



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

FACULTY OF LOGISTICS AND CRISIS MANAGEMENT TBU IN ZLÍN



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

PREAMBLE

The Strategic Plan of the Faculty of Logistics and Crisis Management, TBU in Zlín for the period 21+ (hereinafter referred to as the FLCM 21+ Strategy) is a key strategic document of the Faculty of Logistics and Crisis Management, TBU in Zlín (hereinafter referred to as the FLCM TBU in Zlín), which defines the mission, vision, priorities and strategic goals of its development until 2030.

SOURCES

The FLCM 21+ Strategy continuously builds on past periods, which began in 2009 with the establishment of the FLCM TBU in Zlín. The FLCM 21+ Strategy was prepared for the upcoming period in such a way as to continuously build on previous stages of the faculty's development and at the same time to enable targeted qualitative development with an orientation towards strengthening the faculty's position among the faculties of TBU in Zlín and penetration into the international educational and research space. The key to shaping the document was the setting of target indicators that the faculty should achieve by 2030.

The strategy is based on the Strategic Plan of Tomas Bata University in Zlín 21+, in the preparation of which the faculty participated.

The FLCM 21+ Strategy was prepared as part of a broad discussion at the faculty management level. As part of the approval process, it was discussed in the Scientific Council of the FLCM TBU in Zlín and by the Academic Senate of the FLCM TBU in Zlín, which also represents the interests of students.

The FLCM 21+ Strategy develops the current direction of strengthening internal cooperation, cohesion and loyalty. As such, it will be systematically communicated to the academic community, employees, partners and the general public. The implementation goal of the strategy is to make it widely shared and internalized and to be reflected in the everyday life of the faculty.

LINKS TO STRATEGIC DOCUMENTS

The basic document on which the FLCM 21+ Strategy is based is the Strategy of Tomas Bata University in Zlín 21+. The FLCM 21+ Strategy builds on this document and supplements it in individual activities and specifies priorities in accordance with the faculty profile. It also accepts

the expected measures at the university level, described in the Strategy for the Internationalization of Higher Education for the Period from 2021, in particular Pillar C of the TBU 21+ Strategy.

National level:

- Security Strategy of the Czech Republic 2015;
- Concept for Population Protection until 2025, with a view to 2030;
- Concept for Education in the Field of Population Protection and Crisis Management, Prague 2017;
- Concept for Environmental Security 2021 – 2030 with a view to 2050;
- National Strategy for Countering Hybrid Impact, Prague 2020;
- National Cybersecurity Strategy of the Czech Republic;
- Industry 4.0 Initiative

BASIC STRUCTURE OF THE FLCM 21+ STRATEGY

The FLCM 21+ Strategy is built on five pillars, which are based on the three basic roles of a public university, namely educational, research and the so-called third role. At the same time, two more areas (perceived as strategic horizontal themes) are built as separate pillars, namely the area of internationalization and the area of strategic management of the faculty, including human resources management, setting a managerial approach to managing internal processes and reducing the bureaucratic burden.

A key priority is defined for each of the pillars for the following period.

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 the 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.

Strategic goals are defined in individual pillars, which are divided into specific sub-goals with a unified system of indicators. The indicators are defined so that it is possible to evaluate the implementation of the FLCM 21+ Strategy annually, always in the Annual Report on the Activities of the FLCM TBU in Zlín for a given year, to process quality assessments in

accordance with the internal regulations of TBU in Zlín and at the same time provide them for evaluation purposes in the Methodology of the Ministry of Education, Youth and Sports 17+.

The implementation of the FLCM 21+ Strategy will take place through annual Implementation Plans of the Strategic Plan of the Faculty of Logistics and Crisis Management of TBU in Zlín 21+, which will elaborate on specific key measures, activities or projects in a given year, including setting responsibilities for their implementation.

MISSION: „ERUDIRE ET CREARE“

The faculty takes on the mission of TBU in Zlín as its mission, and the faculty's goal is to be a strong professional faculty with excellent scientific and research potential.

VISSION: FACULTY OF LOGISTICS AND CRISIS MANAGEMENT TOMAS BATA UNIVERSITY IN ZLÍN IS IN 2030:

- a faculty offering education at all levels of university studies.
- a faculty with an adequate scientific and research infrastructure.
- a leader in the development of professional tertiary education in the Zlín Region.
- a strategic partner of municipalities and other organizations in the Zlín Region, or in other regions, in the field of population protection, crisis and risk management, logistics and environmental safety.
- a faculty that emphasizes education for environmental sustainability through a stable system of professional education.

VALUES

The fulfilment of the vision of the FLCM in Zlín is based on five central values that the faculty shares with TBU:

(1) Entrepreneurship, which, in the spirit of the Bata tradition, represents not only the transfer of knowledge and skills into practice, but also represents the ability of an individual to shape and transform their environment.

(2) Openness to people, partnerships, cooperation and change, which represents the willingness to learn new things, the will to adapt to changing conditions and the desire to enter previously unexplored spaces.

(3) Utility, which means for us that all knowledge and education should meaningfully serve the community and society with the aim of bringing profit and prosperity.

(4) Creativity, which brings new knowledge, products and services through the individual's ability to freely solve problems and face social challenges in an original and unique way.

(5) Responsibility for the sustainable development of the university and its surroundings implemented through economic, social and environmental measures reflected in the university's activities.

Fulfilling these five values represents a bond between the FLCM TBU in Zlín and society, a bond between the institution and its employees, who fulfil its mission with their daily work, a bond between the university and its students, who acquire not only knowledge and skills here, but also form value attitudes.

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

The direction of the FLCM TBU in Uherské Hradiště towards fulfilling the vision means increasing its competitiveness at the national level. All qualitative shifts are built on the quality of human resources and the quality of their work/outputs. People are the key to success. Therefore, all employees must know where their work is heading to fulfil the vision and mission of the FLCM TBU in Zlín. The basic measure of achieving the fulfilment of the mission and vision of the FLCM TBU in Zlín are target indicators. In the cooperation and collaboration of all academic and other employees of the FLCM TBU in Zlín, the following target indicators will be achieved in 2030:

- 1,300 students, with the capacity of the campus being fully utilized;
- obtaining institutional accreditation for the area of security disciplines;
- a stable personnel structure of academic staff with a share of at least 20% associate professors and 10% professors;
- more than 80% of academic staff with at least one high-quality scientific output indexed in the Web of Science or Scopus database (most of them at the Q1 or Q2 quartile level).

The key milestone for monitoring the fulfilment of target indicators will be the year 2025, after which the Report on the Continuous Implementation of the FLCM TBU 21+ Strategy for the period 2021 to 2025 will be prepared.

PILLARS, PRIORITIES, STRATEGIC GOALS, PARTIAL GOALS AND INDICATORS

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	Indicators
Strategic Goal 1.1 To improve and develop an open and non-discriminatory approach to education.	Partial Goal 1.1.1 To increase study success at all levels of study and create conditions for study flexibility with respect to the individual needs of students.	A2 – Students in study programs – Number of students at the FLCM TBU in Zlín A4 – Applications for study – Number of applications for study at the FLCM TBU in Zlín A5 – Students admitted to study – Number of students admitted to study at the FLCM TBU in Zlín A6 – Students admitted to study – Number of students admitted to study at the FLCM TBU in Zlín A7 – Study Program Graduates – Number of graduates at the FLCM TBU in Zlín A9 – Graduation rate – Percentage of students who completed their studies

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	<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>A₂ – Students in study programs – Number of students at the FLCM TBU in Zlín</p> <p>A₁₀ – Students with special needs – Number of students with special needs</p> <p>A₁₁ – Support tools for students at the FLCM TBU in Zlín with specific needs – Number of support tools for students with specific needs</p>
	<p>Partial Goal 1.1.3 To support systematically the involvement of students in internships and traineeships with external partners and scientific research projects at the faculty, seek new opportunities for cooperation with practice, including the preparation of final qualification theses.</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 programs</p>
<p>Strategic Goal 1.2 To innovate study programs in connection with security and technological developments and</p>	<p>Partial Goal 1.2.1 To accredit study programs that reflect the requirements of the labour market and changes in the security environment 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>A₁ – Study programs – Number of accredited study programs at the FLCM TBU in Zlín</p> <p>A₈ – Unemployed graduates – Number of unemployed graduates at the FLCM TBU in Zlín</p>

<p>new social challenges for the employability of graduates in the changing labour market</p>	<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>A10 – Students with special needs – Number of students with special needs</p> <p>A11 – Support tools for students at the FLCM TBU in Zlín with specific needs – Number of support tools for students with specific needs</p> <p>B1 – Student-faculty ratio – Number of academic staff to number of students</p> <p>B4 – Quality of teachers – Number of AS without a Ph.D. to 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 study programs 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 study programs by graduates who are 3–6 years old after graduation</p> <p>D2 – Quality of study in the study program – employers – Evaluation of the quality of study programs by key employers of graduates at the FLCM TBU 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>B3 – Involvement of research centres in teaching – Number of study programs in which research centres are involved</p>
	<p>Partial Goal 1.2.4 To prepare and accredit new study programs focused on the principles of sustainable development. Prepare a doctoral study program in the field of security disciplines.</p>	<p>A1 – Study programs – Number of accredited study programs at the FLCM TBU in Zlín</p>
	<p>Partial Goal 1.2.5 Create a quality environment for DSP students from other faculties of TBU in Zlín.</p>	<p>Created background</p>
	<p>Partial Goal 1.2.6 To increase the quality and relevance of full-time and combined forms of study.</p>	<p>B4 – Quality of teaching staff – Number of academic staff without a Ph.D. to the number of academic staff 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 study programs 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 study programs by graduates who are 3–6 years old after graduation</p> <p>D2 – Quality of study in the study program – employers – Evaluation of the quality of study programs by key employers of graduates at the FLCM TBU in Zlín</p>

	<p>Partial Goal 1.2.7 To support the entrepreneurship and creativity of students through various forms of education, their involvement in research and creative activities, and to support the implementation of specific business plans of students through system tools.</p>	<p>A14 – Students involved in research and creative activities – Number of students involved in research and creative activities A15 – Activities/events to support entrepreneurship and creativity among students – Number of events to support entrepreneurship and creativity among students outside of classes</p>
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<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, with a focus on crisis management.</p>	<p>G₁ – Revenue from lifelong learning – Volume of financial resources obtained through lifelong learning</p> <p>G₂ – Participants in lifelong learning – Number of participants in accredited lifelong learning courses</p>
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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	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.	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 evaluated non-bibliometric outputs within the framework of the Methodology 17+.	E ₃ – Increasing the quality of creative activities – Year-on-year improvement in assessed non-bibliometric outputs within the framework of Methodology 17+
	Partial Goal 2.1.3 Increasing the share of outputs of creative activities in cooperation with foreign partners (strategic expansion of integration into international research infrastructure).	E ₆ – Basic research outputs with foreign partners – Number of basic research outputs implemented in cooperation with foreign partners
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	Partial Goal 2.2.1 Increasing the share of targeted R&D funding and contractual research in the financing of TBU in Zlín.	E ₇ – Special-purpose funds for R&D – Volume of special-purpose funds obtained for science and research (Methodology 17+) E ₈ – Contract research revenues – Volume of contract research revenues (Methodology 17+)
	Partial Goal 2.2.2 Setting the conditions and methods of involving academics and scientists in international cooperation networks.	E ₉ – International R&D projects – Number of international projects according to Methodology 17+

<p>Strategic Goal 2.3 To implement qualitative changes to the doctoral study system to increase its attractiveness</p>	<p>Not relevant for FLCM.</p>	
<p>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</p>	<p>Partial Goal 2.4.1 Support AS and RS in education in the field of intellectual property and management of intangible assets.</p>	<p>E13 – Deepening the qualifications of employees in the field of intellectual property protection – Number of training events per year</p>
	<p>Partial Goal 2.4.2 In cooperation with TTC, support the transfer of R&D knowledge into practice.</p>	<p>E12 – Knowledge transfer and cooperation – Number of technology transfer outputs, information from TTC</p>
<p>Strategic Goal 2.5 Create conditions for the construction of scientific and research infrastructure</p>	<p>Partial Goal 2.5.1 To analyse key areas of research in relation to the newly built R&D infrastructure.</p>	<p>Analysis</p>
	<p>Partial Goal 2.5.2 Develop a project to build an interdisciplinary laboratory/R&D centre at the FLCM.</p>	<p>Project application</p>

Pillar C: INTERNATIONALIZATION

Priority 3

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

Strategic Goals	Partial Goals	Indicators
<p>Strategic Goal 3.1 To strengthen the internationalization of FLCM TBU in Zlín by increasing the number of foreign students and staff, support their social integration and moderate their cooperation with "domestic" students and staff</p>	<p>Partial Goal 3.1.1 To ensure the offer of at least one study program in English.</p>	<p>A₃ – Foreign students – Number of foreign students at the FLCM TBU in Zlín, of which self-paying</p> <p>F₁ – Study programs in a language other than Czech – Number of accredited study programs in a language other than Czech in which teaching is carried out</p> <p>F₂ – Share of foreign students in study programs</p> <p>F₃ – Foreign graduates of study programs – Number of foreign graduates, of which self-paying</p>
	<p>Partial Goal 3.1.2 To support short-term stays of foreign students coming to FLCM TBU in Zlín.</p>	<p>F₄ – Foreign students on short-term stays – Number of foreign students arriving at the FLCM TBU in Zlín for a short-term study stay and number of student days</p>
	<p>Partial Goal 3.1.3 Develop the international environment of the faculty 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.</p>	<p>F₅ – Quality of international services – Evaluation of the quality of international services at the FLCM TBU in Zlín</p>
	<p>Partial Goal 3.1.4 To increase the number of foreign workers and support their long-term work at FLCM TBU in Zlín.</p>	<p>F₇ – Foreign employees at the FLCM TBU in Zlín – Number of foreign workers employed at the FLCM TBU in Zlín (Methodology 17+)</p>

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.	F ₈ – 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 simplify the processes of recognizing the results of foreign studies so that students going on mobility trips can complete their studies in a standard time frame, and reflect students' foreign study stays in study plans and internal regulations with the aim of removing obstacles to completing their studies.	F ₁₀ – Students with foreign studies/internships without extension of studies – Number/share of students who completed studies/internships abroad and completed their studies within the standard period of study
	Partial Goal 3.2.3 To increase the number of students who have completed a study/work placement abroad.	F ₉ – 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 for internationalization	Partial Goal 3.3.1. To support the implementation of joint/double/multiple degree study programs with strategic foreign partners.	F ₁₁ – Joint/double/multiple degree study programs – number
	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).	F ₁₂ – Expanding integration into international educational infrastructure – Volume of financial resources from acquired international educational projects
	Partial Goal 3.3.3 To encourage participation in international networks and support strategic partnerships.	F ₁₃ – Expanding integration into international educational infrastructure – Number of projects received

Pillar D: THIRD ROLE OF THE 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	Indicators
Strategic Goal 4.1 To actively participate in the formation, preparation and implementation of national and regional strategies, including the development strategies of the city of Zlín, 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 development projects	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 administrative district of the municipality with extended powers of Uherské Hradiště, Uherský Brod, and possibly also in the administrative districts of other municipalities with extended powers.	G11 – Public partnerships for shaping national and regional policies – Overview of strategic partnerships
	Partial Goal 4.1.2 To update the involvement of FLCM TBU in Zlín in clusters, platforms, societies or associations, especially in the administrative district of the municipality with extended jurisdiction of Uherské Hradiště and Uherský Brod, with the aim of participating in the activities of these entities through active membership and joint projects for the benefit of FLCM TBU in Zlín.	G13 – Involvement in clusters, platforms, societies or associations – Overview of platforms where the FLCM TBU in Zlín is represented
	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 particularly in the area of the administrative district of the municipality with extended jurisdiction of Uherské Hradiště and Uherské Brod.	G14 – Cooperation with student organizations – System of cooperation with the Student Union at the FLCM TBU in Zlín and student public benefit associations

<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 To prepare and implement cooperation projects with secondary, primary 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 administrative district of the municipality with extended jurisdiction of Uherské Hradiště and Uherský Brod.</p>	<p>G₅ – Cooperation projects with lower levels of education – Number of cooperation projects with high schools, elementary schools and kindergartens 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 TBU in Zlín</p> <p>G₇ – Support for gifted pupils and students – Number of supported gifted pupils or students</p>
	<p>Partial Goal 4.2.2 To continue the implementation of the University of the Third Age and develop its course offering.</p>	<p>G₄ – U3A – Number of students</p>
<p>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.</p>	<p>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 dissemination of Tomáš Bata's legacy.</p>	<p>G₉ – Annual evaluation of marketing events</p>
	<p>Partial Goal 4.3.2 To popularize the results of education, science and research towards the public, to actively disseminate new knowledge, results of scientific and research activities and examples of good practice towards the general public.</p>	<p>G₈ – Popularization of education and R&D – Number of events intended to popularize education and R&D</p>

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.		
Strategic Goals	Partial Goals	Indicators
Strategic Goal 5.1 To set up efficient internal processes and strategically manage the development of FLCM TBU in Zlín	Partial Goal 5.1.1 To build capacities for strategic management of the FLCM TBU in Zlín and participate in the strategic management of the TBU.	H1 – Strategic development management of the 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 reduce duplication of activities and administrative burden in the internal environment.	H2 Established organizational structure of the FLCM TBU in Zlín
	Partial Goal 5.1.3 To develop the FLCM TBU information system in Zlín with the aim of fully electronation of all segments in order to reduce the administrative burden.	H5 – Functional E-file

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	<p>Partial Goal 5.1.4 To ensure the conditions for the establishment of the FLCM laboratory/centre and ensure its sustainability and further development.</p>	E ₁₅ – 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>	H ₆ – Communication plan
Strategic Goal 5.2	<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 MEYS recommendations, NAO methodology and MEYS Methodology 17+.</p>	H ₇ – Established internal quality assurance and evaluation system
To complete the complete internal system of ensuring and evaluating the quality of educational, creative and related activities of FLCM TBU in Zlín	<p>Partial Goal 5.2.2 To implement relevant recommendations for the faculty resulting from the work of external evaluation panels within the framework of the MICHE evaluation, EUA – Institutional Evaluation Programme and Methodology 17+.</p>	H ₈ – Implementation of relevant recommendations within the evaluation authorities
	<p>Partial Goal 5.2.3 To consistently evaluate and ensure the quality of international mobility of incoming and outgoing students.</p>	F ₆ – Stabilizing the quality of international mobility
Strategic Goal 5.3 Ensuring the economic stability of FLCM TBU in Zlín	<p>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.</p>	H ₉ – Dedicated financial resources to support development at the FLCM TBU in Zlín – Number of grants/supports provided
	<p>Partial Goal 5.3.2 Develop internal mechanisms for distributing financial resources and rewarding employees, which will consider the fulfilment of the Strategic Plan of the FLCM TBU in Zlín, and support development in the identified priority areas.</p>	H ₁₀ – Budget rules for given years

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Strategic Goal 5.4 To strengthen the strategic management of human resources at the faculty	Partial Goal 5.4.1 To implement a university functional system for working with human resources at FLCM TBU in Zlín.	H ₁₁ – Human Resources Management System at the FLCM TBU in Zlín
	Partial Goal 5.4.2 To implement a university system of strategic recruitment aimed at attracting academic and scientific staff from the external environment.	H ₁₂ – Achieving the required structure of academic staff: at least 20% associate professors and 10% professors
	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.	H ₁₃ – Obtaining HR Award certification
	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.	H ₁₄ – Established principles of strategic human resource management in R&D through key documents implemented into internal standards and processes at the FLCM TBU in Zlín
	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.	H ₁₂ – Achieving the required structure of academic staff: at least 20% associate professors and 10% professors
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 the FLCM TBU in Zlín, including supporting the development of the university library branch and supporting the availability of its information resources.	H ₁₆ – Built capacities for educational and creative activities
	Partial Goal 5.5.2 To support the development of infrastructure for the implementation of accommodation and catering services and participate in their provision.	H ₁₇ – Sufficient bed capacity H ₁₈ – A modern system of catering and related services
	Partial Goal 5.5.3 To participate in the implementation of measures to fulfil the Long-term Sustainability Strategy of TBU in Zlín with the aim of developing environmental responsibility at FLCM TBU in Zlín.	H ₁₉ – Number of projects or measures implemented

FINAL PROVISION

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 Strategic Plan of the Faculty of Logistics and Crisis Management of Tomas Bata University in Zlín 21+ was discussed in a per rollam format on June 25, 2021 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 September 20, 2021 by the Academic Senate of FLCM TBU in Zlín.

Ing. Bc. Miroslav Musil, Ph.D, o.h.

Chairman of AS FLCM TBU in Zlín

doc. Ing. Zuzana Tučková, Ph.D., o.h.

Dean of FLCM TBU in Zlín

List of Abbreviations

AS	academic staff
BSP	Bachelor Study Program
TTC	Technology Transfer Centre
LL	Lifelong Learning
CR	The Czech Republic
DPS	Doctoral Study Program
EUA	The European University Association
HR	Human Resources
HR SAP	Human Resources Module pro information system SAP
IGA	Internal Grant Agency
IS/STAG	Information System of Study Agenda
MICHE	Monitoring Internationalization of Czech Higher Education
MEYS	Ministry of Education, Youth and Sports of the Czech Republic
MEYS 17+	Methodology for evaluating research organizations and evaluating targeted support programs for research, development and innovation
NAO	National Accreditation Office
PR	Public Relations
SP	study program
HS	High School
SN	specific needs
U3A	University of the Third Age
TBU	Tomas Bata University
R&D	Research and Development
R&D&I	Research, Development and Innovation
WoS	Web of Science