

**IMPLEMENTATION PLAN**  
**for the Strategic Plan of Educational and**  
**Creative Activities of the Brno University of**  
**Technology for the year 2022**





The submitted Implementation Plan for the Strategic Plan of Educational and Creative Activities of the Brno University of Technology for the year 2022 was

- discussed by the BUT Scientific Board using a per rollam (by roll) procedure on 14 – 22 October 2021;
- approved by the BUT Academic Senate on 9 November 2021;
- approved by the BUT Administrative Board using a per rollam procedure on 11 – 22 November 2021.

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## **IMPLEMENTATION PLAN FOR THE BUT STRATEGIC PLAN 2022**

The Implementation Plan for the BUT Strategic Plan 2022 is structured in accordance with the priority objectives of the Strategic Plan of the Ministry of Education, Youth and Sports for higher education institutions for 2021+, with the Implementation Plan for the Strategic Plan of the Ministry of Education, Youth and Sports for 2022, as well as with the BUT Strategic Plan for 2021+.<sup>1</sup>

The Implementation Plan for the BUT Strategic Plan 2022 also respects the Development Programme for the Support of Strategic Management of Higher Education Institutions, the aim of which is to contribute to the fulfilment of individual priority objectives of the BUT 2021+ Strategic Plan.



<sup>1</sup> To ensure compliance of the BUT Strategic Plan with the MEYS Strategic Plan, the marking of operational objectives is also kept for improved clarity. Therefore, the missing letters are not an error of this document.



**Priority objective 1: DEVELOP COMPETENCIES DIRECTLY RELEVANT TO LIFE AND PRACTICE IN THE 21ST CENTURY**

The following operational objectives are assigned to this priority objective at BUT:

**A. Support the development of employees' competencies for teaching and creating study programmes:**

- Organise courses that develop the educational and didactic skills of academic staff and thus support their career and professional growth; ensure that these courses can be held in the form of distance learning.
- The BUT Central Library to organise seminars for educators focused on publishing and scientific activity.
- Organise webinars for educators and non-academic staff focused on IT support of teaching and scientific research work.

Description of the measure	<ul style="list-style-type: none"><li>• Number of implemented courses and number of their participants.</li><li>• Feedback through evaluation questionnaires.</li></ul>
Responsibility	Vice-Rector for Studies
Source of financing	MEYS, PSSM 2022+

- Support and motivate BUT employees to increase their professional and language competencies.

Description of the measure	<ul style="list-style-type: none"><li>• Create a system of requirements for staff training and incorporate it into career development plans, including language education (incorporate into selection procedure requirements).</li><li>• Create methodological guidelines for the registration of completed trainings and courses.</li></ul>
Responsibility	Vice-Rector for Academic Agenda
Source of financing	MEYS, PSSM 2022+

- Create an environment for the support of library and information services within the information support and education of BUT employees and students.
- Develop the Digital Library as a central repository of publicly available electronic documents created at BUT.

Description of the measure	<ul style="list-style-type: none"><li>• The BUT Central Library will handle the improvement of records within the administration of the BUT Comprehensive Catalogue. The aim is to support a unified environment, transparently describe internal processes and deal with the further development of library and information services. Indicator: Analyses and corrections of data intraportal of libraries.</li><li>• Description of existing content and current options for record insertion. Proposal of modifications in archiving processes with emphasis on a high degree of automation of inserting and publishing documents. Indicator:<ul style="list-style-type: none"><li>• BUT Digital Library Development Concept.</li></ul></li></ul>
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	<ul style="list-style-type: none"> <li>Description of internal processes and presentation to relevant groups.</li> </ul>
Responsibility	Vice-Rector for Academic Agenda
Source of financing	MEYS, PSSM 2022+

- Improve and develop information support for scientific research and education at BUT.

Description of the measure	<ul style="list-style-type: none"> <li>Analysis of available information sources and possibilities of their acquisition</li> </ul> <p>The aim is to streamline the entire process of acquiring resources, both printed and electronic.</p> <p>Indicator: Analysis of resources and funds usable in the acquisition process.</p>
Responsibility	Vice-Rector for Academic Agenda
Source of financing	MEYS, PSSM 2022+

- Recognise the best educators according to student evaluation (based on a survey among students).

Description of the measure	<ul style="list-style-type: none"> <li>Annual Best Educator poll based on evaluation.</li> <li>Teachers will be awarded at the BUT Academic Meeting, the results of the competition will be published on the BUT website and in the university magazine Události BUT. The best educators at each faculty and higher education institute of BUT will be awarded, one each for bachelor's and master's degree studies (a total of 18 educators).</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

#### **B. Develop methods for quality assurance in education and for validation of learning outcomes:**

- Evaluate the results of anonymous student surveys, always after the end of the semester.
- Review existing survey evaluation procedures and procedures and take adequate measures.

Description of the measure	<ul style="list-style-type: none"> <li>After the end of the summer and winter semesters of 2022, an anonymous student survey will be conducted for individual courses.</li> <li>The results of the surveys will be processed, evaluated and published in accordance with Directive No 73/2017 – Rules for the Evaluation of Educational Activities by BUT Students, Graduates and Employers.</li> <li>Measures will be taken by BUT faculties and higher education institutes to remedy any deficiencies.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Verify the results and quality of education through questionnaire surveys and data collection among applicants, graduates and graduates' employers. BUT will monitor and compare the visual styles of individual universities.

Description of the measure	<ul style="list-style-type: none"> <li>Two separate surveys for bachelor's degree students (Bc.) and the follow-up master's degree (NMgr.) studies.</li> </ul>
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	<ul style="list-style-type: none"> <li>Completion and evaluation of data collection in order to map the decision-making processes of secondary education students and applicants who apply for subsequent master's degree programmes.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Head of the Marketing and External Relations Section at BUT</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS</li> </ul>

**C. Strengthen the link between studies and practice and training for future employment:**

- Create methodologies and legal framework for internships and traineeships of students in external entities (companies).
- Involve experts from practice in the evaluation of study programmes within accreditation procedures, teaching and study programme boards.
- Deepen the link between studies and the needs of practice and industry, also through the maximum interconnection of the topics of final diploma theses with the actual solution of practical assignments from practice. In the defence and the final evaluation, take into account the applicability of the work's conclusions in practice.

Description of the measure	<ul style="list-style-type: none"> <li>Motivating faculties to involve experts from practice in the creation of new study programmes or innovations of the existing ones, as well as in teaching and activities of study programme boards.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+, funds obtained from cooperation with real-world users of research</li> </ul>

- Increase the awareness of BUT students about the possibility of trips abroad through international educational programmes such as Erasmus+, CEEPUS, AKTION, AIA Scholarships, Freemover, prestigious university scholarships, etc.

Description of the measure	<ul style="list-style-type: none"> <li>Organising events such as the International Mobility Day, Erasmus Day, Mov'in Europe, informational meetings at F/C BUT, active communication on social networks, publishing the BUT Newsletter.</li> <li>Indicator: trips – 380 student-months (with regard to the situation after the COVID pandemic).</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+, BUT's own resources</li> </ul>

- As part of the FabLab Experience, prepare and better target the programme to university research projects linking research and study.
- Active involvement of BUT in the new FabLab University project.
- Focusing the promotion of the Researchers' Night project on the target group of pupils and students in order to arouse greater interest in professional and educational workplaces of BUT faculties and components.

Description of the measure	<ul style="list-style-type: none"> <li>Active involvement of an employee of the BUT Career Centre (BUT CC) in presentations within the BUT Roadshow.</li> <li>Interconnection of communication channels of BUT and FabLab University, especially online platforms for better communication of digital craft to target groups.</li> </ul>
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	<ul style="list-style-type: none"> <li>Targeted distribution of promotional materials of the Researchers' Night event to primary and secondary schools and ensuring visibility of the project for these target groups on social networks.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Head of the Marketing and External Relations Section at BUT</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>BUT's own resources</li> </ul>

- Expand cooperation with BUT graduates and students within the mentoring program, through the BUT CC.
- Creating a BUT graduate card.
- Involving BUT graduates in events at their alma mater.

Description of the measure	<ul style="list-style-type: none"> <li>Linking of graduates and current students, implementation of workshops, trainings and courses for BUT students at BUT CC.</li> <li>Creating a comprehensive range of benefits and services for alumni.</li> <li>Anniversary graduations, Open Days, anniversaries of BUT faculties or components, etc.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Head of the Marketing and External Relations Section at BUT</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>Operational programmes, PSSM 2022+, BUT's own resources</li> </ul>

- Issue a directive for student organisations at BUT, the aim of which will be the legal framework for the activities of student organizations at BUT, in cooperation with existing student organisations.

Description of the measure	<ul style="list-style-type: none"> <li>Analysis of the current state.</li> <li>Preparation of a student organisations directive at BUT.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, own resources</li> </ul>

- Implement, evaluate and discuss the results of the survey "Sports at BUT and the lifestyle of university students".

Description of the measure	<ul style="list-style-type: none"> <li>Optimisation of the offer of sports and physical activities.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Rector</li> <li>Director of the BUT Sports Activities Centre</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>BUT's own resources, PSSM 2022+, national resources</li> </ul>

**D. Further develop the professional profile of studies at BUT and strengthen its prestige:**

- Create a new study programme with a professional profile on the basis of prospective proposals of BUT faculties and higher education institutes.
- Ensure regular and constant popularisation of successful graduates among the professional community, students and the media.

Description of the measure	<ul style="list-style-type: none"> <li>Motivating faculties and providing methodological support in the preparation of a new study programme with a professional profile.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS</li> </ul>

**E. Support the building of infrastructure for interactive education methods of student integration:**

- Ensure sufficient material equipment of BUT faculties and higher education institutes for interactive methods of education.



Description of the measure	<ul style="list-style-type: none"> <li>Providing financial support to faculties and higher education institutions for the acquisition of adequate equipment for interactive teaching.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>PSSM 2022+, BUT's own resources</li> </ul>

**F. Evaluate the experience with the new accreditation model and, based on previous experience, propose its partial modifications:**

- Amend internal regulations and standards for accreditation, taking into account previous experience with the preparation of institutional accreditation.

Description of the measure	<ul style="list-style-type: none"> <li>Revision of internal regulations and standards for the accreditation process.</li> <li>Commenting on regulations to the National Accreditation Bureau for Higher Education.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>PSSM 2022+, MEYS</li> </ul>

**G. Strengthen the international dimension of higher education:**

- Increase the number of students in doctoral studies in the Joint Doctorate regime (COTUTELLE).

Description of the measure	<ul style="list-style-type: none"> <li>Financial support of faculties for establishing new contacts with foreign universities, support for students studying in the Joint Doctorate regime through scholarships.</li> <li>The goal for 2022 is to have 10 students studying in this regime.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Create a new study programme of the Join degree/Double degree (JD/DD) type at BUT faculties which do not yet have such a programme.
- Acquire new students for the existing JD/DD type study programmes.
- Financial support for the implementation of international study programmes.

Description of the measure	<ul style="list-style-type: none"> <li>Financial support for the preparation of accreditations for new JD/DD-type study programmes.</li> <li>Financial support for the implementation of international study programmes.</li> <li>Commencement of preparation of the accreditation file of the JD/DD type study programme at the Faculty of Civil Engineering and the Faculty of Fine Arts.</li> <li>Increasing the number of students to 70.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Incorporate compulsory study subjects in English into the study plans of newly accredited bachelor's and master's degree programmes.



Description of the measure	<ul style="list-style-type: none"> <li>Negotiations with faculties on the possibilities of including compulsory courses in English into the study plans of bachelor's and master's degree programmes.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS</li> </ul>

- Create new expert courses in English.
- Increase the share of teaching in English in study programmes.

Description of the measure	<ul style="list-style-type: none"> <li>Financial support for faculties in creating new expert courses in English.</li> <li>Creating uniform rules for evaluating the ability to teach in other languages (other than the Czech language) at BUT as a tool to promote the introduction of foreign language study courses and programmes.</li> <li>Incorporate and take into account the criterion of the difficulty of teaching in other languages into the budgeting rules.</li> <li>Indicators: Creation of 30 new courses in 2022. Number of students who attended courses in another language.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> <li>Vice-Rector for Academic Agenda</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Increase the number of students in study programmes taught in English.

Description of the measure	<ul style="list-style-type: none"> <li>Financial support for BUT faculties and higher education institutes in the implementation of studies in study programmes taught in English.</li> <li>The goal is 200 active students.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> <li>Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Support and increase the number of foreign students studying in English-taught programmes at BUT.

Description of the measure	<ul style="list-style-type: none"> <li>Promotion of study programmes taught in English through activities within the Study in Brno project, at trade fairs, on social networks, study portals and through existing foreign contacts of students (especially the foreign ambassadors network) and employees.</li> <li>Streamline the admission process at BUT F/C.</li> <li>Regular evaluation of the activities and communication with faculties and higher education institutes of BUT.</li> <li>Indicator: 200 foreign students studying in English-taught study programmes.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Financial support for BUT faculties and higher education institutes in the implementation of studies in doctoral study programmes taught in English.

Description of the measure	<ul style="list-style-type: none"> <li>The goal is to increase the number of doctoral students from abroad by 5%.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for Studies</li> </ul>



	<ul style="list-style-type: none"> <li>• Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• MEYS, PSSM 2022+</li> </ul>

- Involve BUT in the European Universities project.
- A system for evaluating the usability of partnership agreements in the BUT IS – Memorandum of Understanding (MoU) and Interinstitutional agreements of the Erasmus+ programme.

Description of the measure	<ul style="list-style-type: none"> <li>• Support for preparations of the BUT's involvement in the European Universities project.</li> <li>• Setting up a system for evaluating the usability of partnership agreements (MoU, IIA Erasmus +) in the BUT IS in cooperation with CIS.</li> <li>• Record-keeping of faculty MoUs at the central level.</li> <li>• Indicator: <ul style="list-style-type: none"> <li>• Evaluation of the usability of international agreements in cooperation with F/C BUT – once a year</li> <li>• Ongoing preparations for joining the emerging European University.</li> </ul> </li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• PSSM 2022+, operational programmes, subsidies from the Erasmus+ programme for cooperation within European Universities</li> </ul>

- Discuss cooperation on the strategic objective of BUT in negotiations with foreign delegations of partner universities, potential foreign partners or delegations of embassies.
- Increase contact personal cooperation with existing or potential partners abroad.

Description of the measure	<ul style="list-style-type: none"> <li>• Support for negotiations with foreign delegations of partner universities, potential partners selected by BUT faculties and higher education institutes or embassy delegations.</li> <li>• Support for visits to existing or potential partners abroad.</li> <li>• Indicator: Increase the number of MoUs for 2022 by 3 international agreements (COVID-19 restrictions).</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• Erasmus+ programme, PSSM 2022+, operational programmes</li> </ul>

- Create a motivating environment and tools for foreign educators, scientists, professors and doctoral students, thus increasing the number of foreign staff at BUT. Focus on the long-term employment of foreign workers as a sign of the university's quality and international nature.

Description of the measure	<ul style="list-style-type: none"> <li>• Development of information and organisational support for foreign workers through the central Welcome Service at BUT (e.g. events focused on residing in the Czech Republic and caring for the accompanying family).</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• ERASMUS+ programme, PSSM 2022+</li> </ul>

- Involve BUT in major European university networks, one of which will be the European University.
- Actively involve BUT in the CESAER university network in all areas of network operation.



Description of the measure	<ul style="list-style-type: none"> <li>Improvement of the central coordination of support for faculties and higher education institutes of BUT and transfer of information from meetings of associations and university networks to faculties and higher education institutes of BUT.</li> <li>Selection of active persons at faculties and higher education institutes of BUT.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>PSSM 2022+, operational programmes</li> </ul>

- Increase new forms of mobility within Erasmus+, in other training programmes and in the Freemover mobility instruments.
- Compensate for the decline in mobility caused by the pandemic by offering virtual and combined mobility.

Description of the measure	<ul style="list-style-type: none"> <li>Ensure the implementation of virtual and hybrid mobility in the BUT IS.</li> <li>Use projects offered by the Ministry of Education, Youth and Sports and other regional and in-house projects.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>Erasmus+ programme, MEYS, operational programmes</li> </ul>

- Maintain and expand networks of student ambassadors, for networks made up of foreign students and networks made up of Czech BUT students.
- Promotion of BUT abroad with the help of student ambassadors, e.g. via social networks, by participation in student fairs, etc.

Description of the measure	<ul style="list-style-type: none"> <li>Selection procedures for ambassadors, training of ambassadors for BUT promotion abroad.</li> <li>Active participation of ambassadors on the Internet (blog), social networks and at student fairs abroad.</li> <li>Indicator: The aim is to build an ambassador network by 2023, in which most European countries and selected European states would have student representation.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Vice-Rector for International Relations</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>Operational Programmes, PSSM 2022+</li> </ul>

- Increase the mobility of academic and research staff.

Description of the measure	<ul style="list-style-type: none"> <li>Improving records, databases, forms and content related to promotion of trips abroad.</li> <li>Ensuring the entry of data about arrivals of foreign workers into records and databases as part of the Welcome Service at BUT.</li> <li>Incorporation of activities abroad into the evaluation criteria of academic and scientific-research workers.</li> <li>Indicator: In 2022, reaching a share of at least 4% of outbound academics and researchers (from their total number at BUT) and the same number for inbound foreign experts.</li> </ul>
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Responsibility	• Vice-Rector for International Relations
Source of financing	• ERASMUS+ programme, PSSM 2022+

- Increase in the number of inbound students by 100 student-months each year.

Description of the measure	<ul style="list-style-type: none"> <li>• Streamline the promotion of the offer of study programmes abroad, e.g. through study portals, the centralised development project Study in Brno, on social networks and via a network of ambassadors.</li> <li>• Indicator: Increase in the number of inbound students by 100 student-months in 2022.</li> </ul>
Responsibility	• Vice-Rector for International Relations
Source of financing	• PSSM 2022+, Erasmus+ programme

- Increase in the number of outbound students by 0.5% every year, with an emphasis on long-term stays of doctoral students.

Description of the measure	<ul style="list-style-type: none"> <li>• Promotion of mobility possibilities among BUT students on social networks, through organisation of events, involvement of students from ambassador networks.</li> <li>• Creation of a committee of representatives of BUT faculties and higher education institutes, which will deal with this issue. Meetings twice a year.</li> </ul>
Responsibility	• Vice-Rector for International Relations
Source of financing	• PSSM 2022+, Erasmus+ programme

- Establish international relations and implement internationalisation in cooperation with the Statutory City of Brno, the South Moravian Region, the South Moravian Centre for International Mobility, the South Moravian Innovation Centre and with other Brno universities.

Description of the measure	<ul style="list-style-type: none"> <li>• Regular meetings (at least twice a year) with representatives of the Statutory City of Brno and employees of other organisations in the South Moravian Region and Brno universities.</li> <li>• Setting up a system in the BUT IS that will enable central registration of departures and arrivals of students and staff under the international and bilateral agreements. This system will also be used for statistical purposes and as a basis for strategic decision-making.</li> </ul>
Responsibility	• Vice-Rector for International Relations
Source of financing	• PSSM 2022+, subsidies

- Successfully implement the European Commission's initiative Erasmus Without Paper at BUT.

Description of the measure	<ul style="list-style-type: none"> <li>• Formulation of the requirement to set up the BUT IS in accordance with the requirements of the Erasmus Without Paper 2.0 platform.</li> <li>• Use the experience of universities that are introducing the system into their information systems.</li> </ul>
Responsibility	• Vice-Rector for International Relations
Source of financing	• Erasmus+ programme, MEYS, operational programmes

- Gradually implement internationalisation at BUT in the areas of studies, research, marketing, career centre and international relations.



Description of the measure	<ul style="list-style-type: none"><li>• Creation of the BUT International Council composed of foreign experts, which will function as an advisory body to the BUT Management.</li><li>• Indicator:<ul style="list-style-type: none"><li>• Implementation of the objectives set out in the Action Plan for Internationalisation 2021–2023.</li><li>• Performance of an analysis in individual areas according to the Action Plan for Internationalisation 2021–2023.</li></ul></li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for International Relations</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• PSSM 2022+, subsidies, BUT's own resources</li></ul>

- Develop international activities and organise international events at BUT and in Brno.

Description of the measure	<ul style="list-style-type: none"><li>• Create a workgroup to work on the offer and preparation of a major international event at BUT in cooperation with BUT faculties and higher education institutes and regional partners.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for International Relations</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• PSSM 2022+, BUT's own resources</li></ul>



**Priority objective 2: IMPROVE THE AVAILABILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION**

The following operational objectives are assigned to this priority objective at BUT:

**A. Increase the use of distance learning methods in full-time study programmes:**

- Create methodological materials for remote learning and testing. Focus this methodology not only to provide distance teaching in the event of a pandemic, but especially on the planned accreditation of distance teaching programmes and also on the implementation of study programmes accredited as a part-time form of studies.

Description of the measure	<ul style="list-style-type: none"> <li>• Central support for the analysis of distance learning methods in the Czech Republic and abroad, preparation of methodological materials, preparation of necessary regulations and standards, support of F/C BUT. Provide support to BUT faculties and higher education institutes.</li> <li>• In 2022, an ongoing analysis of opportunities and good practices in the Czech Republic and abroad, moving towards the establishment of a distance education centre at LLI BUT.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• PSSM 2022+, MEYS</li> </ul>

- Develop software tools for remote knowledge testing and create instructions on how to use it.

Description of the measure	<ul style="list-style-type: none"> <li>• Acquired software for remote knowledge testing and the number of instructions created for its use.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Studies</li> <li>• Vice-Rector for Information Technology</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• PSSM 2022+, MEYS</li> </ul>

**B. Strengthen the motivation to develop the offer and innovate methods of flexible forms of education, including online education:**

- Expand and improve online counselling not only for students with special needs.
- Connect psychological, study and social counselling during the consultations.

Description of the measure	<ul style="list-style-type: none"> <li>• Expansion and improvement of online consulting services.</li> <li>• Number of clients – about 30 (minimum).</li> <li>• On-line satisfaction survey and its evaluation as feedback on the quality of services and client satisfaction. The output will be a report for a reference period – academic year.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• MEYS, PSSM 2022+</li> </ul>

- Connect the Moodle e-learning system in both directions to the BUT study IS for the transfer of registered students to exams and the transfer of results of e-learning tests to the evaluation of study subjects. Expand testing options.

Description of the measure	<ul style="list-style-type: none"> <li>• The number of interconnected e-learning systems will increase by 31 December 2022 from 0 to 1.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Information Technology</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• MEYS, PSSM 2022+</li> </ul>



**C. Ensure the quality of flexible forms of education, taking into account their specificity:**

- If necessary, accredit selected study programmes in the distance form of study on the basis of proposals from BUT faculties and higher education institutes.

Description of the measure	<ul style="list-style-type: none"><li>• Ongoing work on accreditation files of study programmes in distance form.</li><li>• The goal is the rapid accreditation of 5 study programmes in distance form.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS, PSSM 2022+</li></ul>

**D. Enable better reconciliation of studies with family and work life and create conditions for successful full-time and part-time studies:**

- With the support of BUT faculties and higher education institutes, create conditions for the studies of students who are parents.

Description of the measure	<ul style="list-style-type: none"><li>• Provide support to students who are also parents in the form of counselling and facilitate their studies by allowing individual study plans or offering financial support.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS, PSSM 2022+, BUT's own resources</li></ul>

**G. Promote the offer of lifelong learning through career counselling provided to students and the general public, as well as in cooperation with the Labour Office of the Czech Republic:**

- Within the career centre, set up a start-up bonus programme for enterprising students at BUT.

Description of the measure	<ul style="list-style-type: none"><li>• Setting up a start-up bonus programme for BUT students to support and develop their business in order to enable them to start their own business more easily thanks to cooperation with partner companies.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Head of the Marketing and External Relations Section at BUT (activities of the BUT Career Centre)</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS, operational programmes, BUT's own resources</li></ul>

- Implement retraining courses in the form of lifelong learning (LL) at BUT faculties and higher education institutes in cooperation with Labour Offices.

Description of the measure	<ul style="list-style-type: none"><li>• Motivation for BUT faculties and higher education institutes to establish mutual cooperation with Labour Offices and the preparation of retraining courses.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS, PSSM 2022+, BUT's own resources</li></ul>

- Continue to support and develop the University of the Third Age (BUT U3A) so that the education there reflects current social, economic and technological developments and continues to take into account the students' interests.

Description of the measure	<ul style="list-style-type: none"><li>• Create and offer courses that have practical use for the elderly (computer courses, work with modern technologies, law, security, etc.).</li></ul>
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	<ul style="list-style-type: none"> <li>• Create courses that are interesting for the elderly (architecture, history, communication, photography, etc.).</li> <li>• Feedback on the quality and content of the courses is obtained through direct inquiries and their evaluation.</li> <li>• The indicator is the number of implemented courses and the number of participants:             <ul style="list-style-type: none"> <li>• Number of participants: 500</li> <li>• Number of courses: 30</li> </ul> </li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• PSSM 2022+, MEYS, BUT's own resources</li> </ul>

- Organise professional courses focused on the requirements of companies and the professional public, both full-time and part-time.

Description of the measure	<ul style="list-style-type: none"> <li>• The BUT Lifelong Learning Institute (BUT LLI) will respond to the demand from the professional community and prepare courses according to their specific requirements.</li> <li>• The BUT LLI will provide a set of “management courses”, which will be held at irregular intervals based on the number of registered participants.</li> <li>• The BUT LLI will continue to promote its activities on paid and free promotional servers.</li> <li>• The number of opened courses and the number of participants depends on the interest in these educational activities.</li> <li>• The quality indicator is the assessment of evaluation questionnaires.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Studies</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• BUT's own resources</li> </ul>



### **Priority objective 3: IMPROVE THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES**

The following operational objectives are assigned to this priority objective at BUT:

#### **C. Improve the quality, openness and internationalisation of doctoral studies:**

- Increase the share of dissertations made in English and evaluated by foreign opponents.

Description of the measure	<ul style="list-style-type: none"><li>• Financial support for BUT faculties and higher education institutes to increase the number of dissertations made in English and to ensure suitable opponents from abroad.</li><li>• Possibility of scholarships for students who write their dissertation in English.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS, PSSM 2022+</li></ul>

- Motivate BUT faculties and higher education institutes to create and expand suitable conditions for foreign internships on the basis of the established obligation of doctoral students to complete part of their doctoral studies at a foreign institution or to participate in research in an international team.

Description of the measure	<ul style="list-style-type: none"><li>• Motivation for BUT faculties and higher education institutes to expand the offer of stays abroad for doctoral students and to find establish contacts abroad.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS</li></ul>

- Establish rules for financial evaluation of foreign dissertation opponents.

Description of the measure	<ul style="list-style-type: none"><li>• Discussing the possibilities of financial evaluation of foreign opponents with BUT faculties and higher education institutes.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS</li></ul>

- Popularise science and increase the media literacy of BUT researchers.

Description of the measure	<ul style="list-style-type: none"><li>• Creation of new popularisation videos and their publication on the new internal BUT website for employees (media cookbook, instructional videos, lectures, etc.).</li><li>• Organisation of training with journalists for doctoral students and other researchers from BUT.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Head of the Marketing and External Relations Section at BUT</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• PSSM 2022+, MEYS</li></ul>

#### **D. Improve the conditions for successful study, including support for reconciling study and family life, and strengthen the social integration of doctoral students:**

- Increase the proportion of successful doctoral students in the number of accepted applicants for doctoral studies.

Description of the measure	<ul style="list-style-type: none"><li>• Methodical support for changes in doctoral studies to ensure the study success of doctoral students.</li><li>• Support for excellent doctoral students in the form of scholarships.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>



Source of financing	• MEYS, PSSM 2022+
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**Priority objective 4: STRENGTHEN STRATEGIC MANAGEMENT AND THE EFFECTIVE USE OF CAPACITIES  
IN RESEARCH AND DEVELOPMENT AT BUT**

The following operational objectives are assigned to this priority objective at BUT:

**A. Finalise the comprehensive transformation of the environment and the process setup:**

- Innovate the budget rules for the use of the Long-Term Conceptual Development of the Research Organisation (LCDRO) in 2022 so as to ensure motivation for the growth of the quality of science and research results at BUT.

Description of the measure	<ul style="list-style-type: none"><li>• Elaboration and approval of budget rules for the use of the LCDRO for 2022.</li><li>• Inclusion of all information about the authors in the Web of Science in newly created publications in 2022.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Research and Development</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS</li></ul>

- Ensure monitoring of planned measures at faculties and components with artistic outputs and perform their analyses.

Description of the measure	<ul style="list-style-type: none"><li>• Present the achieved results at least once a year to the Rector's Board, including comparisons with other universities of artistic classification.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Research and Development</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS</li></ul>

- Ensure measurable scientific and economic efficiencies and their reflection in the LCDRO allocation.
- Ensure the possibility to monitor indicators within the BUT IS.

Description of the measure	<ul style="list-style-type: none"><li>• Evaluate the results of publishing, set indicators for 2021, import Q quantiles, percentile, IF, AIS, Eigenfactor to the publication outputs for 2021 into the BUT IS.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Research and Development</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS</li></ul>

- Launch a module focused on processes related to the protection of intellectual property in the BUT IS for BUT staff.
- Monitor commercialisation revenues in a given year.

Description of the measure	<ul style="list-style-type: none"><li>• Train the academic community on how to use the technology transfer (TT) system for evaluation, reporting and about the resulting obligations for originators and asserting the right.</li><li>• Train doctoral students and prepare them to use the TT module.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Research and Development</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS</li></ul>

- Provide support for teams seeking to increase participation and empowerment in the third pillar of the Horizon Europe call (2021–2027).

Description of the measure	<ul style="list-style-type: none"><li>• Prepare administrative support for projects with an emphasis on TEAMING, TWINNING, ERA Chairs projects.</li></ul>
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Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS

- Upgrade the reporting of results to the Register of Information on Results (RIV) with an emphasis on clarifying industry scope.
- Create a part of the information system for registration and archiving of research data in the BUT IS.

Description of the measure	<ul style="list-style-type: none"> <li>• Preparation of a methodology for reporting the results of science and research at BUT and their publication.</li> <li>• In cooperation with the Project Support Department (OPP) and CIS, design and create a module for archiving metadata on research data produced at BUT (working title: Research Data Module).</li> <li>• Indicator for 2022: module design in the form of a specification for CIS.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Academic Agenda</li> <li>• Vice-Rector for Research and Development</li> </ul>
Source of financing	• MEYS

- Set parameters and conditions of international accessibility for the associate professorship procedure (habilitation procedure) and full professorship procedure.

Description of the measure	<ul style="list-style-type: none"> <li>• Translation of Directive No 9/2018 Appointment procedures and its annexes into English.</li> <li>• Translation of the BUT Rules of the Habilitation and Professorship Procedure into English.</li> </ul>
Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS

- Monitor the trend of professional and scientific cooperation with foreign experts using the analysis of their activities (duration of stay, financial demands, social security, cultural adaptation, etc.).

Description of the measure	<ul style="list-style-type: none"> <li>• Identification of specifications for CIS, so that the information provided in the destination can be monitored in the BUT IS.</li> <li>• Creation of rules to ensure economic support for foreign professionals corresponding to their position in their home country.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Research and Development</li> <li>• Vice-Rector for International Relations</li> </ul>
Source of financing	• BUT's own resources

- Develop awareness of the principles and practice of Open Science and develop the methodology of implementation of these principles at BUT.

Description of the measure	<ul style="list-style-type: none"> <li>• Create a portal of methodologies, instructions and examples of good practice in the field of Open Science on the university's SharePoint.</li> <li>• Indicator: a functional portal.</li> </ul>
Responsibility	• Vice-Rector for Academic Agenda
Source of financing	• MEYS



**B. Ensure the development of infrastructure services:**

- Improve awareness of large research infrastructures in which BUT is involved.

Description of the measure	• Processing of summary information on large research infrastructures in which BUT is involved and its publication on the BUT website.
Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS

**C. Promote research excellence and societal relevance:**

- Within Horizon Europe, increase the number of results selected for module M1 of the Methodology 2017+ evaluated with marks 1 and 2 compared to Horizon 2020.

Description of the measure	• Update of the rules for the selection and internal evaluation of results sent to M1 on the basis of the recommendations of the Commission for the Evaluation of Research Organisations and Completed Programmes. Increase the number of marks 1 and 2 by at least 15%.
Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS

**D. Develop international cooperation:**

- Amend the Selection Procedure Rules.
- Improve awareness of the announced calls of foreign providers of research projects.
- Extend the project registration system.

Description of the measure	<ul style="list-style-type: none"> <li>• Amend the Selection Procedure Rules to incorporate the terms of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. For other groups of employees, take into account the statutory particularities (e.g. Section 70 of Act No 111/1998, on higher education institutions). The Rules will improve the transparency of the selection procedure process, set opportunities for finding foreign workers and simplify the process so that the university responds more flexibly to its employment-related needs. The amendment will incorporate the results of the equal opportunities audit.</li> <li>• Publication of job offers for researchers on the EURAXES portal will be upgraded.</li> <li>• Extension of the project registration system with an indicator of foreign employee participation.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Research and Development</li> <li>• Bursar</li> </ul>
Source of financing	• MEYS

- Support scientific teams with top scientific potential and direct their involvement into European Research Council (ERC) projects.

Description of the measure	• Increase BUT's participation in ERC projects by at least one new project.
Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS



**Priority objective 5: BUILD CAPACITY FOR THE STRATEGIC MANAGEMENT OF BUT**

The following operational objectives are assigned to this priority objective at BUT:

**A. Create a financial instrument for the implementation of key strategic priorities:**

- Implement the requirements of the Faculty of Information Technology BUT (FIT BUT) and transfer the study agenda of IS FIT BUT to IS BUT by the end of 2022.

Description of the measure	• The number of independent faculty study systems will be reduced from 2 to 1.
Responsibility	• Vice-Rector for Information Technology
Source of financing	• MEYS, PSSM 2022+

- Finish the contractor selection and start the implementation of the third central data hall of BUT at Kolejní 4.

Description of the measure	• The number of BUT central data halls at the end of 2022 will still be 2. At the end of 2023, there will be 3.
Responsibility	• Vice-Rector for Information Technology
Source of financing	• BUT's own resources, MEYS, PSSM 2022+,

- Start implementing the upgrade of the Building Management System (BMS) and the Measurement and Regulation System (MaR).
- Verification of the possibility to deploy energy management.

Description of the measure	<ul style="list-style-type: none"> <li>• Commencement of physical implementation of the BMS control structure upgrade consisting of the delivery of the HW system and the current version of EBI software and DVM (Digital Video Manager) Honeywell divided into three stages (FIT BUT, DCS1 and DCS2) and completion of the upgrade for the 1st stage in the FIT BUT campus. The start of implementation is conditioned by a successful selection procedure for the supplier of the upgrade, which will start in 10/2021.</li> <li>• Indicator for 2022 – completion of upgrade stage 1.</li> <li>• Assessment of technical conditions at a specific BUT campus and functionalities of the Honeywell energy management (HEM) application in order to potentially integrate HEM into BUT's EBI BMS.</li> <li>• Indicator for 2022 – final report on the usability of HEM, including SWOT analysis.</li> </ul>
Responsibility	• Bursar
Source of financing	• MEYS

- Consistently implement steps within the GREEN Halls of Residence and Dining Services BUT (KaM BUT).
- Regularly meet with BUT students and discuss their requirements regarding BUT KaM.

Description of the measure	• If the pandemic situation allows, meet with students about BUT KaM at least once a year.
Responsibility	<ul style="list-style-type: none"> <li>• Vice-Rector for Studies</li> <li>• Director of Halls of Residence and Dining Services of Brno University of Technology.</li> </ul>



Source of financing	• MEYS, BUT's own resources
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- Strengthen incentive mechanisms to support the performance and quality of science and research (implementation of the Development Fund, implementation of the M17+ methodology), implement modified rules for financing doctoral studies and more.

Description of the measure	• Revision of the rules for financing doctoral studies for 2023 and others.
Responsibility	• Bursar
Source of financing	• MEYS

**B. Strengthen strategic management at BUT:**

- Create a methodology on entering data into the BUT IS.
- Implement the BUT Management Information System (MIS BUT) application.

Description of the measure	<ul style="list-style-type: none"> <li>• Purchase a tool for MIS BUT.</li> <li>• Focus on the validity and verifiability of data in the BUT IS for decision-making.</li> <li>• Implement and create a set of sample outputs within the BUT Management Information System.</li> <li>• The number of tools for MIS BUT will increase from 0 to 1.</li> <li>• Dynamic data cubes will be created to allow sample outputs.</li> <li>• Monitoring of indicators to achieve the university's vision and fulfil its mission.</li> <li>• Training of employees who will use MIS BUT.</li> </ul>
Responsibility	• Rector
Source of financing	• MEYS, PSSM 2022+

- Develop a system for risk identification and evaluation.

Description of the measure	<ul style="list-style-type: none"> <li>• Incorporate the requirement for risk analysis into the submitted strategic documents of BUT. Amend Directive No 7/2018 Strategic Planning at BUT to define this obligation.</li> <li>• Modify the risk registration model in the BUT IS based on module users experience and suggestions.</li> </ul>
Responsibility	• Vice-Rector for Academic Agenda
Source of financing	• MEYS, PSSM 2022+

- Create a system for managing the operation of bodies and advisory boards using good experience with cloud services.

Description of the measure	<ul style="list-style-type: none"> <li>• Development, testing and implementation of the application on all components of BUT.</li> <li>• The application will be prepared in the web interface of the BUT Intraportal.</li> <li>• BUT secretaries and BUT bodies will have access to the application to run their own administration.</li> <li>• The application will focus on the administration of members of the institutions, terms of office and the most important documents (minutes, resolutions).</li> </ul>
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	<ul style="list-style-type: none"> <li>The indicator is a functional application.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Chancellor</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS</li> </ul>

- Continuously analyse the performance and quality of all university activities in areas focusing on education, science, research and publishing.
- Amend BUT internal regulations and standards.

Description of the measure	<ul style="list-style-type: none"> <li>Number of analyses created and discussions on outputs.</li> <li>Revision and possible reduction of the number of BUT internal regulations and standards.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Rector</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, BUT's own resources, PSSM 2022+</li> </ul>

- Focus BUT's attention on evaluation in international rankings and on international comparisons of universities.
- Analyse relevant indicators in international rankings.
- Coordinate data collection for BUT and their reporting to managing institutions.
- Consult the results with selected institutions managing international rankings.

Description of the measure	<ul style="list-style-type: none"> <li>BUT placement in international rankings.</li> <li>Measures to improve the placement of BUT in international rankings.</li> <li>BUT participation in new rankings (U-Multirank, GreenMetric).</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Rector</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Develop the BUT quality management system through implementation of principles for individual BUT workplaces (BUT faculties and higher education institutes and BUT components).

Description of the measure	<ul style="list-style-type: none"> <li>Complete the upgrade of internal standards focused on ensuring and evaluating the quality of all activities at BUT, including their specification at the level of individual BUT workplaces.</li> <li>Complete the restructuring of the strategy and quality department through appropriate staffing.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Rector</li> <li>Vice-Rector for Academic Agenda</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>

- Re-evaluate BUT through the Institutional Evaluation Program, organised by the European University Association (EUA).

Description of the measure	<ul style="list-style-type: none"> <li>Follow-up evaluation through the Institutional Evaluation Programme of the European University Association (preparation and supporting activities – setting up a working team at BUT, joint workshops, video conferences, discussions across the university, work on a self-evaluation report).</li> <li>Final IEP/EUA evaluation by the end of 2022.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Rector</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>MEYS, PSSM 2022+</li> </ul>



**C. BUT will support cooperation and exchange of experience between higher education institutions and the development of capacities for strategic management of BUT through meetings of management and professional staff and through roundtable discussions.**

- Support active cooperation of universities with a predominantly technical orientation, develop cooperation with the application sphere and practice.
- Implement activities of systematic sharing of experiences and good practices of universities.

Description of the measure	<ul style="list-style-type: none"> <li>• Analysis of professionally oriented study programmes at F/C BUT.</li> <li>• Discussion with F/C BUT about the analysis results.</li> <li>• Analysis of the possibility to create new study programmes in progressive fields (in accordance with European and national strategies).</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Rector</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• MEYS, PSSM 2022+</li> </ul>

**D. Strengthen strategic human resources management at BUT:**

- Create a methodology for the recruitment process.
- Incorporate the requirements of the European Charter & Code for Researchers and the result of the equal opportunities audit into the BUT Code of Ethics and Rules of Procedure.

Description of the measure	<ul style="list-style-type: none"> <li>• Development of a recruitment methodology in accordance with the Charter and the Code. Enshrining the principles of Open, Transparent and Merit-based Recruitment of Researchers (OTM-R).</li> <li>• Creation of a methodology of selection procedures and e-learning for members of selection committees, including recommendations for selection committees in accordance with the Charter and the Code. The OTM-R principles will be enshrined.</li> <li>• Support the process of new employee adaptation by creating a new brochure for new employees.</li> <li>• Gradual reconstruction of BUT career pages.</li> <li>• Creating a separate section of project support on the BUT website – How to project.</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>• Bursar</li> </ul>
Source of financing	<ul style="list-style-type: none"> <li>• MEYS</li> </ul>

- Design and discuss the BUT personnel strategy and related strategic objectives in human resources management.

Description of the measure	<ul style="list-style-type: none"> <li>• Labour movement Development of a concept covering the entire life cycle of an employee. Creation of plans for a non-discriminatory and gender-balanced environment at BUT based on the results of the equal opportunities audit.</li> <li>• Employee evaluation Definition of indicators and their setting creates certain employee performance standards. By comparing the employee's performance with defined standards, the quality of the employee's work is</li> </ul>
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	<p>evaluated and it also creates an incentive system for higher performance.</p> <ul style="list-style-type: none"> <li>• Remuneration Linking the evaluation system to the remuneration system.</li> <li>• Employee training and development Creating a system of support for younger staff by more experienced colleagues, for example through mentoring, support for scientific researchers in line with the HRS4R strategy, support for young scientists, support for project training, support for mobility, management programmes, etc.</li> <li>• Human resources care Creating organisational culture and good relationships in the workplace, supporting the reconciliation of personal and professional life, promoting cooperation and meetings of employees, improving communication with employees and their awareness about organisational matters, employee benefits system, wellbeing or consulting.</li> </ul>
Responsibility	• Bursar
Source of financing	• MEYS, PSSM 2022+

- Continue implementation of the HR Excellence Action Plan (HR AWARD).

Description of the measure	<ul style="list-style-type: none"> <li>• Creating a Methodology for Research – Code of Good Research Practice.</li> <li>• Career Rules concept.</li> <li>• Support for a non-discriminatory and gender-balanced environment at BUT.</li> <li>• Implementation of the one contract concept.</li> <li>• Design and implement measures to optimise the ratio of students to academic staff as one of the assessed quality parameters according to fields of education; examine the structure of the recalculated number of academic staff at F/C BUT from the point of view of applying the one contract concept.</li> <li>• Creating a concept of training activities for managers.</li> <li>• Support for regular training in the area of intellectual property protection for new and existing employees, including R1 and R2</li> <li>• Electronic personnel agenda, including the provision of appropriate archiving tools that will allow for documents to be archived for many decades.</li> </ul>
Responsibility	• Bursar
Source of financing	• PSSM 2022+, MEYS

- Continue to develop and modernise the training of BUT employees.
- Expand the offer of online courses (webinars). In addition to the accredited Further Pedagogical Education, offer individual courses of pedagogical skills for academic staff and thus support their career and professional growth.
- Expand the offer of conversational courses, especially those in English.
- Offer consultations and courses focused mainly on employee mental health.



- Offer specialised courses based on the requirements of BUT management, faculties and components focused on researchers and administrative staff.
- Continue to monitor the quality of the courses offered through evaluation questionnaires and their assessment.

Description of the measure	<ul style="list-style-type: none"><li>• Number of employees trained: 1 200.</li><li>• Number of courses completed: 100.</li><li>• Other outputs: Analysis of evaluation questionnaires (qualitative control of satisfaction with the courses offered).</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Vice-Rector for Studies</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• PSSM 2022+, MEYS, BUT's own resources</li></ul>

**E. Open discussions on legislative changes:**

- Implement the impacts of the planned amendment to the Higher Education Institutions Act into the BUT environment.

Description of the measure	<ul style="list-style-type: none"><li>• Preparation and eventual implementation of the impacts of the planned amendment to the Higher Education Institutions Act on the BUT environment.</li></ul>
Responsibility	<ul style="list-style-type: none"><li>• Rector</li></ul>
Source of financing	<ul style="list-style-type: none"><li>• MEYS</li></ul>



**Priority objective 6: REDUCE THE ADMINISTRATIVE BURDEN ON THE STAFF OF BUT SO THAT THEY CAN FULLY PURSUE THEIR MISSION**

The following operational objectives are assigned to this priority objective at BUT:

**A. Simplify the transmission of information to public administration and improve the availability and circulation of information through the ongoing digitisation of agendas:**

- Re-implement the Internal Grant Agency (IGA) module from the BUT Apollo IS interface to the BUT Intraportal web interface by the end of 2022.

Description of the measure	• Number of modules converted to a unified web interface will increase from 0 to 1.
Responsibility	• Vice-Rector for Information Technology
Source of financing	• PSSM 2022+, MEYS

- Purchase a licence for automated vulnerability detection technologies.

Description of the measure	• Number of backup technologies for the recovery of information and communication technologies in the event of an outage will increase from 1 to 2.
Responsibility	• Vice-Rector for Information Technology
Source of financing	• PSSM 2022+, MEYS

- Extend the requirements system with a structured record of the software development project plan, including a discussion of the monitoring users.

Description of the measure	• The number of modules for recording and monitoring the audit trail of projects will increase from 1 to 2 by the end of 2022.
Responsibility	• Vice-Rector for Information Technology
Source of financing	• PSSM 2022+, MEYS

- Transform the Oracle database management system of the SAP economic system into the SAP HANA in-memory database management system.

Description of the measure	• Analysis of the project process and initial assignment for re-implementation of the project module. • The number of modules transferred to SAP HANA will increase from 0 to 1.
Responsibility	• Bursar • Vice-Rector for Information Technology
Source of financing	• MEYS, PSSM 2022+

- Analyse individual processes within study agendas, unify procedures where useful and possible.
- Issue methodologies for these agendas, unify procedures within the BUT IS.

Description of the measure	• Analysis of the information system and setting up the process of administration of studies and other student agenda in the BUT IS. • Preparation of documents for entering requirements for the modification of BUT IS and preparation of underlying documents for the creation of methodological materials.
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Responsibility	• Vice-Rector for Studies
Source of financing	• MEYS

- Unify and interconnect rooms in the economic records of BUT assets and the records of the BUT buildings inventory.

Description of the measure	• The unification will take place during 2022.
Responsibility	• Vice-Rector for Information Technology • Bursar
Source of financing	• PSSM 2022+, MEYS

**C. Support the development of professional apparatus providing support services for academic staff and the operation of BUT:**

- Analyse economic and accounting processes with the aim of their gradual digitisation in selected operations.
- Implement electronic approval of orders within the Electronic Financial Control system and the system of approval of general documents before the end of 2022

Description of the measure	• Completion of process analysis in the area of supplier-customer relations. • Transition to a new database of financial control approvers in the area of travel orders and shopping carts. • The number of electronically approved processes will increase from 3 to 5 by the end of 2022.
Responsibility	• Bursar • Vice-Rector for Information Technology
Source of financing	• PSSM 2022+, MEYS

- Optimise and reduce administrative burdens through the implementation of university-wide records (e.g. a central data warehouse) so that academics and researchers can focus on their core activities as much as possible.

Description of the measure	• Improving and streamlining the activities of BUT support workplaces.
Responsibility	• Rector
Source of financing	• PSSM 2022+, MEYS

## SOURCES OF FUNDING

- Ministry of Education, Youth and Sports (MEYS)
- Programme to Support the Strategic Management of Higher Education Institutions 2022–2025 (PSSM 2022+)
- Erasmus+ programme
- BUT's own resources
- Operational programmes
- National resources





**Annex 1: ALLOCATION OF FUNDS FOR THE YEAR 2022 FOR INDIVIDUAL BUT PRIORITY OBJECTIVES  
FROM THE PROGRAM TO SUPPORT STRATEGIC MANAGEMENT OF PUBLIC HIGHER  
EDUCATION INSTITUTIONS FOR THE YEARS 2022–2025**



**Annex 2: BUT INVESTMENT PLAN FOR 2022**

**Allocation of funds from the Programme to Support Strategic Management for individual priority objectives**

	average		
	ALLOCATION OF FUNDS	ALLOCATION ACCORDING TO MEYS	CZK 84,790,450 per year
<b>The maximum amount of the annual contribution is CZK 84,790,450</b>			
<b>1. Develop competencies directly relevant to life and practice in the 21st century</b>	<b>18,3%</b>		<b>15 544 916</b>
1.A Support the development of employees' competencies for teaching and creating study programmes	6,0%		5 087 427
1.B Develop methods for quality assurance in education and for validation of learning outcomes	4,0%		3 391 618
1.C Strengthen the link between studies and practice and training for future employment	4,0%		3 391 618
1.D Further develop the professional profile of studies at BUT and strengthen its prestige	2,0%		1 695 809
1.E Support the building of infrastructure for interactive education methods of student integration	1,3%		1 130 539
1.F Evaluate the experience with the new accreditation model and, based on previous experience, propose its partial modifications	1,0%		847 905
1.G Strengthen the international dimension of higher education:	<b>0,0%</b>		-
<b>2. Improve the availability and relevance of flexible forms of education</b>	<b>17,0%</b>	in total 1 + 2 min. 35%	<b>14 414 377</b>
2.A Increase the use of distance learning methods in full-time study programmes	4,3%		3 674 253
2.B Strengthen the motivation to develop the offer and innovate methods of flexible forms of education, including online education:	3,0%		2 543 714
2.C Ensure the quality of flexible forms of education, taking into account their specificity	2,3%		1 978 444
2.D Enable better reconciliation of studies with family and work life and create conditions for successful full-time and part-time studies	1,0%		847 905
2.E Improve the recognition of prior learning outcomes in further studies	1,0%		847 905
2.G Promote the offer of lifelong learning through career counselling provided to students and the general public, as well as in cooperation with the Labour Office of the Czech Republic	5,3%		4 522 157
<b>3. Improve the efficiency and quality of doctoral studies</b>	<b>3,0%</b>		<b>2 543 714</b>
3.A Provide students in full-time doctoral degree programmes with sufficient financial conditions for quality study	1,0%		847 905
3.C Improve the quality, openness and internationalisation of doctoral studies	1,0%		847 905
3.D Improve the conditions for successful study, including support for reconciling study and family life, and strengthen the social integration of doctoral students	1,0%		847 905
<b>5. Build capacity for the strategic management of BUT</b>	<b>12,7%</b>		<b>10 740 124</b>
5.A Create a financial instrument for the implementation of key strategic priorities	1,8%		1 554 492
5.B Strengthen strategic management at BUT	6,7%		5 652 697
5.C BUT will support cooperation and exchange of experience between higher education institutions and the development of capacities for strategic management of BUT through meetings of management and professional staff and through roundtable discussions	1,0%		847 905
5.D Strengthen strategic human resources management at BUT	2,7%		2 261 079
5.E Open discussions on legislative changes	0,5%		423 952
<b>6. Reduce the administrative burden on the staff of but so that they can fully pursue their mission</b>	<b>10,0%</b>		<b>8 479 045</b>
6.A Simplify the transmission of information to public administration and improve the availability and circulation of information through the ongoing digitisation of agendas	5,0%		4 239 523
6.C Support the development of professional apparatus providing support services for academic staff and the operation of BUT	5,0%		4 239 523
INTERNATIONALISATION OF BUT, in accordance with the objectives stated in the Internationalisation Strategy (BUT Strategic Intent – objective 1.G)	25,7%	min. 15%	21 762 882
OTHER PRIORITY OBJECTIVES OF BUT STRATEGIC INTENT, which are in accordance with the areas listed in the section “other important topics in higher education” of the MEYS STRATEGIC INTENT 2021+	13,3%	max. 20%	11 305 393
			-
<b>SHARE OF INVESTMENT EXPENDITURE IN THE TOTAL ALLOCATION</b>	<b>10,0%</b>		<b>8 479 045</b>
			-
<b>SHARE OF INTERNAL COMPETITION IN THE TOTAL ALLOCATION</b>	<b>0,0%</b>	max. 10%	<b>-</b>
			-
<b>TOTAL</b>	<b>100,0%</b>		<b>84 790 450</b>

84 790 450

**Annex 2: BUT Investment Plan for 2022 \***

Number	Component	Name of action – Construction investments for 2022	Concise description of the action	A						Action preparation and implementation deadlines	Description of the current state of the action solution	Plan of works for 2022	Costs assumption for 2022
				Action costs (in CZK thousands)									
				total	centralised resources		faculty/com	other resources					
sum	Investment	invP	FRIM F/C	programme 133210	programme 133220								
				<b>173 759,00</b>	<b>33 142,00</b>	<b>26 195,00</b>	<b>60,00</b>	<b>0,00</b>	<b>114 362,00</b>				
1	BUT	Reconstruction and completion of the Údolní 53 Campus	This is a reconstruction and completion of the existing campus for the needs of the Faculty of Architecture and the Faculty of Fine Arts.	9 460,00	9 460,00					preparation 2021–2022 implementation 2023–2025	prepared Construction design (Study)	work on zoning planning decision (ZPD) and building planning decision	9 460,00
2	BUT	Reconstruction and modernisation of the FME	This is a reconstruction and modernisation of buildings A2, A3, A4, A5, A6, B1, B2, B2, KH2 and KH3 and cladding of buildings C1, C2 and C3 in the existing premises of FME built in the 1980s, because most buildings are technically and morally obsolete.	134 544,00	20 182,00				114 362,00	preparation 2020–2022 implementation 2021–2025	construction of Section 1 started; construction of A6 started; detail design for Section 2; BPD for Section 3;	completion of construction Section 1; start of construction Section 2; detail design for Section 3;	134 544,00
3	BUT	Other investment activities	Other small investments approved at the meeting of the BUT Construction Commission and forwarded to the AS for discussion.	29 755,00	3 500,00	26 195,00	60,00			implementation 01–12/2022			29 755,00

Number	Component	Name of action – Construction investments transferred from 2021	Concise description of the action	Costs of the action						Action preparation and implementation deadlines	Description of the current state of the action solution	Plan of works for 2022	Costs assumption for 2022
				total									
				sum	Investment	invP	FRIM F/C	programme 133210	programme 133220				
				<b>40 000,00</b>	<b>15 000,00</b>	<b>25 000,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>				
1	FME	Reconstruction of high voltage PPV substations	This is a reconstruction of HV substations in the T2 area. The HV handling equipment is in an emergency condition.	15 000,00	15 000,00					preparation 2021–2022 implementation 2023–2024	intention	study, detail design, partial implementation	15 000,00
2	BUT	Other investment activities – transferred from 2021		25 000,00		25 000,00				implementation 01–12/2022			25 000,00

\* – the action plan was approved and recommended for further approval at the meeting of the Building Commission on 22 September 2022

Annex 2: BUT Investment Plan for 2022 – repairs \*

Number	Component	Name of action – Non-investments (repairs) for the year	Concise description of the action	A		Action preparation and implementation deadlines	B		
				Action costs (in CZK thousands)			Description of the current state of the action solution	Plan of works for 2022	Costs assumption for 2022
				total	centralised resources				
				14 955,00	14 955,00				
1	BUT	Other activities – non-investments (repairs)	Other big repairs approved at the meeting of the BUT Construction Commission and forwarded to the AS for discussion.	14 955,00	14 955,00	implementation 01-12/2022			14 955,00

Number	Component	Name of action – Transferred from 2021	Concise description of the action	A		Action preparation and implementation deadlines	B		
				Action costs (in CZK thousands)			Description of the current state of the action solution	Plan of works for 2022	Costs assumption for 2022
				total	centralised resources				
				10 000,00	10 000,00				
1	BUT	Other activities – non-investments (repairs) transferred from 2021		10 000,00	10 000,00	implementation 01-12/2022			10 000,00

\* – the action plan was approved and recommended for further approval at the meeting of the Building Commission on 22 September 2022

Annex 2: BUT Investment Plan for 2022 – KaM \*\*

Number	Component	Name of action – Construction investments of KaM	Concise description of the action	A					B			
				Action costs (in CZK thousands)					Action preparation and implementation deadlines	Description of the current state of the action solution	Plan of works for 2022	Costs assumption for 2022
				total	resources		other resources					
sum	FRIM KaM	centre	programme 133210	programme 133220								
				42 350,00	16 940,00	0,00	0,00	25 410,00				
1	KaM	Insulation of the cladding and roof of buildings B02 and B05 of the Halls of Residence at Purkyňova 93	Reconstruction of ETICS and the roofs of two student halls of residence.	42 350,00	16 940,00			25 410,00	implementation 03–09/2022	detail design processed	general supplier selection, implementation	42 350,00

\*\* – the KaM action plan was not discussed for 2022, because the implementation of any action depends on the development of the coronavirus pandemic and the availability of funds affected by a revenue shortfall in 2019 and 2020

Annex 2: BUT Investment Plan for 2022 – other investments and equipment \*\*\*

Number	Component	Name of action – Non-construction investments for	Concise description of the action	A					B			
				Action costs (in CZK thousands)					Action preparation and implementation deadlines	Description of the current state of the action solution	Plan of works for 2022	Costs assumption for 2022
				total	centralised resources		other resources					
sum	Investment	invP	programme 133210	programme 133220								
				72 000,00	45 000,00	27 000,00	0,00	0,00				
1	BUT	Loan repayment		45 000,00	45 000,00				01-12/2022			45 000,00
2	BUT	Other non-construction investment activities		27 000,00		27 000,00			01-12/2022			27 000,00

\*\*\* – these are the costs of acquiring equipment resulting from the collection of requirements not yet discussed in the AS and other self-governing bodies