia” served to strengthen the reputation of the University and the awareness thereof.

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

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

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

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

TBU paid close attention to the recruitment of high-quality students. In 2016, a new website of TBU was in preparation, to be launched in 2017. In November, the official TBU Facebook page in English was launched. English versions were added to the Czech versions of all mobile applications and online presentations of TBU. In 2016, TBU presented its activities to applicants for study in Czech by participating in five fairs of postsecondary education, and that in those held in Prague, Bratislava, Nitra, Brno and Košice. The quality of communication with prospective students is evidenced by the fact that TBU was placed third in the competition for the best display at the Gaudeamus fair in Brno. In this contest, the prospective applicants themselves gave an opinion on the presentation of the higher education institution at the fair, also mentioning the fact whether the HEI provided information on degree programmes/courses offered in a comprehensible manner, and whether it showed interest in prospective students. Information on degree programmes/courses offered was provided to international students at higher education fairs held in Seoul, Taipei, Moscow, Kuala Lumpur, Ho Chi Minh City and Liverpool. Brochures in Czech, Slovak and English and a special issue of the university magazine were published in order to provide information to prospective applicants.

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

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

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

An analysis of the current state of cooperation with graduates at the individual component parts was carried out, and the launch of a questionnaire survey amongst graduates was prepared. A TBU gala concert was organized; those among the graduates who intensively collaborate with representatives of the relevant faculties of TBU were invited to attend the concert.

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

By the end of 2017, TBU had 17 licence agreements and 6 “Partnership Contracts” (Contract for Work, Cooperation Agreement, Agreement on Acquisition of Rights to Use Documentation) registered at the TTC. In 2016, applications of 3 international and 10 Czech patents were submitted. Through the TTC, TBU supported 4 proof-of-concept projects.

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

TBU actively participated in the event entitled “Researchers’ Night”, which aims to promote science and scientists among the general public. TBU also created a series of online lectures by TBU teachers and by guests, who gave a lecture at TBU, available on YouTube to the general public. During the Zlín Film Festival, TBU organized the popular event entitled “Become a Scientist” and enabling children of school age to carry out interesting chemical and physical experiments.

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

At the beginning of 2016, the annual festive gathering of the academic community of TBU took place, where the Rector spoke, among other topics, about the plans of the University for the upcoming year. The academic community also gathered on other occasions such as the university concert, TBU Gala Ball, Rector’s Sports Day, Lighting Up of the University Christmas Tree, etc.

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

The staff of the Bata Information Centre carried out extensive research in archives in the Czech Republic and abroad. The research was aimed at obtaining of archival materials for scientific and research activities as well as at rescuing of valuable documents and archival records through digitization of the same. Besides, extensive activities featuring lectures took place, and that intended both for TBU students and for experts from among the public. In 2016, publishing activities were done in the form of academic papers.

Young researchers from the Technology Transfer Centre focused on research into shoes, shoe materials, and issue of shoemaking in projects entitled “Prototype Design for Individual Special Footwear”, “Interconnection between Prototype Design for Individual Special Footwear and Business and Industry” and “Innovation in the Manufacturing Process of Individual Outsoles with Slip-Resistant Properties”, and took the first steps towards the aim of converting Zlín into a world shoe research centre. Cooperation with the BATA, a.s. company on the “Bata Scanner Project” (Design of a prototype for individual special footwear) was confirmed by a Cooperation Agreement comprising a licence agreement.

9. FUNDING AND ORGANIZATION

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

The prioritized task of ensuring funding intended for the obligations of sustainability accepted by the University was included in the document entitled "TBU Budget Rules for 2016". The mentioned rules also comprised the intent of creation of a Strategic Development Fund containing resources allocated for funding of new strategic activities.

The following activities contributed to the fulfilment of criteria necessary to be met in order to obtain funding across the University: Activities of the TTC related to the provision and observance of legal protection of industrial property rights, activities connected with the provision of funding for projects implemented within the Strategic Development Fund and with the project accepted for funding by the Technology Agency of the CR and entitled Commercialization at TBU in Zlín (GAMA), including activities leading to ensuring of sustainability of two projects submitted to the MEYS – Development of the TTC at TBU, From Knowledge Development to Innovations. Therefore, TBU provides additional funding to the TTC from financial resources intended for the whole institution, as the TTC is considered a service unit of TBU in Zlín.

An optimization of the organizational structure at TBU component parts was started by proposing standard job positions for the category of other employees.

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

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

- 1 project application – Strategic Project of TBU in Zlín (ESF)
- 4 project applications – ERDF projects linked to the Strategic Project of TBU in Zlín (RIFT, GEPOS, ART GALLERY, MoVI-FAI)
- 3 project applications – ESF Ph.D. (FaME, FAI, UNI - CPS)
- 1 project application – Development of TT Expert Capacities at TBU in Zlín (UNI - TTC)
- 1 project application – Interdisciplinary Research of Intelligent Production, Security and Recycling Technologies (FAI)

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

In the Operational Programme "Research, Development and Education", no Decision on Grant Provision has been issued for any of the project application as yet. Internal regulations for management, funding and implementation of projects will be issued only after the project applications have been accepted by the grant provider.

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

The fulfilment of this aim was ensured using the documents “TBU Budget Rules for 2016” and “TBU Budget for 2016”, where TBU allocated resources to the individual component parts in accordance with an algorithm similar to that used by the MEYS when allocating resources to public higher education institutions, and that including the allocation according to qualitative and performance indicators. TBU has, in addition, introduced the so-called internal parameters: Expenses related to students and graduates, which reflect the actual activities of students/graduates at the relevant faculty/research centre.

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

TBU continuously carries out an assessment of unnecessary and little-used property; the suitable property is offered for sale. In 2016, new official cars were purchased, the cars no longer in use were sold.

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

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

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

All internal regulations of TBU were modified in accordance with alterations to the relevant Acts.

LIST OF TABLES

2.1	Numbers of Accredited Degree Programmes	17
2.2	Numbers of Degree Programmes Accredited in a Foreign Language	18
2.3	Joint/Double/Multiple Degree Programmes Carried Out in Cooperation with Foreign HEIs	19
2.5	Accredited Degree Programmes Implemented Jointly by TBU and Tertiary Technical Schools	20
2.6	Lifelong Learning Courses Offered at TBU (Numbers of Courses).....	21
2.7	Lifelong Learning Courses Offered at TBU (Numbers of Attendees)	22
3.1	Numbers of Students in Accredited Degree Programmes (Numbers of Studies).....	27
3.2	Numbers of Self-Paying Students (Numbers of Studies).....	29
3.3	Student Dropout Rate in 1st Year of Study (in %).....	30
3.4	Scholarships Granted to Students According to Scholarship Types (Headcount)	30
4.1	Numbers of Graduates from Accredited Degree Programmes (Numbers of Completed Studies).....	32
5.1	Interest in Studies at TBU.....	37
6.1	Total Numbers of Academic and R&D Staff and Other Employees (Converted Numbers).....	40
6.2	Age Structure of Academic and R&D Staff (Headcount).....	41
6.3	Numbers of Academic Staff According to Workloads and to Highest Completed Education (Headcount)	42
6.4	Foreign Nationals in the Academic and R&D Staff (Headcount).....	44
6.5	Numbers of Newly Appointed Professors and Associate Professors.....	44
7.1	TBU Participation in International Cooperation Programmes (Regardless of Source of Funding).....	46
7.2	Student, Academic and Other Staff Mobility According to Countries (Regardless of Source of Funding).....	47
7.3	Graduate Mobility (Percentage of Completed Studies).....	50
8.1	Numbers of Conferences (Co-)Organized by TBU.....	55
8.2	Numbers of Experts from the Application Sphere Working as Lecturers/Supervisors in Practical Training in Accredited Degree Programmes	56
8.3	Numbers of Degree Courses That Include Compulsory Practical Training Held during at Least 1 Month.....	56
8.4	Transfer of Knowledge and Research Results into Practice	56
12.1	Accommodation, Catering.....	64
12.2	University Libraries	64
12.3	TBU Institutional Plan in 2016.....	64

LIST OF THE MAIN ACRONYMS USED

AC	Accreditation Commission
BP	Bachelor's programme
CAER	Centre for Applied Economic Research
CBBE	Classification of Basic Branches of Education
CC	Counselling Centre
CEBIA-Tech	Centre for Security, Information and Advanced Technologies
CIC	Creative Industries Centre
CPM	Polymer Centre
CPS	Centre of Polymer Systems
DP	degree programme
DP	doctoral programme
DPT	Department of Physical Training
EUA	European University Association
FAI	Faculty of Applied Informatics
FaME	Faculty of Management and Economics
FHS	Faculty of Humanities
FLCM	Faculty of Logistics and Crisis Management
FMC	Faculty of Multimedia Communications
FT	Faculty of Technology
FUMP	follow-up Master's programme
HEDF	Higher Education Development Fund
HEI	higher education institution
HRR	Halls of Residence and Refectory
IEB	TBU Internal Evaluation Board
IGA	Internal Grant Agency
IS	information system
JC	Job Centre
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
NS	Nursery School
OP EC	Operational Programme "Education for Competitiveness"
OP EIC	Operational Programme "Enterprise and Innovations for Competitiveness"
OP RDE	Operational Programme "Research, Development and Education"
OP RDfI	Operational Programme "Research and Development for Innovations"
PHEI	public higher education institution
RC	Research Centre
REC	Regional Educational Centre
SLD	specific learning disorders
SLN	specific learning needs
SNS	Secondary Nursing School
SS	secondary school
SS	summer semester
STOČ	Students' creative and expert activities
SVOČ	Students' scientific and expert activities
TBU	Tomas Bata University in Zlín
TBU AS	TBU Academic Senate
TP	Technology Park
TTC	Technology Transfer Centre
TTS	tertiary technical school
U1 – U17	University buildings and premises
U3A	University of the Third Age
UISR	Union Information from Students' Registers
UNI	University Institute
WS	winter semester

Annual Activity Report 2016
Published by: Tomas Bata University in Zlín
nám. T. G. Masaryka 5555, 760 01 Zlín
in 2017
Pre-press: Z Studio, spol. s r. o.
Print: Profi-tisk group s. r. o.
Number of copies: 40
First edition
ISBN 978-80-7454-672-3



 Tomas Bata University in Zlín

