

EVALUATION REPORT FOR EVALUATION OF RESEARCH ORGANIZATION IN THE SEGMENT OF HIGHER EDUCATION INSTITUTIONS IN YEAR 2025

HIGHER EDUCATION INSTITUTION NAME: AMBIS University, a. s.

COMPANY REGISTRATION NUMBER (CRN): 61858307

THE LIST OF EVALUATION UNITS IN MODULE 3: 1 AMBIS University

CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL

Name and surname: Romana Provazníková

Phone number: [REDACTED]

E-mail: [REDACTED]

LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS		
Name and surname	Position in IEP	Current position
Aleksander Aristovnik	Member	University of Ljubljana
Sladjana Benkovic	Member	University of Belgrade
Martin Hromada	Member	Tomas Bata University in Zlín
Jana Lopúchová	Member	Comenius University Bratislava
Paweł Mikołajczak	Member	Poznań University of Economics and Business
Primož Pevcin	Member	University of Ljubljana
Veronika Linhartová	Secretary of the IEP	AMBIS University

PROVIDERS METHODOLOGIST

Name and surname: **Damir Solak**

Phone number: [REDACTED]

E-mail: [REDACTED]

Date of on-site visit of higher education institution: 11th June 2025

In Pardubice 15th of October 2025

Signature


(IEP chairperson)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: AMBIS University, a. s.

FORD: 5 - Social sciences

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organisational structure, size and staffing, or R&D&I capacities.

Commentary:

The assessed unit, as a joint-stock company, is one of the largest private institutions of higher education of a non-university type in the Czech Republic. Institution offers higher education through bachelor's and follow-up master's degree programmes, as well as lifelong learning opportunities, currently educating nearly 6,000 students. The institution's ambition is to become an internationally recognised educational institution with a firmly anchored research and educational potential, based on the outputs of fundamental and applied research. The institution is structured in terms of its organisational structure and is organised by the Board of Directors (CEO, Rector). The CEO is responsible for the 5 Vice-Rectors and the Business Development Department. The Rector is responsible for the Finance Department, the Security Management Institute and other academic units (Academic Board, Internal Evaluation Board, etc.). Education and research itself is provided by 8 separate departments.

The institution's organisational division in the field of educational and research activities is as follows:

Vice-Rectorates:

- Vice-Rectorate for Studies
- Vice-Rectorate for Pedagogical Activities
- Vice-Rectorate for Science and Research
- Vice-Rectorate for Accreditations and Study Quality
- Vice-Rectorate for Strategy and Development, which directly manages the following academic departments:
 - Department of Security Management
 - Department of Law and Cybersecurity
 - Department of Economics, Economic Policy, and Public Administration
 - Department of Management and Human Resources
 - Department of Psychology and Social Sciences
 - Department of International Relations and Political Science
 - Department of Pedagogy
 - Department of Marketing and Tourism
 - Centre for Language Education

AMBIS is accredited to offer study programmes in full-time, combined, and distance learning formats in the following educational fields:

- ISCED 01 – Education and Training - 3 bachelor's programmes with 968 students
- ISCED 03 – Social Sciences - 3 bachelor's programmes with 351 students
- ISCED 04 – Business, Administration, and Law - 7 bachelor's programmes with 1,782 students and 2 master's programmes with 186 students
- ISCED 10 – Services - 2 bachelor's programmes with 2,018 students and 1 master's programme with 361 students

From the perspective of staffing for education and research, the institution has the following average staff capacities per FTE:

- Professor – 6
- Associate Professor – 20
- Assistant Professor – 42
- R&D Personnel – 1,5
- Technical and economic staff – 8,5
- Early career researchers – 1,6

However, it is necessary to note a positive trend in the last evaluated years, 2022 and 2023. The age structure of individual academic positions is expected and corresponds to common practice. More than 93% of the outputs of research activities are tied to FORD 5. Social sciences.

Regarding R&D&I capacities, due to the relatively short period, the number of evaluated results and outputs is low, which may be due, among other things, to the absence of a doctoral study program. However, the fact that the institution has applied to the national accreditation authority for accreditation of the doctoral study program should be positively assessed.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

2 - Below average

Qualitative assessment:¹

Given the wide range of educational and research activities of the institution and other facts related to the transformation, the number of outputs is rather sub-average. However, from the perspective of the institution's position and compared to other educational units, it is possible to state a modest increase in the number and quality of results and study programs provided. In the context of study programs and research focused on the field of Security, the institution is becoming competitive and equal to other public universities. There are another two other specific organisational challenges persistent, i.e. continuous consolidation process including mergers, which corresponds to different organisational culture issues, and observed unbalanced size of departments, which challenges research capacities among them, both having potentially adverse effects on research activities.

Recommendations:

The institution should do its utmost to accredit and implement the doctoral study program and stabilise academic staff capable of fulfilling the function of supervisor.

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

Continuously innovate the currently provided study programs regarding the needs of practice and current challenges in applied research.

The process with the target of building sustainable HE institutions, which included mergers in the past, and is supposedly yet to continue, should be completed in a reasonable time.

There should be an organisational policy implemented towards more balance the size of individual departments.

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

2 - Below average

Qualitative assessment:

The evaluated unit in the monitored period participated as the main participant in solving 7 projects and as another participant in solving 13 projects. The structure and focus of the projects fulfil the aspect of interdisciplinary and, in principle, respect the expected structure of the entire spectrum of subsidy options of a wider spectrum of research programs providers in the Czech Republic.

Considering the focus of the projects, it can be stated that the individual departments of the unit are relatively evenly involved. The positive thing is that the unit also participated in projects using the European funding scheme. In principle, therefore, the number of projects, their structure, and the source of funding correspond to the average in the Czech Republic.

However, the challenge is rather diverse topical focus of projects, which obviously suggests limited coordination of research activities and their focus at the institutional level, thus slightly reducing the general rating on the research projects dimension. Namely, this implicates predominantly bottom-up solicitation of project proposal and involvement, which challenges the sustainability of research activities.

The number of Contract research activities can be considered slightly above average. In total, the evaluated unit participated in 23 activities during the monitoring period. Almost half of the activities are related to the areas of security or safety, which basically corresponds to the ambition to strengthen professional and personal competencies in accordance with the submitted accreditation application for the doctoral study program focused on the subject area. However, this provides imbalances regarding the involvement of other scientific areas.

The total number of activities simultaneously supports the claim that the focus of the subject and its academic activities should be significantly practice-oriented. In this case, too, the expected level of interdisciplinarity and the equal involvement of individual departments of the unit can be noted. Yet, there is limited evidence of the transfer of research outputs to the educational domain at the institution.

Due to field evaluation experiences, administrative and personnel support for project activities in the Czech Republic can be considered above average.

Recommendations:

In principle, a certain degree of continuity in the number and quality of projects and activities submitted, whether standard grant schemes or contract research activities, can be recommended.

There should be efforts undertaken to coordinate more research applications and involvement in the projects regarding their topics. Simultaneously, the balancing of involvement of departments and science fields should be achieved.

Given the evidence provided, it seems that most research endeavours have been the result of a bottom-up approach. The institution should create a strategy and implement actions that streamline research endeavours, also from a top-down perspective, enabling more focused research and utilising synergies.

Transfer of research results to education should be promoted.

In the case of accreditation of a doctoral study program, a logical involvement of doctoral students in those activities can be recommended.

If necessary and with increased project activity, expand the personnel capacities of the project department and support.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

3 - Average

Qualitative assessment:

In the evaluated monitoring period, the unit created a total of 27 results evaluable by the methodology of the Government Council for Science and Research. The most significant and so-called hard result is a patent. Slightly less significant are 2 certified methodologies. These are followed by 10 summary research reports, 6 audiovisual works, 4 workshop-type results and 4 other results.

The number of results created corresponds to the average in the Czech Republic. However, in terms of quality and type of results, it could be expected, also given the focus of the evaluated unit, that the quantity of more valuable results would be higher. If we accept the fact that even a summary research report can have a significant positive impact on practice and the needs of the end user, a total of 13 results were created, which is 2.6 results per year for the period 2019-2023. If we consider the last 3 years, this would be 11 results, therefore 3-4 results per year. A positive trend is visible in this direction.

Given the relatively balanced gender structure of the evaluated unit, balanced gender representation can also be expected in the creation of individual results.

However, given the absence of an accredited doctoral study program, priorities within other academic activities, and the interdisciplinarity of the unit, the number and quality of results are appropriate and expected.

Recommendations:

In this context, it is recommended to implement projects with a predominance of more valuable results, such as patents, functional samples, utility samples, software, public databases, certified and approved methodologies, and the like.

In addition, a positive trend regarding the number of valuable outputs (but also other outputs) should be achieved and sustained. We recommend setting target values and monitoring systems.

Following, promoting dissemination and stakeholder awareness on the results achieved should be considered too.

Subsequently, the creation of a technology or knowledge transfer department can also be recommended.

Of course, with respect to the fact that the evaluated unit falls into the field of social sciences and its technological potential is adapted to it.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

3 - Average

Qualitative assessment:

A positive aspect of this evaluated indicator is the existence of the Council for Cooperation with Industry as a tool for supporting the transfer of results into practice. An argument for the real and ongoing transfer of results into practice is also the fact that the unit implemented 23 contract research activities.

The structure of end users is at a high-quality level in the Czech Republic and is represented by important entities such as Czech Railways, the Plzeň Municipal Police, CzechTrade, the Czech Management Association, the Ministry of Defence of the Czech Republic, and the Ministry of the Interior of the Czech Republic.

The details of the transfer of results into practice are described objectively and pragmatically without any fundamental doubts and, in principle, support and fulfil the unit's intention to carry out its academic and research activities with an orientation towards practical needs. However, there is limited evidence on the internal transfer of knowledge occurring.

From the perspective of administrative support and procedural assurance of the transfer, the existence of internal regulation VP-PR-06 Contract Research and Cooperation with Practice can be considered correct.

Recommendations:

In principle, only continuity of activities can be recommended in favour of a future positive trend in the number and quality of contract research activities.

It is also recommended that internal transfer of knowledge is needed, primarily for educational activities. Setting up appropriate internal institutional arrangements for the promotion of these activities should be considered.

Considering the activities related to the accreditation of the doctoral study program, a more significant share of security topics within contract research activities can be recommended. This will allow the unit to consolidate its position.

POPULARISATION OF VAVAI

3.6 The most important activities in the field of popularisation of R&D&I and communication with the public

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

3 - Average

Qualitative assessment:

The issues of popularisation of R&D&I and, at the same time, communication with the public are at the expected and basically average level, to some extent affected by the Covid-19 pandemic. In principle, it can be stated that a wider range of communication channels and media is used. A positive aspect is the presentation of results before representatives of the professional community and, at the same time, representatives of selected state administration bodies or providers of subsidy programs.

In this context, forms of organising workshops, professional lectures or selected forms of audiovisual creation were used. An interesting aspect is the regular internal organisation and publication of the competition called "The Competition for the Best Publication Achievement". In connection with the solution and subsequent publication and presentation of the results, the form of a web interface or the creation of a monograph is appropriately used.

As part of the field evaluation, it was possible to see information about currently ongoing or completed projects on the premises of the evaluated unit, to a relatively large extent. This can also be considered a suitable form of popularisation of science and research, not only among the students of the unit.

Recommendations:

In principle, continuity in the activities and forms of popularisation of science and communication with both professional and non-professional publics can be recommended.

In relation to the pandemic context, it is proposed that activities are also achieved in an online format when otherwise not possible.

In this context, it should be considered to involve experts from practice, potentially also from the institutions involved with contracted research, to share the experience on research cooperation, utilisation of results, etc. Following, creation of appropriate institutional arrangements might help boost it.

The evaluated unit should be interested in involving academic and other employees in professional committees or working groups at the governmental level.

A potential benefit could also be the inclusion of selected academics in professional and expert evaluation working groups of selected providers of subsidy programs.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

3 - Average

Qualitative assessment:

Pragmatic and objective evaluation of the recommendations' implementation level is not easy when the original evaluated unit has undergone a fundamental personnel and structural transformation. However, a positive trend and the efforts of the current unit's leadership to learn from shortcomings and create conditions for increasing the unit's competitiveness in the academic space and environment of the Czech Republic can be noted.

Activities in the field of science and research have increased significantly; the number of publications and other results has increased, work is being done to improve the quality of currently accredited study programs, and marketing activities are being implemented. Nonetheless, it needs to be stated that the volume of publication activities is still rather low, given the size of the unit.

The unit's management is motivated and has the personnel and financial capacity to ensure future growth in all evaluated areas.

Recommendations:

As stated, the management of the evaluated unit is aware of the shortcomings and is trying to do its best to ensure a positive trend. It is therefore recommended to continue or increase activities in all areas, stabilise personnel and process structures, and further support the creation of publications and other results, as well as the academic and professional growth of all categories of employees.

To stress, there should be further activities performed specifically to increase predominantly dissemination and publication activities, to improve the research dimension of the institution. Appropriate institutional arrangements should be created, including utilisation of sabbatical, promoting research and training-based mobilities abroad, improving research and publication competencies of staff, involvement of visiting scholars, etc.

Furthermore, it is recommended that management control systems should be created for monitoring the implementation activities. Streamlining of organisational culture should be achieved, given the context of mergers.

EVALUATED UNIT RATING

Evaluation of unit	
Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.	
3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	2 - Below average
3.3 Research projects	2 - Below average
3.4 Research results with existing or prospective impact on society	3 - Average
3.5 Transfer of results into practice	3 - Average
3.6 The most important activities in the field of popularisation of R&D&I and communication with the public	3 - Average
3.7 Implementation of the recommendations in Module	3 - Average
Average rating [1–5]:	3 - Average
Grade [A–D]:	C
Summary assessment: Within the "Recognition by the research community" indicator, a positive trend was generally noted in view of the historically implemented transformation of the evaluated unit. Even though the unit	

is currently somewhere on the border between below average and average, gradual improvement can be expected, also as a positive consequence of the possible accreditation of the doctoral study program. Subsequently, it will depend on the practical grasp of the program in question and its overall support by the unit management.

The research activities and projects in which the evaluated unit participated to a certain extent correspond to expectations, and a significant number of projects were solved within the evaluated period. The representation of selected forms and types of subsidy programs is adequate and uses foreign subsidy schemes.

The number of project activities of the contract research type seems to be slightly above average, where, in a relatively short period of time, the unit implemented 23 projects with a specific link to relevant and, to a certain extent, significant entities in the user sphere. However, as bottom-up approaches to research prevail, with limited coordination, this represents both sustainability and research domain challenges.

The challenge also remains the imbalanced size and research involvement of departments. A positive aspect is the management's efforts to create functioning administrative and personnel support for project activities with appropriate forms of motivation.

In assessing research results, it can be stated, also regarding the aforementioned aspect of social sciences, that the number and quality of research results evaluated by the Government Council for Science and Research are relatively adequate.

The typological structure of individual results could have been better with a higher representation of so-called hard results. However, given the strong interdisciplinarity of the unit, this was to be expected.

In principle, however, the benefits and impact of the results on society cannot be disputed.

The assessment of the transfer of results into practice is at a slightly above-average level within the evaluated unit. This is formally confirmed by the fact that the unit implemented 23 contract research activities during the relatively short monitoring period.

The list of representatives of the user sphere can also be considered significant, represented by important entities such as Czech Railways, the Plzeň Municipal Police, CzechTrade, the Czech Management Association, the Ministry of Defence of the Czech Republic, and the Ministry of the Interior of the Czech Republic. Challenge remains regarding the transfer of research results, both to educational activities and to stakeholders within and outside of the institution.

As part of the evaluation of the field of popularisation of R&D&I and communication with the public, it can be stated that a wider range of communication channels and media are used. A positive aspect is the presentation of results before representatives of the professional community and, at the same time, representatives of selected state administration bodies or providers of subsidy programs. The form and method of presentation of the results are appropriate, and there is space dedicated to it in the premises of the unit as well, and potential remains to utilise online delivery of activities.

The evaluation of the Implementation of the recommendations' indicator was shaped by the fact that the originally evaluated unit underwent a significant transformation and, as such, essentially disappeared; thus, mergers shaped new organisation development and status. The management of the established and currently evaluated unit significantly changed the approach and transformed the structure of the institution. There is a high motivation of management for reshaping the institution, the clear target being the building of a sustainable University in the future. The motivation should be followed by means as well as the development of appropriate institutional arrangements to support research, and creating a good basis for a positive trend in all areas of the academic activity of the unit.

To conclude, it can be stated that the evaluated unit has a system and personnel capacities for future growth in the field of science and research. The study programs offered are practice-oriented, which is supported by contract research activities. A positive aspect of future development may be the possible accreditation of the doctoral study program. Overall, the evaluated unit can therefore be rated with a grade of C.

Summary recommendations:

A suitable form and tool for increasing the position of the unit within the research community will be the creation of competitive conditions for doctoral students and motivational financial support for their publication and other research results. At the same time, ongoing activities in Contract research will also be an important aspect.

For the future, it could be recommended to increase the activity of submitting projects focused on security research and related topics. Given the strong social science aspect of the evaluated unit, it will be appropriate to use adequate project partnerships with workplaces with technically oriented research. This will ensure and support the interdisciplinarity of the unit. Of course, continuous building and stabilisation of personnel and research capacities will be important.

In this context, it is recommended that appropriate institutional arrangements should be created to enable the development of research. Adding top-down organisation and implementation of research would benefit from more coordinated efforts, improve the balance of involvement among departments and give support to the transfer of research results to educational activities and to society at large.

As for the indicator aimed at assessing the quality and quantity of project results, it can be recommended to implement projects with a predominance of more valuable results, such as patents, utilised patterns, software, public databases, and certified and approved methodologies. Given the above-average number of contract research activities, it is recommended to continue the established trend and provide administrative and personnel support in this area. It is recommended that the level of knowledge transfer be improved in both ways.

In the field of popularisation of R&D&I and communication with the public, it is possible to recommend involving academics and other employees in professional committees or working groups at the governmental level and at the same time, the inclusion of selected academics in professional and expert evaluation working groups of selected providers of subsidy programs.

The focus of research should also be to increase dissemination and publications as important outputs of research activities.

The overall recommendation is to continue increasing activities in all areas related to research, stabilise the number of full-time personnel and enable their professional growth, create supporting institutional arrangements and research management structures. Publications and dissemination activities related to research results should be further promoted. Finally, the process of organisational transformation should be completed as one of the prerequisites for the aforementioned recommendations.

EVALUATION REPORT FOR MODULES 4 & 5

HIGHER EDUCATION INSTITUTION NAME: AMBIS University, a.s.

COMPANY REGISTRATION NUMBER (CRN): 61858307

MODULE 4 – VIABILITY

ORGANISATION AND MANAGEMENT OF R&D&I

4.1 Organisation and management of R&D&I

Evaluate the organisational structure and setup of the R&D&I management system, about the size and type of the University and its mission and vision. Also, compare this with foreign universities of similar size and focus.

Rating [1–5]:

3 - Average

Qualitative assessment:²

AMBIS is part of the Carl Remigius Fresenius Education Group (formerly COGNOS AG), a German educational holding company that encompasses educational institutions and further education entities in several countries. In 2017, AMBIS underwent a significant transformation by merging with the College of Regional Development, followed by additional mergers with the Private University College of Economic Studies, the College of Tourism and Hotel Management, and Jan Amos Comenius University Prague. AMBIS offers higher education through bachelor's and follow-up master's degree programmes and lifelong learning opportunities, currently educating nearly 6,000 students.

AMBIS is a non-university higher education institution that is not divided into faculties. The organisational division consists of five vice-rectorates and nine departments.

Given the gradual merger of several educational institutions into their current state, AMBIS has a relatively broad scope of research activities, whether in terms of the type of research (fundamental, applied, or contract) or its focus.

Fundamental research is very limited and is conducted on just one project.

The institution's self-assessment report (SER) declares a strategy for AMBIS to focus on all types of research; the rector and CEO of AMBIS also proclaimed it during an on-site visit. With an effort to increase publication and research activities, AMBIS currently supports all initiatives from academic staff and departments (both financially and organizationally).

Although AMBIS currently offers contract research in two delineated domains – 1. Law and Security, 2. Economics, Management and Regional Development – this offer is not strategically coordinated. Therefore, it is recommended to make this offer more coherent and transparent in alignment with the University's strategic objectives.

The Vice-rector for Science and Research plays an important role in overseeing the field of science and research, including the management of the Science and Research Department. He is responsible for planning, managing, coordinating and evaluating activities concerning science and research. He is also responsible for organising internal grant competitions within the Internal Grant Agency (IGA) and student grant competitions within Specific University Research (SVV).

² Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

Considering that the Vice-rector for Science and Research was appointed to his position recently, it is important to perform his duties with all the respect and importance this position requires within the institution.

AMBIS has defined the responsibilities of various departments and officials throughout the research process and outlines the rights and obligations of involved parties (see directive CVP-P-08 Preparation, Approval, Submission, Implementation, and Control of Science and Research Projects of AMBIS University).

Ambis University, as an institution with 500 employees and currently more than 6,000 students, ranks among medium-sized HEIs in the Czech Republic. AMBIS aspires to be an academic institution that promotes the exchange of ideas, collaborative development, and the transfer of knowledge from research into teaching. It seeks to serve as a hub for the convergence of national and international scholarship, culture, and humanistic values.

Recommendations:

It will be appropriate to define long-term priority research areas and interests and adopt a strategy for focusing on a particular area of science and research and prioritising them (especially from the perspective of effective allocation of internal financing).

The University should develop a formal document articulating the University's long-term research vision and focus.

It may be helpful to formally distinguish two components of research activities: contract research (reflecting the needs of society and socio-technological development) and basic/applied research (aligned with the University's long-term strategic priorities).

To enhance the competitiveness and quality of submitted research proposals, clear criteria should be established in accordance with the University's vision.

It is important to implement an internal, independent evaluation process for research proposals, and where appropriate, introduce a cap on the number of projects to be supported (particularly within internal grant schemes such as IGA), ensuring the sustainability and quality of research outputs.

From an organisational structure perspective, AMBIS should consider dividing the University into faculties. This would enable individual faculties to concentrate more on areas of research and development in which they are excellent, allowing for better targeting of financial resources from the University.

R&D&I QUALITY MANAGEMENT AND SUPPORT SYSTEM

4.2 System of support for a quality R&D&I environment and incentive measures for quality science

Evaluate the systems/measures/tools described to stimulate high-quality science at the HEI being evaluated. In your evaluation, consider the documented effectiveness of the measures described, their impact on achieving the mission and vision of the HEI being evaluated, the realisation of excellent science and the possible absence of key systems/measures/tools.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The employees of AMBIS University are participating in numerous research were, some of which are funded by national and some international agencies. Therefore, AMBIS successfully secures research funding from Czech providers (GAČR, TAČR) and international sources (International Visegrad Fund). Collaboration with companies in the field of contract research is continuously expanding, and the University has a well-established system for supporting research. Additionally, the AMBIS University develops and conducts internal research that is overseen by the Internal Grant Agency (IGA), as outlined in the directive VP-PR-03 Internal Grant Agency of AMBIS University.

The IGA funds research projects proposed and conducted by AMBIS academic staff, usually in collaboration with other researchers, have as the primary goal of supporting scientific activities of employees that contribute to publishing articles in Scopus-indexed journals or impact-factor journals, preparing research proposals for external funding sources, and other significant publications or research activities.

The AMBIS University has made a visible effort (following the merger of UJAK and AMBIS institutions) to adopt a range of measures and guidelines to increase research and publishing activities and support them: (e.g. VP-PR-02 rules for evaluating academic publications, CVP-Pers-11 criteria for rewarding high-quality publications, CVP-Pers-10 minimum publishing and research requirements for academic staff, VP-PR-05 the rules for awarding rewards for submitted and successful research projects, CVP-P-08 rules for preparation, submission, implementation and running projects, directive for support of contract research).

The adoption of guidelines such as VP-PR-06 Contract Research and Cooperation with Practice (VP-PR-06, RP), and Ethics Committee ensures compliance with research integrity standards (VP-R-15) has enhanced support for contract research and collaboration with industry and practice. These internal measures have resulted in a growth in both the number and financial volume of contract research projects.

Internal regulations VP-PR-01, VP-PR-09 Principles of the Student Grant Competition, VP-PR-04 Competition for the Best Final Thesis, and VP-R-15 Statutes and Procedural Rules of the Ethics Committee for Research have reinforced the integration of research and student learning within AMBIS University.

AMBIS also publishes peer-reviewed journals, Socio-Economic and Humanities Studies (indexed in ERIH+, EBSCO, ICI Journal Master List) and Law and Security.

AMBIS has been evaluated by independent reviewers, who recognised the University's proactive approach in aligning its human resources policies with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. They confirmed that AMBIS had met all requirements and awarded the institution the "HR Excellence in Research" recognition. This award reflects the University's commitment to the continuous improvement of HR policies in accordance with the Charter and the Code, and its efforts to ensure fair and transparent recruitment and evaluation processes. All relevant information is available on the EURAXESS portal: <https://euraxess.ec.europa.eu/jobs/hrs4r>

The supporting documents demonstrate that these measures have significantly improved research quality and increased the number of submitted and implemented external projects. Within the framework of supporting and rewarding publishing activities, there is no mention of the affiliation of the published result with AMBIS. (e.g. directive CVP-Pers-11 states that remuneration for supported publishing outputs belongs to full-time employees of 0,5 or more. However, affiliation is not considered). This consideration is particularly significant in the case of academic staff who hold only part-time appointments at AMBIS University and attribute their research outputs to multiple higher education institutions.

While the system of support for science and research at AMBIS is well developed in formal terms (directives and procedures), and AMBIS declares the principles of interdisciplinarity and support for a cross-disciplinary approach to research, the on-site visit indicated (based on discussions with the Vice-rector for Research and Science and other Vice-rectors and Heads of department) that actual cooperation and transfer of information often operate on an ad hoc or personal basis. In this regard, it would be appropriate to provide information following the research strategy and research orientation (recommendations on which journals to publish in and which areas to prioritise for project submissions).

Most academics and heads of projects positively assessed the work and support with projects provided for researchers by the Vice-rectorate for Science and Research staff.

Recommendations:

AMBIS should clearly define research quality indicators, including aspects such as internationalisation, support for collaboration in applied research, monitoring and disseminating innovation trends, involvement of employer representatives, and eliminating redundancies between departments by promoting opportunities for mutual cooperation.

Attention should be paid to ensuring that the results of publishing activities are consistently dedicated to AMBIS University.

AMBIS should strive for a balanced approach between the ministry's emphasis on quantitative research metrics and the University's strategic objectives, with a particular focus on qualitative indicators.

It is recommended to continuously strengthen project administration capacities to the greatest extent possible, reducing the administrative burden on researchers. At the same time, continue to invest in the internal training of academic and research staff in the area of research skills development (e.g., through webinars, discussion forums, guidelines, and meetings aimed at sharing best practices).

It is advisable to pay greater attention to the cohesion of scientific research activities across university departments. Support staff from different units in establishing connections to facilitate the preparation and submission of multidisciplinary project proposals.

4.3 Quality control system for R&D&I environment

Evaluate the described internal and external evaluation system in terms of its quality, effectiveness and suitability for the HEI.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The AMBIS is designed to ensure high-quality standards across all research activities, strongly emphasising ethical research principles. This system primarily includes internal directives promoting best practices, with internal institutional evaluation as a key element to ensure objective and transparent analysis.

AMBIS is committed to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and obtained the HR Excellence Award in Research Award.

The AMBIS University have adopted Internal Directive No. VP-R-15 Statutes and Procedural Rules of the Ethics Committee for Research. The Committee supervises the preservation of ethical principles of research and creative activity within the University, available at the web link: <https://www.ambisuniversity.com/internal-grant-agency>.

During the reported period, the Ethics Committee reviewed two research projects. In both cases, the Committee found no inconsistencies with the Code of Ethics of AMBIS, and the principal investigators took all necessary steps to ensure the ethical integrity of their research.

Some of the documents the institution recognises as most important and cites in the self-evaluation report are:

Central Internal Directive No. CVP-P-12 Code of Ethics AMBIS.

The Code of Ethics at AMBIS defines the academic community's and employees' commitment to uphold ethical principles in academic and professional life, in line with the institution's values. It guarantees equal access and support for all community members, rejects any form of discrimination, and promotes academic freedom in all activities.

Central Internal Directive No CVP-Pers-13 OTM-R policy AMBIS University

The Open, Transparent, and Merit-Based Recruitment (OTM-R) policy at AMBIS defines fair and inclusive hiring principles for academic, scientific, research, and other positions, based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

All hiring managers and selection committee members are required to ensure equal treatment of all applicants and prevent discrimination during the selection process.

The Minimum Requirements in the Field of Science and Research for Implemented Study Programs (Directive No. CVP-Pers-10) can be considered a specific internal evaluation system. These requirements are set for academic staff and other professionals involved in teaching.

AMBIS has demonstrated the functioning of the quality control systems in terms of the ethical aspects of research and hiring employees.

To a certain extent, AMBIS does not involve international advisory bodies in evaluating the quality of science and research.

Recommendations:

As stated, AMBIS University has demonstrated the functioning of the quality control systems in terms of the ethical aspects of research and hiring employees.

In principle, it is desirable to ensure consistent implementation, compliance, and monitoring of the principles of the OTM-R policy.

It is further recommended to ensure that all University employees adhere to the internal guideline CVP-Pers-10, and actively encourage staff to exceed the defined minimum standards within their respective fields of academic and scientific expertise (in relation to the relevant study programme and the employee's professional focus).

Continue the regular assessment of employees' fulfilment of minimum requirements for scientific and research activity.

It can be recommended that informal training opportunities be provided to develop soft communication skills essential for conducting high-quality research.

With the increasing number of projects and in connection with the submitted application for doctoral studies, the institution should consider the involvement of international experts and evaluation panels of scientific and research results.

4.4 Sustainability and resilience of R&D&I

Evaluate the described system of measures for sustainability and resilience of R&D&I in terms of their quality, effectiveness or possible absence of key measures.

Rating [1–5]:

2 - Below average

Qualitative assessment:

The sustainability of research at AMBIS is partly ensured through the implementation of the CVP-P-12: AMBIS Code of Ethics.

Some directives mentioned in SER in this section (Investigation of Complaints Concerning Sexualised Violence or Sexual Harassment, Protection of Whistleblowers, OTM-R Policy AMBIS, Gender Equality Plan) would be more appropriately included in the previous 4.3 or 4.5 section of the self-evaluation report.

Knowledge management at AMBIS governs internal Directive VP-PR-02, Planning, Implementation, Recording, Dissemination, and Popularization of Science and Research Results, Knowledge Management.

Given the nature of the assessed HEI, this cannot be considered as a complete knowledge transfer system—patent protection, licensing, company establishment, etc. The AMBIS University does not have a department dedicated to knowledge transfer, as is common at other universities and institutions. Consequently, the University is not equipped with a research data management system (a university repository and open access system to science results).

The University uses the standard tool for data collection provided by Microsoft cloud technology, following government legislation (archiving, document handling and cybersecurity).

AMBIS provides a system of personal data protection (CVP-P-04 Directive on Handling Personal Data), and all employees are trained in the General Data Protection Regulation. The protection of intellectual property is conducted by Statute, CVP-P-12, Code of Ethics AMBIS University, and the Strategic Intent of AMBIS University for the Period 2021–2030. AMBIS meets the standard requirements of HEIs resulting from their third role and the transfer of R&D&I results to society and interaction with local actors - it is demonstrated by AMBIS's collaboration with institutions (mostly partners in contract research or applied research). The University established A Council for Cooperation and Internship to strengthen the practical application of scientific and research findings. Conferences, lectures for the public, and interviews in the media are the main activities. Special mention should be made of the mutual conditioning and orientation of the staff towards each other. This means that those who are more successful in research and senior positions help younger researchers adopt patterns of behaviour and research through examples of good practice.

Recommendations:

The third role of HEI declares AMBIS by cooperation with various partners, particularly in the area of contract research, but it would be appropriate to strengthen it through systematic collaboration with the public and other stakeholders based on regularly organised events or activities. This role is essential for an institution not primarily focused on basic research and lifelong learning study programmes. Careful consideration should be given to the focus of research activities (beyond contract research) and publication efforts—particularly in light of societal needs and current practical demands. Wherever possible, representatives from professional practice should be engaged in research activities, for example, as research facilitators. Research and scholarly activities should be clearly linked to the University's mission in the area of societal impact.

PERSONEL POLICY

4.5 Structure of human resources

Evaluate the described structure of human resources at the evaluated HEI in terms of age composition, degree of internationalisation, distribution by job classification, and gender balance. For the assessment, use the data from the annexed tables 4.5.1 and 4.5.2; it is also possible to draw on the more detailed staffing data presented in indicator 3.1 of the self-evaluation reports for the evaluated units.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMBIS University is open to researchers and scientists who can contribute to better results with their knowledge and expertise. If we look at the gender structure of the employees, we can see that there is a balance between the gender structure and the structure in titles, which follows modern lifestyles.

Regarding the age structure of R&D&I, the academic position of assistant professor is most prevalent in the 30-39 and 40-49 age categories (both at the beginning and end of the period under review). This provides a good basis for continuing their academic careers and obtaining higher academic positions, and the University should support their career progress. The noticeable increase in the absolute number of academic staff in all age categories (except the age category under 29) can be considered positive. However, considering that the University has submitted an application for accreditation of a doctoral study program, it can be assumed that it will recruit its own staff, at least

in certain fields of research. In the technical and administrative staff category, the number of employees increased from 6.7 to 11.58 in the observed period.

If we look at the structure of employees in the position of assistant professors, women make up about 55.88 %, while the percentage of their participation decreases with higher positions. In the rank of regular professors, there are only a few female colleagues, which is some progress compared to the period 5 years ago when there were none, and now they make up 8.50% of the total number of regular professors employed. It is also true that even 30 % of those 8.50 are female professors from abroad who participated as lecturers at AMBIS University.

The trend of a higher proportion of men occupying these positions reflects historical societal developments and the longer professional trajectories typically associated with men in these roles. It is noticeable that AMBIS University does not have assistants or researchers in other categories, which would support the development of its own scientific and research staff.

At the same time, regarding technical and administrative staff, the representation of women increased across all age groups. Therefore, the structure of technical support in the Centre for Research and Development can be recognised by the engagement of women, who comprise 100 % of all employees.

Recommendations:

It is necessary for the University to start developing its own personnel, which will begin with the position of researchers and assistants at the scientific research institution. This will make it easier to develop its own corporate culture and ensure continuity in the scientific research process. As mentioned, this problem can be partially solved by educating students within its own doctoral program.

4.6 Academic and Research Careers

Evaluate the described system for the recruitment and career development of academic and research staff. Evaluate the system in terms of its quality and effectiveness, as well as the potential absence of key elements.

Rating [1–5]:

4 - Very good

Qualitative assessment:

AMBIS University has a functional system for recruiting academic and research staff. The process of entering the University is accompanied by adequate regulations, which led to the fact that in 2023, AMBIS University received the HR Excellence in Research Award (HR AWARD), which has facilitated the formalisation of various HR procedures and processes that had not previously been clearly defined. As part of this initiative, AMBIS has an established system of rules and regulations (e.g. Organisational Directives, Code of Ethics AMBIS University, Evaluation of Employees, Employee Benefits, Remuneration for the Publishing Activities of Academic Staff, Minimum Requirements in the Field of Science and Research for Implemented Study Programs, OTM-R policy AMBIS University). AMBIS University is also open for hiring teaching staff from abroad.

The University does not have a career code in the strict sense of the meaning; there is no formal description of how and the conditions under which professional development of academic staff is supported. It is important to note that AMBIS University supports sabbatical programs. In the previous year, they had two colleagues who used the sabbatical program.

AMBIS University is friendly towards the departure of its collective members for specialisation and training, or maternity/parental leave. AMBIS ensures a smooth reintegration process into the academic environment upon returning from an external placement, including international assignments.

It is commendable that the University requires applicants during recruitment interviews to demonstrate their pedagogical, organisational, and communication skills, which are also essential for conducting high-quality research.

Selection procedures for senior academic and managerial positions are conducted transparently, through open competition. Permanent contracts support job stability for senior staff.

Recommendations:

Efforts should continue to strengthen the integration of education and research. Employees should be given sufficient opportunities for personal and professional development, including training programs, external education, and other forms of upskilling.

It is recommended that employees develop individual development plans for each academic year, followed by a self-assessment or performance review, which would serve as an effective management tool for supervisors (particularly in academic leadership roles).

Consequently, the system for the recruitment of academic and research staff described above should continue and be further respected.

Concerning career development, it should be recommended that measurements and requirements for promotion to academic degrees be prepared (professor, associate professor, etc.).

4.7 Gender equality measures

Evaluate the gender equality measures described in the self-evaluation. Evaluate the measures in terms of their quality and effectiveness, as well as the potential absence of key measures.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

AMBIS University upholds a zero-tolerance policy towards discrimination, ensuring that all academic and non-academic employees and students are treated fairly and equitably. Gender equality is a fundamental principle embedded in all aspects of the institution's operations. Key regulations prohibiting discrimination in recruitment, employment, research activities, professional and personal development, and career progression are outlined in CVP-P-12 Code of Ethics AMBIS University. Ombudsman for Sexualised Violence and Sexual Harassment under the central directive CVP-P-09, CVP-P-11 Protection of Whistleblowers.

Additionally, the AMBIS University has a Gender equality plan that is visible at the institutional website <https://www.ambisuniversity.com/files/op-pers-01-gender-equality-plan.pdf>.

The proportion of women in various governing bodies is slightly above 50%.

AMBIS University cares about its employees, and their advancement depends on the results they achieve. Based on the discussion with representatives of the management, executive offices, and employees, the work-private life balance is understood. An example was given that when someone gets a project, they usually get an exemption from teaching a certain number of hours. This suggests that there is a sense of burden on the employees.

Also, great care is taken to enable female professors returning from maternity leave to return gradually to the process of teaching and research activities. None of the employees ever mentioned that they recognised mobbing as a form of pressure at the University. It was noted that AMBIS University was created in such a way as to enable the development of individuals in the scientific and research direction without limitations.

AMBIS University clearly described and documented the application of gender equality measures based on documents and rules in SER. The on-site visit and discussions with employees and management of the University confirmed all aspects declared in the SER.

Recommendations:

AMBIS University should continue fostering a supportive environment for female researchers, promoting their equal standing in research, and encouraging their engagement through financial incentives, moral support, flexible working arrangements, and other measures. These efforts should aim to balance professional responsibilities with personal and, especially, family life.

4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)

Evaluate the described mobility of academic and researcher staff. Pay attention to whether the evaluated HEI achieves the set objectives, whether the mobility objectives are appropriately set for the HEI and whether the strategies in place lead to their achievement or help remove existing barriers to mobility.

Rating [1–5]:

3 - Average

Qualitative assessment:

The internationalisation of AMBIS University is in line with the "AMBIS University Internationalisation Strategy for the Period 2021–2030".

AMBIS University cooperates with more than 40 partner universities within and outside the European Union. Actively utilises the tools provided by Erasmus+ programmes to support innovation and the internationalisation of curricula, teaching modules, and the exchange of best practices with its European partners. AMBIS is a member of consortia within Erasmus+ projects focused on career development in tourism and cybersecurity.

Some of the academic staff mobility described in SER resulted in projects being submitted to the Visegrad Fund, a positive trend that should be supported.

The University effectively employs key instruments to support staff mobility, reinforces support for outgoing academic staff, and continually digitises internal processes. AMBIS University listed five international outgoing mobilities and one incoming academic staff mobility in the observed period. AMBIS is also aware of its limitations in the area of mobility, particularly the limited financial resources available for individual mobility grants under Erasmus+ KA1 (Key Action 1 – Individual Mobility).

Recommendations:

AMBIS University should continue to support staff participation in mobility programmes, thereby strengthening their engagement in international research and project activities. It is recommended that examples of good practice be disseminated by staff members who have participated in mobility programmes among the wider academic community, focusing on transferring mobility outcomes into research (and potentially also into teaching).

It is desirable for the University to focus on promoting internationalisation and cooperation with universities abroad, which are aimed at participating in research-oriented projects such as COST, Horizon, etc., in line with the internationalisation strategy. Expanding the number of visiting staff involved in AMBIS University's research activities is also desirable.

RESEARCH INFRASTRUCTURE

4.9 Research infrastructure

Evaluate the system described for the acquisition/optimisation of core facilities and other equipment and their renewal. Evaluate the system in terms of its effectiveness and suitability for the HEI. Also consider the system for sharing instruments and equipment, including core facilities and equipment of evaluated units. Use the data in Annexe Table 4.9.1 to support your evaluation.

Rating [1–5]:

2 - Below average

Qualitative assessment:

AMBIS University significantly directs its resources toward research, relying on good information and communication equipment. All research, whether it is in the direction of engaging University staff in applying for international projects or engaging University staff and students in the direction of paper publications, is financially supported by the Centre for Research and Development of AMBIS University.

During the evaluation period, AMBIS invested in high-value equipment as part of its security research efforts; minor assets were acquired through Erasmus projects and Specific University Research projects.

Additionally, AMBIS University is open and involved in numerous international seminars, webinars, conferences, and the like, which contribute to the international connection of the University, but it relies on the University's well-established infrastructure.

It should be mentioned here that the University allows all employees, as well as students of all study levels, access to databases such as Web of Science, Scopus, ProQuest Central, JSTOR, and Beck Online. In addition, the CitacePROplus citation manager is available.

Recommendations:

AMBIS University is not equipped with expensive research infrastructure. Given the nature of the institution, no major expenditure related to this item is expected, but it would be advisable to anticipate an increase in spending on science and research in the future (particularly in relation to non-investment and personnel costs).

It is desirable to support staff in securing material and technical resources through funding allocated in research projects, and ensure that the equipment and devices purchased are shared among staff for optimal usage.

Given the diverse structure of AMBIS's departments, it may be advisable to consider (even informally) grouping departments for the shared use of specialised equipment to avoid duplication in purchasing identical devices across different workplaces.

FINANCES

4.10 Budget and structure of financial resources

Evaluate the budget and financial resource structure of the evaluated HEI in terms of its suitability for the HEI, i.e. whether the financial resource structure is appropriate for the size and type of the evaluated HEI. You should also pay attention to the ability of the evaluated HEI to attract prestigious research projects. Use the data in the annexed tables 4.10.1 to 4.10.5 to support your evaluation.

Rating [1–5]:

3 - Average

Qualitative assessment:

The total budget of AMBIS for R&D&I in the period 2020–2024 amounted to 24,741 thousand CZK, of which domestic public funds accounted for 77%, international public funds 3%, and 20% was allocated to contract research, co-financing of external projects, and funding of the internal grant agency and internal student projects.

Over the five-year monitoring period, basic research expenditure accounted for an average of 19% of the total R&D&I budget, primarily comprising projects funded by the Czech Science Foundation, while applied research made up the remaining 81%.

During the observed five-year period, the number of projects as well as the amount of funds received for research and development projects in the total budget of the higher education institution grew. So from 2020 to 2024, HEIs withdrew about 49 million euros from Visegrad grants, 180 million euros from the foreign provider and 470,190 euros from the Czech provider. It should

be mentioned that AMBIS University also participates in projects supported by non-public sources, and in the observed period, it generated 93,22 euros by participating in such projects. The total amount of funds obtained from external sources corresponds to the average in the Czech Republic. Regarding the grant type and provider, the AMBIS University received 3 TAČR grants and 3 GAČR grants as a principal investigator and 5 TAČR grants and 1 GAČR grant as a co-investigator. Foreign grants are not primarily oriented to R&D&I (these are Visegrad Fund grants and Erasmus+ grants). None of the international projects selected by the University and listed in SER belongs to the category of relevant scientific grants according to the provider (ERC, MSCA, HHMI, HFSP, NSF). The projects financed from international sources are not research projects by their nature. Most research projects align closely with the institution's academic programs.

Recommendations:

It is positive that the number of projects and funds obtained during the assessed period has increased significantly. However, the reported scientific projects are primarily financed from Czech sources. It is necessary to focus on obtaining prestigious individual projects abroad (ERC, MSCA, HHMI, HFSP, NSF).

In the future, and in the context of internationalisation, AMBIS should prioritise participation in international projects and collaborations, which generally provide significantly higher funding than domestic grant schemes (providers like ERC, MSCA, HHMI, HFSP, NSF).

Experienced academic staff should be encouraged and supported in applying for or participating in international grants. Support for early-career researchers should be provided through mentoring by experienced academics and academic/research meetings designed to share information on application procedures and examples of good practices.

For international applicants, innovative support materials in English should be developed for the research area.

4.11 Rules for the use of institutional support for the LCDRO

Evaluate the strategy described and the rules for the use of institutional support for the LCDRO. In your evaluation, consider the effectiveness of the implemented strategy and policies and whether they contribute to the mission and vision of the HEI.

Rating [1–5]:

N/A - Not Applicable

Qualitative assessment:

NOT APPLICABLE

AMBIS does not currently receive institutional funding.

Recommendations:

N/A

NATIONAL AND INTERNATIONAL COOPERATION

4.12 Significant collaborations in R&D

Evaluate listed examples of significant R&D&I collaborations concerning the effectiveness of the collaborations established, their proportionality and appropriateness to the type of HEI and its mission and vision.

Rating [1–5]:

3 - Average

Qualitative assessment:

AMBIS has established long-term collaborations in the field of R&D&I with various national and international entities and universities. AMBIS is also a member of key international organisations and academic networks, such as COGNOS AG – one of the largest independent private education groups in Germany. It is an associate member of the World Tourism Organization under the United Nations (UNWTO), an academic member of the Network of European Regions for Sustainable and Competitive Tourism (NECStouR), a member of the Association for Tourism and Leisure Education (ATLAS), and a founding member of the World Tourism Network (WTN). AMBIS University is a member of the consortium for the Erasmus+ project Tourism 4 Careers. Additionally, there are some other international institutions mentioned (the Research Center for Cooperative, Corporation, and People's Economy, National Research and Innovation Agency, the Republic of Indonesia; collaboration with Arizona State University, International Black Sea University, and the Network of Institutes and Schools of Public Administration).

Of the examples of R&D&I collaboration cited by the AMBIS University, only cooperation with CTU and, in some cases, the Ministry of the Interior of the Czech Republic can be considered scientific cooperation. The other examples of cooperation cited in SER are contractual and do not constitute scientific projects or cooperation in the field of science and research.

However, it is not always apparent from the examples listed what cooperation is in the area of R&D&I.

Recommendations:

Not all examples of cooperation can be considered R&D&I cooperation. AMBIS University should concentrate on developing long-term cooperation, especially with partners abroad, to be prepared to submit or participate in prestigious scientific projects (COST, HORIZON, etc.).

It is recommended that established international relationships and support staff, as well as the university itself, be maintained in expanding the international network of cooperating institutions.

STUDIES

4.13 Doctoral studies

Evaluate the described organisation of doctoral studies. Pay attention to the setup and quality of the processes, as well as their effectiveness through basic statistics, such as drop-out rate or data on the future career of graduates.

Rating [1–5]:

N/A - Not Applicable

Qualitative assessment:

NOT APPLICABLE

AMBIS University does not currently offer any doctoral programs. In March 2025, an accreditation application for a doctoral study program „Security Studies“ was submitted to the National Accreditation Bureau for Higher Education.

The study program is designed to prepare experts in the field of security in the Czech Republic and is subject to approval by the relevant recognition authority – the Ministry of the Interior of the Czech Republic.

Recommendations:

IMPLEMENTATION OF RECOMMENDATIONS

4.14 Implementation of recommendations in Module 4

Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

3 - Average

Qualitative assessment:

Following the merger of AMBIS and UJAK Universities, AMBIS University became the biggest private university in the Czech Republic with a wide range of study programmes portfolio. AMBIS accepted all recommendations, resulting in a series of measures to enhance the quality of its academic staff, increasing the number of academic staff and student mobility, which contributed to the number of and international projects (Visegrad Fund, Erasmus+), research projects (TAČR, GAČR).

Throughout the evaluation period, AMBIS University was awarded the 'HR Excellence in Research' distinction, a recognition also recommended in the assessment of UJAK University." This award reflects the University's commitment to the continuous improvement of HR policies in accordance with the Charter and the Code, as well as its efforts to ensure fair and transparent recruitment and evaluation processes.

Recommendations:

The portfolio of study programs is currently quite extensive, which is reflected in a fragmented portfolio of research activities. In order to achieve better results, AMBIs have to define a strategy for the direction of their research, identify their strengths, and focus on them. At the same time, it is advisable to continue strengthening the focus of research on applied and contract research and to reinforce the third role of educational institutions of this type.

It is desirable for AMBIS to continue the established trend (improving the quality of publications and projects) and promote career growth and the education of its own young academic staff (which may also be supported by the successful accreditation of the doctoral study program).

There remains room for improvement in the area of academic staff mobility related to research projects, as well as in enhancing support for securing funding from international sources, rather than relying predominantly on domestic ones—particularly through excellent grant agencies.

MODULE 4 RATING

MODULE 4 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 4. Assess the overall state of the research and institutional environment and the quality of the internal processes of the HEI. Consider whether and how the set processes contribute to the fulfilment of the HEI's mission and vision.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
4.1 Organisation and management of R&D&I	3 - Average
4.2 System of support for a quality R&D&I environment and incentive measures for quality science	4 - Very good
4.3 Quality control system for R&D&I environment	4 - Very good
4.4 Sustainability and resilience of R&D&I	2 - Below average
4.5 Structure of human resources	3 - Average
4.6 Academic and Research Careers	4 - Very good
4.7 Gender equality measures	5 - Outstanding
4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)	3 - Average
4.9 Research infrastructure	2 - Below average
4.10 Budget and structure of financial resources	3 - Average
4.11 Rules for the use of institutional support for the LCDRO	N/A - Not Applicable
4.12 Important collaborations in R&D&I	3 - Average
4.13 Doctoral studies	N/A - Not Applicable
4.14 Implementation of recommendations in Module 4	3 - Average
AVERAGE RATING	3 - Average
GRADE [A–D]	C

Summary assessment:

AMBIS University is a medium-sized HEIs in the Czech Republic (the largest private one). The portfolio of study programs is currently quite extensive, which is reflected in the diversity of AMBIS's departments. The diversity of departments can be a positive factor in terms of diverse research opportunities and multidisciplinary collaboration; however, on the other hand, it can be limiting for departments whose educational, research, and publishing focus is not socially emphasised.

The documents presented by AMBIS University and the on-site visit demonstrate their efforts to improve the results in the R&D&I. This is evident in support processes and measurements committed to these aspects. Support for staff in research is at a decent level; documents, manuals, webinars, and similar resources are available in the information system. Beginning researchers have mentors available. All researchers have access to an administrative unit that handles project administration processes. Ideally, this unit should be further staffed to enable researchers to focus primarily on the research itself.

Project, research, and publication activities are monitored through the information system, but whether the control of available information is thorough and systematic is questionable.

Considering the fact that reported research projects are primarily financed from Czech sources, it is necessary to focus more on attracting foreign funding for scientific projects (both EU-funded and from other sources).

The AMBIS University does not have a department dedicated to knowledge transfer, as is common at other universities and institutions. Consequently, the University is not equipped with a research data management system (a university repository and a fully open access system to science results). In the area of human resources, AMBIS University was awarded the Excellence in Research Award in 2023. During the evaluated period, the number and quality of academic staff increased, and support for R&D was increased. Regarding the age structure of R&D&I, the most prevalent are the 30-39 and 40-49 age categories in academic assistant professor positions, exceeding the number of women. This provides a good basis for continuing their academic careers and obtaining higher academic positions. According to internal regulations, every employee has space for career development; this needs to be strengthened, systematically monitored, and supported.

Summary recommendations:

From an organisational structure perspective, it would be appropriate to consider dividing the University into faculties. This would enable individual faculties to concentrate more on areas of research and development in which they are excellent, allowing for better targeting of financial resources. To achieve better results in R&D&I, AMBIS should develop a formal document articulating the University's long-term research vision and focus. To enhance the competitiveness and quality of submitted research proposals, clear criteria should be established in accordance with the University's vision.

It is desirable to implement an internal, independent evaluation process for research proposals, and where appropriate, introduce a cap on the number of projects to be supported (particularly within internal grant schemes such as IGA), ensuring the sustainability and quality of research outputs.

Attention should be paid to ensuring that the results of publishing activities are consistently dedicated to AMBIS University.

With the increasing number of projects and in connection with the submitted application for doctoral studies, the institution should consider the involvement of international experts and evaluation panels of scientific and research results.

It is necessary for the University to develop its own personnel, which will start with the position of researchers and assistants at the scientific research institution. This will make it easier to develop own corporate culture and ensure continuity in the scientific research process. As mentioned, this problem can be partially solved by educating students within the own doctoral program.

For the future, we recommend introducing a formal career system that would include conditions for the development of all categories of employees, including supportive units.

Regarding research sustainability, it is necessary to systematically create and expand a base of researchers with targeted support in conducting research. The current structure, which is relatively gender-balanced, suggests a sustainable personnel environment with a long-term development perspective; however, targeted activities for gradual expansion are needed.

The knowledge transfer department creation could be recommended and open access system.

The University's internal evaluation report mentions several international staff mobilities. We believe that intensive support for staff mobilities can help establish new international cooperation, project, and research activities.

In the future, and in the context of internationalisation, AMBIS should prioritise participation in international projects and collaborations, which generally provide significantly higher funding than domestic grant schemes (providers like ERC, MSCA, HHMI, HFSP, NSF etc.).

After multiple restructurings and mergers with other universities, the institution has the potential to strengthen its position as a research institution if it deliberately supports, systematises, monitors, strengthens, and motivates researchers and creates a stimulating working environment for them. The formal environment and university policies (composition of the University, university documents, guidelines, and other internal regulations) are properly set; for the future, we recommend strengthening the processes of improving science and research and enhancing their transparency.

MODULE 5 – STRATEGY AND POLICIES

5.1 Mission and vision of the evaluated institution in R&D&I

Evaluate the described vision and general mission of the University emphasising R&D&I (in context of its educational function and the educational policy strategy of the state or the relevant ministry for higher education. Compare the defined mission with reality. The evaluation should consider how the mission and vision of the HEI has been fulfilled in the past five-year period and whether the vision for the next five-year period is adequately set and realistically achievable.

Rating [1–5]:

4 - Very good

Qualitative assessment:

AMBIS University demonstrates a clear and coherent mission and vision that integrate professionally oriented education with active research and internationalisation, grounded in transparency, inclusion, and academic freedom. These priorities are clearly aligned with national, European, and institutional strategic frameworks and are operationalised through its Strategic Intent and Internationalisation Strategy, supported by annually reviewed action plans. The R&D&I profile is currently concentrated in the Social Sciences, with a realistic and phased diversification planned toward Psychology, Education, and Media/Communications over the next five years. Closely aligned with its vocational and applied orientation, the mission emphasises quality education and practical relevance, which naturally extend to growth in applied and contract research. The Strategic Development Plan (2021–2027) reflects ambitions to enhance research output, strengthen engagement with socio-economic partners, internationalise research activity, and increase participation in both domestic and international projects. The strategy effectively links academic programming, research development, and institutional reputation, with notable efforts to obtain accreditation for a doctoral study programme. Overall, the approach is coherent and achievable for the institution's size and type, though success will depend on sustaining staff capacity and securing resources for planned expansions, particularly new postgraduate and doctoral programmes.

Recommendations:

To ensure the successful implementation of its R&D&I vision, AMBIS should focus on building capacity in priority fields through targeted recruitment, structured mentoring, and investment in research infrastructure. Clear alignment between national/EU strategies and unit-level actions should be maintained to maximise strategic coherence. Expanding international research engagement such as leveraging the HR Award and Internationalisation Strategy will strengthen institutional visibility and collaboration potential. Developing a more focused research strategy that identifies priority thematic areas will help guide resource allocation and maximise impact. Finally, a well-resourced roadmap should support the launch and sustainability of new postgraduate and doctoral programmes, in line with AMBIS's ambitions to consolidate its position as a university-type institution.

5.2 Research and development objectives

Evaluate the set goals of the HEI in both the area of R&D&I and the development of the HEI as an institution. Consider whether the goals are adequately established in relation to the size and type of the HEI, as well as its mission and vision, and whether they are achievable within the proposed timeframe.

Rating [1–5]:

4 - Very good

Qualitative assessment:

AMBIS University's R&D&I objectives for 2025–2030 are comprehensive, realistic, and well aligned with its mission, vision, and disciplinary strengths. They combine research excellence with institutional development, focusing on improving publication quality, expanding participation in national and international projects, enhancing societal impact through knowledge transfer, and strengthening collaboration with industry and the public sector. The strategy also integrates human potential development, institutional resilience, open science, and ethical standards, closely linked to the HR Excellence in Research Award framework. Supported by specific activities, measurable KPIs, and annual implementation through the Internal Grant Agency and strategic action plans, the plan provides a solid foundation for progress. While the goals are achievable for the University's size and profile, success will depend on sustained funding, recruitment of qualified staff, and momentum in diversifying research beyond its core social sciences focus, particularly into Psychology, Education, and Media/Communications.

Recommendations:

AMBIS should concentrate on niche areas with high potential for international visibility while strategically developing new disciplines. Clear KPIs should be defined and monitored for each R&D&I goal, with strengthened research capacity through targeted recruitment, mentoring, and international partnerships. Sustainable financing will be crucial for infrastructure and staff development, especially in preparing for doctoral accreditation and achieving university-type status. Greater alignment between R&D goals and departmental strengths would help direct resources effectively. Within research projects, more emphasis should be placed on producing tangible outputs such as patents, functional prototypes, software, or certified methodologies to enhance applied impact.

5.3 Institutional instruments and measures for the implementation of the research and development strategy

Evaluate the described institutional and strategic instruments for the fulfilment of the research and development objectives regarding how they will contribute to the fulfilment of these objectives. In your evaluation, also pay attention to the possible absence of key instruments or measures.

Rating [1–5]:

4 - Very good

Qualitative assessment:

AMBIS University has built a solid framework supporting its R&D&I objectives, focusing on scientific excellence, innovation, competitiveness, human potential, institutional resilience, and research integrity. Internal regulations, incentive-based remuneration, structured project management, internal grants, and publication or thesis competitions foster quality outputs and link research with teaching. Support for early-career researchers through mentoring, mobility, and publication programmes strengthens capacity, while student engagement benefits from targeted funding and training. International mobility, participation in major programmes, and alignment with the European Charter for Researchers and the HR Excellence in Research Award raise the institution's profile, complemented by active partnerships abroad. Access to training, databases, and interactive research tools further enhances capacity, while regular coordination meetings ensure oversight. Gaps remain in commercialisation, intellectual property management, outcome-oriented evaluation, interdisciplinarity, early-career development, and operational Open Science and data management. Addressing these would improve competitiveness, impact, and sustainability.

Recommendations:

AMBIS should strengthen commercialisation and intellectual property management, foster structured interdisciplinarity, and expand career development for early-stage researchers. It should

operationalise Open Science practices, embed impact-focused evaluation, and promote international leadership in research consortia supported by grant development services. Enhancing research integrity, tracking outcomes more systematically, and broadening funding through structural funds, EU grants, and industry collaboration will support long-term growth and visibility.

5.4 Implementation of recommendations in Module 5

Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

4 - Very good

Qualitative assessment:

As previously stated, during the evaluation period, AMBIS University merged with UJAK University, which makes it difficult to assess how AMBIS University applied the recommendations that had been given to UJAK regarding its strategic documents, mission, and vision in the previous HEI2020 evaluation cycle. Unfortunately, AMBIS University did not indicate how it responded to the recommendations given to UJAK University or how it may have reflected them in its own strategic documents in its SER. This transformation also affected the university's strategic documents, mission, and vision. However, it can be stated that upon reviewing the UJAK HEI2020 evaluation, which MEP received upon request, no serious deficiencies were found in Module 5 for UJAK University either.

Recommendations:

Given the aforementioned circumstances, the recommendations outlined above the criteria in Module 5 are applicable to the materials and strategic documents related solely to AMBIS University.

MODULE 5 RATING

MODULE 5 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 5. Evaluate the overall setting of the HEI's strategic objectives and development plan.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
5.1 Mission and vision of the evaluated institution in R&D&I	4 - Very good
5.2 Research and development objectives	4 - Very good
5.3 Institutional instruments and measures for the implementation of the research and development strategy	4 - Very good
5.4 Implementation of recommendations in Module 5	4 - Very good
AVERAGE RATING	4 - Very good
GRADE [A–D]	B
Summary assessment:	

AMBIS University presents a well-structured and effectively implemented strategy for research and innovation, firmly grounded in its institutional profile and capacities. The strategic setting of its R&D&I framework is coherent, realistic, and well aligned with national and European priorities, appropriately scaled to the University's size and mission. The mission and vision link professionally oriented education with active research and internationalisation, underpinned by structured, measurable objectives for 2025–2030 that address publication quality, project participation, societal impact, knowledge transfer, and human potential development. The institution demonstrates a strong commitment to research excellence, internationalisation, and external engagement, supported by a comprehensive toolkit of regulations, incentives, governance structures, and support mechanisms. Particular strengths include research integration with teaching, international mobility, ethics compliance, and solid governance, complemented by a forward-looking approach. The ongoing efforts toward accreditation of a doctoral study programme represent a positive step in increasing research intensity and academic capacity. While the framework is robust, it would benefit from stronger emphasis on commercialisation and intellectual property management, outcome-based evaluation, structured interdisciplinarity, early-career researcher development, and operational Open Science tools. Addressing these areas will further enhance competitiveness, sustainability, and the University's ability to consolidate its research profile, diversify into new disciplines, and strengthen its national and international role.

Summary recommendations:

AMBIS should reinforce its R&D&I framework by introducing targeted measures for intellectual property commercialisation, interdisciplinary collaboration, and early-career researcher development, alongside operationalising Open Science and embedding impact-focused evaluation metrics. Strategic emphasis on international leadership in research consortia, dedicated grant development support, and investment in high-visibility niche areas will further boost competitiveness, resilience, and long-term sustainability.

OVERALL EVALUATION IN MODULES 1 TO 5

OVERALL EVALUATION		
Provide a summary evaluation of the HEI as a whole across all five modules. Justify your evaluation and highlight the main strengths and/or weaknesses of the evaluated HEI. The overall grade is determined according to the rules of the "Methodology VŠ2025+".		
MODULE	MODULE WEIGHT	GRADE [A–D]
MODULE 1 and 2	50 %	D
MODULE 3	30 %	C
MODULE 4	10 %	C
MODULE 5	10 %	B
OVERALL RATING		D – Bellow average
Qualitative assessment: AMBIS University, part of a German education group, has evolved through multiple mergers (with the College of Regional Development, followed by additional mergers with the Private University College of Economic Studies, the College of Tourism and Hotel Management, and Jan Amos Comenius University Prague - UJAK). With 6,000 students and 500 staff, AMBIS ranks among medium-sized Czech universities and is the largest private HEI in the Czech Republic. Given the gradual merger of several educational institutions into their current state, AMBIS offers a wide range of study programs and has a relatively broad scope of research activities, encompassing both the type of research (fundamental, applied, or contract) and its focus. Within the evaluated period of Modules 1 and 2 (2019–2023), the assessment included outputs mostly reported by the previously evaluated institution (UJAK). The successor institution, AMBIS, contributed only a minimal number of outputs during this time frame and the evaluation in accordance with the methodology of the Government Council for Science and Research is considered below average. Although the number of publication outputs increased mainly in 2023 and 2024, there is still room for improvement in their quality in compliance with the methodology. In terms of projects, AMBIS primarily engages in contract research with a range of prominent partners, as well as conducting applied research projects and one basic research project. The representation of selected forms and types of projects is adequate, as in the Czech and the Central European universities; however, most are funded from domestic sources (GAČR, TAČR). Therefore, greater emphasis should be placed on securing high-quality projects financed from international sources. The communication and societal impact of research and development are solid, as is common for other Czech universities, and further growth is expected, particularly in connection with the potential accreditation of a doctoral study program. The university management actively supports R&D through resources, mentoring, and project administration, as confirmed by the site visit, the Self-Evaluation Report (SER), and institutional documentation. Evidence of strategic support for human resource management was demonstrated by the attainment of the "Human Resource Excellence in Research Award" in 2023. AMBIS possesses the systems and personnel capacities necessary for future development in science and research. The quality of academic staff has improved, and the age structure of human resources is favourable, providing a solid foundation for continued growth. The upcoming doctoral program will boost research capacity.		

AMBIS University has a well-structured research strategy aligned with national and EU priorities, linking professional education with active research and internationalisation. Its goals for 2025–2030 focus on publication quality, project participation, societal impact, and staff development.

Recommendations:

Due to the merger of several private HE institutions, an identified challenge is the imbalance in departmental size and its research engagement. Establishing faculties could address this issue by enabling focused research and development within areas of excellence, allowing for a more efficient allocation of financial resources. Given the evidence provided, it seems that most research endeavours have been the result of a bottom-up approach. The institution should create a strategy and implement actions that streamline research endeavours, also from a top-down perspective, enabling more focused research and utilising synergies. Emphasis should be placed on producing high-value outputs like patents, software and certified methodologies.

We recommend setting target values and a monitoring system for research outputs, establishing clear criteria in accordance with the University vision. In this regard, the role of the Vice-Rector for Science and Research is of great importance, as she/he should be responsible for overseeing these activities. With the increasing number of research activities and projects, and in connection with the submitted application for doctoral studies, it would be appropriate to strengthen the supporting and administrative staff of the Department of Science and Research. Subsequently, with respect to the fact that the evaluated unit falls into the field of social sciences, the creation of a technology or knowledge transfer department can also be recommended.

The formal environment and university policies (university documents, guidelines, and other internal regulations) are properly set; to improve further, AMBIS should strengthen commercialisation, intellectual property management, Open Science tools, and support for early-career researchers. These steps will enhance competitiveness and help consolidate its research profile.

The overall recommendation is to continue increasing activities in all areas related to research, stabilise the number of full-time personnel and enable their professional growth, create supporting institutional arrangements and research management structures. Publications and dissemination activities related to research results should be further promoted.

In light of the aforementioned considerations, the evaluation of AMBIS University in Modules 3, 4 and 5 positions the institution among well-established and sustainable higher education institutions in the Czech Republic, while also highlighting areas for improvement and future growth.