

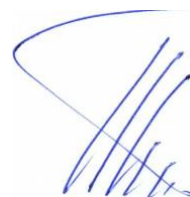
LONG-TERM PLAN

for Educational, Scientific, Research,
Developmental, Innovative, Artistic and
Other Creative Activities of Brno University
of Technology for the 2016–2020 Period.



The present Long-term Plan for Educational, Scientific, Research, Developmental, Innovative, Artistic and Other Creative Activities of Brno University of Technology for the 2016–2020 Period was:

- ./ discussed by the Scientific Board of BUT *per rollam*, from 4 to 10 September 2015;
- ./ commented on by the Board of Trustees of BUT, on 15 September 2015;
- ./ approved by the Academic Senate of BUT on 6 October 2015.



Prof. RNDr. Ing. Petr Štěpánek, CSc.
Rector

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1. Introduction

Brno University of Technology (hereinafter also as “BUT” or the “University”) has been significantly contributing to the cultural and economic growth of the Czech society and accepts its share of responsibility for further sustainable development. The University fulfils this role through three main areas of its activities:

- (1) teaching activities;
- (2) creative activities;
- (3) direct social and professional activities, called the “third role”.

The Long-term Plan for Educational, Scientific, Research, Developmental, Innovative, Artistic and Other Creative Activities of Brno University of Technology for the 2016 –2020 Period (hereinafter the “BUT 2016–2020 Long-term Plan”) is the primary strategic document under the relevant provisions of Act No. 111/1998 Coll., on higher-education institutions and amending and supplementing some other laws (Act on Higher-education Institutions) and the BUT Statute.

The BUT 2016–2020 Long-term Plan:

- is based on the Long-term Plan for Educational, Scientific, Research, Developmental, Innovative, Artistic and Other Creative Activities of Higher-education Institutions for the 2016–2020 Period issued by the Ministry of Education, Youth and Sports (hereinafter also the “MoEYS 2016-2020 Long-term Plan”), in particular in terms of structure of the main chapters and the specified priority goals, on which it elaborates within the contexts of the specific conditions of BUT;
- is further elaborated on in the long-term plans of the component parts of BUT, which are building on the BUT 2016–2020 Long-term Plan and are not at variance with it;
- will be updated and specified for each calendar year, and its propositions will be elaborated on in other related documents of BUT;
- is a document drawn up jointly by the BUT leadership, the leadership of component parts of BUT, and the Academic Senate of BUT (hereinafter the “BUT Academic Senate”) and takes into consideration the experience and suggestions of BUT employees and students;
- should inform the MoEYS, partners of BUT, employees, and students about the strategic goals of the University and subsequently support and direct the initiative of the whole BUT academic community in all significant areas of its activities;
- emphasises that BUT, as one of the most significant universities in the Czech Republic, will strive to be a university that fulfils the expectations which the citizens, society, and the

academic community have of a renowned university, and that achieves excellence, in particular in the areas of its main mission, i.e. in teaching, creative activities, in co-operation with the industry, and in the society; all activities of BUT should aim towards fulfilling the main mission, especially in the areas of human resources, organisation of management, and financial strategies.

The BUT 2016–2020 Long-term Plan, its annual updates and other documents of BUT of a significant strategic importance will be submitted to the academic community of BUT to be discussed, and to be approved by the AS BUT.

Fulfilment of the BUT 2016–2020 Long-term Plan and its annual updates will be checked continuously, both directly and via documents that relate to it or elaborate on it.

The BUT 2016–2020 Long-term Plan is based on a SWOT analysis, the work of a team of experts within the KREDO project, and on related evaluative and strategic documents, and takes into consideration:

- evaluation of the state of BUT and of the external conditions of BUT;
- real and controllable goals and priorities in individual areas of activities of BUT, and in the areas specified by MoEYS;
- proposals of feasible measures to achieve the goals.

The crucial factors influencing further plans and activities of BUT in the next period are not only BUT's own situation and capabilities, but also, in particular, external conditions which will probably have a much bigger role than in the past. In relation to the expected amendment to the Act on Higher-education Institutions, the expected changes in funding of higher-education institutions, and the expected change in evaluation of creative activities, some decisions will have to be more flexible, not deviating from the direction and vision of BUT.

The BUT 2016–2020 Long-term Plan therefore takes the new circumstances into consideration, as they will significantly influence the future of BUT. These include, in particular:

- long-standing demographic decline;
- increasing migration;
- new programme period of structural funds;
- connection to the MoEYS 2016–2020 Long-term Plan and the significance newly assigned to the long-term plans of higher-education institutions by the MoEYS;
- increasing emphasis placed on the co-operation of higher-education institutions with the

application sphere by the society;

- support of technical fields and natural sciences, repeatedly requested by the industry;
- the expected amendment to the Act on Higher-education Institutions that will lead to a discussion on changes in the competences of the leadership of higher-education institutions;
- the oncoming 4th industrial revolution, which will demand more emphasis on an interdisciplinary approach to education, interconnection and broadening of fields of study in connection to new trends of cyber-physical systems, additive manufacturing, security of data communication, optimisation methods, industrial automation, digitisation, virtualisation and visualisation.

Our vision

As one of the most prominent universities in the Czech Republic, BUT strives to achieve excellence, in particular in the areas of its main mission, i.e. in the area of teaching, creative activities, co-operation with the industry, and in the society. Our key priority is to attract talented secondary school students who are interested in the fields of study offered at BUT and to support their development throughout the whole course, and after the completion, of their studies, for the benefit of the Czech Republic in the context of international competition, which keeps getting stronger.

BUT will continue to keep and strengthen its position of an excellent technical university which it has in both the Czech Republic and Europe.

As far as teaching and research are concerned, BUT will continue to be a worthy partner to prominent workplaces both in Europe and around the world, which will bring an international context in the main areas of BUT's activities. Continuous improvement of the quality of educational activities, which uniquely connects technical, but also artistic and economic fields, creates an attractive environment for students and important experts and scientists from prominent workplaces both in the Czech Republic and around the world. The accredited programmes, which will continue to demonstrate their high-quality and continuous efforts to improve, are an important means to this end.

In the areas of science, research and innovation, BUT will strive for even more significant co-operation with the application sphere, including the public sphere, and will continue to create conditions for the growth of the potential of innovation, artistic and other creative activities, technology transfer, and knowledge for the society.

BUT also envisions its future in deepening co-operation and connection of similarly oriented universities, not only in the Czech Republic, but also in Europe and around the world.

Our mission

BUT is a technically oriented university which emphasises creative activities, co-operation with the industry and application sphere, and providing education in technical, artistic, and economic fields. Its competencies bring added value to the industry and state administration, enriching not only the offer of high-quality education in the Czech Republic and Europe, but also the science and research in the fields of its expertise.

BUT offers creative environment based on co-operation of its faculties and component parts with competencies in a wide spectrum of technical, economic, and artistic fields.

To fulfil the mission of a technically oriented university, BUT strives for a highly effective organisation based on synergic processes of co-operating faculties, for a functioning information system, and other university communication support.

BUT is the right choice for students, teachers, researchers, experts in technical fields, businessmen, and artists.

Background of the BUT 2016–2020 Long-term Plan:

In connection to the above, BUT will:

- strive to maintain its status as a public university, which gives the University considerable autonomy;
- strengthen and develop its academic autonomy;
- be open to topical issues, in particular the issues of support of technical fields and co-operation with the application sphere, which is why it will adopt an active approach to the reforms and is interested in participating in the prepared changes at all levels of its activities;
- strive to achieve a key position in the promotion of new trends and technologies, which will underlie industrial manufacture of the future, and their prompt inclusion in the programmes;
- promote its opinion and active attitude via its representatives at the Czech Rectors

Conference (CRC), the Higher Education Council (HEC) and other national bodies, as it did in the past, and thus confirm the importance of academic autonomy and self-administration of higher-education institutions;

- emphasise professionalism in all changes that will influence the environment of all higher-education institutes, including BUT, so that these changes are beneficial for the leadership structures, for all students, academic staff and employees, and for the society;
- continue in the universal and active participation in the reform of tertiary education in the Czech Republic; BUT will actively support and develop the reform at all levels, such as representation of universities, formal and informal fora for students and academic staff etc.;
- emphasise the development of the initiative of all members of the academic community and other BUT employees in the upcoming period in order to allow the use of all human resources of BUT for the benefit of the University in the new external conditions; BUT believes that this cannot be achieved merely via application of hierarchical and directive leadership and also that the academic context offers other necessary management tools;
- gradually intensify fair and mutually beneficial co-operation with the State administration represented in particular by the South Moravian Region and the Statutory City of Brno, with the Brno Regional Chamber of Commerce and other business entities and interest groups.

2. Priority Goals under the Long-term Plan for the 2016-2020 Period

The priority goals of the BUT 2016–2020 Long-term Plan are based on an analysis of strengths and weaknesses of all main activities of BUT, its strategic needs for development, priorities set in MoEYS 2016–2020 Long-term Plan, and on both long-term and short-term evaluation of external conditions for activities of BUT.

In relation to the MoEYS 2016–2020 Long-term Plan, the priorities set in the BUT 2016–2020 Long-term Plan are directed at 7 priority goals:

Priority goal 1: Quality assurance and strategic management

Priority goal 2: Diversity and availability of educational activities

Priority goal 3: Internationalisation

Priority goal 4: Relevance, graduates, marketing, and co-operation with the application sphere

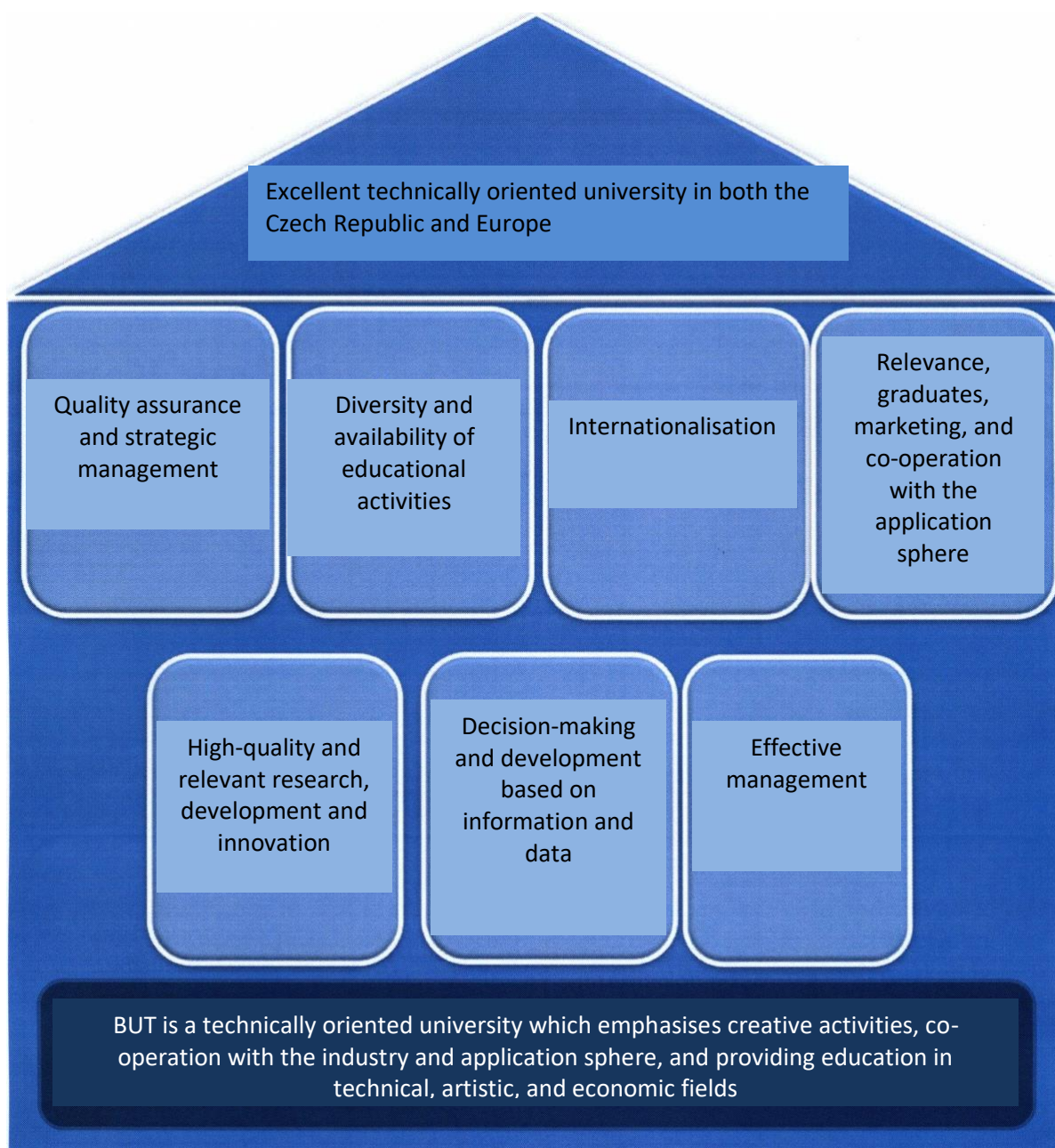
Priority goal 5: High-quality and relevant research, development and innovation

Priority goal 6: Decision-making and development based on information and data

Priority goal 7: Effective economic management

Each year, the Long-term Plan will be evaluated, updated and analysed on the basis of the MoEYS requirements, regional needs, the development of the international and Czech environment, but on the basis of alignment with the direction of BUT.

Responsibility for each priority goal or its component will be assigned to a member of the BUT leadership, who will serve as the guarantor of its fulfilment.



2.1 Priority goal 1: Quality assurance and strategic management

Brno University of Technology:

- realises its responsibility towards its students, the academic community, and the society as a whole. This responsibility will be implemented via perceptive and competent strategic management of the University;
- will ensure the availability of reliable and comprehensible information for its employees, the academic community, students, applicants, and the public;
- will set and maintain high standards for the quality of all its activities, including requirements for the quality of creative outputs and for knowledge, skills and competencies of the graduates.

Increasing the effectiveness of all activities of the Rectorate is an integral part of the strategy of BUT for the upcoming period. This includes, in particular, setting up the whole management system, values and rules of the organisation, resources management, processes and performance at all levels of the University with an emphasis on the fact that the Rectorate is primarily a service and its role is to assist the faculties and component parts. BUT considers a well-functioning supporting apparatus the foundation of its stability and competitiveness.

Brno University of Technology:

- will utilise the possibilities of implementing modern forms of administration and management while maintaining academic elements in the traditional management of higher-education institutions; this will mean that the employees will become a part of the University management, which will lead to a greater loyalty and engagement in the “life” of the University;
- after the amendment to the Act on Higher-education Institutions is approved, BUT will implement into its processes the provisions regarding quality assurance and assessment and the provisions regarding accreditation.

Brno University of Technology is aware that:

- the quality of its activities is its key characteristic regardless of the changing external conditions; the quality needs to be identified, monitored, managed and increased in all areas of activities and processes, with priority focus on their outputs;
- the quality of activities is the key factor in attracting new talented students and in satisfaction of the current students, graduates, and, subsequently, their employers;
- to define the processes whose goal is comprehensive quality improvement, it is necessary to fully get to know the current state and to carry out follow-up analyses and take follow-up measures;
- the evaluation of the quality of teaching will play an important role in the accreditation process.

IN THE AREA OF QUALITY ASSURANCE, BUT WILL:

- include quality indicators into BUT management; will define and specify strategic goals based on quality and performance;
- support the collection of data and the subsequent analytical work related to the improvement of quality, functionality and efficiency of all processes at BUT, in particular in the area of education and creative activities, co-operation with the industry and internal administrative processes:
 - continue to analyse the processes at the Rectorate and the component parts of BUT as a quality management subsystem in order to standardise the main and supporting processes of the University;
 - based on a comparative analysis, BUT will select and implement optimal software for BUT as a tool for displaying and storing the results of analyses with the view to the introduction of electronic documents;
- keep participating in:
 - international quality evaluation (e.g. EUA, U-Map) and ranking (U-Multirank),
 - long-term co-operation and experience sharing with other universities both in the Czech Republic and abroad;
 - research into the quality of higher-education institution on national, European and international level; the results of these activities will be utilised in management of BUT;
- in relation to the amendment to the Act on Higher-education Institutions, BUT will openly discuss the possibility to grant and prolong accreditations of programmes via internal processes without the need of a direct evaluation by the accreditation authority;
- strive for comprehensive quality management at BUT, including organisational arrangements;
- within internal quality assurance, BUT will prioritise focus on actual performance of activities and their results rather than on formal requirements;
- when creating strategic documents and setting up internal systems of quality assurance, BUT will draw inspiration from foreign institutions;
- utilise quality management primarily for systematic removal of administrative overload;
- optimise processes in particular in the area of teaching, research and development with regard to external co-operation and experience from feedback;

- pay attention to the quality of human resources development in all areas of activities at BUT (e.g. through Career Rules and self-evaluation criteria);
- emphasise that lectures are mainly provided by Professors and Associate Professors, and taking into account feedback from students and graduates.

IN THE AREA OF STRATEGIC MANAGEMENT, BUT WILL:

- continue to develop one of the long-term and permanent aims of the BUT management, which is to deepen the University's integrity, and respecting the development of individual faculties and component parts;
- create conditions ensuring that the employees are satisfied, successful, efficient, informed, and positively motivated;
- analyse individual organisational units of the Rectorate in terms of both content and economy, which will potentially lead to restructuring proposals aiming at increasing their efficiency;
- support and develop academic autonomy as a natural and traditional part of academic life and also a key element of active participation of members of the academic community in the development of BUT;
- BUT will address common issues of possible increase in effectiveness and quality of procedural management at public higher-education institutions in concert with other public higher-education institutions;
- continue in the processes that will ensure greater professionalization of management (in particular orientation on further professionalization of management, administrative and organisational activities) including further optimisation of communication at and between individual levels of the University management, self-administration, academic community, and employees;
- continue to optimise administrative processes at the University;
- discuss and continue to strive for systematic reduction of administrative load within all activities;
- within the concept of human resources development, BUT will revise the system of valuation and remuneration based on quality, performance and results as the principal

issues in the human resources management strategy;

- strongly promote the reduction of administrative load for academic staff; administration will be operative, efficient, user-friendly and easy;
- focus on gradual improvement of work conditions for employees at all levels, not only by improving the working environment, but also by making rules, norms and activities simpler and more transparent, and by removal of excessive administrative load;
- support and reward further education of its employees;
- on the basis of the study of all processes, BUT will provide for balanced and differentiated roles of individual interest groups (academic and non-academic staff, University management, students, graduates, employers and other social partners) in internal quality management;
- develop systems of management and internal quality evaluation in all areas of activities (teaching, science and research, co-operation with the industry, management), including supporting processes, and ensure that these are aligned with strategic planning of the University;
- support participation of its employees in common projects oriented on management, support and comprehensive quality evaluation in the system of tertiary education, both on national and international levels;
- improve the system of strategically oriented project management based on comprehensive planning of activities performed at BUT and assess the achieved results in relation to the set objectives;
- strive to establish competencies and responsibilities in relation to dealing with new project of the OP Research, Development and Education so that they are consistent throughout BUT, balanced and aligned with the system of competencies and financing at BUT; financing and management of the component parts responsible for the project will be compatible with the existing systems of financing and management, including their standard organisational integration into the BUT structure; emphasis will be placed on their stabilisation and self-reliance not only in the area of demonstrated excellence and economy, but also in supporting processes;
- provide a high-quality service and project support from the BUT management, throughout all phases of the projects;
- improve the user interface and develop new modules for the BUT IS according to the requirements of the leadership and component parts of BUT and aiming to develop a unified BUT IS.

One of the absolute priorities of the strategic management at BUT is the human resources management which penetrates all areas of the priority goals set in the BUT 2016–2020 Long-term Plan. To draw up a separate chapter would mean to duplicate activities and objectives in each of the priority goals, which is why BUT chose not to. However, BUT acknowledges the importance of this issue, which is why all its activities are primarily based on development, co-operation and support of the students, academic community, administrative employees and all participants in the “life” at BUT.

2.2 Priority goal 2: Diversity and availability of educational activities

BUT will offer wide and diversified access to high-quality education. The offer will reflect the needs, interests and abilities of a wide population of students, including the exceptionally talented ones. Diversified education will allow us to achieve clear added value to the knowledge, abilities and competencies of all students, regardless of their social and economic background, age, nationality, previous education or work experience, or special needs caused by health or other difficulties. The education will have clear international character. In the preparation and implementation of study programmes, BUT is ready to take the world context and foreign experience into account.

IN THE AREA OF MONITORING THE TEACHING QUALITY, BUT WILL:

- organise activities connected to teaching quality evaluation so that these represent help and positive motivation to teachers and students alike;
- ensure mechanisms of regular monitoring and evaluating the quality of teaching;
- provide space for open communication between students and teachers leading to improvement of teaching without any hidden conflicts and anonymous criticism, whether aimed at the teachers or groups of students;
- conduct anonymous surveys among students after every semester, prepare a statistically credible evaluation of the surveys, take measures to remedy any shortcomings, and publish the conclusions;
- give the evaluated teachers an opportunity to express their own opinions, and not allow abuse of the surveys and the evaluation of teaching;
- identify and evaluate the causes of failure in studies and propose measures to reduce it;

- continue research and assessment of the employability of graduates and opinions of the employers on them in order to permanently increase the relevance of BUT programmes for the labour market and society;
- conduct questionnaire surveys among BUT graduates in order to get feedback on the quality and implementation of the programmes;
- evaluate data on the students' internships and introduce internships as a fixed part of studies in selected programmes in the form of re-accreditation, and to develop a system of support for student internships;
- in co-operation with the Student Chamber of the Academic Senate of BUT, BUT will continue to support the "Best Teacher at BUT according to the Students' Evaluation" poll.

IN THE AREA OF ATTRACTING APPLICANTS, BUT WILL:

- strive to become a first-choice technical university for talented and quality candidates;
- respond to the demographic situation and changes in MoEYS financing rules thorough analyses and sophisticated strategic steps, taking into account the MoEYS trend to support quality growth of studies rather than to merely attract as many students as possible;
- strive to increase the number of self-paying students studying in English in all types of programmes;
- given the focus on research and the developed research infrastructure, BUT will strive for an appropriately higher proportion of students in Master's and doctoral programmes compared to the total number of students;
- involve current students in promotion of the studies and recruitment of new students;
- organise field trips, summer schools and specialised competitions for elementary and secondary schools, and use the newly built research infrastructure to do so;
- develop effective co-operation with primary and secondary schools to develop students' motivation to study technical disciplines, to encourage the involvement of secondary school students in creative activities;
- continue to support and improve the motivation system to attract the best secondary school

graduates to study at BUT;

- Co-operate with the application sphere to attract new BUT students;
- to attract new applicants, BUT will use the websites of the most popular portals and social networks;
- develop and regularly update the websites of the University and of the faculties to attract new applicants.

IN THE AREA OF STUDIES AND STUDY PROGRAMMES BUT WILL:

- create conditions and the necessary tools to introduce free electives (i.e. elective courses across BUT) as opportunities for active students and applicants;
- also support the introduction of project and problem-centred forms of teaching and student team work in order to contribute to reducing the enormous direct educational burden on teachers;
- in accordance with the international practice, involve students in doctoral and Master's programmes in support of teaching;
- support introduction of industry projects and internships in the study plans;
- innovate and update the programmes according to the needs of the industry and according to the latest trends;
- support the development of inter-faculty and interdisciplinary fields of study, and to do that, BUT will use insights and requirements from the industry;
- in selected fields, BUT will consider the possible accreditation of five-year Master's programmes;
- support the organisation of student conferences and competitions;
- support the development of students' soft skills, in particular in connection to their professional knowledge;
- systematically pay attention to exceptionally gifted students in all types of study programmes in order to involve them in research activities and projects;

- support student projects (inspired by the successful Formula Student competition);
- support systematic utilisation of the newly built research infrastructure from the OP Research and Development in educational activities;
- simplify the conditions for recognition of education received abroad; in accordance with the ECTS principles and the Bologna process, BUT will emphasise the recognition of credits obtained at foreign universities so that stays abroad do not lead to unnecessary prolongation of studies;
- create rules of financing of inter-faculty teaching for the whole University, taking into account the current experience from the Czech Republic and abroad.

IN THE AREA OF DOCTORAL STUDIES, BUT WILL:

- strongly and broadly comment on the internationally absolutely uncompetitive funding of doctoral studies in the Czech Republic, which, in the long term, has led to a continuous loss of professionals for creative work in the Czech Republic;
- in connection to the requirements of the Czech industry for the development of science and technical fields of study competitive worldwide, and in connection to BUT's focus on excellent objectives in research and development for innovations, BUT will strive to prevent the decline of funding for doctoral studies at BUT;
- aim for the topics of doctoral dissertations to correspond to projects;
- promote drawing up of treatises and dissertations in English;
- improve the conditions for foreign doctoral students to study at BUT;
- introduce motivational elements for doctoral studies, including the involvement of doctoral students in projects to also improve the financial situation of doctoral students;
- when approving supervisors and dissertations in Scientific and Doctoral Boards, BUT will take into account the creative activities of the supervisors, their ability to obtain projects and their previous success in doctoral student supervision;
- strive to make studies abroad a compulsory part of full-time doctoral programmes;

- focus more on attracting new doctoral students outside BUT (abroad in particular), and strive to improve the promotion of attractive issues of doctoral studies;
- support (in particular organisationally) the efforts of the supervisors to ensure the sustainability of newly built research and development centres and in their efforts to systematically involve doctoral and post-doctoral students in project implementation;
- motivate students to submit high-quality doctoral dissertations during the standard period of study by scholarships.

IN THE AREA OF OPENNESS AND INTERNATIONAL CHARACTER OF UNIVERSITY EDUCATION, BUT WILL:

- encourage the creation and implementation of joint/double degree international study programmes;
- aim to meet the requirements of the MoEYS 2016–2020 Long-term Plan: at least 3% of programmes will be accredited as joint / double / multiple degree programmes;
- promote co-operation with foreign partners in the field of education in order to accredit the international joint/double degree programmes;
- in addition to traditional academic skills, BUT will also emphasise language skills and other transferable competences of graduates (ability to communicate effectively, solve problems, be creative, learn independently, work in a team, use modern technologies);
- motivate faculties and component parts, to keep a permanently open offer of selected courses and study programmes in English, and strive for gradual introduction of English as a teaching language;
- aim to meet the requirements of the MoEYS 2016–2020 Long-term Plan: at least 3% of graduates from study programmes accredited in a language other than Czech;
- aim to become an interesting and attractive destination for foreign students, despite the obvious limitations resulting from the under-funding of the higher-education system in the Czech Republic, which makes Czech universities almost non-competitive compared to Western universities with much larger funding; in this context, BUT will emphasise the use and involvement of high-quality disciplines with international reputation using the BUT's international contacts, and develop the necessary additional tools: marketing, PR, creation of an information portal on the BUT website, promotion of BUT in target destinations;

- support teaching of the Czech language for foreigners.

IN THE AREA OF LIFELONG EDUCATION, BUT WILL:

- aim for the lifelong learning programmes (LL) to gradually become a permanent, stable and profitable sector of education at BUT;
- based on a survey of educational needs of the commercial sphere, BUT will create courses that will respond to the current demand;
- extend the offer of paid professional courses within LL for companies and applicants from the industry at the faculties and component parts;
- develop the necessary tools: market analysis, marketing, PR, creation of a portal for LL, the offer of study (e-learning) materials;
- involve experts from the industry in the LL courses;
- develop educational opportunities for older students, offer alternatives and emphasise the support of these activities in the Czech Republic, as in other countries, Scandinavian in particular, in accordance with the traditions of education in the Czech Republic;
- continue to expand the offer of internal courses for staff and doctoral students based on the requirements of the leadership of the University, the faculties and the component parts, and also based on the demand of employees themselves, taking into account the prestige and reputation of the University;
- continue to support and develop the offer of studies within the University of the Third Age and present its success;
- promote LL courses not only on the BUT website but also on educational portals with high traffic;
- develop an offer of additional pedagogical studies not only for external applicants, but also for talented students, doctoral students and young academic staff;
- offer preparatory courses for applicants and specialised courses for graduates.

IN THE AREA OF CO-OPERATION WITH THE APPLICATION SPHERE, BUT WILL:

- strive for companies to become more involved in the teaching and help secure their future employees by participating in shaping the profile of an ideal graduate and his/her knowledge and skills;
- support industrial projects, student internships in companies, and introduce internships into study plans for selected fields of study, fully in accordance with the RIS3 regional strategy demanding “relevance of studies for the industry”;
- encourage involvement of representatives from the industry in the creation and implementation of study programmes, for example by involving them in the programme councils;
- promote direct involvement of professionals in teaching;
- promote offering of topics of theses that come from the industry, in particular from those companies that co-operate with BUT;
- organise thematic discussion forums for the managements of BUT and its faculties, and representatives from the industry with the aim to continuously increase the relevance of higher education for the labour market and for society.

IN THE AREA OF CONSULTING AND ACCESSIBILITY OF HIGHER EDUCATION, BUT WILL:

- promote education of disabled students and students with specific educational needs and provide them with the necessary assistance (interpreters, assistants, study materials, individual approach etc.);
- systematically develop students services (counselling, health education etc.);
- based on experience of the graduates and actual student requests, BUT will suggest establishing a career centre to help students find suitable jobs;
- provide help in the form of extraordinary scholarships to students in a suddenly aggravated life situations and to students from disadvantaged backgrounds;

- based on the analysis of demand, BUT will support the development of studies in combined form in order to enable job seekers to study; for this purpose, BUT will develop electronic study materials for self-study.

2.3 Priority goal 3: Internationalisation

Brno University of Technology considers internationalisation and its evaluation a priority. Internationalisation is perceived as openness, establishment of relations with foreign universities and other institutions, student exchange, academic staff mobility, mutual sharing of lectures etc. This makes BUT more competitive. BUT tries to connect internationalisation to personal development of each University employee.

As a separate priority goal, internationalisation of BUT will include participation in mobility programmes, as well as short-term stays of students and academic staff. Given that internationalisation penetrates and will continue to penetrate all activities of the University, goals and strategies in this area are also joined with the priority goals in the area of teaching, science and research.

The environment at BUT will have a clear international character based on full integration of the incoming students and guest lecturers into the life of the academic community. Close international contacts and co-operation will be established.

IN THE AREA OF INTERNATIONALISATION, BUT WILL:

- make more effort to participate and effectively utilise the University's membership in international associations and networks which will consequently raise awareness of BUT in academic institutions, establish long-term and functioning partnerships with technical universities in Europe and beyond, and set up global University policies;
- continue to support student mobility and academic staff mobility in order to increase the number of supported people and improve the awareness of the exchange possibilities, while student mobility should not complicate completion of studies in the standard time, which can be achieved, for example, by adjusting the study plans, introducing a uniform system of recognition of study duties fulfilled during the foreign exchange;
- gradually introduce compulsory mobility for full-time doctoral students, and emphasise that dissertations should be written in English;

- also support student mobility by providing scholarships from the BUT funds and from the funds raised from a specific co-operation with the industry;
- take internationalisation (foreign lecturers, subjects in foreign languages, semesters reserved for international mobility, participation in international projects) and the need to fully develop the ability of students to communicate fluently in at least one world language into consideration during accreditation of study programmes;
- increase the number of contracts with promising foreign universities and academic staff in order to get them involved in the accredited programmes and research teams;
- create conditions for the increase in the number of incoming academic and non-academic staff;
- create conditions for deeper integration of foreign members of the academic community into its life, and adjust the recruitment of foreign students and workers to the set priority target territories;
- create a system of year-round offer of physical and sport activities at the individual faculties for incoming foreign students and maintain close co-operation with the international co-operation unit and student organisations;
- support language skills of all its employees;
- create English versions of websites and applications.

2.4 Priority goal 4: Relevance, graduates, marketing, and co-operation with the application sphere

In its activities, Brno University of Technology will reflect the current social development, recent research findings, and the needs of its partners. The University will be in open contact with partners at local, national and international level, graduates, employers, research and academic institutions, as well as with the non-profit sector and public administration.

IN THE AREA OF CO-OPERATION WITH ITS GRADUATES, BUT WILL:

- make active efforts so that graduates are glad to stay a part of the University even after their graduation, on both the social and professional levels;

- expand the database of graduates' contacts with the potential for further co-operation and involvement in other BUT activities;
- promote the establishment of the Graduate Club;
- establish, strengthen and support links to prospective employers of its graduates (for example and including their closer involvement in the educational process), and will organisationally support presentations of current positive examples at the faculties;
- try to convince graduates to participate in the marketing strategies of BUT.

IN THE AREA OF MARKETING, BUT WILL:

- support professional approach to presentation and promotion of the University within both internal and external communication;
- support recruitment of students into international programmes through targeted marketing activities abroad;
- develop active co-operation with media and the public, publication and promotion of achievements of its students, graduates, researchers and their teams, systematic public relations and creation of a positive image of the University;
- emphasise systematic communication with external partners (employers, current and former students, professional and social partners);
- more consistently pay attention to self-presentation as an important technical university with the possibility of interdisciplinary studies and studies with an artistic orientation;
- focus on presentation and utilisation of social networks and possibilities of the Internet, also with the help of its students and graduates;
- in co-operation with the faculties and component parts, BUT will propose and draw up a concept for the faculties to provide suitable areas for the students to meet, such as student workshops, libraries, and clubrooms;
- continue to co-operate with the city of Brno, the South Moravian Region and public cultural institutions— for example by extending the activities of BUT utilising the opportunities to connect to the activities of the city on the “Healthy Brno” project (European Mobility Week,

Brno Days without Accidents, Brno Health Days etc.);

- in accordance with the long-term mission to utilise the creative and artistic potential of its students, graduates and teachers, FFA will promote the establishment and operation of the Art Collection of BUT. The project concept includes systematic recording of works of art in possession of the individual faculties, and a concept of development of a fund for new acquisitions and creation of a collection;
- prepare a comprehensive overview of key events until 2020, which will be thoroughly updated every year, and an overview of significant anniversaries of the University and its important representatives until 2030;
- systematically collect information, for example from the “Události” magazine, on the possibilities and results of participation of the students in creative activities of BUT, and use it for both national and international marketing, in particular to attract new applicants;
- support collective sport, cultural, leisure-time and social events for students, academic staff, and employees of the University;
- in accordance with the long-term mission to utilise the creative potential of its students, graduates and teachers, BUT will promote the establishment and operation of the collection of significant works of BUT.

IN THE AREA OF CO-OPERATION WITH THE APPLICATION SPHERE, BUT WILL:

- organise thematic discussion forums for the managements of BUT, its faculties and component parts, and representatives from the industry;
- create conditions to increase interest of the entities in the application sphere in co-operation, in particular in the area of contract research, doing so through presentations of the development plans of universities, student projects, research capacities;
- analyse the current state and conditions of commercial application of the applied results of BUT and draw up recommendations for further steps;
- support activities in the area of transfer of knowledge and commercialisation of research results via operational programmes; deepen co-operation with external partners in order to increase the relevance of research for the needs of the application sphere and in order to achieve a transfer of research and development findings into practice through technology parks and business incubators;

- address organisations active in the industry in order to organise regular workshops and conferences to exchange opinions, gather requirements of the industry, and to transfer BUT's findings into practice;
- collect suggestions from employers as to how to adjust the profiles of graduates and discuss the suggestions with the faculties and component parts.

2.5 Priority goal 5: High-quality and relevant research, development and innovation

Brno University of Technology considers research an important area of its activities. The key intent of BUT is to link the research activities to teaching, which fundamentally distinguishes universities from other research organisations. Therefore, emphasis will be placed on evaluation, which will reflect not only the quality and relevance of the results, but also the management of science and research, strategic development and the degree of internationalisation. BUT will provide support for the efforts of academic staff to achieve sustainability and efficient utilisation of the research capacities which they use and are responsible for.

The top-quality facilities, established mainly in connection with the projects within the Operational Programme Research and Development for Innovations, will be supported in their efforts to participate in other regional, national and international projects, without this being done at the expense of new activities.

IN THE AREA OF RESEARCH, DEVELOPMENT AND INNOVATION, BUT :

- will continuously analyse the main research specialisations at BUT and the way in which they have formed in the previous period in terms of their competitiveness on a national and international level;
- will take care to increase the level of management and implementation of research activities at all levels in order to achieve internationally competitive results and lead to a deepening of co-operation with other research organisations active in the Czech Republic in the fields of the University's activities;
- will set up a working group to assess and identify risks in relation to the projects (in particular the large ones) and take measures to eliminate them;

- will support the activities of art-oriented fields of study and faculties related to the introduction and implementation of evaluation of the fields according to the Register of Artistic Outputs (RAO), an equivalent of the Scientific Information Register (SIR), which will be used for evaluation of artistic performances of art schools;
- will use the projects within National Sustainability Programme II and the operational programmes to consolidate the state at BUT after completion of the OP Research and Development for Innovations projects, and for subsequent development in key areas;
- will update the administrative and economic conditions for project implementation;
- will innovate the “Projects at BUT” directive and describe circulation of documents in the implementation part;
- will update the work description and responsibilities of the Department of Creative Development, the Project Support Centre, and the Centre for Transfer of Technologies;
- will significantly promote participation in international co-operation in research and development through subsidy titles;
- through the Regional Contact Organisation project, BUT will significantly support all activities related to the Horizon 2020 projects in order to increase their success rate; in the preparation of the Operational Programme Research, Development and Education – Priority Axis 1, BUT will support proposals for extension of foreign co-operation;
- will evaluate the effectivity of current activities and assess the new role of the parts of the Rectorate ensuring co-operation with the industry (such as technology transfer), in particular with an emphasis on applied research and commercialisation of its results;
- will systematically support the efforts of responsible workers to achieve financial sustainability of BUT research centres;
- will continue in the efforts to ensure responsible management of ownership rights, rights of use and intellectual property rights resulting from research and development projects implemented with BUT’s participation; will motivate successful creators by acknowledgement and effective service support;
- will support increase in the amount of spin-off companies established by BUT employees via consultations and active preparation of all underlying documents necessary to establish a legal entity with a participation of BUT; will continue to support increases in the amount of technologically oriented companies established by BUT students;
- will carry out activities as follow-up on the approved objectives of national and international research and development policies and take steps that will help to effectively implement the

follow-up measures;

- will consistently utilise the benefits of research activities for both accreditation of study programmes and application in everyday pedagogical activities;
- will create conditions for implementation of Contractual Research in accordance with the Community Framework for state aid for research and development and innovation with a high added value effectively passed on to the application sphere;
- will gradually implement the prepared methodology of evaluation of science and research results into the conditions of individual parts of the University.

2.6 Priority goal 6: Decision-making and development based on information and data

The BUT management is aiming at developing the entire management system and creating support for analytical and conceptual work. It ensures that all activities are accessible, of high quality and reliable. It systematically uses data sources that provide enough information to do so.

IN THE AREA OF STRATEGIC MANAGEMENT, BUT WILL:

- process analyses and modelling based on trustworthy and real data;
- emphasise the priority of providing a permanent data service, i.e. up-to-date monitoring of all key indicators for quality and effectiveness evaluation and funding indicators, so that the necessary analyses can be subsequently carried out by the BUT leadership and experts from the faculties and component parts;
- carry out regular and systemic collection and analysis of data, which is crucial for strategic management of BUT in the uncertain external environment (see the unclear changes in higher-education institution financing and in evaluation of research and development for innovations that are currently under preparation, etc.)
- in particular, make use of the experience and expertise of the academic staff at BUT; organise supporting training and further education of administrative staff responsible for collection and analyses of data;
- support interconnection of existing databases, complement and extend data sources to

cover all key issues;

- implement new modules of comprehensive technical inventory, including statistical outputs according to the management requirements;
- continue to carry out the necessary data service for reporting and on-line statistics according to the requirements of the faculties and component parts, BUT leadership, MoEYS, providers of subsidies, and legislators.

IN THE AREA OF DEVELOPMENT OF INFORMATION TECHNOLOGIES AND LIBRARY AND PUBLISHING ACTIVITIES, BUT WILL:

- based on the needs of the BUT academic community, activate multi-platform cloud storage for collaboration of project teams, data storage, OpenDATA publishing, and creation of knowledge databases;
- consistently secure protection of personal data and privacy of its employees; strengthen the trust of the academic community in the BUT IS by stricter system measures in this area, which will consequently ensure ethical conduct of the administrators of IS and its parts;
- provide for easier access to study materials and aids through further and continuous development of library systems — especially in the area of integration with other information systems of the university (SAP, IS BUT), and also by expanding the functions and spectrum of information materials in the BUT Digital Library;
- appropriately integrate library systems with other University information systems, further improve the quality of the BUT Complete Catalogue by expanding the Digital Library, and by promoting open publishing (by both green and gold publishing);
- develop secured data centres and secured high-speed computer networks, including wireless and mobile communications at BUT, student dormitories and beyond BUT premises;
- continue issuing publications serving not only the academic community but also the professional public;
- strengthen the co-operation with publishing houses of other universities by seeking possibilities of economically advantageous collective publishing;
- support the introduction of a system of electronic authorisation processes (authorisation of annual leaves, project dispatch notes, contract dispatch notes, invoice requests etc.),

transformation of the staff mobility agenda into the electronic form, and digitisation of the graduates' archive.

2.7 Priority goal 7: Effective economic management

Brno University of Technology strives for stable, transparent and effective financing and economic management, at all levels of the BUT management.

IN THE AREA OF ECONOMIC MANAGEMENT, PRIORITIES OF BUT INCLUDE THE FOLLOWING:

- setting up a system of economic management and budgeting which will emphasise, in particular, the aspect of safety of economic management focused mainly on elimination of risks arising from incorrect / unauthorised use of the awarded subsidies; in this sense, BUT will focus on overall conceptual adaptation of the economic management system to the current conditions of financing of public higher-education institutions, and revision of the related internal economic management standards;
- introduction of stabilisation elements of multi-annual funding — in accordance with the objectives of MoEYS — in order to enhance the capacity of higher-education institutions to conceptually improve the quality of education and achieve long-established goals;
- optimisation of the system of multi-source financing allowing to demonstrably separate economic and non-economic activities including elimination of risks of illegal cross-financing;
- optimisation of management and utilisation of property with a focus on consolidation of the University and development planning aiming to optimise the use of space;
- setting up an effective system of remuneration of employees based on the principles of quality and performance evaluation, including a remuneration system, based on an amendment to the internal salary regulation;
- optimisation and legislative basis of the system of financial management activities at the University in order to eliminate the risk of illegal public support and conflict of interests;
- optimisation of the system of project management with an emphasis on perceiving projects as investments that should be returnable or at least sustainable; set up a system of project support that will, in terms of financing, provide methodological support for adaptation of economic management and project financing to the conditions set by the provider, including

co-financing and pre-financing, as well as taking into account the internal conditions of safe economic management;

- development of economic analytical activities and follow-up methodology activities and monitoring activities to support management;
- efficient planning and effective utilisation of funds from projects financed with subsidies, including operational programmes, in accordance with the priorities of the BUT 2016–2020 Long-term Plan;

IN THE AREA OF INVESTMENT FINANCING, BUT WILL:

- continue to optimise the newly introduced budgeting methodology and, in particular, its implementation within the SAP economic information system; BUT will in particular ensure consistent monitoring of economic management according to the sources of funding, and will carry out appropriate adjustments to the SAP system settings, in order for it to match the intuitive understanding of the structure of economic data, and to create a transparent and simple interface for the users;
- create analytical add-ons to the system for obtaining and analysing economic data to support decision-making and management;
- include other mechanisms into the budgeting methodology which will support the distribution of, in particular, normative financial resources to economic centres on the basis of performance and quality evaluation, and on the basis of financial contributions;
- analyse the existing regulations in relation to the management and, if necessary, propose further steps in the updates of the Long-term Plan;
- support efficient utilisation of funds from the projects under the Operational Programme Research, Development and Education in accordance with the priorities set in the BUT 2016–2020 Long-term Plan;
- make efforts to equalise the fields of study at FFA and fields of study at other art higher-education institutions in the Czech Republic;
- systematically review the methodology of full costs (FC) and supplement and update it so that it reflects the internal needs of allocation of the full costs to the implemented activities, as well as the conditions set by the providers of funds to cover the indirect costs;
- review the system of economic activities with regard to the new EU regulation which

stipulates the obligation to separate economic and non-economic activities; will introduce a uniform methodology for price calculation and unambiguous conditions allowing the elimination of illegal public support in economic activities;

- if it becomes obliged to provide supplementary financing of eligible expenditures of a project, BUT will hold responsible for the fulfilment of conditions of supplementary financing the economic centre whose employee is responsible, or co-responsible, for implementation of the project;
- create an economic management system based on the balance of economic management throughout economic centres and sources of funding;
- in justified cases, and for projects of strategic importance, BUT will introduce a system of financial support from centralised sources based on the principle of returnable financial assistance for potential coverage of costs surpassing the financial capacity of the economic centres;
- create a system within the budget mechanism to ensure financial support of the priority activities;
- in relation to the completed construction, BUT will analyse and optimise the system of financing the operation and the associated services;
- continue to optimise the system of public contracts, in particular its transformation in the electronic form, and will also continue in other adjustments leading to its being more user-friendly;
- to ensure financing of the necessary activities of the academic community, BUT will arrange for an adequate amount of non-investment and capital resources needed to finance construction according to the plan of investments and repairs for the given calendar year, taking into account the requirements of the faculties and component parts; in this respect BUT will prioritise the following:
 - o securing the necessary amounts of funding for the activities registered in the Property Renewal Programme for the 2016–2020 period;
 - o securing the necessary sources for co-financing of activities within the projects of the Operational Programme Research and Development for Innovations;
 - o securing funds for repayment of the loan utilised to finance the purchase of plots of land in the Pod Palackého vrchem area (the activity will continue until 2023);
 - o securing funds to finance the purchase and exchange of plots of land in which BUT is interested;
 - o carry out the construction approved by the BUT Construction Committee in the following order:

- ongoing constructions;
 - new construction co-funded from other public sources (such as sources from local governments etc.);
 - new construction fully funded from the sources of BUT;
- introduce and implement a new filing service;
- ensure, in relation to the applicable legislation of the Czech Republic, coverage of the depreciation of property not acquired from a subsidy.

IN THE AREA OF INVESTMENT FINANCING, BUT WILL:

- take a comprehensive technical inventory of its objects and will draw up a general BUT dislocation plan in connection to the finished construction;
- draw up and submit new internal rules: Construction Rules defining the rules of construction, i.e. principles of planning and preparation of future investment projects;
- finish the exchange and donation of plots of land with the Statutory City of Brno, in particular in the Pod Palackého vrchem facility, and will finish the exchange of plots of land aimed at consolidating adjacent plots of land;
- continue in the necessary reconstruction of the BUT facilities in the Kraví hora area in order to use them effectively;
- BUT presumes a complete reconstruction of the facility at Údolní 53 to be used by FFA and FA, and also of premises to be used to support the third pillar of the University's activities — communication with the public in the 2016–2020 period;
- in relation to optimisation of dislocation, BUT will examine, and discuss with the academic community and autonomous bodies, the necessity of keeping the facilities in Brno at: Údolní 19, Rybářská 13/1 5, Kounicova 67a, Gorkého 13, and possibly Poříčí 5, if the FA is moved to the facility at Údolní 53.