# **STRATEGIC PLAN IMPLEMENTATION OF THE FACULTY OF LOGISTICS AND CRISIS MANAGEMENT, TBU IN ZLÍN FOR THE PERIOD 21+ FOR THE YEAR 2022**

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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 2022**

# **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 2022 (hereinafter referred to as the Implementation Plan 2022) 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 2022 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.

**Pilar 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 2022 Implementation Plan elaborates on strategic and sub-objectives for specific measures, activities or projects (or parts of their implementation) for 2022, 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 2022 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 Security.
* 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)

**Pilar 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.

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# **FINANCIAL COVERAGE FOR THE FULFILLMENT OF THE IMPLEMENTATION PLAN FOR 2022**

The financial coverage of the 2022 Implementation Plan is ensured by the Budget Rules of the FLCM TBU in Zlín for 2022, the Budget Schedule of the FLCM TBU in Zlín for 2022, and financial resources from subsidy titles.

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| 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 2022** | **Responsibility** | **Output/s**  | **Indicators** |
| **Strategic Goal 1.1** **To improve and develop an open and non-discriminatory approach to education.** | Partial Goal 1.1.1To 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.  | 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. To implement the DUO TBU project (key activity 06, key activity 07 – reducing study failure and adapting new students to TBU).Focus mainly on English language and Chemistry.To implement tutoring courses within the framework of the TBU Strategic Project in Zlín and ongoing tutoring courses with financial support from the DUO TBU project.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.To support faculty activities addressing the issue of reducing study failure, coordinate the activities of all faculty entities participating in solving this issue. | Vice-Dean for Pedagogical ActivitiesVice-Dean for Pedagogical ActivitiesVice-Dean for Creative ActivitiesVice-Dean for Pedagogical ActivitiesDeanVice-Dean for Pedagogical Activities | Measures takenActivities in the adaptation process; Individual consultations and tutoring.Implementation of the TBU strategic project in ZlínLaunching QRAM in IS/STAG for subject cardsReport on resolving study failure | 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 |
| Dean  |
| Partial Goal 1.1.2To 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.). | 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.  | Vice-Dean for Pedagogical Activities | Improved and expanded range of services for students with specific needs | A11 – Tools to support students with specific needs at FLCM TBU in Zlín – Number of tools to support students with specific needs |
| Partial Goal 1.1.3To 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. | To use the services of the JOB Centre so that they are more widely used among students of FLCM TBU in Zlín.To participate in the job fair "Business Days 2022", ensure the participation of entities and companies whose professional focus is consistent with the areas of education of FLCM TBU in Zlín.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.To continue methodological support for the supervisors of qualification theses with the aim of increasing the level of these theses. | Vice Dean for External Relations and Lifelong LearningVice Dean for External Relations and Lifelong LearningVice Dean for External Relations and Lifelong LearningVice-Dean for Pedagogical Activities | Overview of JOB Centre activities for FLCMImplemented events Number of companiesImplemented internships and traineeshipsImplemented educational eventsManual for conducting qualification work | A12 – Students on internships/trainees – Number of students on internships and traineeships in the academic yearA13 – Study subjects with the involvement of experts from the application sphere – Number of experts from the application sphere involved in teaching in accredited study programmesNumber of internships, traineeships and workshops carried out |
| **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** | Partial Goal 1.2.1To accredit 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. | To accredit the professionally focused study program Environmental Security – CZ, PFTo 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.To prepare accreditation documentation for the reaccreditation of the academic follow-up master's program Social Security in full-time and combined forms of study.Continuously prepare all necessary documents for the control of study programs at RVH and NAO within the framework of the granted accreditations.Increase the share of visiting associate professors and professors at lectures in SP held at FLCM. | DeanGuarantors of study programsDeanGuarantor of study programGuarantors of study programs | AccreditationApplication for re-accreditation to the NAOInspection reportsNumber of visiting professors and associate professors | A1 – Study programs – Number of accredited study programs of FLCM TBU in ZlínA8 – Unemployed graduates – Number of unemployed graduates of FLCM TBU in Zlín |
| Partial Goal 1.2.2To 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. | To develop a concept of study opportunities for exceptionally gifted students within the subject of foreign language.To continue to innovate the teaching quality assessment system by strengthening communication with students and thus increase their involvement in teaching assessment processes.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). | Vice-Dean for Pedagogical ActivitiesVice-Dean for Pedagogical ActivitiesHeads of Year ClassesGuarantorsDean of the FacultyVice-Dean for Pedagogical ActivitiesGuarantors of Study ProgramsDirectors of DepartmentsVice-Dean for Pedagogical Activities | ConceptPercentage of student participation in assessmentInternal standardCommunication planSecond round of the Rector's call for applications for 2022 | A11 – Tools for supporting students with specific needs at FLCM TBU in Zlín – Number of tools for supporting students with specific needsB1 – Student-teacher ratio – Number of academic staff to number of studentsB4 – Quality of teachers –Number of academic staff without a Ph.D. to number of APs with a Ph.D. and higherC1 – Quality of teaching – Evaluation of the quality of teaching in individual study subjects through a unified questionnaire in IS/STAGC2 – Quality of study in the study program – Evaluation of the quality of study in individual SPs for students in the last year of studyD1 – 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 graduationD2 – Quality of studies in the study program - employers - Evaluation of the quality of the study program by key employers of TBU graduates in Zlín |
| Partial Goal 1.2.3To support the involvement of research centres in the educational process. | To implement activities of the DUO TBU project aimed at increasing the competences of researchers for educational purposes. | Vice-Dean for Creative Activities  | Implementation of part of the DUO TBU project for 2022 | B3 – Involvement of research centres in teaching – Number of study programs in which research centres are involved |
| Partial Goal 1.2.4To increase the quality and relevance of full-time and combined forms of study. | 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.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. | Vice-Dean for Pedagogical ActivitiesGuarantors of Study Programs | AnalysisUpdate of internal regulationsInnovation of study supports | B4 – Quality of teachers – Number of AS without a Ph.D. to the number of AS with a Ph.D. or higherC1 – Quality of teaching – Evaluation of the quality of teaching in individual study subjects through a unified questionnaire in IS/STAGC2 – Quality of study in the study program – Evaluation of the quality of study in individual SPs for students in the last year of studyD1 – 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 graduationD2 – Quality of studies in the study program - employers - Evaluation of the quality of the SP by key employers of FLCM TBU graduates in Zlín |
| Partial Goal 1.2.5To 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. | To continue to implement courses supporting entrepreneurship and entrepreneurship in all study programs of the faculty. | Vice-Dean for Pedagogical ActivitiesVice-Dean for External Relations and Lifelong Learning | Subjects Entrepreneurship I, II | A14 – Students involved in research and creative activities – Number of students involved in research and creative activitiesA15 – Activities/events to support entrepreneurship and creativity among students – Number of events to support entrepreneurship and creativity among students outside of classes |
| **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** | Partial Goal 1.3.1To 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. | To create one accredited lifelong learning course at FLCM TBU in Zlín.  | Vice-Dean for External Relations and Lifelong Learning | Accredited Lifelong Learning Course | G1 – LLP Revenues – Volume of funds obtained through LLPG2 – Lifelong learning participants – Number of participants in accredited lifelong learning coursesG3 – 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 |

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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 2022** | **Responsibility** | **Output/s**  | **Indicators** |
| **Strategic Goal 2.1****Increasing the scope and quality of basic research****Strategic Goals**  | Partial Goal 2.1.1Increasing 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 takenList of outputs of the Jimp, Jsc category – OBD  | E1 – Quality of publication outputs – Citation rate of publication outputs indexed in monitored databases (WoS and Scopus) over the last five yearsE2 – Number of publication outputs – Number of publication outputs indexed in monitored databases (WoS and Scopus) in Q1 and Q2 (Methodology 17+) |
| Partial Goal 2.1.2Increasing 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 | E1 – Quality of publication outputs – Citation rate of publication outputs indexed in monitored databases (WoS and Scopus) over the last five yearsE2 – Number of publication outputs – Number of publication outputs indexed in monitored databases (WoS and Scopus) in Q1 and Q2 (Methodology 17+) |
| **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 2.2.1Increasing the share of purpose-built R&D funding and contractual research in the financing of TBU in Zlín. | To support the creation of project capacities at the faculty level and within TBU with the aim of strengthening interdisciplinary research.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. | Vice-Dean for External Relations and Lifelong Learning | Presentation for academic and scientific staff of FLCM in the field of contract research and the possibilities of interdisciplinary research | Number of contract researches |
| Partial Goal 2.2.2Setting the conditions and methods of involving academic and scientific workers in international cooperation networks. | 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. |  | Analysis | Number of applied analyses implemented in practice |
| **Strategic Goal 2. 3 Implementation of the doctoral study program** | Partial Goal 2.3.1Preparation of accreditation of the doctoral study program. | Not relevant for 2022. | Vice-Dean for Creative Activities |  |  |
| **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 2.4.1To 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. | Dean | Participation in education | Number of participants |
| Partial Goal 2.4.2In cooperation with TTC, support the transfer of R&D knowledge into practice. | In cooperation with TTC, support the transfer of R&D knowledge from GAMA projects into practice. |  | Analysis | Number of established transfers from R&D to practice |
| **Strategic Goal 2.5****To create conditions for building R&D infrastructure** | Partial Goal 2.5.1To identify key areas of research in relation to the newly built R&D infrastructure | To analyse Strategically Important Fields (SVO) of the FLCM in relation to further R&D infrastructure being built. | Vice-Dean for Creative ActivitiesInstitute Directors | FLCM Analysis | Number of analyses |
| Partial Goal 2.5.1To develop a project to build an interdisciplinary laboratory at FLCM | Feasibility study of an interdisciplinary laboratory. | Dean,Vice-Dean for Creative Activities,Institute DirectorsGuarantors of Study Programs | Feasibility study  | Number of studies |

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| Pillar C: INTERNATIONALIZATION**Priority 3: To implement and expand international cooperation in all areas of its activities.** |
| **Strategic Goals**  | **Partial Goals** | **Activities/Measures/Projects 2022** | **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 3.1.1To ensure the offer of at least one study program in English.  | Not relevant for 2022. |  |  |  |
| Partial Goal 3.1.2To 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. | DeanStudent Stays and Internships CoordinatorDeanStudent Stays and Internships Coordinator | Analysis of students on short-term staysOverview 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 3.1.3To 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. | DeanStudent Stays and Internships CoordinatorDean | System set upRealized activities | F5 – Quality of international services of TBU in Zlín – Evaluation of the quality of international services of TBU in Zlín  |
| **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 3.2.1To 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 | AnalysisLanguage 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 3.2.2To increase the number of students who have completed a study/work placement abroad. | To support mobility for students with specific needs and from socio-economically disadvantaged backgrounds, through increased scholarships, information support, etc.To ensure continuity of funding (scholarships) for students going abroad with the participation of parts of TBU in Zlín (Freemover).To take measures to introduce new types of mobility (virtual, combined, short-term intensive, etc.) and to include foreign student mobility as an integral part of the curriculum of study programs. | Dean Dean Dean | Draft measureScholarship planDraft 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 for internationalization** | Partial Goal 3.3.1Support the accreditation and implementation of joint/double/multiple degree study programs with strategic foreign partners. | Not relevant for 2022. |  |  | F11 – Joint/double/multiple degree study programs – Number of joint/double/multiple degree study programs |
| Partial Goal 3.3.2Increasing the total volume of acquired national and international educational projects, including in cooperation with strategic foreign partners (expanding integration into the international educational infrastructure). | 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.To engage in project activities providing scholarships to both outgoing students/employees and incoming students/employees. | Dean Dean | Offer of support services for project preparation and submissionNumber of participations in project activities | F12 – Expanding integration into international educational infrastructure – Volume of financial resources from acquired international educational projectsF13 – Expanding integration into international educational infrastructure – Number of projects received |
| Partial Goal 3.3.3Encourage participation in international networks and support strategic partnerships. | To join international networks that match the profile, preferences and long-term goals of FLCM TBU in Zlín. | Dean | Number of international network involvementsNumber of strategic partnerships |

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| 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 2022** | **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 development projects** | Partial Goal 4.1.1To 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 measuresPrepared projects | G11 – Public partnerships for shaping national and regional policies – Overview of strategic partnershipsG12 – Strategic regional development projects – Number of projects prepared |
| Partial Goal 4.1.2To 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 aviation cluster and their members.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 | G13 – Involvement in clusters, platforms, societies or associations – Overview of platforms where TBU in Zlín is represented |
| Partial Goal 4.1.3To 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. | To 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. | Vice-Dean for External Relations and Lifelong Learning | Concept for developing further cooperation | G14 – Cooperation with student organizations – System of cooperation with the TBU Student Union and student public benefit associations |
| **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** | Partial Goal 4.2.1Prepare 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. | To 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.To cooperate with high schools in the region within the framework of Secondary Professional Activities.To obtain high schools as FLCM Faculty Schools.Cooperation with elementary and high schools in the area of ​​Uherské Hradiště agglomeration on the Night of Scientists 2022. | Vice-Dean for External Relations and Lifelong Learning, Institute directors | Implementation of parts of projects for 2023 within IKAP IINew schools with the title Faculty | 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 RegionG6 – Events for gifted pupils and students – Number of projects supporting gifted pupils or students with the involvement of FLCM TBU in ZlínG7 – Support for gifted pupils and students – Number of supported gifted pupils or students |
| Partial Goal 4.2.2To 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 with U3A to Veselí nad Moravou. | Vice-Dean for External Relations and Lifelong Learning | Number of U3A courses | G4 – 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 4.3.1To 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. | Vice-Dean for External Relations and Lifelong Learning  | Updated websites and other publicationsRollups 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 evaluationParticipation in the accompanying program - promotion of the TBU brand | G9 – Annual evaluation of marketing events |
| Partial Goal 4.3.2To 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. | 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. | Dean | Implementation of the measures | G8 – Popularization of R&D – Number of events intended for popularization of R&D |
| Develop awareness and popularize the educational, research and development activities of the FLCM through targeted events for the public:AP lectures at secondary schools in the area.Develop a Science Café in Uherské HradištěPresent the results of science and activities of the FLCM TBU in Zlín in the field of crisis management, logistics, environmental safety and population protection to companies and various institutions.Examine the possibilities of implementing a Science and Technology Fair with Academic School.Initiate regular meetings in the form of morning breakfasts with important representatives of the business sector, the public and the city in order to disseminate new knowledge from R&D, etc. | Vice-Dean for External Relations and Lifelong Learning | Science cafeInitiated collaborationsDeveloping collaborationsRegular meetings |

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| 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** | **Activities/Measures/Projects 2022** | **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 5.1.1To 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. | DeanVice-Dean for Creative ActivitiesHead of the Human Resources Department of TBUSecretaryDean | Educational materialsUpdate of the Organizational Directive and internal regulations,Update of documentation | H1 – 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 5.1.2To 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 increase the stability, transparency and efficiency of financing of the FLCM TBU in Zlín through optimization of the organizational structure. | DeanSecretary | Distribution of financial resources of the FLCM TBU for 2022 | H2 – Established organizational structure of FLCM TBU in Zlín |
| Partial Goal 5.1.3To 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 complete the integration links of the electronic filing service E-filing in all organizational units on IS/STAG and the profile of the contracting authority (public procurement) Tenderarena. | DeanSecretary | Completion of the integration process | H5 – Functional E-file |
| Partial Goal 5.1.4To ensure conditions for the establishment and development of new research centres at FLCM. | Prepare a feasibility study for the creation of a new interdisciplinary laboratory | DeanInstitute DirectorsSecretary | Analyses preparation | E15 – creation of R&D infrastructure – set conditions for the development of a laboratory/centre |
| Partial Goal 5.1.5To 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. | To develop a set system of internal communication with employees. | Secretary  | Overview and evaluation of employee communication tools | H6 – Communication plan |
| **Strategic Goal 5.2****To complete the internal system for ensuring and evaluating the quality of educational, creative and related activities at TBU in Zlín** | Partial Goal 5.2.1To 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 and Sports, the NAO methodology and the 17+ Methodology. | 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 |
| Partial Goal 5.2.2To 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.  | DeanVice-Dean for Pedagogical Activities | Draft Methodology for evaluating teaching of academic staff at TBU in Zlín | H8 – Implementation of relevant recommendations within the evaluation authorities |
| To implement an external quality assessment of TBU within the framework of the 17+ Methodology. | Dean Vice-Dean for Creative ActivitiesVice-Dean for External Relations and Lifelong Learning | Report on external evaluation of a research organization FLCM, TBU (M 17+) |
| Partial Goal 5.2.3Consistently evaluate and ensure the quality of international mobility of incoming and outgoing students. | Not relevant for 2022. |  |  |  |
| **Strategic Goal 5.3****Ensuring the economic stability of FLCM TBU in Zlín** | Partial Goal 5.3.1To 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 2022 | H9 – Dedicated financial resources to support the development of FLCM TBU in Zlín – Number of grants/support provided |
| Partial Goal 5.3.2To 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. | When internally distributing institutional funding (contribution), respect the principles of merit, considering the actual performance and qualitative results of institutions and individuals. | Secretary | FLCM Funding Allocation for 2022 | H10 – Budget rules for given years |
| **Strategic Goal 5. 4****To strengthen strategic human resource management**  | Partial Goal 5.4.1To build a functional system of working with human resources at FLCM TBU in Zlín. | To implement the Human Resources Methodology of TBU in Zlín. (Output from the IKAROS project.)In accordance with the strategic visions of the components, use an expanded search for candidates for management and specialized professional positions. | Chief researcher of the IKAROS projectDeanChief researcher of the IKAROS projectDeanChief researcher of the IKAROS projectDean | MethodologyMethodologyRegistration and active use of advanced search on specialized servers | H11 – Human resources management system of TBU in Zlín |
| Partial Goal 5.4.2To implement a university system of strategic recruitment aimed at attracting academic and scientific staff from the external environment. | H12 – Achieving the required structure of academic staff: at least 20% associate professors and 10% professors |
| Partial Goal 5.4.3To 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. | To begin preparing the conditions for obtaining the HR Award certificate at FLCM TBU in Zlín. | DeanVice-Deans | HR Certificate |  H13 – Obtaining HR Award certification at all parts of TBU in Zlín |
| Partial Goal 5.4.4To 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. | To ensure the implementation of the European Charter for Researchers into the internal structure of the TBU in Zlín. | Dean | Monitoring the implementation of the indicators of the European Charter for Researchers |  H14 – Established principles of strategic human resource management in R&D through key documents implemented into internal standards and processes of TBU in Zlín |
| Partial Goal 5.4.5To 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. | 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. | Dean Vice-Dean for Creative Activities | Proposal for internal modification of the FLCM TBU standard in Zlín |  |
| **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 5.5.1To maintain and develop the infrastructure for the educational and creative activities of FLCM TBU in Zlín. | Total completion of the implementation of the outdoor relaxation zone for employees and studentsImplementation of the air conditioning system of the 4th floor in the UH1 building.Implementation of the new entrance and reception in the UH1 buildingCreation of the indoor relaxation zone for employees and studentsCreation of the indoor furniture for classrooms X and Y/U3 | DeanSecretaryDeanSecretaryDeanSecretaryDeanSecretarySecretary | Completion of the zoneOwn implementationOwn implementationOwn implementationNew furniture | H16 – built capacities for educational and creative activities  |
| Partial Goal 5.5.2To 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. | Director of Dormitories and CanteensDean  | Dormitories TBU, FLCM | H17 – Sufficient bed capacity at TBU in ZlínH18 – A modern system of catering and related services |
| Partial Goal 5.5.3To 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 | Action Plan of the Sustainable Development Strategy of TBU in Zlín including a proposal for implementation | 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 2022 was discussed in the form of per rollam on 24 January 2022 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 21 February 2022 by the Academic Senate of FLCM TBU in Zlín.

 Ing. Jan Strohmandl, Ph.D. doc. Ing. Zuzana Tučková, Ph.D.

AS FLCM TBU in Zlín Chairman FLCM TBU in Zlín Dean

***List of abbreviations:***

AJ English language

AP academic staff

AR academic year

BSP bachelor's degree program

BOZP Occupational health and safety

CPS Centre for polymer systems

CTT Centre for technology transfer

CVT Centre for computer technology

CŽV Lifelong learning

ČJ Czech language

ČR Czech Republic

DC partial goal

DSP doctoral degree program

EHP Funds European Economic Area Funds

EK European Commission

EU European Union

EUA The European University Association

FAI Faculty of Applied Informatics TBU in Zlín

FaME Faculty of Management and Economics TBU in Zlín

FHS Faculty of Humanities TBU in Zlín

FLKŘ Faculty of Logistics and Crisis Management TBU in Zlín

FMK Faculty of Multimedia Communications TBU in Zlín

FT Faculty of Technology TBU in Zlín

HR Human Resources

HR SAP Human Resources module for SAP information system

IEP Institutional Evaluation Programme

IGA Internal Grant Agency

IKAP Integrated Regional Action Plan for Education

IS/STAG Information System for Study agenda

IT information technology

ITI Integrated Territorial Investments

KF combined form of study

KMZ Dormitories and canteen

MICHE Monitoring Internationalization of Czech Higher Education

MPSV Ministry of Labour and Social Affairs of the Czech Republic

MSP Master's degree program

MŠ kindergarten

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

MŠMT 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

OIM Property Investment Department

OP VaVpI Operational Program Research and Development for Innovation

PF full-time form of study

PO Fire Protection

PR Public Relations

RIS3 Regional Innovation Strategy 3

RUV Register of Artistic Outputs

RVH Council for Internal Evaluation of TBU in Zlín

RVO Research Organization Development

SC Strategic Goal

SMZ Statutory City of Zlín

SP Study Program

SŠ Secondary School

SVP Specific Needs (Students with Specific Needs) needs)

SW software

SZ2021+ Strategic plan of the Ministry for the area of ​​higher education for the period from 2021

TIC Technological Innovation Centre

TPO Technical and Operational Department

UPPER Creative Centre

UNI University Institute TBU in Zlín

TU Tomas Bata University

U3V University of the Third Age

R&D science and research/creative activities

R&D science, research/creative activities, innovation

VŠ universities/higher education

WoS Web of Science

ZŠ elementary school