

STRATEGIC PLAN IMPLEMENTATION
OF THE FACULTY OF LOGISTICS AND
CRISIS MANAGEMENT, TBU IN ZLÍN
FOR THE PERIOD 26+ FOR 2026

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STRATEGIC PLAN IMPLEMENTATION OF THE FACULTY OF LOGISTICS AND CRISIS MANAGEMENT, TBU IN ZLÍN FOR THE PERIOD 26+ FOR 2026

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 26+ for the year 2026 (hereinafter referred to as the Implementation Plan 2026) is the implementation document of the Strategic Plan of the Faculty of Logistics and Crisis Management of TBU in Zlín for the period 26+ (hereinafter referred to as the FLCM 26+ Strategy).

The structure of the Implementation Plan 2026 is based on the structure of the FLCM 26+ Strategy, which is built on six pillars and six priorities:

Pillar A: Education

Priority 1: To develop a modern, safe, flexible and high-quality educational environment that supports student success, professional growth of teachers and responds to current social, technological and security challenges of the 21st century, while emphasizing the development of study programs that meet societal needs in the areas of security, sustainability and practice.

Pillar B: Research and Creative Activities

Priority 2: To increase the international competitiveness of research and creative activities at the faculty, which are based on the principles of excellence, open science, ethics and interdisciplinary cooperation.

Pillar C: Internationalization

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

Pillar D: Third Role of the FLCM TBU in Zlín

Priority 4:

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

Pillar E: Human Resources and Internal Environment of FLCM TBU in Zlín

Priority 5: To build a modern and sustainable "people-first" faculty culture that is anchored in values, develops talents and competencies, supports cooperation and belonging with the Faculty of Humanities and Social Sciences and TBU, ensures fair

evaluation, strengthens diversity, and systematically cares for wellbeing while respecting university rules.

Pillar F: Financing and Strategic Management

Priority 6: To ensure sustainable development and modernization of the faculty's material and technical infrastructure and information base in accordance with long-term investment and development plans, with an emphasis on supporting key disciplines, security and digitalization.

Strategic goals are defined in individual pillars, which are divided into specific sub-goals with a unified system of indicators. The indicators are defined so that it is possible to evaluate the implementation of the FLCM 26+ Strategy annually, always in the Annual Report on the Activities of the FLCM TBU in Zlín for a given year, to process quality assessments in accordance with the internal regulations of TBU in Zlín and at the same time provide them for evaluation purposes in the Methodology of the Ministry of Education, Youth and Sports 17+.

The implementation of the FLCM 26+ Strategy will take place through annual Implementation Plans of the Strategic Plan of the Faculty of Logistics and Crisis Management of TBU in Zlín 26+, which will elaborate on specific key measures, activities or projects in a given year, including setting responsibilities for their implementation.

KEY MEASURES FOR 2026 IN INDIVIDUAL PILLARS

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

Pillar A: Education

- To innovate and improve the quality of study programs in line with current outputs of the relevant scientific disciplines.
- To actively support the development of competencies of employees and students in the field of artificial intelligence, modern technologies and advanced pedagogical methods. At the same time, to introduce progressive, flexible and innovative forms of teaching, including the implementation of teaching laboratories into the education system at FLCM TBU in Zlín for the effective development of skills and competencies for current and future challenges of the 21st century.
- To apply for accreditation of the doctoral study program “Strategic Risk and Security Management” in Czech and “Strategic Risk and Crisis Management” in English.
- 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 annual 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 using modern and fully functional scientific and research infrastructure.

- To create conditions for quality studies at the DSP.

Pillar C: Internationalization

- To strengthen and develop the international environment at FLCM, including creating a supportive environment for foreign students studying in English study programs.
- To support the implementation of outgoing mobilities of FLCM students and short-term arrivals of foreign students.
- To support outgoing mobilities of academic, non-academic and scientific staff at FLCM and strengthening incoming mobilities of foreign staff.
- To create prerequisites and conditions for the involvement and long-term work of foreign staff at FLCM.

Pillar D: Third Role of the 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 and Internal Environment of the FLCM TBU in Zlín

- 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.

Pillar F: Financing and Strategic Management of the FLCM TBU in Zlín

- To fulfil FLCM investment and operational priorities in accordance with TBU development and reconstruction plans and support sustainability goals.
- To strengthen the safe and modern environment of the faculty through security measures and the introduction of modern technologies.
- To continue to digitize and streamline the administrative, study and management processes of the faculty.

FINANCIAL COVERAGE FOR THE FULFILLMENT OF THE IMPLEMENTATION PLAN FOR 2026

The financial coverage of the 2026 Implementation Plan is ensured by the Budget Rules of the FLCM TBU in Zlín for 2026, the Budget Schedule of the FLCM TBU in Zlín for 2026, 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 2026	Responsibility	Indicators
Strategic Goal 1.1 To prepare new and innovate existing study programs in accordance with social needs and challenges, sustainability topics, practical needs, in connection with technological development and the employability of graduates in the changing labour market.	Partial Goal 1.1.1 To accredit study programs that are important in terms of social needs, sustainability topics, and practical needs, in connection with technological development and the employability of graduates in the changing labour market.	To submit documents for accreditation of the DSP Strategic Risk and Security Management in Czech and English.	Dean Vice-Dean for Pedagogical Activities	Study programs number of accredited study programs FLCM, TBU in Zlín Study programs - number of study programs prepared and submitted for accreditation
	Partial Goal 1.1.2 Based on an analysis of employer needs and a survey of graduates, innovate existing study programs at FLCM.	To conduct a review of existing study programs in terms of demand for their study, quality and effectiveness of teaching, and the employability of their graduates in the labour market. To prepare documents for the extension of the BSP Applied Logistics accreditation. To prepare documents for the extension of the BSP Environmental Security.	Vice-Dean for Pedagogical Activities Dean Vice-Dean for Pedagogical Activities Dean SP Guarantor	Study programs – Number of accredited study programs of TBU in Zlín Quality of studies in the study program Unemployed graduates – Number of unemployed graduates of TBU in Zlín Study programs - Number of study programs prepared and submitted for extension of accreditation Study programs – Number of accredited study programs of TBU in Zlín

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	Partial Goal 1.1.3 To increase the quality and relevance of full-time and combined forms of study. Implement and innovate the system of evaluating the quality of teaching, strengthen communication with students and increase their involvement in teaching evaluation processes.	To implement and evaluate 2 evaluations of teaching quality by TBU students (winter semester 2025/26, summer semester 2025/26).	Vice-Dean for Pedagogical Activities	Quality of teaching – Evaluation of the quality of teaching in individual study subjects through a single questionnaire in IS/STAG
	Partial Goal 1.1.5 To increase the number of students in TBU in relevant studying programs.	To stabilize the number of students to ensure the maximum capacity of the FLCM TBU educational complex in Zlín in fields with high social and practical relevance.	Vice-Dean for Pedagogical Activities Dean	Study programs – number of study programs at TBU in Zlín that are socially relevant and relevant for practice
Strategic Goal 1.2 To increase academic success at all levels of study.	Partial Goal 1.2.1 To increase the quality for educational environment and support new tools for students and talented students, their entrepreneurship and creativity through education in accredited study programs.	To participate in the preparation, implementation and ongoing modernization of courses aimed at developing students' "soft" and field-transferable skills.	Vice-Dean for Pedagogical Activities	Activities/events to support students' soft skills

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	Partial Goal 1.2.1 To support new tools for education and support of students and talented students, their entrepreneurship and creativity through education in accredited study programs.	Support student involvement in professional activities and competitions, primarily in the form of Student Scientific Professional Activities and IGA projects.	Vice-Dean for Creative Activities	Number of supported students
	Partial Goal 1.2.1 To support new tools for education and support of students and talented students, their entrepreneurship and creativity through education in accredited study programs.	To continue to support the involvement of students in internships and traineeships with external partners, seek and implement new opportunities for cooperation with practice, including the preparation of practically focused final qualification theses. To continue to implement courses for gifted students. To implement activities related to the CrisKa (Crisis Career - job fair in areas related to areas of education at the faculty) day at the FLCM TBU in Zlín.	Vice-Dean for Pedagogical Activities Dean	Number of students who completed an internship or collaborated in teaching with external partners Number of courses delivered Career Day held

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	Partial Goal 1.2.2 To conduct a systematic analysis of credit evaluation and course creation according to ECTS as a basis for possible future unification of methodological approaches.	To cooperate with the Vice-Rector for Educational Activities of TBU in analysing the current state of the creation of credit evaluation of subjects within the ECTS framework.	Vice-Dean for Pedagogical Activities SP Guarantors	Analysis of the ECTS credit allocation system at the faculties of TBU
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	Partial Goal 1.2.3 To analyse the study load of students in the studied SPs with the aim of systemic measures - possible adjustments to study plans in order to reduce study failure.	To prepare materials for the analysis of the study load of students in individual SPs at FLCM TBU in Zlín.	Vice-Dean for Pedagogical Activities	Students in study programs
		To continue to implement and prepare support tutoring courses with the aim of reducing study failure.	Vice-Dean for Pedagogical Activities Dean	Number of tutoring courses implemented
	Partial Goal 1.2.4 To implement individual counselling for students at risk of academic failure in order to reduce academic failure (TBU Counselling Centre).	To continuously provide and implement counselling to students in order to reduce the risk of study failure, in the form of the Centre for Student Support of FLCM TBU in Zlín and cooperation with the TBU Counselling Centre.		Number of students using counselling services
Strategic Goal 1.3 To respond to changing social and technological conditions in terms of forms of study, conditions of study and completion of studies.	Partial Goal 1.3.1 To support modern forms of education. To prepare conditions for the implementation of distance and blended forms of education, in accordance with the applicable regulations and standards of TBU. To provide educational or consulting services in the field of digitalization for academic staff and students.	To continue to digitize the study process at FLCM TBU in Zlín.	Vice-Dean for Pedagogical Activities Dean	Number of digitized courses within accredited study programs

Strategic Goal 1.4 To prepare and implement a system for developing pedagogical skills and professional knowledge of academic staff with the aim of improving the quality of the educational environment.	Partial Goal 1.4.1 To respond to modern trends in didactics and educational technologies through training for APs at the TBU Pedagogical Competence Centre.	To support the preparation and implementation of Pedagogical Skills courses, courses on the use of AI in teaching, and LMS Moodle courses to improve academics 'pedagogical skills and modernize student teaching.	Vice-Dean for Pedagogical Activities Dean	Number of courses delivered
Strategic Goal 1.6 To create an open and respectful university environment with quality support services and career support that ensures equal access, psychological well-being, satisfaction and long-term employability of graduates.	Partial Goal 1.6.1 To support an inclusive and diverse environment with an emphasis on ensuring the well-being of all members of the academic/organizational community.	To systematically support the well-being of students and teachers by integrating mental health care into the university environment and teaching (e.g. stress management workshops, mentoring, etc.).	Vice-Dean for Pedagogical Activities Dean	Number of students with specific needs Number of students using the Advisory Centre Number of activities supporting inclusion, diversity and well-being
	Partial Goal 1.6.2 To increase the career readiness and employability of graduates through the development of relevant competencies, connections to practice, and support for professional development during studies.	To launch the program How to Build Skills for Professional Growth – an elective course and a set of workshops that will prepare students to enter the job market, complemented by systematic building of a network of partners for internships, excursions, and joint projects.	Vice-Dean for Pedagogical Activities Dean	Number of students using Job Centre services Number of activities supporting students' readiness for the labour market

Strategic Goal 1.7 To ensure a stable, user-friendly and secure online teaching and learning environment.	Partial Goal 1.7.1 To use the LMS Moodle as the only university teaching tool, ensure upgrading and user-friendliness of Moodle. Provide educational and consulting services for APs to use the LMS Moodle in teaching (training on working in the LMS Moodle).	To continue to use the Moodle LMS as the university's sole learning tool.		Courses in LMS Moodle used for teaching in full-time and blended forms of study. Number of LMS Moodle trainings Number of academics who have completed LMS Moodle trainings
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Pillar B: RESEARCH AND CREATIVE ACTIVITIES

Priority 2
To increase the international competitiveness of research and creative activities at the faculty, which are based on the principles of excellence, open science, ethics and interdisciplinary cooperation.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2026	Responsibility	Indicators
Strategic Goal 2.1 To develop a career growth system.	Partial Goal 2.1.1 To ensure conditions for new and returning workers.	To implement TBU onboarding rules on FLCM.	Dean	Number of new and returning employees
	Partial Goal 2.1.2 To ensure systematic recruitment and retention of excellent employees from the Czech Republic and abroad.	To continue to involve scientists (postdocs) in creative activities at FLCM.	Dean Vice-Dean for Creative Activities	Number of post-doc. outputs in Q1, Q2 in major FORD FLCM
Strategic Goal 2.2 To apply modern tools for monitoring and evaluating creative activities.	Partial Goal 2.2.1 To implement recommendations resulting from the currently valid methodology for evaluating research organizations and evaluation by external advisory bodies (MEP).	Implementation of R&D activities leading to obtaining DSP accreditation. To deepen cooperation with other parts of TBU. To build joint international research teams and support co-authorship with foreign colleagues in prestigious journals (Q1/Q2 according to WoS/Scopus). To actively seek membership in editorial boards and scientific committees of conferences.	Dean Vice-Dean for Creative Activities	DSP accreditation submission Number of projects submitted in collaboration with other TBU units Number of Jimp and Jsc outputs in Q1, Q2 Number of members in editorial boards and

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		In cooperation with the Technology Transfer Centre, to support the commercialization of creative activity outputs (e.g. patents, licenses) at FLCM.	CTT	scientific committees of conferences Revenues from commercialization of creative output
	Partial Goal 2.2.2 To ensure a balanced and transparent system of evaluating research and creative activities, including bibliometric indicators, peer review and social impact assessment.	To continue to evaluate FLCM academic and scientific staff using IS HAP.	Dean Vice-Dean for Creative Activities	Number of PB in IS HAP
Strategic Goal 2.3 To create and maintain measures and tools to support quality research and creative activities.	Partial Goal 2.3.1 To increase the share of qualitative outputs (Q1, Q2, citations) in accordance with budget rules emphasizing excellence.	To support the professional growth of AP/VP at FLCM.	Dean Vice-Dean for Creative Activities	Number of outputs Jimp and Jsc in Q1, Q2
	Partial Goal 2.3.2 To increase the competence of employees and students at FLCM for the preparation of quality outputs.	To support for the participation of FLCM academic and scientific staff in seminars focusing on publishing in top journals in the WoS/Scopus databases.	Vice-Dean for Creative Activities	Number of participants

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Strategic Goal 2.4 To support excellent teams and the creation of new teams.	Partial Goal 2.4.1 Ensure funding for teams with the potential to achieve excellent results.	Announcement of the DK RVO competition at FLCM with the aim of supporting teams with the potential for excellent results. Support for the creation of interdisciplinary teams in cooperation with other parts of TBU (also fulfilling DG 2.2.1).	Dean Vice-Dean for Creative Activities	Number of submitted/accepted DK RVO projects Number of interdisciplinary teams
	Partial Goal 2.5.1 To develop Open Science, Fair data and ethical approaches at FLCM.	Supporting the participation of FLCM academic and scientific staff in seminars focusing on Open Science, FAIR data and ethical approaches.	Vice-Dean for Creative Activities	Number of presentations Number of participants
	Partial Goal 2.5.3 To support project activities using modern and fully functional scientific and research infrastructure.	Maintain a network of project and financial managers. Support the involvement of academic and scientific staff in the preparation and implementation of national and international projects using the modern R&D infrastructure at FLCM. Support the involvement of academic and scientific staff in international consortia in order to increase project activity.	Dean Vice-Dean for Creative Activities	Number of submitted/co-developed projects

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Strategic Goal 2.6 To increase the international dimension of creative activity.	Partial Goal 2.6.1 To expand cooperation with foreign research companies.	To analyse the internal environment of FLCM in order to identify limits for engagement in international research and creative activities.	Dean Vice-Dean for Creative Activities	Analysis performed
Strategic Goal 2.7 To increase prestige and awareness of social impact.	Partial Goal 2.7.1 To support the dissemination of the results of FLCM's creative activities.	Dissemination of the results of FLCM's creative activities to the general public.	Vice-Dean for Creative Activities Promotion Officer	Number of activities implemented
Strategic Goal 2.8 To ensure intellectual property protection and technology transfer.	Partial Goal 2.8.2 To educate FLCM academic and research staff in intellectual property protection.	In cooperation with the Technology Transfer Centre, support the education of academic and scientific workers in the field of intellectual property protection.	Vice-Dean for Creative Activities CTT Directors of institutes	Number of participants

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Strategic Goal 2.9 To increase the quality and security of doctoral studies.	Partial Goal 2.9.1 To establish an institutional environment to ensure quality studies in DSP.	To establish parameters of DSP excellence. To utilize modern infrastructure at FLCM for the needs of DSP students. To support the development of DSP students' competencies (participation in the Baťa School and other relevant courses).	Vice-Dean for Creative Activities DSP Guarantor Directors of institutes	DSP Excellence Parameters Number of Events Number of DSP Students Graduating from the Bata School
	Partial Goal 2.9.2 To promote the doctoral study program.	To actively present DSP on web platforms, social networks and at professional events.	Vice-Dean for Creative Activities DSP Guarantor Promotion Officer	Online Mentions Number of Trade Shows Attended

Pillar C: INTERNATIONALIZATION

Priority 3

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

Strategic Goals	Partial Goals	Activities/Measures/Projects 2026	Responsibility	Indicators
Strategic Goal 3.1 To strengthen the internationalization of TBU in Zlín by increasing the number of foreign students and employees and support their social integration.	Partial Goal 3.1.2 To increase the number of self-paying foreign students in study programs implemented in the English language as well as the number of foreign students studying in study programs implemented in the Czech language.	To apply for/obtain accreditation for the doctoral study program in <i>Strategic Risk and Safety Management</i> . To prepare an analysis of study applicants by country of origin with the aim of preparing a proposal for targeted promotional activities in promising regions.	Dean SP Guarantor Vice-Dean for Pedagogical Activities Vice-Dean for Internationalization	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 Share of foreign students in study programs in the total number of students FLCM TBU in Zlín Number of foreign students Quality of international services – Evaluation of the quality of international services of FLCM TBU in Zlín

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	Partial Goal 3.1.3 To increase the number of foreign academic staff.	To analyse the possibilities of involving foreign academics in teaching and research activities at FLCM.	Dean Vice-Dean for Internationalization	Foreign employees at FLCM TBU in Zlín – Number of foreign workers employed at FLCM TBU in Zlín
Strategic Goal 3.2 To develop international study programs.	Partial Goal 3.2.1 To accredit new study programs implemented jointly with foreign universities, especially with member universities of the "PIONEER" alliance.	To identify and analyse potential foreign partner institutions suitable for the future preparation of a joint/double degree study program, considering legislative frameworks and related fields of study.	Vice-Dean for Internationalization Vice-Dean for Pedagogical Activities	Joint/double/multiple degree study programs – number
Strategic Goal 3.3 To support international mobility of TBU students in Zlín and academic and non-academic staff of TBU in Zlín.	Partial Goal 3.3.1. Increase the number of students who have completed foreign mobility, i.e. a study stays or practical internship, lasting at least one month. Support the participation of TBU students in BIP.	To actively seek foreign partner institutions and conclude bilateral agreements focused on student mobility, with an emphasis on the possibility of pairing study subjects and recognizing study results. To strengthen support for students in the area of foreign mobility through the Counselling Centre for Student Support in the Area of Internationalization, especially in the form of individual counselling and information activities. To actively promote the possibilities of foreign student mobility through the faculty's communication channels, especially social networks. To ensure the participation of FLCM students in at least 1-2 Blended Intensive Programmes (BIP) based on defined	Vice-Dean for Internationalization Vice-Dean for Internationalization Vice-Dean for Internationalization External Relations Officer Vice-Dean for Internationalization	Students with study/internship abroad without extension of studies – Number/share of students who completed study/internship abroad and completed their studies within the standard period of study Students with studies/internships abroad – Number of students who completed

		selection criteria in accordance with the conditions of the Erasmus+ programme.		studies/internships abroad and number of student days
	Partial Goal 3.3.2 To increase the proportion of academic and non-academic staff who have completed teaching, research or training mobility at a foreign university.	To ensure the sending of academic staff on long-term visits to partner foreign universities, with the selection of participants through a transparent selection process and support in ensuring tuition reimbursement during their mobility. To support the implementation of short-term visits of academic, non-academic and scientific staff to partner foreign universities and institutions.	Dean Vice-Dean for Internationalization Vice-Dean for Pedagogical Activities Dean Vice-Dean for Internationalization	Academic and non-academic staff with studies/work placements abroad – Share of academic and non-academic staff who have completed studies/work placements abroad
Strategic Goal 3.4 To support the mobility of short-term students coming to TBU for study stays and practical internships and the arrival of foreign academics at TBU in Zlín.	Partial Goal 3.4.1 To increase the number of foreign students coming to TBU for short-term study stays and practical internships.	To actively seek foreign partner institutions and conclude bilateral agreements. To offer opportunities for short-term practical internships for foreign students in the faculty's laboratories, including participation in FLCM research and professional activities. To ensure the implementation of the Blended Intensive Programme (BIP) at the faculty level in cooperation with foreign partners.	Vice-Dean for Internationalization Vice-Dean for Internationalization Vice-Dean for Creative Activities Laboratory Managers Dean Vice-Dean for Internationalization Vice-Dean for Creative Activities External Relations Officer	Number of foreign students coming to TBU in Zlín for a short-term study stay and number of student days Evaluation of the quality of international services at TBU in Zlín

	Partial Goal 3.4.2 To increase the number of foreign academics/researchers coming to FLCM TBU for teaching and research mobilities.	To support the implementation of short-term research stays of foreign academics and scientists in connection with the research activities and projects of the faculty. To actively participate in announced internal competitions and selection procedures implemented by TBU aimed at supporting short-term mobilities of foreign academics and scientists. To ensure the implementation of the Blended Intensive Programme (BIP) at the faculty level in cooperation with foreign partners.	Vice-Dean for Internationalization Vice-Dean for Creative Activities Vice-Dean for Pedagogical Activities Vice-Dean for Internationalization Vice-Dean for Creative Activities Dean Vice-Dean for Internationalization Vice-Dean for Creative Activities External Relations Officer	Number of academics/researchers coming to TBU for teaching or research mobility
Strategic Goal 3.5 To engage in international networks that match the profile, preferences and long-term strategic goals of FLCM TBU in Zlín.	Partial Goal 3.5.1 To address the "European universities initiative" project within the PIONEER alliance and to deepen cooperation with American and Canadian universities.	To implement the "European Universities Initiative" project solution within the PIONEER alliance in accordance with the project brief. To ensure ongoing provision of information on key outputs of the "European Universities Initiative" project within the PIONEER alliance to academics and researchers according to their relevance and significance. To participate in the preparation and submission of a project application within the Erasmus+ program KA 171 and KA 220.	Vice-Dean for Internationalization Vice-Dean for Internationalization Dean Vice-Dean for Internationalization	Number of strategic partnerships signed

Strategic Goal 3.6 To support/ensure language teaching for students and teachers, offer language courses to the public.	Partial Goal 3.6.1 To expand language education for students, academic staff and the public.	To develop the language skills of academic, non-academic and scientific staff of FLCM TBU in Zlín through English language teaching in Uherské Hradiště	Dean	Number of language courses implemented
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Pillar D: THE THIRD ROLE OF THE FLCM TBU IN ZLÍN

Priority 4

To build the faculty as a respected and socially responsible centre of expertise not only for the municipalities of the Zlín Region in the areas of logistics, population protection, crisis management, risk management, environmental safety and regional development, and through lifelong learning, partnerships and graduate involvement, to contribute to the sustainable development of the entire region and to the sharing of proven solutions at the national level.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2026	Responsibility	Indicators
Strategic Goal 4.1 To strengthen the position of FLCM TBU as a leader in education (including informal education) in the Zlín region.	Partial Goal 4.1.1 To prepare and implement cooperation projects with secondary, primary and kindergarten schools with the aim of developing the education system in the Zlín Region and cooperating on projects focused on supporting talented pupils and students.	To implement education in the field of Environmental Security and Military Education in elementary schools	Dean	Number of cooperation projects with secondary, primary and kindergarten schools with the aim of developing the education system in the Zlín region Number of projects and events for the support of gifted pupils or students with the involvement of FLCM TBU in Zlín Number of supported gifted pupils or students
	Partial Goal 4.1.2 To update the involvement of FLCM TBU in Zlín in clusters, platforms, societies or associations, especially in the area of SO ORP Uherské Hradiště and Uherský Brod, with the aim of participating in the activities of these entities through active membership and joint	To implement partnership or cooperation agreements	Dean	Overview of platforms where FLCM TBU is represented in Zlín Database of possible partners in the area of SO ORP Uherské Hradiště

	projects for the benefit of FLCM TBU in Zlín.			
	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.	To actively support activities, e.g. Focus-day of volunteering, student activities, firefighting activities, etc. in the area, especially the municipality with extended jurisdiction (SO ORP) of Uherské Hradiště and Uherské Brod.	Dean	System of cooperation with the Student Union at FLCM TBU and student public benefit associations Number of activities and projects
Strategic Goal 4.2 To strengthen the position of FLCM TBU as a significant and active member of the sustainable ecosystem of the Zlín Region.	Partial Goal 4.2.1 To build long-term and mutually beneficial FLCM partnerships with businesses, professional, sectoral and interdisciplinary platforms not only in the Zlín Region.	To build partnerships actively.	Dean	Prepared analytical report with proposal of priorities for further development of partnerships Number of partnerships and faculty membership in professional platforms
	Partial Goal 4.2.2 To actively participate in updating and implementing regional and national strategies.	To co-create these strategies.	Dean	Overview and number of strategic partnerships Strategic regional development projects – Number of projects prepared
	Partial Goal 4.2.3 Actively act as a partner of the non-profit sector and projects in the areas of sustainability and domains of specialization.	To continue to be active in member groups of the non-profit sector.	Dean	Overview and number of partnerships Number of educational events implemented

	Partial Goal 4.2.4 To support creativity and entrepreneurship among FLCM students in the form of competitions, courses and professional events.	To implement competitions, professional events, support student participation in competitions that support creativity and entrepreneurship.	Dean	Number of implemented projects and measures, number of students involved
Strategic Goal 4.3 By building the image of FLCM TBU in Zlín, including spreading the legacy of Tomáš Bata, promote the Zlín region and the city of Zlín and the city of Uherské Hradiště as a quality place to study and live.	Partial Goal 4.3.1 To strengthen the prestige and promotion of the FLCM TBU in Zlín on a national and international scale, to care for the image of the faculty and the university, including spreading the legacy of Tomáš Bata.	Systematic promotion of the faculty through websites, social networks, presentation materials, popularization outputs and participation in selected events for applicants, the professional public and partners from practice. Emphasis will be placed on presenting the faculty's specific focus, its ties to the region, social responsibility and the legacy of Tomáš Bata.	Dean	Updated and implemented faculty communication outputs, a set of promotional activities and enhanced media and presentation visibility of FLCM TBU.
	Partial Goal 4.3.2 To develop and strengthen cooperation with volunteer organizations, IRS units. Cooperate and support the activities of student associations and organizations such as the Fire Sports Club, USUH, TBU Student Union, RUN Club and others.	To implement events in cooperation with volunteer organizations and IRS branches and student organizations and associations.	Dean	Number of events implemented
Strategic Goal 4.4. To strengthen and systematize cooperation with graduates as natural ambassadors of the university and	Partial Goal 4.4.1 To strengthen relations with alumni through the systematic development of the Alumni Club and the involvement of alumni in the life of the faculty.	To promote the Alumni Club actively.	Dean	Number of active followers of the university's official LinkedIn page Number of alumni who list FLCM TBU as their alma mater

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a valuable source of professional, professional and community ties.				Number of FLCM alumni in the TBU Alumni Club Number of events for faculty alumni
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Pillar E: HUMAN RESOURCES AND INTERNAL ENVIRONMENT OF FLCM TBU IN ZLÍN

Priority 5

Build a modern and sustainable "people-first" faculty culture that is anchored in values, develops talents and competencies, supports cooperation and belonging with FLCM and TBU, ensures fair evaluation, strengthens diversity and systematically cares for wellbeing while respecting university rules.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2026	Responsibility	Indicators
Strategic Goal 5.1 To fulfil the objectives of the Human Resources Development Strategy 2026+ in the area of planning, personnel and personal development of employees.	Partial Goal 5.1.2 To participate in the creation and actively use the comprehensive education system of TBU in Zlín, which will lead to increased competencies, personal and professional growth of TBU employees in Zlín.	To actively promote activities leading to increased competence, personal and professional growth of employees	Dean Secretary	Number of implemented trainings Pilot verification of a comprehensive education system
	Partial Goal 5.1.3 To obtain HR AWARD certification for FLCM.	To actively search for conditions and opportunities to obtain HR AWARD certification	Dean	Established principles of strategic human resource management in R&D through key documents implemented into internal standards and processes of TBU in Zlín Ensuring conditions for HR Award certification at FLCM TBU in Zlín
Strategic Goal 5.2 To develop a high-quality, inclusive and diverse environment at TBU.	Partial Goal 5.2.1 To promote adequate gender policy at all levels – recruitment, filling leadership positions, equal pay, across the faculty	To promote adequate gender policy at all levels – recruitment, filling leadership positions, equal pay, across the faculty	Dean Secretary	Strategic management of the development of TBU in Zlín – Number of management employees of the rectorate and components involved in the preparation, processing, discussion

				and implementation of strategies and strategic documents
	Partial Goal 5.2.2 To create conditions and infrastructure for sports, culture and leisure activities, both for employees and students of FLCM TBU.	Support for sports, cultural and leisure activities for academic staff, other employees and students of FLCM TBU.	Dean Secretary	Budget rules for given years
	Partial Goal 5.2.3 To participate in creating university-wide conditions for setting a fair working environment and balancing the degree of balance between employment and family - work and non-work life, and their implementation at FLCM.	To support these conditions.	Dean Secretary	Established principles of strategic human resource management in creative activities through key documents implemented into internal standards and processes of TBU in Zlín
Strategic Goal 5.3 To strengthen the attractiveness of TBU as an employer through effective HR, quality communication, a shared university culture, and support for inspiring leadership.	Partial Goal 5.3.1 To set up brand building tools for effective communication of TBU as an attractive employer.	To set up brand building tools for effective communication of TBU as an attractive employer.	Dean Secretary	Fulfilment of the communication plan
	Partial Goal 5.3.2 To set and implement the faculty's internal communication strategy.	To set and implement the faculty's internal communication strategy mainly in the frame of informing employees inside the FLCM TBU.	Dean Secretary	Fulfilment of the communication plan
	Partial Goal 5.3.3. In cooperation with the Rectorate's departments, to set up a personnel work system at FLCM TBU and introduce a functional HR service from the Rectorate's	In cooperation with the Rectorate's departments, to set up a personnel work system and standardisation at FLCM TBU and introduce a functional HR service from the Rectorate's position with the aim of reducing the administrative and bureaucratic burden in the area of personnel work and increasing its professionalism.	Dean Secretary	Established organizational structure of FLCM TBU in Zlín

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	position with the aim of reducing the administrative and bureaucratic burden in the area of personnel work and increasing its professionalism.			
Strategic Goal 5.4 To ensure a transparent and balanced employee evaluation system.	Partial Goal 5.4.1 To collaborate on revising and unifying employee evaluation criteria across TBU components with an emphasis on objectivity, clarity, and motivation for professional development. Implement these criteria within the faculty.			Implemented Wage Regulation Internal Employee Evaluation System

Pillar F: STRATEGIC MANAGEMENT AND FINANCING

Priority 6

To ensure sustainable development and modernization of the faculty's material and technical infrastructure and information base in accordance with long-term investment and development plans, with an emphasis on supporting key disciplines, security and digitalization.

Strategic Goals	Partial Goals	Activities/Measures/Projects 2026	Responsibility	Indicators
Strategic Goal 6.1 To develop the material and technical base of FLCM in accordance with the TBU Investment Plan until 2035.	Partial Goal 6.1.1 To implement the construction and investment development of the TBU according to the "General Construction and Development of Individual Objects".	To meet FLCM deadlines.	Dean Secretary	Budget rules for given years Percentage of investment budget utilization Number of investments started/completed
	Partial Goal 6.1.2 To implement building renovations according to the Renovation Plan for Individual Buildings by 2030, aiming to achieve carbon neutrality in 2050.	To enter into communication with FLCM building owners, with a view to reducing the SCOPE 2 carbon footprint.	Dean Secretary	Investment projects % completion of the reconstruction plan Number of projects completed
	Partial Goal 6.1.4 To fulfil the objectives and measures for the Investment and Operations area within the framework of the Sustainable Development Strategy and its action plans.	To support these goals actively.	Dean Secretary	Fulfilment of the indicators of the TBU Sustainability Action Plan
Strategic Goal 6.4 To ensure physical and cyber security at all times.	Partial Goal 6.4.1 To participate in ensuring the integration of physical and cyber security measures into all key processes of the organization and the faculty.	To implement them actively.	Dean Secretary	Functional internal recall system Updated emergency plan

	Partial Goal 6.4.2 To create a secure cyber and physical learning and working environment through the purchase of security equipment and services.	To participate in creating a safe environment.	Dean Secretary	Fulfilling the requirement of the Cybersecurity Act EKV in trial operation mode
Strategic Goal 6.5 To restore information systems.	Partial Goal 6.5.1 To implement a certified new generation Filing Service. To ensure its use at the faculty.	To implement a certified new generation Filing Service. To ensure its use at the faculty.	Dean Secretary	Modern functional information infrastructure
	Partial Goal 6.5.3 In cooperation with the Rector's Office, to implement modern information technologies in asset management at the faculty.	To actively implement modern information technologies.	Dean Secretary	Approved transition project and its implementation
	Partial Goal 6.5.3 To participate in ensuring the full digitalization of the study process in IS STAG.	To optimize the faculty's internal standards with the aim of making user orientation in them more efficient in IS STAG.	Dean Secretary	S/STAG connection to state registers Updated operational documentation
	Partial Goal 6.6.2 To optimize the faculty's internal standards with the aim of making user orientation in them more efficient.	To optimize the faculty's internal standards with the aim of making user orientation in them more efficient.	Dean Secretary	Process Analysis Report Implementation of Selected Digitalization Steps

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 Strategic Plan of the Faculty of Logistics and Crisis Management of Tomas Bata University in Zlín 26+ was discussed on 2 April 2026 by the Scientific Council of FLCM TBU in Zlín and, in accordance with the provisions of Section 27(1)(h) of the Act, it was approved on 11 May 2026 by the Academic Senate of FLCM TBU in Zlín.

Ing. Jan Strohmandl, Ph.D.

AS FLCM Chairman

Prof. Ing. Zuzana Tučková, Ph.D.

FLCM Dean

List of basic abbreviations

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

AP academic staff

BIP Blended Intensive Programme

CTT Technology Transfer Centre

CR Czech Republic

DSP doctoral study programme

ECTS European Credit Transfer and Accumulation System

EKV Electronic Crisis Warning System

FLCM Faculty of Logistics and Crisis Management

HR Human Resources

IS/STAG Information System of the Study Agenda

LMS Learning Management System

MŠ kindergarten

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

MŠMT 17+ Methodology for the evaluation of research organisations and the evaluation of programmes of targeted

support for research, development and innovation

RFID Radio Frequency Identification

SO ORP proper district of a municipality with extended scope

SP study programme

SŠ secondary school

TUB Tomas Bata University

R&D science and research/creative activities

VP scientific worker

VŠ university

ZoKB Cybersecurity Act

ZS elementary school