



STRATEGIC PLAN IMPLEMENTATION OF THE FACULTY OF LOGISTICS AND CRISIS MANAGEMENT, TBU IN ZLÍN FOR THE PERIOD 21+ FOR THE YEAR 2023

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STRATEGIC PLAN IMPLEMENTATION OF THE FACULTY OF LOGISTICS AND CRISIS MANAGEMENT, TBU IN ZLÍN FOR THE PERIOD 21+ FOR THE YEAR 2023

INTRODUCTION

The Implementation Plan of the Strategic Plan of the Faculty of Logistics and Crisis Management of Tomas Bata University in Zlín for the period 21+ for the year 2023 (hereinafter referred to as the Implementation Plan 2023) is the implementation document of the Strategic Plan of the Faculty of Logistics and Crisis Management of TBU in Zlín for the period 21+ (hereinafter referred to as the FLCM 21+ Strategy).

The structure of the Implementation Plan 2023 is based on the structure of the FLCM 21+ Strategy, which is built on five pillars and five priorities:

Pillar A: Education

Priority 1: To implement open, flexible and high-quality education that responds to the needs of the labour market and social challenges of the 21st century, primarily focusing on professional study programs.

Pillar B: Research and Creative Activities

Priority 2: To increase the professional and international competitiveness of research and creative activities carried out at the faculty.

Pillar C: Internationalization

Priority 3: To implement and expand international cooperation in all areas of its activities.

Pillar D: Third Role of FLCM TBU in Zlín

Priority 4: To be a strategic partner in the area of municipalities of the Uherské Hradiště Region and possibly other municipalities with extended responsibilities in the areas of logistics, population protection, crisis management, risk management, environmental safety and regional development. To strengthen activities in the area of social responsibility and participate in the sustainable development of society.

Pillar E: Human Resources, Financing, Internal Environment of FLCM TBU in Zlín and Strategic Management

Priority 5: To develop the internal environment of the faculty as an environment that inspires and motivates work and study, cooperation internally and externally, supporting belonging to the FLCM and TBU brand and its values, and respecting compliance with the university's internal rules.

The individual pillars are broken down into strategic objectives and then into specific sub-objectives with a unified system of indicators. The indicators are defined so that it is possible to continuously monitor and evaluate the implementation of the FLCM 21+ Strategy, always in the Annual Report on the Activities of the FLCM TBU in Zlín for a given year, to process internal quality assessments in accordance with the internal regulations of the TBU in Zlín and at the same time provide them for evaluation purposes in the Methodology 17+.

The 2023 Implementation Plan elaborates on strategic and sub-objectives for specific measures, activities or projects (or parts of their implementation) for 2023, which will gradually lead to the implementation of the mission, vision and target indicators of the FLCM TBU in Zlín. For each measure, activity or project, specific responsibility is set, the output is defined and at the same time a link to the indicators of the implementation of the sub- and strategic objectives of the FLCM TBU 21+ Strategy.

KEY MEASURES FOR 2023 IN INDIVIDUAL PILLARS

Within the individual pillars, the following measures appear to be key:

Pillar A: Education

- To innovate study programs in line with current outputs of the subject scientific fields.
- To ensure comprehensive preparation for the start of teaching in the newly accredited professional study program Environmental Safety.
- To prepare accreditation documentation for the follow-up master's study program Social Security (Czech language, full-time and combined form, academically profiled study program).

Pillar B: Research and Creative Activities

- To support the overall year-on-year increase in publication outputs indexed in monitored databases (especially WoS and Scopus), including outputs within Q1 and Q2 and their citations.
- To encourage the creation of faculty and interfaculty project teams with the aim of strengthening interdisciplinary research.

- To prepare academic and scientific staff for participation in international cooperation networks with an emphasis on the implementation of internationally recognized research.

Pillar C: Internationalization

- To implement activities resulting from the Action Plan of the Strategy for International Cooperation and Creating an International Environment at TBU in Zlín and from the Strategy for Internationalization in R&D relevant to FLCM.

Pillar D: Third Role of FLCM TBU in Zlín

- To actively present the faculty's partnership with businesses and the public sphere to the general public.
- To create a system for meetings between representatives of businesses, the public sphere and the faculty.
- To implement a new lifelong learning course in the field of crisis management.
- To arrange an exhibition of the U3A TBU in Zlín in the Senate of the Parliament of the Czech Republic. (January, February)

Pillar E: Human Resources, Financing, Internal Environment of FLCM TBU in Zlín and Strategic Management

- To continue building a human resources system, including the computerization of personnel work at TBU in Zlín.
- To complete the implementation of a new infrastructure for employees and students of FLCM TBU in Zlín.

FINANCIAL COVERAGE FOR THE FULFILLMENT OF THE IMPLEMENTATION PLAN FOR 2023

The financial coverage of the 2023 Implementation Plan is ensured by the Budget Rules of the FLCM TBU in Zlín for 2023, the Budget Schedule of the FLCM TBU in Zlín for 2023, and financial resources from subsidy titles.

Pillar A: EDUCATION

Priority 1: To implement open, flexible and high-quality education that responds to the needs of the labour market and social challenges of the 21st century, primarily focusing on professional study programs.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2023	Responsibility	Output/s	Indicators
<p>Strategic Goal 1.1 To improve and develop an open and non-discriminatory approach to education.</p>	<p>Partial Goal 1.1.1 Develop activities to reduce study failure, including the collection and analysis of quantitative and qualitative data for continuous evaluation of the effectiveness of implemented measures.</p>	<p>Through the Study Programme Council, to evaluate the implementation of the objectives of the study programmes, update them, primarily based on feedback from interested parties. Implement findings and conclusions into the process of reducing study failure.</p> <p>To implement tutoring courses as part of reducing study failure.</p> <p>To complete the implementation of QRAM in IS/STAG. Emphasize the connection between theoretical subjects and practical work.</p> <p>To deepen cooperation with students, the Student Union in Uherské Hradiště and other student associations and organizations that develop activities to reduce study failure as part of their activities.</p> <p>To support faculty activities addressing the issue of reducing study failure, coordinate the activities of all faculty entities participating in solving this issue.</p>	<p>Vice-Dean for Pedagogical Activities</p> <p>Vice-Dean for Pedagogical Activities</p> <p>Dean</p> <p>Dean</p> <p>Vice-Dean for Pedagogical Activities</p>	<p>Measures taken</p> <p>Implementation of the strategic project of TBU in Zlín</p> <p>Completion of QRAM in IS/STAG for subject cards</p> <p>Report on solving study failure</p>	<p>A2 – Students in study programs – Number of students at the FLCM TBU in Zlín</p> <p>A4 – Applications for study – Number of applications for study at the FLCM TBU in Zlín</p> <p>A5 – Students admitted to study – Number of students admitted to study at the FLCM TBU in Zlín</p> <p>A6 – Students admitted to study – Number of students admitted to study at the FLCM TBU in Zlín</p> <p>A7 – Study Program Graduates – Number of graduates at the FLCM TBU in Zlín</p> <p>A9 – Graduation rate – Percentage of students who completed their studies</p>

<p>Partial Goal 1.1.2 To develop conditions for equal access to education at FLCM TBU in Zlín in accordance with the Charter of Fundamental Rights and Freedoms (Constitutional Act No. 2/1993 Coll.).</p>	<p>Further systematically develop support for students with specific needs at the faculty in cooperation and under the methodological guidance of the "Centre for Students with Specific Needs of TBU". Systematically involve the faculty pedagogical, legal and psychological counselling in the process of supporting students with specific needs. Identify other at-risk groups of students. Actively work with foreign students. Continuously familiarize academic staff with the given issue.</p>	<p>Vice-Dean for Pedagogical Activities</p>	<p>Improved and expanded range of services for students with specific needs</p>	<p>A11 – Tools to support students with specific needs at FLCM TBU in Zlín – Number of tools to support students with specific needs</p>
<p>Partial Goal 1.1.3 To systematically support the involvement of students in internships and internships with external partners and scientific research projects at the university, seek new opportunities for cooperation with practice and cooperation in the preparation of final qualification theses.</p>	<p>To use the services of the JOB Centre so that they are more widely used among students of FLCM TBU in Zlín.</p> <p>To participate in the job fair "Business Days 2023", ensure the participation of entities and companies whose professional focus is consistent with the areas of education of FLCM TBU in Zlín.</p> <p>To implement and support professional internships and practices and expand the soft skills of students with the aim of preparing them for future employment in the labour market.</p> <p>To continue methodological support for the leaders of qualification theses with the aim of increasing the level of these works.</p>	<p>Vice Dean for External Relations and Lifelong Learning Vice Dean for External Relations and Lifelong Learning Vice Dean for External Relations and Lifelong Learning Vice-Dean for Pedagogical Activities</p>	<p>Overview of JOB Centre activities for FLCM Implemented event Number of companies Implemented internships and traineeships Implemented educational events Manual for conducting qualification work (ppt)</p>	<p>A12 – Students on internships/trainees – Number of students on internships and traineeships in the academic year</p> <p>A13 – Study subjects with the involvement of experts from the application sphere – Number of experts from the application sphere involved in teaching in accredited study programmes</p> <p>Number of internships, traineeships and workshops carried out</p>

<p>Strategic Goal 1.2 To innovate study programs in line with security and technological developments and new social challenges for the employability of graduates in the changing labour market</p>	<p>Partial Goal 1.2.1 Accredite study programs that reflect the requirements of the labour market and respect the standards for accreditation resulting from the requirements of the NAO and the internal regulations and standards of the TBU in Zlín.</p>	<p>Participate in the creation of accreditation for the professionally focused master's degree program Sustainable Development Management (CZ, PF, CF) in cooperation with FaME and CPS.</p> <p>Prepare accreditation documentation for the reaccreditation of the academic follow-up master's program Social Security in full-time and combined forms of study.</p> <p>Continuously prepare all necessary documents for the control of study programs at RVH and NAO within the framework of the granted accreditations.</p> <p>Increase the share of visiting associate professors and professors at lectures in SP held at FLCM.</p>	<p>Dean Guarantors of study programs</p> <p>Dean Guarantor of study program</p> <p>Guarantors of study programs</p>	<p>Accreditation</p> <p>Application for re-accreditation to the NAO</p> <p>Inspection reports</p> <p>Number of visiting professors and associate professors</p>	<p>A1 – Study programs – Number of accredited study programs of FLCM TBU in Zlín</p> <p>A8 – Unemployed graduates – Number of unemployed graduates of FLCM TBU in Zlín</p>
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	<p>Partial Goal 1.2.2 To increase the quality of the educational environment with regard to the output competencies of graduates and introduce new tools for education and support of talented students.</p>	<p>To develop a concept of study opportunities for exceptionally gifted students within the subject of foreign language.</p> <p>To continue to innovate the teaching quality assessment system by strengthening communication with students and thus increase their involvement in teaching assessment processes.</p> <p>To nominate faculty staff and promote their work as a tool for rewarding excellent results of work of academic staff and employees in educational activities and for practice (see the Rector's Call for Nominations for the Rector's Award).</p> <p>To establish an Open-Source Technologies Laboratory.</p>	<p>Vice-Dean for Pedagogical Activities</p> <p>Vice-Dean for Pedagogical Activities Heads of Year Classes</p> <p>Guarantors Dean of the Faculty Vice-Dean for Pedagogical Activities Guarantors of Study Programs Directors of Departments</p> <p>Vice-Dean for Pedagogical Activities</p>	<p>Concept Percentage of student participation in assessment</p> <p>Internal standard</p> <p>Communication plan</p> <p>Second round of the Rector's call for applications for 2023</p>	<p>A₁₁ – Tools for supporting students with specific needs at FLCM TBU in Zlín – Number of tools for supporting students with specific needs B₁ – Student-teacher ratio – Number of academic staff to number of students B₄ – Quality of teachers – Number of academic staff without a Ph.D. to number of APs with a Ph.D. and higher</p> <p>C₁ – Quality of teaching – Evaluation of the quality of teaching in individual study subjects through a unified questionnaire in IS/STAG C₂ – Quality of study in the study program – Evaluation of the quality of study in individual SPs for students in the last year of study</p> <p>D₁ – Quality of study in the study program – graduates – Evaluation of the quality of study in individual SPs by graduates who are 3–6 years old after graduation D₂ – Quality of studies in the study program - employers - Evaluation of the quality of the study program by key employers of TBU graduates in Zlín</p>
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	<p>Partial Goal 1.2.3 To support the involvement of research centres in the educational process.</p>	<p>To implement adaptation activities for first-year students of bachelor's degree programs.</p>	<p>Vice-Dean for Pedagogical Activities</p>	<p>Adaptation Day</p>	<p>B₃ – Involvement of research centres in teaching – Number of study programs in which research centres are involved</p>
	<p>Partial Goal 1.2.4 Increase the quality and relevance of full-time and combined forms of study.</p>	<p>To analyse the quality parameters of full-time and combined studies and update the faculty's internal standards and regulations based on the knowledge gained.</p> <p>To implement a strategy for digitizing study programs for the implementation of distance learning forms. Create digital study supports for the purpose of improving the quality of full-time and combined studies.</p>	<p>Vice-Dean for Pedagogical Activities</p> <p>Guarantors of Study Programs</p>	<p>Analysis Update of internal regulations</p> <p>Innovation of study supports</p>	<p>B₄ – Quality of teachers – Number of AS without a Ph.D. to the number of AS with a Ph.D. or higher</p> <p>C₁ – Quality of teaching – Evaluation of the quality of teaching in individual study subjects through a unified questionnaire in IS/STAG</p> <p>C₂ – Quality of study in the study program – Evaluation of the quality of study in individual SPs for students in the last year of study</p> <p>D₁ – Quality of study in the study program – graduates – Evaluation of the quality of study in individual SPs by graduates who are 3–6 years old after graduation</p> <p>D₂ – Quality of studies in the study program - employers - Evaluation of the quality of the SP by key employers of FLCM TBU graduates in Zlín</p>

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	<p>Partial Goal 1.2.5 To support students' entrepreneurship and creativity through various forms of education, involvement in research and creative activities, and to support the implementation of students' specific business plans through system tools.</p>	<p>To continue to implement courses supporting entrepreneurship and entrepreneurship in all study programs of the faculty.</p> <p>To support student participation in events such as IDEATHON and My First Million.</p>	<p>Vice-Dean for Pedagogical Activities</p> <p>Vice-Dean for External Relations and Lifelong Learning</p>	<p>Subjects Entrepreneurship I, II</p>	<p>A₁₄ – Students involved in research and creative activities – Number of students involved in research and creative activities</p> <p>A₁₅ – Activities/events to support entrepreneurship and creativity among students – Number of events to support entrepreneurship and creativity among students outside of classes</p>
<p>Strategic Goal 1.3 To open up opportunities for quality education to the public with the aim of increasing the adaptability of the workforce to changes in the labour market</p>	<p>Partial Goal 1.3.1 To build a functional and collaborative system of further education at FLCM TBU in Zlín, focusing on the needs of the changing labour market and new requirements for the workforce.</p>	<p>To prepare Lifelong Learning programs focused on expanding skills (upskilling) or reskilling.</p> <p>To implement the Strategy for the Development of Lifelong Learning at the TBU in Zlín, including setting internal conditions at the faculty.</p> <p>To implement the national methodology for creating a lifelong learning program based on microcredits (microcredentials).</p>	<p>Vice-Dean for External Relations and Lifelong Learning</p> <p>Vice-Dean for External Relations and Lifelong Learning</p> <p>Vice-Dean for Pedagogical Activities</p>	<p>Accredited Lifelong Learning Course</p> <p>Outputs from the NPO project for 2023-5 new courses focused on expanding skills (upskilling)</p> <p>Completion of the measures of the Action Plan of the Strategy for the Development of Lifelong Learning at TBU in Zlín for 2023</p> <p>Outputs from the NPO project for 2023</p>	<p>G₁ – LLP Revenues – Volume of funds obtained through LLP</p> <p>G₂ – Lifelong learning participants – Number of participants in accredited lifelong learning courses</p> <p>G₃ – Accredited lifelong learning courses – Number of accredited lifelong learning courses according to the methodology of the Ministry of Education, Youth and Sports and the Ministry of Labour and Social Affairs</p>

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		To cooperate in the development of the Education Centre for Industry 4.0, connect or ensure the participation of professional capacities across TBU in the educational programs of the registered institute.	Dean		
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Pillar B: RESEARCH AND CREATIVE ACTIVITIES

Priority 2: To increase the professional and international competitiveness of research and creative activities carried out at the faculty.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2023	Responsibility	Output/s	Indicators
Strategic Goal 2.1 Increasing the scope and quality of basic research	Partial Goal 2.1.1 Increasing the scope and quality of creative activities with the aim of both an overall year-on-year increase in the number of publication outputs indexed in monitored databases (especially WoS and Scopus), as well as outputs within Q1 and Q2 and their citations.	To implement the recommendations of the International Evaluation Panel within the framework of the M17+ evaluation for FLCM TBU. To increase the number of high-quality publication outputs of the Jimp category in the higher quartiles according to AIS.	Vice-Dean for Creative Activities	Overview of measures taken List of outputs of the Jimp, Jsc category – OBD	E ₁ – Quality of publication outputs – Citation rate of publication outputs indexed in monitored databases (WoS and Scopus) over the last five years E ₂ – Number of publication outputs – Number of publication outputs indexed in monitored databases (WoS and Scopus) in Q1 and Q2 (Methodology 17+)
	Partial Goal 2.1.2 Increasing the quality of creative activity with the aim of year-on-year improvement of assessed non-bibliometric outputs within the framework of Methodology 17+.	To ensure the participation of academic and scientific staff of the FLCM TBU in Zlín in a training course to enhance the quality of non-bibliometric outputs.	Institute directors	Number of participants in the course	E ₁ – Quality of publication outputs – Citation rate of publication outputs indexed in monitored databases (WoS and Scopus) over the last five years E ₂ – Number of publication outputs – Number of publication outputs indexed in monitored databases (WoS and Scopus) in Q1 and Q2 (Methodology 17+)

	<p>Partial Goal 2.1.3 Increasing the share of outputs from creative activities in cooperation with foreign partners (strategic expansion of integration into international research infrastructure).</p>	<p>To initiate establishing new contacts with foreign research institutions and specific researchers with the aim of increasing the number of R&D outputs with foreign partners.</p> <p>To motivate academic and scientific workers to participate in mobility to foreign research institutions, especially those showing high-quality R&D results and participating in international (European) cooperation projects.</p>	<p>Dean Vice-Dean for Creative Activities</p>	<p>List of cooperating foreign institutions List of academic and scientific staff participating in scientific and research mobilities Overview of joint projects</p>	<p>E₆ – Basic research outputs with foreign partners – Number of basic research outputs implemented in cooperation with foreign partners</p>
<p>Strategic Goal 2.2 Increasing the volume of projects in the field of R&D&I with an emphasis on the implementation of internationally recognized research</p>	<p>Partial Goal 2.2.1 Increasing the share of purpose-built R&D funding and contractual research in the financing of TBU in Zlín.</p>	<p>To support the creation of project capacities at the faculty level and within TBU with the aim of strengthening interdisciplinary research.</p> <p>To support the preparation and implementation of contract research projects with an application sphere, with an emphasis on specific joint research objectives, future applicability of results and building long-term partnerships.</p>	<p>Vice-Dean for Creative Activities</p>	<p>Presentation for academic and scientific staff of FLCM in the field of contract research and the possibilities of interdisciplinary research Number of projects implemented in cooperation with practice, number of projects based on contract research</p>	<p>E₇ – Special-purpose funds for R&D – Volume of special-purpose funds obtained for science and research (Methodology 17+)</p> <p>E₈ – Contract research revenues – Volume of contract research revenues (Methodology 17+)</p>
	<p>Partial Goal 2.2.2 Setting the conditions and methods of involving academic and scientific workers in</p>	<p>To support the involvement of academic and scientific staff in international cooperation networks in accordance with the Strategy of Internationalization in R&D at FLCM TBU in Zlín.</p>	<p>Dean Dean</p>	<p>Analysis Number of projects implemented in</p>	<p>Number of applied projects implemented in practice</p>

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	international cooperation networks.	To support the preparation and implementation of projects with an application sphere with an emphasis on specific research objectives, future applicability of results and building long-term partnerships.	Vice-Dean for Creative Activities	cooperation with practice, number of projects based on contractual research	
Strategic Goal 2.3 Implementation of the doctoral study program	Partial Goal 2.3.1 Preparation of accreditation of the doctoral study program.	Not relevant for 2023.			
Strategic Goal 2.4 To continue cooperation with the Technology Transfer Centre with a focus on utilizing the professional capacity of consulting and service services	Partial Goal 2.4.1 To support academic and scientific staff in education in the field of intellectual property and the management of intangible assets.	To support the participation of academic and scientific staff in training in the field of intellectual property protection and management of intangible property.	Vice-Dean for Creative Activities	Participation in education	Number of participants
Strategic Goal 2.5 To create conditions for building R&D infrastructure	Partial Goal 2.5.1 To develop and submit a project to build an interdisciplinary laboratory at FLCM	To develop a draft project documentation for an interdisciplinary laboratory according to the relevant call within the Jan Amos Comenius Operational Program (OP JAK).	Dean, Vice-Dean for Creative Activities, Institute directors Guarantors of study programs	Project documentation draft	

Pillar C: INTERNATIONALIZATION

Priority 3: To implement and expand international cooperation in all areas of its activities.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2023	Responsibility	Output/s	Indicators
Strategic Goal 3.1 To strengthen the internationalization of FLCM TBU in Zlín by increasing the number of foreign students and staff, supporting their social integration and moderating their cooperation with "domestic" students and staff	Partial Goal 3.1.1 To ensure the offer of at least one study program in English.	Not relevant for 2023.			
	Partial Goal 3.1.2 To support short-term stays of foreign students coming to FLCM TBU in Zlín.	To acquire new partners for cooperation in the area of arrivals (especially Freemover), or contacts for concluding Erasmus+ and other contracts with an emphasis on the quality of mobility.	Dean Student Stays and Internships Coordinator Dean Student Stays and Internships Coordinator	Analysis of students on short-term stays Overview of new partners	F4 – Foreign students on short-term stays – Number of foreign students coming to FLCM TBU in Zlín for a short-term study stay and number of student days
	Partial Goal 3.1.3 To develop the university's international environment so that all departments provide services in Czech and English, develop a system of services and support for the integration of foreign students and staff and promotion abroad.	To set up a system of cooperation with foreign universities and students. To participate in the implementation of activities resulting from the Action Plan of the Strategy of International Cooperation and the creation of an international environment at TBU in Zlín.	Dean Student Stays and Internships Coordinator Dean	System set up Realized activities	F5 – Quality of international services of TBU in Zlín – Evaluation of the quality of international services of TBU in Zlín

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Strategic Goal 3.2 To support international mobility of students of FLCM TBU in Zlín and academic and non-academic staff of FLCM TBU in Zlín	Partial Goal 3.2.1 To increase the proportion of academic and non-academic staff who have completed studies/work placements abroad or gained significant professional experience there and remove formal and informal barriers to their integration into the life of the academic community.	To analyse possibilities for increasing the number of academic and non-academic staff who can complete a stay abroad. To develop the language skills of employees of FLCM TBU in Zlín through English language teaching in Uherské Hradiště.	Dean Dean	Analysis Language courses realisation	F8 – Academic and non-academic staff with studies/work placements abroad – Share of academic and non-academic staff who have completed studies/work placements abroad
	Partial Goal 3.2.2 To increase the number of students who have completed a study/work placement abroad.	Support mobility for students with specific needs and from socio-economically disadvantaged backgrounds, through increased scholarships, information support, etc. Take measures to introduce new types of mobility (virtual, blended, short-term intensive, etc.) and to integrate international student mobility as an integral part of the curriculum of study programmes.	Dean Dean	Draft measure Draft measure and implementation plan	F9 – Students with studies/internships abroad – Number of students who completed studies/internships abroad and number of student days
Strategic Goal 3.3 To promote strategic cooperation, partnerships and capacity building	Partial Goal 3.3.1 Support the accreditation and implementation of joint/double/multiple degree study programs with strategic foreign partners.	Not relevant for 2023.			F11 – Joint/double/multiple degree study programs – Number of joint/double/multiple degree study programs

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for internationalization	<p>Partial Goal 3.3.2 Increasing the total volume of acquired national and international educational projects, including in cooperation with strategic foreign partners (expanding integration into the international educational infrastructure).</p>	<p>To develop a system of support for the preparation and submission of international educational and mobility projects by using the established networking, searching for grant opportunities and consulting during project preparation.</p> <p>To engage in project activities providing scholarships to both outgoing students/employees and incoming students/employees.</p>	<p>Dean</p> <p>Dean</p>	<p>Offer of support services for project preparation and submission</p> <p>Number of participations in project activities</p>	<p>F₁₂ – Expanding integration into international educational infrastructure – Volume of financial resources from acquired international educational projects F₁₃ – Expanding integration into international educational infrastructure – Number of projects received</p>
	<p>Partial Goal 3.3.3 Encourage participation in international networks and support strategic partnerships.</p>	<p>To join international networks that match the profile, preferences and long-term goals of FLCM TBU in Zlín.</p>	<p>Dean</p>	<p>Number of international network involvements</p> <p>Number of strategic partnerships</p>	

Pillar D: THIRD ROLE OF FLCM TBU IN ZLÍN

Priority 4: To be a strategic partner in the area of municipalities of the Uherské Hradiště Region and possibly other municipalities with extended responsibilities in the areas of logistics, population protection, crisis management, risk management, environmental safety and regional development. To strengthen activities in the area of social responsibility and participate in the sustainable development of society.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2023	Responsibility	Output/s	Indicators
Strategic Goal 4.1 To actively participate in the formation, preparation and implementation of national and regional strategies, including development strategies of the city of Zlín, the Uherské Hradiště region and other municipalities in the region, participate in the development of the non-profit sector of the cultural and social environment and cooperate with external entities on	Partial Goal 4.1.1 To build active representation of FLCM TBU in Zlín in the structures of creation and management of strategic documents and at the same time participate in their implementation through own projects or partnerships with the aim of influencing public life in the municipalities with extended powers of Uherské Hradiště, Uherský Brod, and possibly in other municipalities with extended powers (ORP).	To actively involve FLCM TBU in Zlín in the formation and preparation of regional strategies for the development of the non-profit sector and the cultural and social environment. To cooperate in particular with the cities of Uherské Hradiště and Uherský Brod in the creation of strategic documents in the areas of transport, crisis management, population protection and environmental development. Cooperate with the seats of administrative districts of municipalities with extended jurisdiction of the Zlín Region and other regions and public institutions.	Vice-Dean for External Relations and Lifelong Learning	Draft measures Prepared projects	G ₁₁ – Public partnerships for shaping national and regional policies – Overview of strategic partnerships G ₁₂ – Strategic regional development projects – Number of projects prepared
	Partial Goal 4.1.2 To update the involvement of FLCM TBU in Zlín in clusters, platforms, societies or associations with the aim of participating in the activities of these entities through active membership and joint projects for the benefit of FLCM.	To develop cooperation with industry clusters and their members in all selected areas. Find opportunities for cooperation in the field of security.	Vice-Dean for External Relations and Lifelong Learning	Active membership/representation of FLCM TBU in Zlín	G ₁₃ – Involvement in clusters, platforms, societies or associations – Overview of platforms where TBU in Zlín is represented

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<p>development projects</p>	<p>Partial Goal 4.1.3 To support the non-profit sector and charitable projects, activities of a cultural and sporting nature, especially where employees or students of FLCM TBU in Zlín are directly involved or where student projects are carried out, especially in the areas of Uherské Hradiště and Uherské Brod.</p>	<p>Continue and develop cooperation with the Student Union (USUH), (Students for Students, Let's Clean Up the Czech Republic, Science Café project), continue to cooperate with local associations and organizations, cooperate with the Czech Red Cross (ČČK). Develop cooperation with Maltese Aid more.</p>	<p>Vice-Dean for External Relations and Lifelong Learning</p>	<p>Concept for developing further cooperation</p>	<p>G₁₄ – Cooperation with student organizations – System of cooperation with the TBU Student Union and student public benefit associations</p>
<p>Strategic Goal 4.2 To strengthen the position of TBU in Zlín as a leader in the development of education and literacy in the Zlín Region</p>	<p>Partial Goal 4.2.1 Prepare and implement cooperation projects with high, elementary and kindergarten schools with the aim of developing the education system in the Zlín region and cooperating on projects aimed at supporting talented pupils and students with a focus on the area of municipalities with extended powers (ORP) Uherské Hradiště and Uherský Brod.</p>	<p>Cooperate with elementary and high schools in the area of Kunovice, Staré Město and Uherské Hradiště, offer excursions to secondary school students at FLCM TBU in Zlín to selected laboratories, lectures by academic staff of FLCM TBU in Zlín at secondary schools.</p> <p>Cooperate with high schools in the region within the framework of Secondary Professional Activities.</p> <p>Obtain high schools as FLCM Faculty Schools.</p> <p>Cooperation with elementary and high schools in the area of Uherské Hradiště agglomeration on the Night of Scientists 2023.</p>	<p>Vice-Dean for External Relations and Lifelong Learning, Institute directors</p>	<p>Implementation of parts of projects for 2023 within IKAP II</p> <p>New schools with the title Faculty</p>	<p>G₅ – Cooperation projects with lower levels of education – Number of cooperation projects with high, elementary and kindergarten schools with the aim of developing the education system in the Zlín Region</p> <p>G₆ – Events for gifted pupils and students – Number of projects supporting gifted pupils or students with the involvement of FLCM TBU in Zlín</p> <p>G₇ – Support for gifted pupils and</p>

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					students – Number of supported gifted pupils or students
	Partial Goal 4.2.2 To continue the implementation of the University of the Third Age and to develop its offer.	To improve the promotion of U3A at FLCM TBU in the Uherské Hradiště agglomeration and the wider area. To expand the number of U3A courses offered at FLCM TBU.	Vice-Dean for External Relations and Lifelong Learning	Number of U3A courses	G ₄ – U3A – Number of U3A students
Strategic Goal 4.3 To build the prestige of the faculty as a brand of TBU in Zlín, including spreading the legacy of Tomáš Bata.	Partial Goal 4.3.1 To strengthen the prestige and promotion of FLCM TBU in Zlín on a national and international scale, to care for the image of the university, including the homage of Tomáš Bata's legacy.	To raise awareness of Tomáš Baťa and his family in Uherské Hradiště. To develop the image of TBU and FLCM in the region. To invite friendly secondary schools to events organized by FLCM. To complete negotiations on placing the second TBU neon sign in the premises of Student Square in Uherské Hradiště. Implement this neon sign. To participate in the social program of the Summer Film School in Uherské Hradiště. To develop the prestige and activities of the TBU Alumni Club at FLCM. To participate in the Zlín Region Safety Week.	Vice-Dean for External Relations and Lifelong Learning	Updated websites and other publications Rollups with this information, e.g. at graduations. Info at the Uherské Hradiště Municipal Information Centre. A nationwide campaign supporting the TBU brand and name using online and offline communication channels, including evaluation Participation in the accompanying program - promotion of the TBU brand	G ₉ – Annual evaluation of marketing events

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	<p>Partial Goal 4.3.2 To popularize the results of science education and research towards the public, actively disseminate new knowledge, results of scientific and research activities and examples of good practice towards the general public.</p>	<p>To implement the Marketing and Communication Strategy for the Popularization of R&D at TBU in Zlín (output of the IKAROS project) at the faculty.</p>	Dean	Implementation of the measures of the action plan for 2023	<p>G₈ – Popularization of R&D – Number of events intended for popularization of R&D</p>
		<p>Develop awareness and popularize FLCM educational, research and development activities through targeted events for the public: Lectures by academic staff at secondary schools in the area. Present the results of science and activities of FLCM TBU in Zlín in the field of crisis management, logistics, environmental safety and population protection to companies and various institutions. Initiate regular meetings in the form of morning breakfasts with important representatives of the business and public spheres in order to disseminate new knowledge from R&D, etc. Involve more academic staff in the popularization project of TBU in Zlín - TBU on request.</p>	Vice-Dean for External Relations and Lifelong Learning	Realised events	

Pillar E: HUMAN RESOURCES, FINANCING, INTERNAL ENVIRONMENT OF FLCM TBU IN ZLÍN AND STRATEGIC AMNAGEMENT

Priority 5: To develop the internal environment of the faculty as an environment that inspires and motivates work and study, cooperation internally and externally, supporting belonging to the FLCM and TBU brand and its values, and respecting compliance with the university's internal rules.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2023	Responsibility	Output/s	Indicators
Strategic Goal 5.1 To set up effective internal processes and strategically manage the development of FLCM TBU in Zlín	Partial Goal 5.1.1 To build capacities for strategic management of FLCM TBU in Zlín	To increase the competences of management staff through educational activities. To update and implement the management system for occupational health and safety, fire protection, and the environment, including setting up crisis management methodologies for ensuring conceptual safety management at TBU in Zlín. To implement the Safety Strategy at TBU in Zlín for the period 22+.	Dean Vice-Dean for Creative Activities Head of the Human Resources Department of TBU Secretary Dean	Educational materials Update of the Organizational Directive and internal regulations, Update of documentation Completion of tasks from the Security Strategy	H ₁ – Strategic management of the development of FLCM TBU in Zlín – Number of management employees of the dean's office and components involved in the preparation, processing, discussion and implementation of strategies and strategic documents
	Partial Goal 5.1.2 To improve and develop centrally provided services with the aim of reducing duplication of capacities in individual parts of the TBU in Zlín and the administrative burden in the internal environment.	To implement the systematization of jobs at the TBU in Zlín, including the typification of job positions.	Dean	Internal systematization of work	H ₂ – Established organizational structure of FLCM TBU in Zlín
	Partial Goal 5.1.3 To develop the information system of the TBU in Zlín with the aim of fully electricizing all segments in order to reduce the administrative burden.	To continue digitizing activities directly related to providing educational activities and administrative tasks associated with the study agenda.	Vice-Dean for Pedagogical Activities	Outputs from the NPO Project for 2023	H ₄ – Modern functional information infrastructure

	<p>Partial Goal 5.1.4 To ensure conditions for the establishment and development of new research centres at FLCM, focused on strategic directions, and ensure the sustainability and further development of existing research centres.</p>	Not relevant for 2023.	Dean Institute directors Secretary	Analyses preparation	E15 – creation of R&D infrastructure – set conditions for the development of a laboratory/centre
	<p>Partial Goal 5.1.5 To strengthen mutual awareness, internal communication and cooperation across the faculty, support the creation of communication platforms for employees in different segments of their work activities. Encourage students (both engaged and non-engaged) to use formal mechanisms of the university and faculty to express their needs and concerns. Develop a more systematic approach to student participation in the running of the faculty.</p>	To develop a set system of internal communication with employees.	Secretary	Overview and evaluation of employee communication tools for 2023	H6 – Communication plan
<p>Strategic Goal 5.2 To complete the internal system for ensuring and evaluating the quality of educational,</p>	<p>Partial Goal 5.2.1 To participate in the implementation of an internal system for assessing the quality of creative activities in accordance with the recommendations of the Ministry of Education, Youth</p>	To participate in the implementation of the internal system for assessing the quality of creative activities in accordance with the recommendations of the Ministry of Education, Youth and Sports, the NAO methodology and the 17+ Methodology.	Dean		H7 – Established internal quality assurance and evaluation system

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creative and related activities at TBU in Zlín	and Sports, the NAO methodology and the 17+ Methodology.				
	Partial Goal 5.2.2 To implement relevant recommendations resulting from the work of external evaluation panels within the framework of the MICHE evaluation, EUA – Institutional Evaluation Programme and Methodology 17+.	To participate in the innovation of the teaching evaluation system for academic staff at TBU in Zlín.	Dean Vice-Dean for Pedagogical Activities	Draft Methodology for evaluating teaching of academic staff at TBU in Zlín	H ₁ – Established internal quality assurance system
		To implement an external quality assessment of TBU within the framework of the 17+ Methodology.	Dean Vice-Dean for Creative Activities Vice-Dean for External Relations and Lifelong Learning	Report on external evaluation of a research organization FLCM, TBU (M 17+)	
	Partial Goal 5.2.3 Consistently evaluate and ensure the quality of international mobility of incoming and outgoing students.	To implement a questionnaire survey to evaluate the quality of international mobilities.	Dean	Questionnaire survey report	F ₆ – Stabilizing the quality of international mobility
Strategic Goal 5.3 Ensuring the economic stability of FLCM TBU in Zlín	Partial Goal 5.3.1 To develop dedicated financial resources to support the development of FLCM TBU in Zlín and ensure the fulfilment of strategic goals for the 21+ period.	To support the faculty's involvement in drawing on TBU's special-purpose financial resources.	Secretary	FLCM Funding Allocation for 2023	H ₉ – Dedicated financial resources to support the development of FLCM TBU in Zlín – Number of grants/support provided

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	<p>Partial Goal 5.3.2 Develop internal mechanisms for distributing financial resources and rewarding employees, which will take into account the fulfilment of the Strategic Plan of the FLCM TBU in Zlín, and support development in the identified priority areas.</p>	<p>When internally distributing institutional funding (contribution), respect the principles of merit, taking into account the actual performance and qualitative results of institutions and individuals.</p>	Secretary	FLCM Funding Allocation for 2023	H ₁₀ – Budget rules for given years
<p>Strategic Goal 5.4 To strengthen strategic human resource management</p>	<p>Partial Goal 5.4.1 To build a functional system of working with human resources at FLCM TBU in Zlín.</p>	<p>Implement the Human Resources Development Strategy at TBU in Zlín, including the implementation of partial methodologies from the field of human resources management into the human resources work system at FLCM.</p>	Dean	<p>Implementation of the measures of the Implementation Plan of the Human Resources Development Strategy at TBU in Zlín for 2023</p>	H ₁₁ – Human resources management system of TBU in Zlín
	<p>Partial Goal 5.4.2 To implement a university system of strategic recruitment aimed at attracting academic and scientific staff from the external environment.</p>	Not relevant.	Dean		<p>Registration and active use of advanced search on specialized servers</p>
	<p>Partial Goal 5.4.3 To obtain the HR Award Certificate, maintain it and continue to set up the strategic management of the research organization in accordance with the conditions for obtaining the certificate.</p>	<p>To begin preparing the conditions for obtaining the HR Award certificate at FLCM TBU in Zlín.</p>	Dean Vice-Deans	HR Certificate	H ₁₃ – Obtaining HR Award certification at all parts of TBU in Zlín

	<p>Partial Goal 5.4.4 To implement the principles of strategic human resource management in R&D, the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers into the daily activities of the faculty.</p>	<p>To ensure the implementation of the European Charter for Researchers into the internal structure of the TBU in Zlín.</p>	<p>Dean</p>	<p>Monitoring the implementation of the indicators of the European Charter for Researchers</p>	<p>H14 – Established principles of strategic human resource management in R&D through key documents implemented into internal standards and processes of TBU in Zlín</p>
	<p>Partial Goal 5.4.5 To build the personnel structure of academic staff, set up and develop a system of career growth for academic and scientific staff and care for the development of the talent of young academic staff, including incentive remuneration.</p>	<p>To evaluate and possibly participate in updating the Rector's directive on the Evaluation and Management of the Development of Pedagogical, Creative, Management and Other Activities of Academic and Scientific Staff of the TBU in Zlín, and update related faculty standards and regulations as necessary.</p>	<p>Dean Vice-Dean for Creative Activities</p>	<p>Proposal for internal modification of the FLCM TBU standard in Zlín</p>	

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Strategic Goal 5.5 Development of internal infrastructure and increasing its adaptability to climate change, including the implementation of measures to reduce the carbon footprint	Partial Goal 5.5.1 To maintain and develop the infrastructure for the educational and creative activities of FLCM TBU in Zlín.	To complete the implementation of the new entrance and reception in the UH1 building.	Dean Secretary	Own implementation	H16 – To built capacities for educational and creative activities
		To complete the internal relaxation area for employees and students.	Dean Secretary	Own implementation	
		To implement new floor coverings and modifications to the corridor on the first floor of the H1 building.	Dean Secretary	Own implementation	
		To complete the modifications to the Dean's Office.	Dean Secretary	Own implementation	
		To complete the internal information system.	Dean Secretary	Own implementation	
Partial Goal 5.5.2 To maintain and develop infrastructure for the implementation of accommodation and catering services.	To continuously ensure an adequate level of accommodation and catering for FLCM students in cooperation with the companies EDUHA and Hrabec.	Dean	FLCM	H17 – Sufficient bed capacity at TBU in Zlín H18 – A modern system of catering and related services	
Partial Goal 5.5.3 To implement measures to fulfil the Long-term Sustainability Strategy of TBU in Zlín with the aim of developing the environmental responsibility of TBU in Zlín.	To implement the action plan of the Sustainable Development Strategy of the TBU in Zlín and prepare projects supporting the environmental responsibility of the TBU in Zlín.	Dean	Implementation of the measures of the action plan of the Sustainability Strategy of the TBU in Zlín.	H19 – Number of projects or measures implemented	

FINAL PROVISIONS

In accordance with Act No. 111/1998 Coll. on higher education institutions and on amendments and supplements to other acts (Higher Education Act), as amended, the Implementation Plan of the Strategic Plan of FLCM TBU in Zlín for the period 21+ for the year 2023 was discussed on March 23, 2023 by the Scientific Council of FLCM TBU in Zlín, and in accordance with the provisions of Section 27, paragraph 1, letter h) of the Act, it was approved on May 15, 2023 by the Academic Senate of FLCM TBU in Zlín.

Ing. Jan Strohmandl, Ph.D.
AS FLCM TBU in Zlín Chairman

doc. Ing. Zuzana Tučková, Ph.D.
FLCM TBU in Zlín Dean

List of abbreviations:

AJ English language

AP academic staff

AS FLKŘ Academic Senate of the Faculty of Logistics and Crisis Management

CPS Centre for Polymer Systems

CŽV Lifelong Learning

ČJ Czech language

ČR Czech Republic

FaME Faculty of Management and Economics

FLKŘ Faculty of Logistics and Crisis Management

HR Human Resources

IS/STAG information system of study agenda

KF combined form of study

MIC Municipal Information Centre

MICHE Monitoring Internationalization of Czech Higher Education

MŠMT Ministry of Education, Youth and Sports of the Czech Republic

Methodology 17+ Methodology for the evaluation of research organizations and evaluation of programs of targeted

support for research, development and innovation

NAÚ National Accreditation Office for Higher Education

NMSP follow-up master's degree program

NPO National Reconstruction Plan

ORP municipality with extended scope

PF full-time form of study

RSP Council of Study Programs

RVH Council for Internal Evaluation of TBU in Zlín

SO administrative district

SP study program

SŠ secondary school

UTB Tomas Bata University

U3V University of the Third Age

USUH Union of Students in Uherské Hradiště

R&D science and research/creative activities

R&D science, research/creative activities, innovation

VP scientific researcher

VŠ universities/higher education

WoS Web of Science

ZŠ Primary school