

IMPLEMENTATION PLAN
for the Strategic Plan of Educational and
Creative Activities of the Brno University of
Technology for the year 2021





The submitted Implementation Plan for the Strategic Plan of Educational and Creative Activities of the Brno University of Technology for the year 2021

- **discussed by the BUT Scientific Board using a per rollam (by roll) procedure on 15–21 February 2021;**
- **approved by the BUT Academic Senate on 9 March 2021;**
- **approved by the BUT Administrative Board using a per rollam procedure on 10–17 March 2021.**

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<u>IMPLEMENTATION PLAN FOR THE BUT STRATEGIC PLAN 2021</u>	3
<u>PRIORITY OBJECTIVE 1: DEVELOP COMPETENCIES DIRECTLY RELEVANT TO LIFE AND PRACTICE IN THE 21ST CENTURY</u>	4
<u>PRIORITY OBJECTIVE 2: IMPROVE THE AVAILABILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION AT BUT</u>	6
<u>PRIORITY OBJECTIVE 3: IMPROVE THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES AT BUT</u>	8
<u>PRIORITY OBJECTIVE 4: STRENGTHEN STRATEGIC MANAGEMENT AND THE EFFECTIVE USE OF CAPACITIES IN RESEARCH AND DEVELOPMENT AT BUT</u>	9
<u>PRIORITY OBJECTIVE 5: BUILD CAPACITY FOR THE STRATEGIC MANAGEMENT OF BUT</u>	10
<u>PRIORITY OBJECTIVE 6: REDUCE THE ADMINISTRATIVE BURDEN ON THE STAFF OF BUT SO THAT THEY CAN FULLY PURSUE THEIR MISSION</u>	12
<u>OTHER MEASURES:13</u>	
<u>ANNEX 1: INVESTMENT PLAN FOR 2021</u>	14

IMPLEMENTATION PLAN FOR THE BUT STRATEGIC PLAN 2021

The Implementation Plan for the BUT Strategic Plan 2021 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 2021, as well as with the BUT Strategic Plan for 2021+.¹

The Implementation Plan for the BUT Strategic Plan 2021 also respects the [BUT Institutional Plan for 2021](#).



¹ 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:

- Incorporate teachers' education in the field of new educational technologies into the career development and evaluation criteria of academic staff.
- Appreciate and promote the work of successful and quality educators.

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

- Focus on standardising the acquisition of feedback on teaching, evaluating the results of anonymous student surveys and taking adequate measures.
- Implement the THESES anti-plagiarism system.

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

- Create and modernise study programmes based on the social demand for graduates.
- Reserve a portion of credits in the study plans for optional subjects in which the students can enrol as they wish.
- Support an environment facilitating the establishment and development of start-up and spin-off companies at BUT.
- Modernise and regularly update the web portal for BUT graduates; improve cooperation and communication with graduates.
- Prepare a plan for the development of the BUT Sports Centre and a plan for the development of sports facilities and the modernisation of university furniture.

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

- Carry out an analysis of the current interactive teaching equipment of BUT faculties and higher education institutes.

G. Strengthen the international dimension of higher education:

- Support the submission of accreditations and the creation of new international study programmes.
- Update the Standards of BUT Study Programmes so that the study plans of each bachelor's and master's study programme include the obligation to complete a professional subject taught in English.
- Support the international mobility of students, academic and non-academic staff of BUT, foreign academic and non-academic staff and visiting professors. Develop the Erasmus Without Paper 2.0 platform².
- Start the internationalisation of BUT's internal environment across the university.
- Support foreign students in English programmes at BUT as part of the Study at BUT project.

² This can be implemented only if the epidemic situation in the Czech Republic and abroad improves.



- **Complete the digitisation of the study agenda in the internal environment of BUT and connect it with the EU systems according to the schedule set by the European Commission. (SP 2021+, priority objective 6 A)**
- **Create conditions for the implementation of the Action Plan for Internationalisation.**
- **Promote BUT in the media abroad, with a focus on the online promotion of prominent personalities working at BUT with an international impact.**



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

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:

- Improve the employees' skills in the use of distance learning methods and enable, in justified cases, the use of distance learning methods also in full-time study programmes.
- Utilise distance learning and create study materials, including the electronic presentation of outputs of artistic and creative activities, and use appropriate technologies and tools for the effective development and support of online and distance education.
- Build facilities and provide methodological support for distance learning.

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

- Update the system of the Lifelong Learning Institute BUT and strengthen its focus on supporting student education and the development of BUT employees both in person and at a distance.
- Develop and innovate counselling services for BUT students and applicants for studies at BUT, including those with specific needs – Alfons.

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

- Develop standards for ensuring the quality of educational activities for various forms of study and systematically apply feedback mechanisms for internal evaluation and improvement of the quality of educational and related activities.
- Strengthen the academic integrity of students, focusing on the risks and opportunities of distance learning and assessment methods.
- In justified cases, provide distance learning also for international mobility students.

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

- Continuously take steps to reduce study failure, using analyses of study data at all BUT faculties and higher education institutes as a basis.

E. Improve the recognition of prior learning outcomes in further studies:

- Identify and remove obstacles to the smooth recognition of foreign education for full degree students in all study programmes.
- For BUT students, specify the conditions for the recognition of courses completed abroad in accordance with the graduate profile, including the possibility to recognise Massive Open Online Courses as an adequate alternative to elective courses.

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:

- Pay attention to the development of career counselling, mentoring and coaching, individual consultations and lectures:



- Publish a Handbook for graduates and eBooks focused on entrepreneurship development.
- Compile a Mentoring Programme plan with clearly defined rules.
- Record podcasts with successful BUT graduates.
- Develop a functional career centre.
- Continue to support and modernise the University of the Third Age (U3A) so that teaching at U3A reflects current social, economic and technological developments.
- Organise professionally oriented courses based on the requirements of undertakings and the professional public.



Priority objective 3:IMPROVE THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES AT BUT

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

- A. Provide students in full-time doctoral degree programmes with sufficient financial conditions for quality study:**
- Involve doctoral students in the grant investigations and applied research, enable their trips to national and international conferences and support their cooperation with companies and cultural institutions.
- C. Improve the quality, openness and internationalisation of doctoral studies:**
- Incorporate into BUT Internal Standards that doctoral dissertations should be mainly prepared in English for doctoral students admitted from 2022.
 - Popularise and publicise the results of creative activities at BUT for the general public; popularise science in the online environment.
 - Increase the media literacy of researchers and doctoral students at BUT with a concrete output by creating a practical manual of communication and media behaviour for university researchers.
- D. Improve the conditions for successful study, including support for reconciling study and family life, and strengthen the social integration of doctoral students:**
- Analyse the quality of doctoral studies leading to improved conditions for successful study.



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:

- Update the rules for the distribution of Institutional Support for Long-Term Conceptual Development of a Research Organisation (LCDRO) in connection with the procedures of the Ministry of Education, Youth and Sports and the need for long-term stability of BUT faculties and higher education institutes, continuously respond to the past trend of research results and ensure the growing quality of results of science and research at all BUT faculties and higher education institutes. In 2021, LCDRO and its distribution should be built on the M1 and M2 modules; it should be built on the full M17+ Methodology only from 2022.
- Introduce a clear system at the BUT Technology Transfer Office to ensure the protection of intellectual property arising from research, the commercialisation of intellectual property and the transfer of scientific, research and related results into practice, as well as the establishment of spin-off and start-up companies with the support of IT. Implement a complete information system; a separate module for Technology Transfer will be fully functional in the BUT information system in 2021.
- Ensure the modification of the BUT information system for the purposes of internal evaluation, reporting and registration of published and applied results of science and research, including storage of results and research data in the university repository – in coordination with BUT faculties and higher education institutes. Eliminate existing shortcomings and errors in reporting of results, introduce evaluation of publications according to the Article Influence Score (AIS) factor.
- Support Open Science at BUT, develop a concept for the creation and use of data repositories.
- Provide information resources for excellent research while respecting efficiency criteria. Ensure access to key electronic information resources within the CzechELib project as well as from own resources according to the needs of project investigators and teachers. Complete the implementation of Open Research and Contributor ID (ORCID) system services into the BUT information system.
- Include the recommendations of the International Evaluation Panel (IEP) at the level of BUT faculties and higher education institutes.

B. Ensure the development of infrastructure services:

- Establish binding rules and procedures for the maintenance and use of existing infrastructure, the acquisition of new costly equipment and technologies for shared research, and the spread of quality research to new areas and research.

C. Promote research excellence and societal relevance:

- Support cooperation with the application sphere and especially the fast and efficient putting of knowledge and intellectual property into practice; eliminate the related administrative burden, or help applicants with that burden.



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:

- Start the convergence of the information systems of the Faculty of Information Technology BUT and the Faculty of Civil Engineering BUT.
- Implement new user interface technologies of the BUT information system.
- Strengthen the capacity of the backbone network for massive online teaching within the BUT information system.

B. Strengthen strategic management at BUT:

- Implement discussion meetings and information events on the BUT 2030 Strategy, with the involvement of the BUT academic community.
- Develop the conclusions of BUT evaluation by external evaluators so as to contribute to the improvement of internal processes and the improvement of BUT's position and reputation. Regularly monitor international evaluations and various types of rankings to the above end.
- Focus on developing an effective management system of decision support based on the analysis and evaluation of data and define key indicators of the results of BUT activities that will put BUT on the direction to achieve its vision and fulfil its mission.
- Strengthen analytical activities at BUT focused on the creation of internal and external analyses, supporting the strategic management of BUT.
- Analyse BUT's needs with the aim of increasing the degree of electronic administration of BUT bodies and advisory bodies and prepare the specification of a new application in the BUT information system.
- As part of the development of human resources at BUT, introduce regular evaluations of the performance of academic and scientific, research and development staff according to defined criteria based on the long-term objectives of the university and carry out a pilot evaluation.
- Innovate the Rules of the Quality Assurance System and Internal Quality Evaluation at BUT.
- Support quality assurance at BUT:
 - Evaluation of the quality of educational activities.
 - Evaluation of the quality of publishing activities.
 - Quality of research activities.
 - Quality of BUT on both national and international scale.
- Support the activities of the Internal Evaluation Board of BUT (especially by digitisation of agendas).

C. Support cooperation and exchange of experience between higher education institutions and the development of capacities for strategic management:

- Disseminate best practices and experience, introduce good practice at BUT, inspire each other and pass on experience for improving outputs according to the methodology of evaluation of research organisations (M17+).
- Develop mutual cooperation between higher education institutions with regard to their crisis preparedness.



D. Strengthen strategic human resources management at BUT:

- Ensure the fulfilment of objectives from the action plan prepared for the HR Excellence in Research Award (HR Award), carry out an internal evaluation of the achieved results and create an Action Plan for Human Resources Management at BUT.

E. Open discussions on legislative changes:

- Initiate steps for the inclusion of BUT experts in relevant committees that have or may have an impact on legal regulations affecting BUT.



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:

- Unify the technological and content pages of the BUT information system by transferring applications to web interface.
- Maintain and develop the technical equipment of the BUT information system for reliable and safe operation.
- Plan and implement steps for the development of the BUT information system, and ensure their transparent presentation, discussion and opposition.
- Acquire and implement tools for the BUT Management information system.
- Start preparations for the reimplementation of the economic information system and the personnel and payroll information system with the aim of preparing a plan for the technical, financial and schedule feasibility of the project in 2021.
- Ensure the up-to-dateness of the BUT information system and its modernisation with a unified technology interface:
 - Develop the technical side of administrative study agenda.
 - Increase the level of cyber security.

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

- Complete the first stage of development and implementation of the electronic records circulation system. Continue the project of electronic circulation and approval of records in accordance with Act No 320/2001 Sb.
- Strengthen the role of academic self-government.
- Strengthen internal communication tools.
- Ensure the availability of recommended literature in BUT libraries. Support the publishing of publications presenting the excellent results of BUT to the professional public. Re-establish the Editorial Board of the VUTIUM publishing house, according to scientific disciplines, which will purposefully search for suitable publication titles and prepare an offer of services for faculties, higher education institutes and other components of BUT.

Other measures:

- Support talented students (athletes, doctoral students, first-year students).
- Finalise the conceptual solution of sports at BUT in the system of sports championships of higher education institutions and long-term competitions (sports representation outside the elective physical education course).





Annex 1: INVESTMENT PLAN FOR 2021

Annex 1: BUT Investment Plan for 2021*

Number	BUT Part	Construction Investments	Description	A						B			
				Costs (in CZK thousands)						Action preparation and implementation deadline	Description of the current state of the action solution	Plan of works for 2021	Costs assumption for 2022
				Total	centralised resources		ulty/compon	other resources					
sum	Investment	invP	FRIM F/S	programme 133210	programme 133220								
				48 813	23 495	28 500	6 200	0	61 161				
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	9 613	9 613					preparation 2021-2022 implementation 2023-2025	selection of GP, signing contract	construction design (study), work at UR and detail design	9 613
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.		9 382				61 161	preparation 2020-2022 implementation 2021-2025	DSP and DPS for section 1, DPS for A5 and A6	Detailed design for Section 2, construction of Section 1 started	0
3	BUT	Other investment activities	Other small investments approved at the meeting of the BUT Construction Commission and forwarded to the AS for discussion.	39 200	4 500	28 500	6 200			01-12/2021			39 200

Number	BUT Part	Construction Investments	Description	A						B			
				Costs (in CZK thousands)						Action preparation and implementation deadline	Description of the current state of the action solution	Plan of works for 2021	Costs assumption for 2022
				Total	centralised resources		ulty/compon	other resources					
sum	Investment	invP	FRIM F/S	programme 133210	programme 133220								
				40 000	15 000	25 000	0	0	0				
1	FME BUT	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	15 000					01-12/2021	záměr	study, detail design, partial implementation	15 000
2	BUT	Other investment activities – transferred from 2020		25 000		25 000				01-12/2021			25 000

* - the action plan was approved and recommended for further approval at the meeting of the Building Commission on September 23, 2020.

Annex 1: BUT Investment Plan for 2021 - repairs *

Number	BUT Part	Construction Investments	Description	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 2021
				Total	centralised resources				
				14 570	14 570				
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	14 570	14 570	01-12/2021			14 570

Number	BUT Part	Construction Investments	Description	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 2021
				Total	centralised resources				
				14 000	14 000				
1	BUT	Other activities – non-investments (repairs) transferred from 2020		14 000	14 000	01-12/2021			14 000

* - the action plan was approved and recommended for further approval at the meeting of the Building Commission on September 23, 2020.

Annex 1: BUT Investment Plan for 2021 – KaM **

Number	BUT Part	Construction Investments	Description	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 2021
				total	resources		other resources					
				sum	FRIM KaM	centre	programme 133210	programme 133220				
				71 631	66 681	4 950	0	0				
1	KaM BUT	Other investment activities KaM		71 631	66 681	4 950			01-12/2020			71 631

* - the action plan was approved and recommended for further approval at the meeting of the Building Commission on September 23, 2019, because the implementation of any action depends on the development of the coronavirus pandemic and the availability of funds

Annex 1: BUT Investment Plan for 2022 – other investments and equipment ***

Number	BUT Part	Construction Investments	Description	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 2021
				total	resources		other resources					
				sum	FRIM KaM	centre	programme 133210	programme 133220				
				72 000	45 000	27 000	0	0				
1	BUT	Loan repayment		45 000	45 000				01-12/2021		45 000	
2	BUT	Other non-construction investment activities		27 000		27 000			01-12/2021		27 000	

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