



STRATEGIC PLAN OF THE FACULTY OF LOGISTICS AND CRISIS MANAGEMENT, TBU IN ZLÍN FOR THE PERIOD 2026-2030

**FACULTY OF LOGISTICS AND CRISIS MANAGEMENT
TBU IN ZLÍN**

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STRATEGIC PLAN OF THE FACULTY OF LOGISTICS AND CRISIS MANAGEMENT TBU IN ZLÍN FOR THE PERIOD 2026-2030

PREAMBLE

The updated Strategic Plan of the Faculty of Logistics and Crisis Management of TBU in Zlín for the period 2026-2030 (hereinafter referred to as the "FLCM Strategy 2026+") is a key strategic document of the Faculty of Logistics and Crisis Management of TBU in Zlín (hereinafter referred to as the "FLCM TBU in Zlín"), which defines the mission, vision, priorities and strategic goals of its development until 2030 and is based on the Strategic Plan of the Tomas Bata University in Zlín for the period 2026-2030.

SOURCES

The FLCM 26+ Strategy continuously builds on past periods, which began in 2009 with the establishment of the FLCM TBU in Zlín. The FLCM 26+ Strategy was prepared for the upcoming period in such a way as to continuously build on previous stages of the faculty's development and at the same time to enable targeted qualitative development with an orientation towards strengthening the faculty's position among the faculties of TBU in Zlín and penetration into the international educational and research space. The key to shaping the document was the setting of target indicators that the faculty should achieve by 2030.

The FLCM 26+ Strategy was prepared as part of a broad discussion at the faculty management level. As part of the approval process, it was discussed in the Scientific Council of the FLCM TBU in Zlín and by the Academic Senate of the FLCM TBU in Zlín, which also represents the interests of students.

The FLCM 26+ Strategy develops the current direction of strengthening internal cooperation, cohesion and loyalty. As such, it will be systematically communicated to the academic community, employees, partners and the general public. The implementation goal of the strategy is to make it widely shared and internalized and to be reflected in the everyday life of the faculty.

LINKS TO STRATEGIC DOCUMENTS

The basic document on which the FLCM 26+ Strategy is based is the Strategy of Tomas Bata University in Zlín 26+. The FLCM 26+ Strategy builds on this document and supplements it in individual activities and specifies priorities in accordance with the faculty profile. It also accepts the expected measures at the university level, described in the Strategy for the Internationalization of Higher Education for the Period from 2021, in particular Pillar C of the TBU 21+ Strategy.

National level:

- Security Strategy of the Czech Republic 2023;
- Concept for Population Protection until 2025, with a view to 2030;
- Concept for Education in the Field of Population Protection and Crisis Management, Prague 2017;
- Concept for Environmental Security 2021 – 2030 with a view to 2050;
- National Strategy for Countering Hybrid Impact, Prague 2021;
- National Cybersecurity Strategy of the Czech Republic 2026;
- Industry 4.0 Initiative.

BASIC STRUCTURE OF THE FLCM 26+ STRATEGY

The FLCM 26+ Strategy is built on five pillars, which are based on the three basic roles of a public university, namely educational, research and the so-called third role. At the same time, two more areas (perceived as strategic horizontal themes) are built as separate pillars, namely the area of internationalization and the area of strategic management of the faculty, including human resources management, setting a managerial approach to managing internal processes and reducing the bureaucratic burden.

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

Pillar A: Education

Priority 1: To 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.

MISSION: „ERUDIRE ET CREARE“

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

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

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

VALUES

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

- (1) **Entrepreneurship**, which, in the spirit of the Bata tradition, represents not only the transfer of knowledge and skills into practice, but also represents the ability of an individual to shape and transform their environment.
- (2) **Openness** to people, partnerships, cooperation and change, which represents the willingness to learn new things, the will to adapt to changing conditions and the desire to enter previously unexplored spaces.
- (3) **Utility**, which means for us that all knowledge and education should meaningfully serve the community and society with the aim of bringing profit and prosperity.
- (4) **Creativity**, which brings new knowledge, products and services through the individual's ability to freely solve problems and face social challenges in an original and unique way.
- (5) **Responsibility** for the sustainable development of the university and its surroundings implemented through economic, social and environmental measures reflected in the university's activities.

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

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

The direction of the FLCM TBU in Uherské Hradiště towards fulfilling the vision means increasing its competitiveness at the national level. All qualitative shifts are built on the quality of human resources and the quality of their work/outputs. People are the key to success. Therefore, all employees must know where their work is heading to fulfil the vision and mission of the FLCM TBU in Zlín.

The basic measure of achieving the fulfilment of the mission and vision of the FLCM TBU in Zlín are target indicators. In the cooperation and collaboration of all academic and other employees of the FLCM TBU in Zlín, the following target indicators will be achieved in 2030:

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

PILLARS, PRIORITIES, STRATEGIC GOALS, PARTIAL GOALS AND INDICATORS

Pillar A: EDUCATION

Priority 1

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

Strategic Goals	Partial Goals	Indicators
Strategic Goal 1.1 To 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.	Study programs – number of accredited study programs FLCM, TBU in Zlín
	Partial Goal 1.1.2 Based on an analysis of employer needs and a survey of graduates, innovate existing study programs at FLCM.	Quality of teaching – Evaluation of the quality of teaching in individual study subjects at FLCM through a unified questionnaire in IS/STAG Number of unemployed graduates of FLCM, TBU in Zlín
	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.	Quality of teaching – Evaluation of the quality of teaching in individual study subjects at FLCM through a unified questionnaire in IS/STAG

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	Partial Goal 1.1.4 To prepare and introduce modules ending with micro certificates in accredited study programs (after the adoption of appropriate higher education legislation).	Number of modules completed with micro certificates
	Partial Goal 1.1.5 Increase the number of students at TBU in relevant study programs.	Study programs – number of socially and practically relevant study programs of FLCM, TBU in Zlín
Strategic Goal 1.2 To increase academic success at all levels of study.	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.	Activities/events to support students' soft skills. Number of FLCM students supported Number of FLCM students who completed an internship or implemented cooperation within the framework of teaching with external partners
	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.	Analysis of the system of allocation of ECTS credits in faculties and TBU subjects through a unified questionnaire in IS/STAG
	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.	Number of tutoring courses implemented

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	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).	Number of students using counselling services
	Partial Goal 1.2.7 To support the entrepreneurship and creativity of students through various forms of education, their involvement in research and creative activities, and to support the implementation of specific business plans of students through system tools.	Students involved in research and creative activities – Number of students involved in research and creative activities Activities/events to support student entrepreneurship and creativity – Number of events to support student entrepreneurship and creativity outside of classes
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.	Number of digitized courses within accredited study programs Development and approval of internal standards Number of educational or consulting services provided
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.	Number of courses implemented

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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.	Number of students with specific needs Number of students using the services of the Counselling Centre Number of activities supporting inclusion, diversity and well-being activities
	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.	Number of students using Job Centre services Number of activities supporting students' readiness for the job 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).	Courses in LMS Moodle used for teaching in full-time and combined form of study. Number of LMS Moodle trainings Number of APs who have completed LMS Moodle trainings

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Pillar B: RESEARCH AND CREATIVE ACTIVITIES		
Priority 2 To increase the professional and international competitiveness of research and creative activities carried out at the faculty.		
Strategic Goals	Partial Goals	Indicators
Strategic Goal 2.1 To develop a career growth system.	Partial Goal 2.1.1 To ensure conditions for new and returning workers.	Established onboarding system
	Partial Goal 2.1.2 To ensure systematic recruitment and retention of excellent employees from the Czech Republic and abroad.	Implementation of a system for recruiting excellent employees
	Partial Goal 2.1.3 Professionalization of management of research and creative teams.	Number of courses implemented / people trained
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).	Updated internal regulations and standards
	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.	Updated internal regulations and standards
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.	TBU budget rules

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	Partial Goal 2.3.2 To increase the competence of employees and students at FLCM for the preparation of quality outputs.	Number of events implemented / people trained
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.	Targeted financial support for excellent teams within the framework of TBU budget rules
	Partial Goal 2.4.2 To implement a "research sabbatical" program for leading researchers at top foreign institutions.	Implementation of the "research sabbatical" program
Strategic Goal 2.5 To develop infrastructure supporting creative activities.	Partial Goal 2.5.1 To develop Open Science, Fair data and ethical approaches at FLCM.	Number of events implemented / people trained
	Partial Goal 2.5.3 To support project activities using modern and fully functional scientific and research infrastructure.	Number of projects using R&D infrastructure
Strategic Goal 2.6 To increase the international dimension of creative activity.	Partial Goal 2.6.1 To expand cooperation with foreign research companies.	Number of projects using R&D infrastructure

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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.	Number of activities implemented
Strategic Goal 2.8 To ensure intellectual property protection and technology transfer.	Partial Goal 2.8.1 To develop the efficiency of technology transfer.	Activities in cooperation with CTT
	Partial Goal 2.8.2 To educate FLCM academic and research staff in intellectual property protection.	Number of events implemented / people trained
	Partial Goal 2.8.3 To support the transfer of R&D knowledge into practice, the development of start-ups and spin-off companies.	Number of contracts Volume of contractual performance
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.	Number of DSP students who graduate from the Bata School

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	Partial Goal 2.9.2 To promote the doctoral study program.	Number of activities implemented
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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	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 3.1.1 To ensure long-term sustainable funding for doctoral students studying in a study program conducted in English and targeted support for high-quality applicants.	Foreign students – Number of foreign students at FLCM TBU in Zlín, of which self-paying Share of foreign students in study programs Foreign graduates of study programs – Number of foreign graduates, of which self-paying Quality of international services – Evaluation of the quality of international services at FLCM TBU in Zlín
	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.	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

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		Number of international students Quality of international services – Evaluation of the quality of international services of FLCM TBU in Zlín
	Partial Goal 3.1.3 To increase the number of foreign academic staff.	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.	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. study stays or practical internship, lasting at least one month. Support the participation of TBU students in BIP.	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 study/internship abroad – number of students who completed study or work internship abroad and number of student days

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	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.	Academic and non-academic employees with study/work internship abroad - share of academic and non-academic employees who completed study/work internship abroad - number of acquired projects
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.	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.	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.	Number of strategic partnerships signed

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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.	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	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.	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 projects for the benefit of FLCM TBU in Zlín.	Overview of platforms where FLCM TBU is represented in Zlín Database of possible partners in the area of SO ORP Uherské Hradiště

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	Partial Goal 4.1.3 To support the non-profit sector and charitable projects, activities of a cultural and sporting nature, especially where employees or students of FLCM TBU in Zlín are directly involved or where student projects are particularly in the area of the administrative district of the municipality with extended jurisdiction (SO ORP) Uherské Hradiště and Uherské Brod.	System of cooperation with the Student Union at FLCM TBU and student public benefit associations
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.	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.	Overview and number of strategic partnerships Strategic regional development projects – Number of projects prepared
	Partial Goal 4.2.3 To actively act as a partner of the non-profit sector and projects in the areas of sustainability and domains of specialization.	Overview and number of strategic partnerships Number of regional development projects

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	Partial Goal 4.2.4 To support creativity and entrepreneurship among FLCM students in the form of competitions, courses and professional events.	Number of implemented projects and measures
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.	Number of educational events implemented
	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.	Number of cooperating entities and implemented activities
Strategic Goal 4.4. To strengthen and systematize cooperation with graduates as natural ambassadors of the university and a valuable source of professional, professional and community ties.	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.	Number of active followers of the university's official LinkedIn page Number of alumni who list FLCM TBU as their alma mater Number of FLCM alumni in the TBU Alumni Club Number of events for faculty alumni

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	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 5.1.1 To introduce a flexible system of monitoring, prediction and planning of future personnel needs for individual categories of employees across TBU in Zlín.	The number of involved management employees of the rectorate and components in the preparation, processing, discussion and implementation of strategies and strategic documents Established system of monitoring, prediction and planning of personnel needs
	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.	Number of trainings delivered Pilot validation of a comprehensive training system

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	Partial Goal 5.1.3 To obtain HR AWARD certification for FLCM.	Established principles of strategic human resource management in R&D through key documents implemented into internal standards and processes of TBU in Zlín Receiving 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	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.	Budget rules for given years

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	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.	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.	Fulfilment of the communication plan
	Partial Goal 5.3.2 To set and implement the faculty's internal communication strategy.	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 position with the aim of reducing the administrative and bureaucratic burden in the area of personnel work and increasing its professionalism.	Established organizational structure of FLCM TBU in Zlín
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	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".	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.	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.	Fulfilment of the indicators of the TBU Sustainability Action Plan

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Strategic Goal 6.4 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	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.	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.	Modern functional information infrastructure
	Partial Goal 6.5.2 Transition to SAP IS – S4 HANA version.	Approved transition project and its implementation
	Partial Goal 6.5.3 In cooperation with the Rector's Office, to implement modern information technologies in asset management at the faculty.	Number of RFID items registered System active in all components
	Partial Goal 6.5.3 To participate in ensuring the full digitalization of the study process in IS STAG.	S/STAG connection to state registers

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		Updated operational documentation
Strategic Goal 6.6 To permanently reduce administrative burden and streamline administrative/accounting processes and procedures.	Partial Goal 6.6.1 To digitize and optimize accounting and administrative processes and procedures.	Process Analysis Report Implementation of Selected Digitalization Steps
	Partial Goal 6.6.2 To optimize the faculty's internal standards with the aim of making user orientation in them more efficient.	Standards Analysis Introduced tool for orientation and search in standards
	Partial Goal 6.6.3 To digitize selected personnel and payroll records.	Number of digitized agendas Reduction in average processing time

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