

STRATEGIC PLAN IMPLEMENTATION OF
THE FACULTY OF LOGISTICS AND CRISIS
MANAGEMENT, TBU IN ZLÍN
FOR THE PERIOD 21+ FOR THE YEAR 2025

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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 2025

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 2025 (hereinafter referred to as the Implementation Plan 2025) 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 2025 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 2025 Implementation Plan elaborates on strategic and sub-objectives for specific measures, activities or projects (or parts of their implementation) for 2025, 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 2025 IN INDIVIDUAL PILLARS

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

Pillar A: Education

- To innovate and improve study programs in line with current outputs of the relevant scientific disciplines.
- To actively support the development of the competence of staff and students in the field of artificial intelligence.
- To prepare and apply for accreditation of the doctoral study program in Civil Security.
- To implement elements of interactive formats, new technologies and didactic approaches in the creation of study supports and materials to improve the quality of teaching.

Pillar B: Research and Creative Activities

- To strengthen 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 support faculty project activities with an emphasis on the preparation and implementation of projects (national and international) supported by public funds and contract research projects.
- To develop conditions in the field of research and creative activities for obtaining a doctoral study program in the field of security.

Pillar C: Internationalization

- To implement activities supporting the development of the international environment at FLCM with the aim of increasing the number of mobilities (arrivals and departures) of students, academics and scientists.
- To actively seek opportunities for cooperation with foreign partners with the aim of fulfilling the objectives of the Strategy for Internationalization in Research and Development of the Faculty of Logistics and Crisis Management of the TBU in Zlín.

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 implement a new lifelong learning course (hereinafter referred to as "LLL") in the field of Environmental Development.

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

- To develop a respectful and open internal environment of FLCM that supports cooperation and loyalty and ensure safety standards at all levels.
- To simplify their organization and improve efficiency through the gradual digitalization of administrative and teaching processes.
- To complete the implementation of environmental modifications at FLCM in accordance with the overall design of the faculty.

FINANCIAL COVERAGE FOR THE FULFILLMENT OF THE IMPLEMENTATION PLAN FOR 2025

The financial coverage of the 2025 Implementation Plan is ensured by the Budget Rules of the FLCM TBU in Zlín for 2025, the Budget Schedule of the FLCM TBU in Zlín for 2025, 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 2025	Responsibility	Output/s	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.	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.	Vice-Dean for Pedagogical Activities	Přijatá opatření	A2 – Students in study programs – Number of students at FLCM
		To implement adaptation activities for first-year students of bachelor's degree programs.	Dean Vice-Dean for Pedagogical Activities	Adaptation Day	A4 – Applications for study – Number of applications for study at the FLCM TBU in Zlín
		To implement tutoring courses as part of reducing study failure.	Dean Vice-Dean for Pedagogical Activities	Implementation of the strategic project of TBU in Zlín	A5 – Students admitted to study – Number of students admitted to study at the FLCM TBU in Zlín
		To continue implementing QRAM for new study programs and in the subject cards of new study programs in IS STAG.	Vice-Dean for Pedagogical Activities	Completion of QRAM in IS/STAG for subject cards Course Syllabus	A6 – Students admitted to study – Number of students admitted to study at the FLCM TBU in Zlín
		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.	Dean Vice-Dean for Pedagogical Activities	Report on solving study failure Number of events implemented	A7 – Study Program Graduates – Number of graduates at the FLCM TBU in Zlín A9 – Graduation rate – Percentage of students who completed their studies

		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 Activities	Report on activities to support the reduction of academic failure	
	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.).	To 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".	Vice-Dean for Pedagogical Activities	Activities of the Advisory Centre and support for the implementation of its services at FLCM	A11 – Tools to support students with specific needs at FLCM TBU in Zlín – Number of tools to support students with specific needs
	Partial Goal 1.1.3 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.	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 2025", ensure the participation of entities and companies whose professional focus is consistent with the areas of education of FLCM TBU in Zlín, IAESTE cooperation. To prepare and implement a job fair at FLCM: "Career Crossroads: Public Administration Major", focused on the study profiles of FLCM students. To expand students' soft skills and ability to work with AI with the aim of preparing them for future employment in the job market.	External Relations Officer Public Relations Officer External Relations Officer Public Relations Officer External Relations Officer Public Relations Officer Vice-Dean for Pedagogical Activities	Overview of JOB Centre activities for FLCM Implemented event Number of companies Implemented event, number of participating companies Implemented educational events	A12 – Students on internships/trainees – Number of students on internships and traineeships in the academic year 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 Number of internships, traineeships and workshops carried out

		To implement additional courses, especially with an emphasis on the newly published document Recommendations for the Use of Artificial Intelligence Tools AI at TBU in Zlín.	Vice-Dean for Pedagogical Activities	Implemented educational events	
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 1.2.1 To 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 ensure comprehensive preparation for the start of teaching in the newly accredited study programs <i>Population Protection</i> and <i>Risk Management</i> in Czech in full-time and combined forms of study. To prepare an application for accreditation of the doctoral study program <i>Population Protection/Civil Security</i> in Czech and English in full-time and combined forms of study. To increase the share of visiting associate professors and professors in lectures in study programs implemented at FLCM.	Dean Guarantors of study programs Dean Guarantor of study program Directors of Departments	Start of Teaching Application for re-accreditation to the NAO Number of visiting professors and associate professors	A1 – Study programs – Number of accredited study programs of FLCM TBU in Zlín A8 – Unemployed graduates – Number of unemployed graduates of FLCM TBU in Zlín

	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.	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).	Dean Vice-Dean for Pedagogical Activities Guarantors of study programs Directors of Departments	List of FLCM staff nominated based on the Rector's call for 2025	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 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 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
		Increasing the number of academic staff at the faculty.	Dean Directors of Departments	Number of new academics	
		Reducing the number of academics without a Ph.D. degree.	Dean Directors of Departments	Number of academics without a Ph.D.	

					employers of TBU graduates in Zlín
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	Partial Goal 1.2.3 To support the involvement of research centres in the educational process.	To involve academic staff from research centres in teaching within the framework of the implementation of the SP.	Vice-Dean for Pedagogical Activities	Number of academics from research centres involved in teaching the study program	B ₃ – Involvement of research centres in teaching – Number of study programs in which research centres are involved
	Partial Goal 1.2.4 To prepare and accredit new study programs for the needs of regional engineering companies and new study programs focused on the principles of sustainable development.	To continue teaching study programs prepared in accordance with the conditions of the NPO (Follow-up master's degree program Sustainable Development Management).	Dean Vice-Dean for Pedagogical Activities	Follow-up master's degree program Sustainable Development Management (FaME, FLCM, UNI)	A ₈ – Unemployed graduates – Number of unemployed graduates of FLCM TBU in Zlín
	Partial Goal 1.2.5	Not relevant.			

	Partial Goal 1.2.6 To increase the quality and relevance of full-time and combined forms of study	Financially support innovation/digitalization of teaching, improving the quality and interactivity of study materials in Moodle.	Dean Vice-Dean for Pedagogical Activities	Number of supported educators	B4 – Quality of teachers Number of academic staff without a Ph.D. to number of academics with a Ph.D. and higher 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 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
		To prepare and adopt measures to limit the misuse of AI, update and continue to use anti-plagiarism systems, including those evaluating work with AI.	Vice-Dean for Pedagogical Activities	Overview of measures Use of anti-plagiarism systems (e.g. Theses, Turnitin, etc.)	
		In connection with the digitalization of TBU in Zlín, continue to support professional preparation and creation of digital study materials and supports in key areas of education of the components (in cooperation with the Vice-Rector for Internal and External Relations).	Dean Vice-Dean for Pedagogical Activities	Implementation of the TBU strategic project in Zlín	
		Continue to monitor study programs implemented at TBU in Zlín in terms of their adaptation to the challenges of the 21st century, the employability of graduates and the readiness of graduates for changing labour market conditions. Support study programs closely linked to practice, ensuring broad orientation and employability of graduates in practice.	Vice-Dean for Pedagogical Activities	Number and duration of internships in companies	
	Partial Goal 1.2.7 To support students' entrepreneurship and creativity through various forms of education, involvement in research and creative activities, and to	To encourage student participation in activities such as IDEATHON, My First Million, and other popular science activities.	Vice-Dean for Pedagogical Activities External Relations Officer	Number of students involved in these activities	A15 – Activities/events to support entrepreneurship and creativity among students – Number of events to support entrepreneurship and creativity among

	support the implementation of students' specific business plans through system tools.				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 1.3.1 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.	To realize Lifelong Learning programs focused on expanding skills (upskilling) or reskilling. To prepare a lifelong learning course Environmental Aspects of Sustainable Development.	Vice-Dean for Pedagogical Activities	Fulfilment of the measures of the Action Plan for the Development of Lifelong Learning at TBU in Zlín for 2025	G ₁ – LLL Revenues – Volume of funds obtained through LLL G ₂ – Lifelong learning participants – Number of participants in accredited lifelong learning courses G ₃ – 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

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 2025	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 increase the number of high-quality Jimp publications in the higher quartiles according to AIS (Article Influence Score).	Dean Vice-Dean for Creative Activities	List of outputs of the category Jimp, Jsc – OBD	E ₁ – Quality of publication outputs – Citation rate of publication outputs indexed in monitored databases (WoS and Scopus) over the last five years
		To support the involvement of researchers (postdocs) in creative activities at FLCM.	Dean Vice-Dean for Creative Activities	Project report	E ₂ – Number of publication outputs – Number of publication outputs indexed in monitored databases (WoS and Scopus) over the last five years
		To support the professional growth of academic and scientific staff at FLCM.	Dean Vice-Dean for Creative Activities Directors of Departments	Project report	Number of R&D outputs implemented in cooperation with the VP
		To prepare materials and undergo evaluation by the International Evaluation Panel (MEP).	Dean Vice-Dean for Creative Activities	MEP evaluation	Number of academic and scientific staff who have improved their scientific qualifications Final grade within the MEP

	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 actively promote the issue of Data Management and the activities of the Data Steward at FLCM.	Vice-Dean for Creative Activities	Presentation for academics and scientists FLCM regarding the issues of Data Management and the activities of the Data Steward	Number of presentations
	Partial Goal 2.1.3 Increasing the quality of artistic activity results with the aim of an annual increase in the number of outputs evaluated as AKX to BLX according to the RUV methodology.	Not relevant for FLCM.			
	Partial Goal 2.1.4 Increasing the share of outputs of creative activities in cooperation with foreign partners (strategic expansion of integration into international research infrastructure).	To support the creation of networking research structures with the aim of increasing the number of R&D outputs with foreign partners. Increasing R&D outputs with foreign partners, especially within the PIONEER consortium and the Horizon project, creating additional networking structures.	Dean Vice-Dean for Creative Activities Dean Vice-Dean for Creative Activities	Number of cooperating foreign institutions	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	Partial Goal 2.2.1 Increasing 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.	Vice-Dean for Creative Activities	Presentation for academic and scientific staff of FLCM in the field of contract research and the possibilities of interdisciplinary research	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+)

recognized 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.	Dean Vice-Dean for Creative Activities Directors of Departments	Number of projects implemented in cooperation with practice, number of projects based on contract research	
	Partial Goal 2.2.2 Setting the conditions and methods of involving academic and scientific workers in international cooperation networks (expanding integration into international research infrastructure).	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 (Horizon, COST).	Dean Vice-Dean for Creative Activities	Overview of joint projects	Number of projects submitted/co-developed in cooperation with foreign partners
Strategic Goal 2. 3 Implementation of the doctoral study program	Partial Goal 2.3.1 Preparation of accreditation of the doctoral study program.	To analyse the needs for R&D infrastructure in accordance with the preparation of the DSP.	Dean Vice-Dean for Creative Activities Vice-Dean for Pedagogical Activities Guarantors of Study Programs	Preparation of the accreditation application	A1 – Number of prepared accreditations of FLCM TBU study programs in Zlín

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 implement a strategy for further development of TTC.	In cooperation with the Technology Transfer Centre, support the involvement of academics and scientists in projects with an emphasis on interdisciplinarity.	Vice-Dean for Creative Activities	Preparation of joint projects	Number of projects submitted in cooperation with TTC
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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 2025	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.	To apply for / to obtain accreditation for the doctoral study program in Population Protection/Civil Security in the English language.	Dean Guarantor of Study Program Vice-Dean for Pedagogical Activities	Obtained accreditation	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
	Partial Goal 3.1.2 To support short-term stays of foreign students coming to FLCM TBU in Zlín.	To offer opportunities for cooperation to doctoral students abroad (consultations, use of software support available at FLCM). 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. Preparation of the Welcome Centre for FLCM for international students, academic staff and other guests.	Dean Student Stays and Internships Coordinator Dean	System set up Welcome Centre preparation status	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 3.2.1 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.	To support mobility for students with specific needs and from socio-economically disadvantaged backgrounds, through increased scholarships, information support, etc. Implement activities in the area of counselling and support for student trips within the Internationalization Counselling Centre in the newly built Student Support Centre at FLCM.	Dean Student Stays and Internships Coordinator Student Stays and Internships Coordinator	Draft measure Number of students involved	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 2025.			F11 – Joint/double/multiple degree study programs – Number of joint/double/multiple degree study programs

for internationalization	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).	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 Student Stays and Internships Coordinator Project and Finance Manager Dean	Offer of support services for project preparation and submission Number of participations in project activities	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
	Partial Goal 3.3.3 Encourage 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. To implement the PIONEER project, develop support for entry into international projects.	Dean Student Stays and Internships Coordinator	Number of international network involvements Number of strategic partnerships	

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 2025	Responsibility	Output/s	Indicator/s
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.	Dean External Relations Officer	Draft measures Prepared projects	G ₁₁ – Public partnerships for shaping national and regional policies – Overview of strategic partnerships
		Cooperate with the seats of administrative districts of municipalities with extended jurisdiction of the Zlín Region and other regions and public institutions.	External Relations Officer	Mutual visits and prepared joint activities	G ₁₂ – Strategic regional development projects – Number of projects prepared
		To be an active permanent guest of the "Region 47" group	Dean	Number of joint activities	
	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.	External Relations Officer	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

development projects	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.	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 and other organizations.	Promotion Officer External Relations Officer	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 4.2.1 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.	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. Cooperation with elementary and high schools in the area of Uherské Hradiště agglomeration on the Night of Scientists 2025. To invite representatives of organizations to give lectures in classes and to individual lectures or workshops. This way, students can be introduced to practice.	External Relations Officer External Relations Officer Promotion Officer External Relations Officer External Relations Officer	Implementation of parts of projects for 2025 within IKAP II New schools with the title Faculty Number of cooperating schools Number of cooperating schools Lectures by experts in practice	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 G6 – Events for gifted pupils and students – Number of projects supporting gifted pupils or students with the involvement of FLCM TBU in Zlín G7 – Support for gifted pupils and

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		To participate in the Zlín Region Safety Week 2025.	Promotion Officer External Relations Officer		
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.		To implement the FLCM Marketing activity plan.	Dean	Implementation of the measures of the action plan for 2025	G ₈ – Popularization of R&D – Number of events intended for popularization of R&D
		To develop awareness and popularize FLCM's educational, research and development activities through targeted events for the public (e.g. Science on Request, Open Day, participation in Region 47, etc.)	External Relations Officer Promotion Officer	Realised events	

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 2025	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 implement the Security Strategy at TBU in Zlín for the period of 23+.	Dean	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
		To maintain and professionally develop personnel capacity for the preparation of analytical materials, data processing and information evaluation for the strategic management of FLCM TBU in Zlín.	Dean	Ensuring job retention and professional growth	
	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 typisation of job positions.	Dean	Internal systematization of work	H ₂ – Established organizational structure of FLCM TBU in Zlín
		To continue implementing recommendations from internal audit 2/2022 Audit of duplication of activities that were set up as centralized services or capacities at the central level.	Dean	Fulfilment of recommendations to eliminate duplication in centralized services	
	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 Secretary	Outputs from the NPO Project for 2025	H ₄ – Modern functional information infrastructure

	Partial Goal 5.1.4 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.	To develop a set system of internal communication with employees.	Secretary Vice-Dean for Pedagogical Activities	Overview and evaluation of employee communication tools for 2025	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 5.2.1 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 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	Outputs	H₇ – Established internal quality assurance and evaluation system

	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 continue to monitor the implementation of recommendations from external evaluation panels within the framework of activities related to the pedagogical area.	Dean Vice-Dean for Pedagogical Activities	Fulfilment monitoring	H7 – Internal quality assurance and evaluation system in place H8 – Implementation of relevant recommendations within evaluation authorities
	Partial Goal 5.2.3 To 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	F₆ – 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 2025	H₉ – Dedicated financial resources to support the development of FLCM TBU in Zlín – Number of grants/support provided

Strategic Plan Implementation of the Faculty of Logistics and Crisis Management TBU in Zlín for the Period 21+ for the Year 2025

	Partial Goal 5.3.2 To 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 Dean	FLCM Funding Allocation for 2025 Budget rules 2025	H ₁₀ – Budget rules for given years
	Partial Goal 5.3.3 To use project calls to ensure economic stability.	To actively participate in project calls within operational programs aimed at strengthening the infrastructure of the faculty environment.	Dean Secretary	Fulfilment of indicators of implemented projects.	H ₂₀ – Number of project applications
Strategic Goal 5. 4 To strengthen strategic human resource management	Partial Goal 5.4.1 To build a functional system of working with human resources at FLCM TBU in Zlín.	To ensure the implementation of the TBU Human Resources Development Strategy in Zlín 2022–2025. To monitor compliance with the principles of social security at FLCM TBU.	Dean Dean	Maintaining and developing the built-up personnel capacity Ethics Committee Meeting	H ₁₁ – Human resources management system of TBU in Zlín
	Partial Goal 5.4.2 To build a strategic recruitment system for the needs of FLCM TBU in Zlín aimed at attracting academic and scientific staff from the external environment.	To apply the principles of transparent recruitment.	Dean	Registration and active use of advanced search on specialized servers	H ₁₂ – Achieving the required structure of academic staff: at least 20% associate professors and 10% professors

	Partial Goal 5.4.3 To fully implement the human resources management system in R&D, maintain and expand the HR Award Certificate - continue to set up the strategic management of the research organization in accordance with the conditions for obtaining the certificate.	To continue to set up the strategic management of the research organization in accordance with the conditions for obtaining the HR Award Certificate.	Dean Vice-Deans	Setting up the strategic management of a research organization in accordance with the conditions for obtaining the HR Award Certificate	H₁₃ – Obtaining HR Award certification at all parts of TBU in Zlín
	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.	To implement GEP – Gender Equality Plan.	Dean Vice-Deans	Implementation of the measures of the GEP Implementation Plan for 2025	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 5.4.5 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.	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 Pedagogical 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 5.5.1 To maintain and develop the infrastructure for the educational and creative activities of FLCM TBU in Zlín.	To complete the internal information system.	Dean Secretary	Own implementation	H ₁₆ – built capacities for educational and creative activities
		To implement design proposals for corridors in the premises of the UH1 and UH2 buildings.	Dean Secretary	Own implementation	
		To complete the equipment of the meeting room and quiet study room in the design of the Dean's Office. Equip the office space on the 1st floor of UH1 in the design of the Dean's Office.	Dean Secretary	Own implementation	
		To implement construction modifications and begin equipping the UH1 and UH3 buildings with laboratory equipment.	Dean Secretary	Own implementation	
		To equip the laboratories, including SW - investment and non-investment items.	Dean Secretary	Own implementation	
		To equip 13 classrooms with new teaching infrastructure supporting the digitalization of the teaching process at FLCM. Equip the classrooms with new tables, chairs and desks.	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	H ₁₇ – Sufficient bed capacity at TBU in Zlín H ₁₈ – 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.	Dean	Implementation of the measures of the action plan of the Sustainability Strategy of the TBU in Zlín.	H ₁₉ – Number of projects or measures implemented Number of events and activities supporting awareness and the vision of

Strategic Plan Implementation of the Faculty of Logistics and Crisis Management TBU in Zlín for the Period 21+ for the Year 2025

		To prepare projects and events supporting the environmental responsibility of the TBU in Zlín.	Dean	Number of events	sustainable development
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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 the Faculty of Logistics and Crisis Management of TBU in Zlín for the period 21+ for the year 2025 was discussed on March 20, 2025 by the Scientific Council of the Faculty of Logistics and Crisis Management of TBU in Zlín, and in accordance with the provisions of Section 27, paragraph 1, letter h) of the Act, it was approved on May 19, 2025 by the Academic Senate of the Faculty of Logistics and Crisis Management of TBU in Zlín.

Ing. Jan Strohmandl, Ph.D.

AS FLCM TBU in Zlín Chairman

Prof. Ing. Zuzana Tučková, Ph.D.

FLCM TBU in Zlín Dean

List of abbreviations:

AP academic staff

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

ČČK Czech Red Cross

EUA Institutional Evaluation Programme

FaME Faculty of Management and Economics

FCLM Faculty of Logistics and Crisis Management

GEP Gender Equality Plan

HR Human Resources

IS/STAG information system of study agenda

MEP International Evaluation System

MICHE Monitoring Internationalization of Czech Higher Education

Methodology 17+ Methodology for the evaluation of research organizations and evaluation of programs of targeted support for research, development and innovation

NAO National Accreditation Office for Higher Education

NPO National Reconstruction Plan

OBD Database for Recording and Reporting Publication Activity

ORP municipality with extended scope

GRAM Qualifications Framework for Tertiary Education

SO administrative district

SP study program

TBU Tomas Bata University

LLL University of the Third Age

USUH Union of Students in Uherské Hradiště

R&D science, research/creative activities, innovation

U3A University of the Third Age

VP scientific researcher

WoS Web of Science