

STRATEGIC PLAN

of Educational and Creative Activities of
the Brno University of Technology for the
period **2021+**





The submitted Strategic Plan of Educational and Creative Activities of the Brno University of Technology for 2021+ was

- 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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Rector



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BUT STRATEGIC PLAN FOR 2021+

The BUT Strategic Plan 2021+¹ 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+.

The BUT Strategic Plan 2021+ is also in accordance with other important strategic documents for the coming period:

- BUT Strategy 2030
- Education Policy Strategy until 2030+
- Innovation Strategy of the Czech Republic 2019–2030 (Czech Republic The Country For The Future)
- National Research, Development and Innovation Policy of the Czech Republic 2021+
- Regional Innovation Strategy for the South Moravian Region 2021–2027

BUT's main long-term priorities include internationalisation, the international dimension in educational and creative activities, and excellence in science and research. These priorities are reflected across the individual chapters of the BUT 2021+ Strategic Plan.

It is a long-term objective of BUT management to be a strong university of great quality and to be able to compete with major universities in Europe and around the world, especially in the field of educational, creative and artistic activities.

The achievability of the following ambitious objectives and the feasibility of the presented tools are conditioned by the long-term stable economic development of the Czech Republic and a stable legislative and economic environment.

¹ *To ensure compliance of the BUT Strategic Plan 2021+ with the Strategic Plan of the Ministry of Education, Youth and Sports 2021+, the marking of operational objectives is also kept for improved clarity. Therefore, the missing letters are not an error of this document.*



BUT VISION 2030

BUT is:

- a technical diversified university with a strong position among the world's universities in terms of international competitiveness of its graduates, fame and percentile position in international rankings;
- a renowned technical university that creates conditions for the admission and studies of foreign students studying in English and in international study programmes, aiming for their share to be at least 8% in 2030;
- an educational institution with an international team of educators and researchers, significantly influencing technological progress;
- an institution that creates and supports culture and social events, both on the local and international context;
- a scientific-research organisation setting the research, development and innovation trends;
- a platform for setting up successful start-up and spin-off companies;
- a partner for the establishment and development of industrial companies.

BUT offers and will continue to offer a stable place not only for employees providing quality educational and research, creative and artistic activities, but also for other employees who organise both the main activities and all other support and service activities for the university's benefit. BUT will be a harbour for all its people who will be able to establish themselves in any of these activities and who will be the mainstays of their teams. BUT is made up of people who are connected by the same values and traditions, people closely intertwined with the vision and brand of BUT.

The competitiveness of BUT will be ensured not only by international compatibility, but also by its difference, originality and uniqueness, with an emphasis on the region, tradition and history. BUT will be an important part of Brno's identity and functioning.



BUT OBJECTIVES 2021+

BUT's principal objective is to guarantee the high quality of educational and scientific activities, to increase the quality of research so that BUT becomes the trend-setter in science and attracts excellent educators and researchers, and fulfil its "third role" by offering useful and visible expertise and authority within the Czech Republic and around the world.

Increase the performance of BUT in the evaluated criteria for which BUT funds are (and especially will be) allocated.

The fulfilment of these objectives will be indicated, among other things, by a shift in the relevant rankings of universities.

BUT will be:

- a technical university of first choice offering valuable higher education based on the synergy of technical, economic and artistic disciplines with a significant share of teaching in English;
- a prestigious research university with internationally respected research teams of high quality, which will be to set the trends of international research and acquire significant industrial resources and prestigious projects;
- a homogeneous but diverse institution with high institutional culture;
- a workplace that will create an attractive free environment for research, development and educational activities for the academic community, providing top administrative and technical services to its employees.

BUT will actively participate in changes and modifications to evaluation criteria within the Czech Republic. It will promote the appreciation of the evaluated importance of technical higher education institutions for the development of the Czech Republic.

BUT and each of its faculties and higher education institutes will have clearly defined research priorities and developed cooperation with the real-world users of its research. It will regularly evaluate these priorities and adjust its plans in response to public demand transformed into public tenders to support research projects, as well as in response to the needs of undertaking, using a system of performance evaluation of academics and researchers.

In order to improve the international prestige of studies at BUT, and thus also to increase the foreign students' interest in studying at BUT, BUT faculties and higher education institutes will strive to acquire accreditation for some study programmes by recognised foreign accreditation agencies.

BUT will take further measures to renovate the built infrastructure, utilise the sharing thereof and more widely integrate it into the Roadmap of large infrastructure in the Czech Republic. It will introduce rules for the acquisition of new, costly equipment in line with the policy of open access to these capacities within the international research area.

BUT will continue to support students with special needs through the Alfons Counselling Centre.



BUT will emphasise branding, i.e. the connection of employees, students and graduates with the BUT brand and the position of BUT. BUT will also strengthen awareness of the BUT brand outside the Czech Republic – in Europe and around the world.

BUT is aware of its own socio-cultural and environmental responsibilities and it will continue to strengthen and develop these responsibilities. BUT will continue to perform all its activities in accordance with the signed Call for Assistance in Reducing Emissions in the City of Brno, which was signed in February 2020 by the Rector of BUT and the Mayor of Brno, as well as by 28 other major companies and institutions in Brno.



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:

- BUT will develop initial and continuous education of educators in the field of teaching methods (especially for educators at the start of their careers and for those who are just starting to use new educational technologies), incorporating this into the career development and evaluation system of academic staff. Furthermore, BUT will create opportunities for regular meetings of staff involved in teaching, as well as platforms for the exchange of experiences and the sharing of good practice in education.

Indicators of success	<ul style="list-style-type: none"> • Number of persons trained. • Offer and number of courses of the Lifelong Learning Institute BUT and the BUT Central Library, as well as the offer and number of webinars of the Computer and Information Services Centre focused on this area. • Number of meetings, creation of platforms for regular meetings of employees. Deadline: 2022
Planned measures	<ul style="list-style-type: none"> • Organise courses and seminars for teachers to strengthen their educational skills and share experiences at the central level. • Record completed courses within the application for the evaluation of academic and research staff at all faculties and higher education institutes of BUT. • Incorporate the requirements for teacher education and education in the field of teaching methods into the career growth criteria.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Academic Agenda • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/ PSSM 2022+

- BUT will appreciate and promote the work of successful and quality educators.

Indicators of success	<ul style="list-style-type: none"> • Number of awarded educators in a given academic year. • Deadline: annually.
Planned measures	<ul style="list-style-type: none"> • A competition for the best educator in bachelor's and master's studies will be held at each faculty and higher education institute of BUT. • Educators will be awarded annually at a ceremonial BUT Academic Meeting (prestige and financial reward); competition results will be published on the BUT website and in the university magazine Události VUT. This competition appropriately complements anonymous student surveys aiming to evaluate the quality of teaching.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+

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



- BUT will focus more deeply on feedback on teaching (surveys, questionnaires) and it will evaluate knowledge practical data.

Indicators of success	<ul style="list-style-type: none"> • Number of analyses of the results of student surveys focused on individual subjects. • Knowledge retrospectively applied in the teaching of these subjects. • Central methodology for organising and evaluating anonymous student surveys. • Published teaching quality evaluation reports. • Deadline: twice a year (after the end of each semester)
Planned measures	<ul style="list-style-type: none"> • Hold an anonymous student survey at the end of each semester. • Evaluate and discuss the results among the management of faculties and higher education institutes of BUT. • Take measures to correct shortcomings. • Prepare Teaching Quality Evaluation Reports, discuss these Reports in the academic senates of the faculties and publish them.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

- BUT will verify the results and quality of education through questionnaire surveys of graduates and graduates' employers.

Indicators of success	<ul style="list-style-type: none"> • Questionnaire surveys of graduates concerning their professional employment. • Deadline: once every 2 years • Questionnaire surveys of employers. • Deadline: once every 2 years
Planned measures	<ul style="list-style-type: none"> • Carry out the above questionnaire surveys. • Analyse the results BUT management meetings and among the management of faculties and higher education institutes of BUT. • Take adequate measures.
Responsibility	<ul style="list-style-type: none"> • Head of the Marketing and External Relations Section at BUT
Source of financing	<ul style="list-style-type: none"> • MEYS

- BUT will pay attention to improving the processes of internal quality assurance of education.

Indicators of success	<ul style="list-style-type: none"> • Number of plagiarism control systems. • Current situation: one control system. • Deadline 2021: two control systems
Planned measures	<ul style="list-style-type: none"> • Implementation of a new anti-plagiarism system into the BUT environment. In 2022, an evaluation of the experience with both systems and a decision on further action.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none"> • IP 2021

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

- BUT will create new study programmes and modernise the existing one with regard for current challenges of technological development by:



- supporting student entrepreneurship, creating student start-ups and other projects, including the development of entrepreneurial competencies and innovating study programmes;
- developing interactive forms of teaching;
- creating an internal methodology for internship and traineeship management;
- creating optional subjects, in which the students can arbitrarily choose to enrol.

Indicators of success	<ul style="list-style-type: none"> • Number of new and modernised study programmes. • Number of projects supporting student entrepreneurship. • Methodology for internships and traineeships. • Deadline: ongoing
Planned measures	<ul style="list-style-type: none"> • Collaborate with real-world users of knowledge and research in the creation and implementation of study programmes (involvement of practical user in evaluation commissions for the assessment of accreditation files, in study programme boards, in the teaching of selected subjects, in the supervision of final theses). • Continuously modernise the existing study programmes in areas where significant societal demand for graduates will be identified.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+, funds obtained from cooperation with real-world users of research

- BUT will support job-shadowing internships, study and research stays abroad, for example through the implementation of scholarship programmes.

Indicators of success	<ul style="list-style-type: none"> • Numbers of job-shadowing internships and study and research stays abroad. • Scholarship programmes for stays abroad. • Internal methodology for the recognition of job-shadowing internships, study and research stays abroad. • Deadline: ongoing
Planned measures	<ul style="list-style-type: none"> • Increasing the number of job-shadowing internships and study and research stays abroad. • Scholarship programmes for stays abroad. • Creating scholarship programmes for study and research stays abroad. • Including job-shadowing internships and study stays abroad in the study plans of individual study programmes.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies • Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+, BUT's own resources

- BUT will strengthen its engagement with those interested in studying at BUT, it will further expand its cooperation with primary and secondary schools, and further develop the BUT Junior project.

Indicators of success	<ul style="list-style-type: none"> • Increase in the number of cooperation agreements (between any primary school in the South Moravian Region and other regions of the Czech Republic), which includes a specific implementation plan for cooperation with selected faculties and higher education
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	<p>institutes of BUT, including excursions and lectures at BUT faculties and higher education institutes, especially to raise interest in technical and scientific fields among primary schools students.</p> <ul style="list-style-type: none"> • Establishment of new partnerships within the successful BUT Junior project, e.g. with the VIDA! Science Centre Brno. • In the area of cooperation with secondary schools, joining the FabLab Experience project and interconnecting it with the BUT Roadshow, in order to maximise the impact on visitors.
Planned measures	<ul style="list-style-type: none"> • The intention to expand BUT's cooperation with primary and secondary schools, through targeted engagement of primary schools with the offer of visits to the university, participation in prepared excursions and active involvement of pupils in an entertaining scientific programme.
Responsibility	<ul style="list-style-type: none"> • Head of the Marketing and External Relations Section at BUT
Source of financing	<ul style="list-style-type: none"> • BUT's own resources

- BUT will focus on graduates and cooperation with them by:
 - expanding and maintaining a functional database of graduates' electronic contact data;
 - designing a system for cooperation with BUT graduates from abroad;
 - increasing the level of cooperation and involvement of graduates in BUT activities, improving the programme for maintaining relations between graduates and BUT, developing ALUMNI and creating an ALUMNI club;
 - presenting the successful BUT graduates more widely.

Indicators of success	<ul style="list-style-type: none"> • Redesign of the website for graduates, adding new links and invitations, information on the possibilities of further education and practical application, a series of at least 8 articles per year about successful BUT graduates (ZERO to HERO). • Introduction of the VUTARIUM newsletter in English for foreign graduates (twice a year). • Extension of cooperation with graduates and students within the Mentoring Programme through the BUT Career Centre. • Creation of an offer of services and benefits for graduates and conditions of membership in the ALUMNI club in cooperation with individual faculties and components of BUT.
Planned measures	<ul style="list-style-type: none"> • Improved communication and cooperation with graduates at the social and professional level and mutual coordination of ALUMNI activities across the entire university. • Involvement of graduates in university events, e.g. workshops, trainings and courses for BUT students, taking specific steps to maintain the maximum possible contact and affiliation of graduates with their alma mater.
Responsibility	<ul style="list-style-type: none"> • Head of the Marketing and External Relations Section at BUT
Source of financing	<ul style="list-style-type: none"> • Operational programmes, IP 2021/PSSM 2022+, BUT's own resources



- BUT will continue to support student activities, teams and associations and it will provide the facilities and financial and organisational support for the activities of promising student teams, associations and activities.

Indicators of success	<ul style="list-style-type: none"> • Number of students actively involved in student activities, teams and associations operating at BUT. • Number of student events held (e.g. for new students, to improve student life, etc.). • Number of participants in student events. • Participation of student teams in competitions.
Planned measures	<ul style="list-style-type: none"> • Supporting the system of cooperation between the Student Chamber of the Academic Senate and student organisations at BUT. • Support for student activities and associations. • Support for student teams. • Creation of a guideline for student organisations at BUT. • Creation of a fund to support student activities, teams and associations. • Support for the promotion of student activities, teams and associations. • Creating facilities for student activities, teams and associations (spaces, rooms, buildings).
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, EU resources, own resources

- In the field of sports, BUT will focus on:
 - a conceptual solution of sports at BUT in all its processes and activities, with a focus on the formulation and subsequent implementation of development plans;
 - the development of international sports activities in cooperation with other partners as a means of developing a healthy lifestyle for BUT students and staff, through cooperation with foreign entities, participation in international events and participation in international mobility;
 - the development of inter-university competitions.

Indicators of success	<ul style="list-style-type: none"> • Plan for the development of the BUT Sports Activities Centre until 2030. • Plan for the development of sports facilities and modernisation of university furniture. Deadline: 2021 • Implementation of the "Sports at BUT" survey. Deadline: 2022 • 5 sports organised in English. • BUT participation at 6 sports events per year. • Memorandum of cooperation with 5 foreign entities. • Completion of development courses by employees of the BUT Sports Activities Centre. • Deadline: 2025
Planned measures	<ul style="list-style-type: none"> • Preparation of a development plan for the period until 2030. • Modernisation of sports facilities, modernisation of university furniture, completion of the missing infrastructure. • Professional development of BUT sports activities staff.



	<ul style="list-style-type: none"> • Optimisation of the presentation of the varied offer of sports and physical activities. • Preparation and implementation of the "Sports at BUT and the lifestyle of university students" survey. • BUT participation in sports national and international competitions. • Extension of memoranda of cooperation with foreign workplaces. • Participation in international mobility. • Sports courses in English for students from abroad.
Responsibility	<ul style="list-style-type: none"> • Rector • Director of the BUT Sports Activities Centre
Source of financing	<ul style="list-style-type: none"> • BUT's own resources, IP 2021/PSSM 2022+, national resources

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

- Create and develop study programmes with a professional profile based on proposals from BUT faculties and higher education institutes.

Indicators of success	<ul style="list-style-type: none"> • Number of new study programmes with a professional profile.
Planned measures	<ul style="list-style-type: none"> • Motivation faculties and higher education institutes of BUT to create and develop study programmes with a professional profile.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS

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

- BUT will build infrastructure for interactive methods of education.

Indicators of success	<ul style="list-style-type: none"> • Improving the equipment of individual faculties and components for interactive methods of education. Newly acquired equipment.
Planned measures	<ul style="list-style-type: none"> • Analysis of current interactive teaching equipment of faculties and components. Subsequent retrofitting of components for this type of teaching.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • IP 2021/PSSM 2022+, BUT's own resources

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

- In 2028, BUT will submit a new application for institutional accreditation of BUT, or possible also an application for the extension of its accreditation to other areas of education.

Indicators of success	<ul style="list-style-type: none"> • Institutional accreditation for the field of education for which BUT currently holds the institutional accreditation.
Planned measures	<ul style="list-style-type: none"> • Preparation of an application for institutional accreditation.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • PSSM 2022+, MEYS

G. Strengthen the international dimension of higher education:

- BUT will support the submission of accreditations and the implementation of international study programmes and doctoral degrees under joint supervision (COTUTELLE).

Indicators of success	<ul style="list-style-type: none"> • Number of new doctoral students with double dissertation supervision (COTUTELLE).
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Planned measures	<ul style="list-style-type: none"> Financial support for doctoral students' in COTUTELLE type programmes.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> MEYS, PSSM 2022+

- BUT plans to achieve a state when each faculty would have at least one international study programme of the Joint degree / Double degree (JD/DD) type and where the long-term financing and continuous operation of such programmes would be ensured.

Indicators of success	<ul style="list-style-type: none"> Number of new JD/DD programmes. Number of students studying in international JD/DD study programmes. Deadline: 2025
Planned measures	<ul style="list-style-type: none"> Financial support for the preparation of accreditations for new JD/DD-type study programmes. Financial support for the implementation of international study programmes.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> MEYS, IP 2021/PSSM 2022+

- BUT plans to achieve a state where study plans of all bachelor's and master's study programmes would include the obligation to complete a professional subject taught in English; BUT plans to accordingly update the Standards of BUT Study Programmes.

Indicators of success	<ul style="list-style-type: none"> Updated Standards of BUT Study Programmes (2021). In the case of applications for new accreditations, the obligation to at least one professional subject taught in English must be consistently required. The above is checked by the Internal Evaluation Board of BUT when approving study programmes. Deadline: 2023
Planned measures	<ul style="list-style-type: none"> Update of the Standards of BUT Study Programmes. Inclusion of subjects in taught English in the study plans of study programmes.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> MEYS

- BUT will increase the share of professional subjects taught in English so that English is a common language of instruction at BUT; it will also appreciate teaching in a foreign language within the career growth framework of BUT academic staff.

Indicators of success	<ul style="list-style-type: none"> Number of new professional subjects taught in English. Number of faculties and higher education institutes of BUT that have different evaluations for teaching in Czech and English.
Planned measures	<ul style="list-style-type: none"> Creation of new professional subjects taught in English. Financial motivation for teachers of these subjects. Creation of a methodology for evaluating the results of educational and R&D activities, which will include different weights for teaching in English. Incorporation of this criterion into budgeting rules.



Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies • Vice-Rector for Academic Agenda
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+

- BUT plans to reach a state where at least 5% of BUT students will be involved in international study programmes.

Indicators of success	<ul style="list-style-type: none"> • Number of students admitted from abroad. • Deadline: BUT's long-term objective until 2030
Planned measures	<ul style="list-style-type: none"> • Promotion of studies at BUT abroad, creation of appropriate conditions for foreign students.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

- In 2030, BUT plans to reach a state where at least 8% students in study programmes taught in English would be self-payers.

Indicators of success	<ul style="list-style-type: none"> • 8% of self-payers in study programmes taught in English in 2030.
Planned measures	<ul style="list-style-type: none"> • Special-purpose promotion of study programmes taught in English through activities within Study in Brno, trade fairs and existing foreign contacts of students (especially the foreign ambassadors network) and employees. • Regular evaluation of the activities and communication with faculties and higher education institutes of BUT.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

- At least 20% of newly admitted doctoral students at BUT will be from abroad (excl. Slovakia).

Indicators of success	<ul style="list-style-type: none"> • Number of admitted doctoral students from abroad. • Deadline: BUT's long-term objective until 2030
Planned measures	<ul style="list-style-type: none"> • Promotion of BUT doctoral studies abroad. • Creation of appropriate conditions for foreign doctoral students.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

- BUT will support the fulfilment of concluded partnerships and it will conclude new partnerships with promising foreign universities based on a university-wide discussion.

Indicators of success	<ul style="list-style-type: none"> • Having two discussions a year with the faculties and higher education institutes of BUT regarding the perspectives of cooperation and partnership in response to the evaluation of activities according to existing contracts and effective negotiations with new partners.
Planned measures	<ul style="list-style-type: none"> • Annual evaluation of active partnership agreements. • Making use of the established competition system for the support of partnerships. • Support for cooperation with promising foreign universities based on international rankings.



	<ul style="list-style-type: none"> Support for the preparation of cooperation within European universities.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> IP 2021/PSSM 2022+, operational programmes, subsidies from the Erasmus+ programme for cooperation within European universities

- BUT plans to increase the number of promising two-way mobility activities for study stays / job-shadowing internships, academic exchanges and the stimulation of scientific cooperation.

Indicators of success	<ul style="list-style-type: none"> Increase by 3 contracts (COVID restrictions) by 2022. Increase by 7 contracts by 2025. Increase by 8 contracts by 2030.
Planned measures	<ul style="list-style-type: none"> Negotiations with selected foreign universities on specific activities proposed by faculties and higher education institutes of BUT, utilising cooperation with partners among European universities, projects of the Czech National Agency for International Education and Research, international scientific cooperation and cooperation with universities in Brno's sister cities.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> Erasmus+ programme, IP 2021/PSSM 2022+, operational programmes

- BUT will create a motivating environment and motivational tools for foreign educators, researchers, professors and doctoral students so that foreign educators and scientists will become a standard part of BUT. It will focus on the long-term employment of foreign workers as a sign of the university's quality and international nature.

Indicators of success	<ul style="list-style-type: none"> A 10% share of foreign workers working at BUT by 2030.
Planned measures	<ul style="list-style-type: none"> Establishment of optimal incentive tools and criteria for career advancement and incorporation of obligations into internal regulations. Introduction of rules for the stay of foreign workers in all areas that will create good job opportunities at BUT. Development of information and organisational support for foreign workers.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> Erasmus+ programme, IP 2021/PSSM 2022+

- BUT will make greater efforts to involve and effectively use BUT's membership in foreign associations and university networks.

Indicators of success	<ul style="list-style-type: none"> Increased involvement of individuals in foreign associations to 3% of all employees. New involvement of BUT in important European networks (two by 2030). Increased number of individuals and components involved in the non-profit university association CESAER by 3 individuals in working groups and 1 BUT component by 2022.
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Planned measures	<ul style="list-style-type: none"> • Selection of active persons at faculties and higher education institutes of BUT. • Evaluation of European Union organisations in terms of their benefit for BUT's international activities and subsequent cooperation with the chosen organisations. • 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. • Analysis of possible activities for involvement and discussion with faculties and higher education institutes of BUT.
Responsibility	• Vice-Rector for International Relations
Source of financing	• IP 2021/PSSM 2022+, operational programmes

- BUT will digitise international mobility at BUT, create a database of international mobility, perform an analysis of and prepare a development plan for the new Erasmus+ programme.

Indicators of success	<ul style="list-style-type: none"> • Increase in new forms of mobility within Erasmus+ and other educational programmes. • Compensation for the decline in mobility caused by the pandemic through virtual and combined mobility. • Increase in mobility to reach at least the pre-COVID-19 numbers by 2030.
Planned measures	<ul style="list-style-type: none"> • Activities within projects of the Ministry of Education, Youth and Sports and other regional and in-house projects. • Formulation of requirements for the BUT information system and its debugging. • Use of analysis data for strategic decisions.
Responsibility	• Vice-Rector for International Relations
Source of financing	• Erasmus+ programme, MEYS, operational programmes

- BUT plans to supplement and develop student sections of ambassadors for communication with potential foreign students interested in studying in English study programmes at BUT.

Indicators of success	• Expanding the number of student ambassadors to have at least one student for each European country and suitable non-European countries by 2030.
Planned measures	<ul style="list-style-type: none"> • Selection procedures for ambassadors, training of ambassadors for BUT promotion abroad. • Use of social networks and effective forms of communication with potential international students interested in studying at BUT.
Responsibility	• Vice-Rector for International Relations
Source of financing	• Operational programmes, IP 2021/PSSM 2022+

- BUT plans to increase the mobility of academic and research staff.

Indicators of success	• In 2021, increase the number of man-days for outbound academics and researchers to 3,700 man-days, in order to promote combined or virtual mobility.
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	<ul style="list-style-type: none"> 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. In 2025, reaching a share of at least 10% of outbound academics and researchers (from their total number at BUT) and the same number for inbound foreign experts. Increase in the share of inbound academics and researchers involved mainly in education to 19% of their total number by 2023.
Planned measures	<ul style="list-style-type: none"> Improving records, databases, forms and content related to promotion of trips abroad. Incorporation of trips abroad into the evaluation criteria of academic and scientific-research workers.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> Erasmus+ programme, IP 2021/PSSM 2022+

- BUT will increase the number of inbound students by 100 student-months every year with the aim of implementing at least 2,800 inbound student-months by 2025.

Indicators of success	<ul style="list-style-type: none"> Increase in the number of inbound students by 100 student-months each year. Implementation of at least 2,800 inbound student-months by 2025.
Planned measures	<ul style="list-style-type: none"> Offering attractive study programmes to international students and improving promotion – based on analyses.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> IP 2021/PSSM 2022+, Erasmus+ programme

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

Indicators of success	<ul style="list-style-type: none"> Increase in the number of outbound students by 0.5% every year, with an emphasis on long-term stays of doctoral students.
Planned measures	<ul style="list-style-type: none"> Applying the requirement for long-term stays abroad for doctoral students, activating international cooperation supervisors. Promoting all forms of mobility among students. Using the Czech ambassador network.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> IP 2021/PSSM 2022+, Erasmus+ programme

- BUT will 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.

Indicators of success	<ul style="list-style-type: none"> Regular meetings (at least twice a year) with the head of the Department of Foreign Relations of the Brno City Municipality, with employees of other organisations in the South Moravian Region and with other Brno universities.
Planned measures	<ul style="list-style-type: none"> Extend contractual cooperation with regional partners in the field of international operation and cooperation.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> IP 2021/PSSM 2022+, subsidies



- BUT will apply and develop the Erasmus Without Paper 2.0 platform in the implementation of foreign mobility at BUT.

Indicators of success	<ul style="list-style-type: none"> • Participation in the Centralised Development Project. Implementation of the European Commission's Erasmus Without Paper initiative at higher education institutions and sharing of practical experience.
Planned measures	<ul style="list-style-type: none"> • Formulation of the requirement to set up the BUT information system in accordance with the requirements of the Erasmus Without Paper 2.0 platform. • Using the experience of universities that implemented the system in the first pilot round. • Using the feedback from the operation of the new system at BUT to debug its operation.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> • Erasmus+ programme, MEYS, operational programmes

- BUT will coordinate internationalisation with the central joint university workplace for Brno and its surroundings, it will interconnect BUT activities in the fields of study, research, marketing, international relations and careers and it will strive to solve specific and strategic activities of internationalisation of BUT faculties and higher education institutes.

Indicators of success	<ul style="list-style-type: none"> • Having discussed with the partners concerned the possibility of joint activities and the creation of a concept for a joint solution of selected activities by 2023.
Planned measures	<ul style="list-style-type: none"> • Analysing the effectiveness of joint activities while respecting the specific requirements and sovereignty of individual partners as part of joint projects and activities with regional partners.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> • IP 2021/PSSM 2022+, subsidies, BUT's own resources

- BUT plans to ensure that a branch of an international organisation will be placed at BUT, which will develop international activities and organise international events at BUT and in Brno.

Indicators of success	<ul style="list-style-type: none"> • Organising a major strategic conference in cooperation with an international organisation of technical universities by 2030.
Planned measures	<ul style="list-style-type: none"> • Creating a working group that will work on the offer and preparation of a major international event at BUT and the establishment of a BUT-based branch.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> • IP 2021/PSSM 2022+, BUT's own resources



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:

- BUT will build facilities and provide methodological support for distance forms of teaching and the creation of study materials for such teaching, it will improve the staff's competencies in the use of distance forms of education.

Indicators of success	<ul style="list-style-type: none">• Methodical materials for distance forms of teaching and testing (central and component-specific). This methodology is needed not only to provide distance teaching in the event of a pandemic, but especially for the planned accreditation of distance teaching programmes and also for the implementation of study programmes accredited as a part-time form of studies.• Trainings, seminars and workshops organised on this topic.• Deadline: 2021, 2022• Number of created teaching materials usable in distance teaching of individual subjects at faculties and higher education institutes of BUT.
Planned measures	<ul style="list-style-type: none">• Preparation of methodological materials for distance forms of teaching and testing.• Support and motivation for teachers in creating teaching aids for distance teaching of individual subjects.• Financial valuation of these activities.• Methodological support.• Organisation of seminars, trainings and other events based on the demand among educators.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none">• IP 2021/PSSM 2022+, MEYS

- BUT plans to acquire tools for ensuring the verification of online learning outcomes (including purchase of software), and it plans to create methodological support for this activity.

Indicators of success	<ul style="list-style-type: none">• Acquired software for remote knowledge testing.• Published methodological materials for the use of such software or the issue of an internal standard. This equipment is needed not only to provide distance teaching during a pandemic, but especially for the planned accreditation of distance teaching programmes.• Deadline: 2021, 2022
Planned measures	<ul style="list-style-type: none">• Analysis of existing software equipment for remote testing of knowledge, acquisition of other necessary equipment.• Preparation of methodological materials for using the acquired equipment.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none">• IP 2021/PSSM 2022+, MEYS

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



- BUT will strengthen the offer of short-term professional courses and education in internationally recognised courses, e.g. Master of Business Administration (MBA); it plans to enter the international market with these courses, and it will use internationally recognised platforms to provide Massive Open Online Courses (MOOC).

Indicators of success	<ul style="list-style-type: none"> • Opening of a full-time certified international MBA course – (Strategic Management–EU Markets) at the Lifelong Learning Institute BUT. • The number of education participants. • Feedback from course graduates through evaluation questionnaires and their subsequent evaluation.
Planned measures	<ul style="list-style-type: none"> • Begin with marketing as soon as international travel is possible.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, BUT's own resources

- BUT will expand the offer of Lifelong Learning Institute BUT courses also for international applicants based on external subjects' demand; selected Institute Lifelong Learning BUT courses will be developed also in distance form in addition to the traditional full-time form.

Indicators of success	<ul style="list-style-type: none"> • Number of implemented courses focused on domestic clients, including distance form courses. • Opening of the International Trade – Specific in EU Markets distance-form certified course. • The number of education participants. • Feedback from course graduates through evaluation questionnaires and their subsequent evaluation.
Planned measures	<ul style="list-style-type: none"> • Initiation of communication with lecturers about the possibilities of teaching the course remotely; in a foreign language or with simultaneous translation ensured.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, BUT's own resources

- BUT plans to prepare a platform for the implementation of online counselling for students with specific needs who prefer this option.

Indicators of success	<ul style="list-style-type: none"> • Number of clients. • Feedback from supported clients obtained from the survey on satisfaction with the services of the ALFONS Counselling Centre and its subsequent evaluation.
Planned measures	<ul style="list-style-type: none"> • Extension of online counselling, based on clients' preferences (using MS Teams, Google Meet, e-mail, telephone).
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

- BUT plans to simplify the administration and use of e-learning in the BUT information system.

Indicators of success	<ul style="list-style-type: none"> • Number of interconnected e-learning systems by 31 December 2022. • Current state: 0
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Planned measures	<ul style="list-style-type: none">Interconnection of BUT information system and the e-learning in the form of automatic two-way transfer of information to the BUT information system during the organisation and evaluation of tests.
Responsibility	<ul style="list-style-type: none">Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none">MEYS, IP 2021/PSSM 2022+

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

- BUT plans, based on the proposals from BUT faculties and higher education institutes, to submit accreditation application for distance form of selected study programmes.

Indicators of success	<ul style="list-style-type: none">Number of submitted applications for accreditation of study programmes in distance form.
Planned measures	<ul style="list-style-type: none">Methodological support for submission of accreditation applications for study programmes in distance form.Creation of accreditation files for these programmes.Deadline: according to prospective proposals of BUT faculties and higher education institutes.
Responsibility	<ul style="list-style-type: none">Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none">MEYS, PSSM 2022+

- BUT also plans to provide distance learning also for international mobility students in justified cases.

Indicators of success	<ul style="list-style-type: none">Number of students participating in distance-form short-term study stays.
Planned measures	<ul style="list-style-type: none">Support for teaching of subjects intended for students on distance-form short-term study stays.Preparation of an offer of these items.
Responsibility	<ul style="list-style-type: none">Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none">MEYS, PSSM 2022+

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

- BUT will pay attention to the reconciliation of studies with family and work life, especially supporting parents caring for children and other at-risk groups of students.

Indicators of success	<ul style="list-style-type: none">Number of students successfully studying during recognised parenthood.Number of students using support provided BUT components for studying parents.
Planned measures	<ul style="list-style-type: none">Provision of support to students who are parents at the same time, especially in the form of counselling and allowing individual study plans.Adaptation of internal regulations by supporting the reconciliation of studies with family and work life.Support for faculties and higher education institutes of BUT in creation of conditions for part-time studies and conditions for studying parents.



	<ul style="list-style-type: none"> Carrying out analysis and looking for appropriate measures to prevent failures in studies.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> MEYS, PSSM 2022+, BUT's own resources

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

- BUT plans to support the smooth recognition of foreign education for full degree students in all study programmes.

Indicators of success	<ul style="list-style-type: none"> Number of students whose foreign education was recognised before they started their studies. Methodical aids for recognition of foreign education.
Planned measures	<ul style="list-style-type: none"> Create a methodology for the recognition of foreign education. Methodical support for faculties and higher education institutes of BUT in assessing the foreign education of applicants for studies, ensuring an effective process of foreign education recognition.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> MEYS

- BUT will specify the conditions for the recognition of courses completed abroad, including the possibility of recognising Massive Open Online Courses as an adequate alternative to elective courses.

Indicators of success	<ul style="list-style-type: none"> Methodologies for recognition of subjects from abroad.
Planned measures	<ul style="list-style-type: none"> Create a methodology for the recognition of subjects completed abroad.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> MEYS

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:

- BUT will focus on the development of career counselling, mentoring and coaching within the counselling centre and it will further develop a functional career centre.

Indicators of success	<ul style="list-style-type: none"> Number of clients of the counselling centre. Feedback from service users through a satisfaction questionnaire (once a year) and its subsequent evaluation by the counselling centre. Organisation of lectures, workshops and individual consultations on career and entrepreneurship development of BUT students, offered free of charge, especially during university semesters (February–May / September–December of the given year) – organised by the BUT Career Centre. Regular publication of articles on the BUT Career Centre website (at least two articles on personal, career or entrepreneurial development once a month), including active management of the BUT Career Centre social networks.
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	<ul style="list-style-type: none"> Support for the Partnership and Business Club programmes of the BUT Career Centre.
Planned measures	<ul style="list-style-type: none"> The counselling centre will mainly provide a professional personality profile (2–3 meetings with the client), approximately 50 clients a year. Compilation of the BUT Career Centre planned events schedule, always before the beginning of the semester (January / August of the given year) based on the received questionnaires focused on the level of satisfaction with a course / consultation, as well as on participants' interest in other topics related to career or entrepreneurship development. Support for the cooperation of the BUT Career Centre with important actors from the application sphere in various branches with an emphasis on covering the needs of students of all BUT faculties and higher education institutes.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies (activities of the Lifelong Learning Institute BUT) Head of the Marketing and External Relations Section at BUT (activities of the BUT Career Centre)
Source of financing	<ul style="list-style-type: none"> MEYS, operational programmes, BUT's own resources

- BUT will cooperate with Labour Office branches in offering lifelong learning as retraining courses for job seekers.

Indicators of success	<ul style="list-style-type: none"> Accreditation by the Ministry of Labour and Social Affairs is required for the implementation of retraining courses.
Planned measures	<ul style="list-style-type: none"> Establishing cooperation with Labour Office branches, selection and preparation of retraining courses and their preparation for accreditation.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> MEYS, PSSM 2022+, BUT's own resources

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

Indicators of success	<ul style="list-style-type: none"> Number of implemented courses. The number of education participants. Feedback from course graduates through in-person interviews and their subsequent evaluation.
Planned measures	<ul style="list-style-type: none"> Changes in the current course offer.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> IP 2021/PSSM 2022+, MEYS, BUT's own resources

- BUT will organise professional courses based on the requirements of companies and the professional public, both full-time and part-time.

Indicators of success	<ul style="list-style-type: none"> Number of implemented courses. The number of education participants.
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	<ul style="list-style-type: none">• Feedback from course graduates through evaluation questionnaires and their subsequent evaluation.
Planned measures	<ul style="list-style-type: none">• Promotion of such existing courses on the Internet.• Creation of courses based on client's demand.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none">• BUT's own resources



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

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:

- BUT plans to increase the involvement of doctoral students in the solution of grants, in applied research and in cooperation with companies and cultural institutions during their studies, thus increasing the attractiveness of studies in terms of research and economic benefits.

Indicators of success	<ul style="list-style-type: none">• Number of doctoral students involved in grants and applied research or other types of cooperation with companies and cultural institutions.
Planned measures	<ul style="list-style-type: none">• Support for students in finding cooperation with companies and cultural institutions during their doctoral studies. Active involvement of doctoral students in grants and projects solved and investigated at BUT faculties and higher education institutes.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none">• MEYS, PSSM 2022+, other national resources

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

- BUT will incorporate into BUT Internal Standards the requirement that doctoral dissertations should be mainly prepared in English for doctoral students admitted from 2022. Prepare doctoral dissertations exclusively in English from 2025, with the duly justified exception of dissertations where Czech language is necessary with regard to their connection to the application of their results in the Czech Republic or to artistic activity.

Indicators of success	<ul style="list-style-type: none">• Internal standards as per the objective's description.• Deadline: 2021• Proportion of dissertations prepared in English.• Deadline: ongoing
Planned measures	<ul style="list-style-type: none">• Laying down an obligation to have a certain minimum percentage of dissertations prepared in English at faculties and higher education institutes of BUT.• Motivation and support for supervisors to supervise dissertations prepared in English (financial and methodological).
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none">• MEYS, PSSM 2022+

- BUT will consistently require as a condition for admission to dissertation defence that part of doctoral studies were completed at a foreign institution (excluding Slovakia) or that the doctoral student actively participated in a research team of an international project.

Indicators of success	<ul style="list-style-type: none">• Number of students who complete part of their doctoral studies abroad or are involved in an international project as part of their doctoral studies.
Planned measures	<ul style="list-style-type: none">• Determining the obligation for doctoral students to complete part of their studies abroad or to be involved in an international project for all faculties and higher education institutes of BUT.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Studies



Source of financing	• MEYS
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- BUT will address important scientific and pedagogical personalities from foreign universities as opponents of doctoral dissertations, and in this context it will adequately adjust the current internationally incompatible financing of opponents' work in accordance with international customs.

Indicators of success	• Number of dissertation opponents from foreign universities.
Planned measures	• Establishment of rules for financial evaluation of foreign dissertation opponents. • Motivation for supervisors to look for such opponents and ensure cooperation therewith.
Responsibility	• Vice-Rector for Studies
Source of financing	• MEYS

- BUT plans to launch marketing activities focused on doctoral students and to popularise science and research institutes.

Indicators of success	• Publication of at least 10 texts a year in the field of science popularisation. • Ensuring promotion by advertisement in the form of at least 20 contributions per year on social networks and at least three videos or live streams from BUT events and projects. • A series of podcasts from the university environment. • Implementation of media training for university researchers and subsequent publication of a practical manual on the topic in the university's internal web portal.
Planned measures	• Promotion of science using audio-visual media in an online environment. • Increasing media literacy with the aim of successfully promoting scientific talents from the ranks of existing doctoral students throughout the university and at the same time increasing the number of relevant texts translated into English.
Responsibility	• Head of the Marketing and External Relations Section at BUT
Source of financing	• IP 2021/PSSM 2022+, MEYS

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

- BUT will develop support services for doctoral students.

Indicators of success	• Number of counselling and other support services for doctoral students. • Number of doctoral students who take advantage of these services.
Planned measures	• Methodical support for components in the creation of conditions that will facilitate successful completion of doctoral studies. • Conditions for doctoral studies of studying parents.
Responsibility	• Vice-Rector for Studies
Source of financing	• MEYS, IP 2021/PSSM 2022+





**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:

- BUT will discuss and subsequently lay down in its internal regulations the actual definition of applied research and what is to be evaluated in connection therewith, including the assessment of its application potential based on the fact that the M17+ Methodology, and especially the evaluation according to the M1 module, is not suitable for technical higher education institutions and the Research, Development and Innovation Council does not define the consistency and ambiguity of the term “applied research” in the M17+ Methodology and the related wording of the evaluation criteria of the M1 module thereof.

Indicators of success	<ul style="list-style-type: none">• Definition of differentiated parameters of applied research evaluation according to fragmentation of applied collaborative research, commissioned applied research (custom applied research projects) and free, independent applied research.
Planned measures	<ul style="list-style-type: none">• Discussion on the problematic evaluation of one result in both M1 and M2, which is not suitable for technical higher education institutions.• Correct anchoring of the term applied research in the internal regulations of BUT in terms of the definition of applied collaborative research and commissioned applied research.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none">• MEYS

- BUT will update the rules for the distribution of Institutional Support for Long-Term Conceptual Development of a Research Organisation (LCDRO) to faculties and higher education institutes of BUT, it will continuously respond to past research results trends, provide motivation for growth in quality of science and research results at all faculties and higher education institutes of BUT and thus also ensure the stability of their budgets.

Indicators of success	<ul style="list-style-type: none">• Timetable of indicators: share of publications in Q1 and Q2.• Revenues from research and/or industrial relations (type, number and amount of grants per number and amount of significant industrial relations) from 2021, further specification for 2022 to 2025.
Planned measures	<ul style="list-style-type: none">• Innovation of budget rules for the use of LCDRO in 2021, innovation for the period 2022–2025.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none">• MEYS

- BUT will systematically support and stimulate the conceptual development and quality of artistic results supplied to the Register of Artistic Works (Registr uměleckých výstupů – RUV) database, it will strive to recognise the relevance of artistic activity within the Institutional Support for Long-Term Conceptual Development of a Research Organisation at the Ministry of Education, Youth and Sports. BUT will interconnect creative activities in artistic fields with the results in RUV into artistic education at BUT; these will be reflected in the relevant study programmes. It will further



strengthen the importance of the Education Policy Fund for the Support of Creative Artistic Activities at Non-artistic Public Higher Education Institutions (the Creative Activities Fund) at the Ministry of Education, Youth and Sports, as well as the relevance of its rules and strategies. BUT will develop the potential of and the links to practical applications, especially in the field of cultural sectors and creative industries.

Indicators of success	<ul style="list-style-type: none"> Number of points obtained in RUV for inserted outputs of artistic and creative activity – annual trend evaluation, the amount allocated from the Creative Activities Fund, annual analysis.
Planned measures	<ul style="list-style-type: none"> Annual internal grant support for artistic and creative activities of educators, doctoral students and bachelor's and master's degree students. Cooperation with renowned institutions of supraregional significance and prestigious partner creative organisations in the segments of fine arts, architecture and design; cooperation with other art-oriented universities and faculties. Support for the solution of grant applications in cooperation with the Statutory City of Brno, the South Moravian Region, the Ministry of Culture of the Czech Republic, including specific research projects. Creation and organisation of a collection of BUT works of art and development of gallery activities, including the creation of gallery spaces within the framework of the university's third role.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> MEYS

- BUT will analyse, based on the volume of project funds, achieved publications and obtained funds according to the M17+ Methodology, the scientific and economic efficiency and return (indicator of scientific and economic efficiency) as a way to sustainably provide excellent research at BUT.

Indicators of success	<ul style="list-style-type: none"> Performed analysis of scientific research efficiency and return on research.
Planned measures	<ul style="list-style-type: none"> Innovation of the BUT information system for registration, internal evaluation and reporting of indicators. Determination of responsibility at all levels of BUT management.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> MEYS, PSSM 2022+

- BUT plans to set up a Motivation System to support the quality of publication outputs and to ensure that BUT as a whole has at least 80% of journal articles in the first and second quartiles published on the Web of Science (WoS) according to the Article Influence Score (AIS) of the journal.

Indicators of success	<ul style="list-style-type: none"> Timetable of indicators: <ul style="list-style-type: none"> share of publications in Q1 and Q2, CNCI (Category Normalised Citation Impact); the share of first-author publications and publications with a correspondent author; share of publications in cooperation with international partners.
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	<ul style="list-style-type: none"> • Number of licences sold.
Planned measures	<ul style="list-style-type: none"> • Determination of the rules of the Motivation System to support the quality of publication outputs.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS

- BUT plan to introduce a clear system to ensure the protection of intellectual property arising from research and to facilitate 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.

Indicators of success	<ul style="list-style-type: none"> • Pilot operation of new notifications processing from 1 September 2021. • Addition of selected previous data by 31 December 2021. • Records of licenced intellectual property, including licences for spin-off and start-up companies 1 October 2021. • BUT Internal Standard, continuous updating and control.
Planned measures	<ul style="list-style-type: none"> • Creation of a module in the Apollo information system focused on processes related to the protection of intellectual property. • Monitoring the costs of intellectual property protection, commercialisation and connection to the system of evaluation of academic staff and scientific, research and development staff.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021

- BUT plans to prioritise the establishment of a functional system with tools to support the submission, solution and cooperation for projects from the Horizon Europe calls (2021-2027), to improve support for all types of projects in coordination with departments at BUT faculties and higher education institutes.

Indicators of success	<ul style="list-style-type: none"> • Number of projects, their quality, degree of cooperation associated with stays at investigation workplaces. • Development of internationalisation in scientific, research and development activities.
Planned measures	<ul style="list-style-type: none"> • The following will be ensured for scientists: <ul style="list-style-type: none"> ◦ Consulting, educational and advisory services; ◦ Networking and participation in the coordination of European research and team development activities.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+

- BUT plans to 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.

Indicators of success	<ul style="list-style-type: none"> • Records for the purposes of error-free reporting to the Register of Information on Results and to the Central Project Register. • Results at top international conferences.
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	<ul style="list-style-type: none"> • Addition of an Open Science repository.
Planned measures	<ul style="list-style-type: none"> • Elimination of existing deficiencies and errors in reporting of results.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+

- BUT will set parameters and conditions of international accessibility for the associate professorship procedure (habilitation procedure) and full professorship procedure. BUT will assess the work of professors and associate professors at BUT, their ongoing activities after obtaining the title (teaching, publications, projects, third role) and the benefits of their work.

Indicators of success	<ul style="list-style-type: none"> • Number of associate and full professorship appointments of international researchers. • Level of support for the development of a field at BUT. • Number of doctoral studies completed in standard time.
Planned measures	<ul style="list-style-type: none"> • Innovation of Directive No 9/2018 Procedure in the appointment procedure at BUT – differentiation for individual components, taking into account the possibilities of the given field and its development. • Incentive system to support associate and full professorship appointment procedures (associate professors under 35 years of age, professors under 45 years of age). • Research programme and its quality. • Introduction of new research directions, support of interdisciplinarity and internationalisation. • Project the results into the evaluation system of academic staff and scientific, research and development staff.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS

- BUT will collect examples of good practice; how excellent experts selflessly contribute to the development of the entire BUT.

Indicators of success	<ul style="list-style-type: none"> • Results created in collaboration with companies. • Economic benefits of BUT.
Planned measures	<ul style="list-style-type: none"> • Discussing the impact of cooperation at the BUT Commercialisation Council twice a year.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS

- Within the framework of internationalisation, BUT will ensure the economic efficiency of long-term professional and scientific cooperation, the transfer of know-how and the systematic use of information and data to support the work of foreign experts at BUT.

Indicators of success	<ul style="list-style-type: none"> • Monitoring and maintaining the growing trend of cooperation with foreign experts using the analysis of their activities (duration of stay, financial demands, social security, cultural adaptation, etc.).
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Planned measures	<ul style="list-style-type: none"> Adoption of rules to ensure economic support for foreign professionals corresponding to their position in their home country.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Research and Development Vice-Rector for International Relations
Source of financing	<ul style="list-style-type: none"> IP 2021/PSSM 2022+, BUT's own resources

- As part of its projects, BUT plans to support the submission of prestigious projects announced by the European Research Council (ERC) and other international providers.

Indicators of success	<ul style="list-style-type: none"> Number of ERC grants with the involvement of BUT workplaces.
Planned measures	<ul style="list-style-type: none"> Support for internationalisation in the form of trips, internships and stays. Transfer of know-how. Support for bilateral cooperation.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> MEYS, PSSM 2022+

- BUT will strengthen the administrative and support facilities for research, development and innovation, it will increase the number of experts on internationally important topics, intellectual property protection, knowledge transfer and sharing of technological equipment, all while emphasising the minimisation of administrative burden of creative workers. The financing of increased costs will be solved by targeted financing from the teams of faculties and higher education institutes of BUT, which benefit from this support. The cost-effectiveness of such costs will be regularly evaluated.

Indicators of success	<ul style="list-style-type: none"> Clear support system for researchers in the BUT information system. Numbers of closed intellectual property cases. Economic benefits.
Planned measures	<ul style="list-style-type: none"> Organising at least 2 seminars for the benefit of specific teams in each semester. Support in conclusion of partnership agreements for research projects and for projects on the use of results (National Centres of Competence, Technology Agency of the Czech Republic, Ministry of Industry and Trade, etc.). Participation in the preparation of projects involving the creation and management of intellectual property and its commercialisation.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> MEYS, PSSM 2022+

- BUT plans to ensure a permanent growth in the revenues from contracts and interactions with the application sphere and to significantly support projects that provide long-term financing.

Indicators of success	<ul style="list-style-type: none"> Statistics of increase in financial volumes. The increase of projects with BUT as the investigation coordinator.
Planned measures	<ul style="list-style-type: none"> Internal standard for conducting contract research. Completion of the reporting module in the BUT information system.



Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS, BUT's own resources, operational programmes

- BUT will develop cooperation with countries where the industrial transfer of research results plays an important role.

Indicators of success	• Annual evaluation of revenues from commercialisation. • Involvement of BUT staff in teaching of subjects including protection and management of intellectual property.
Planned measures	• Cooperation with the national functional platform Transfera. • Organisation of seminars. • Cooperation with foreign experts. • Extension of the BUT Commercialisation Council's activities to include international activities.
Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS, BUT's own resources

- BUT will continuously improve systemic incentive measures and tools to increase the number of individual international prestigious research grants with BUT as the investigator, and it will expand the number of foreign researchers with an excellent research programme in order to maximise return on these projects and minimise risks and possible impacts on BUT.

Indicators of success	• An increased share in international projects of higher quality. • Involvement of existing and new research teams. • New research topics.
Planned measures	• Implementation of trainings and seminars focused on sources of financial support in the field of science and research – twice a year. • Newsletter – information on international projects twice a year.
Responsibility	• Vice-Rector for Research and Development
Source of financing	• MEYS

- BUT will build an environment and capacities for the implementation of Open Science principles, including in particular the transition to a new model of making the results of science, research and innovation accessible in the Open Access regime.

Indicators of success	• The concept of development of Open Science principles at BUT and its implementation. • Deadline: 2021
Planned measures	• Implementation of a needs survey at faculties and higher education institutes of BUT and among researchers of large research teams, focused on identifying the needs of researchers in the field of Research Data Management (RDM). • Creation of a concept for the development of Open Science principles at BUT and an its implementation schedule.
Responsibility	• Vice-Rector for Academic Agenda
Source of financing	• IP 2021/PSSM 2022+

- BUT plans to improve the system of awareness about the results of science and research and to ensure the availability of scientific information, utilising foreign experience.



Indicators of success	<ul style="list-style-type: none"> • Updates BUT website. • Catalogue of offered cooperation. • Offer of licences for the results of science and research in the Czech Republic and abroad.
Planned measures	<ul style="list-style-type: none"> • Inclusion of the recommendations of the International Evaluation Panel from 2021 at the level of BUT faculties and higher education institutes.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

B. Ensure the development of infrastructure services:

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

Indicators of success	<ul style="list-style-type: none"> • Monitoring of infrastructure utilisation. • Fully functional operation, investment in modernisations or renewals.
Planned measures	<ul style="list-style-type: none"> • Setting up a system for monitoring the capacity utilisation of BUT workplaces and a platform for sharing free capacities at faculties and higher education institutes of BUT for use across BUT and with cooperating organisations. • Determining the effective level of participation in operation and maintenance.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS

- BUT will address cases of sustainability of financially demanding infrastructure.

Indicators of success	<ul style="list-style-type: none"> • Continuously offering the use of existing infrastructures.
Planned measures	<ul style="list-style-type: none"> • Creating a central fund for the renewal and acquisition of infrastructure.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS, BUT's own resources

C. Promote research excellence and societal relevance:

- BUT will 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.

Indicators of success	<ul style="list-style-type: none"> • Revenue from contract research. • Numbers of commercialised results. • Licences sold. • Ongoing cooperation. • Promotion of graduates' employment.
Planned measures	<ul style="list-style-type: none"> • Support for long-term cooperation. • Investigation innovation.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS



- BUT will initiate an increase in the number of basic and applied research results, which constitute world-class applied research results in terms of originality, importance and difficulty of obtaining, and it will improve the selection of support for outputs to Module 1 according to the M17+ Methodology.

Indicators of success	<ul style="list-style-type: none"> • Number of selected results evaluated by peer review with the result world-leading and international excellence (level one and two).
Planned measures	<ul style="list-style-type: none"> • Introduction of the BUT Development Fund. • Introduction of rules for annual selection and internal evaluation of results sent to M1 at BUT level. • Addition of records and required evaluation parameters to the BUT information system. • Introduction of a motivation system to support the quality of publication outputs.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS

D. Develop international cooperation:

- BUT plans to launch an international scientific council at BUT, which would serve as an advisory body for improving the scientific performance and prestige of BUT and cooperate with international scientific councils established at BUT faculties and research centres.

Indicators of success	<ul style="list-style-type: none"> • Higher international recognition. • Recommendations and the method of making changes, prediction of further development of scientific research activities.
Planned measures	<ul style="list-style-type: none"> • Scheduling at least two meetings a year focused on the evaluation of scientific and research results and the further orientation of research. • Linking the content with international boards based at BUT faculties and higher education institutes. • Support for the creation of international boards at faculties and higher education institutes of BUT.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+

- BUT will organise, in accordance with the HR Award rules, international selection procedures for scientific positions in free research, for positions in project solutions from international and national providers, and for positions in the introduction of new research directions.

Indicators of success	<ul style="list-style-type: none"> • Number of announced international selection procedures for scientific positions. • Number of successfully filled positions. • Number of successfully completed projects in which international selection procedures were announced.
Planned measures	<ul style="list-style-type: none"> • Ensuring that the selection procedures are in compliance with the principles enshrined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development



	<ul style="list-style-type: none"> • Bursar
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+

- BUT will support international scientific mobility, thus creating conditions for the support of researchers. BUT will be involved in prestigious projects of the European Research Council (ERC); the number of ERC projects solved at BUT by an international research team will be expanded from the current two to five.

Indicators of success	<ul style="list-style-type: none"> • Number of ERC grants with the involvement of BUT workplaces, quality trend from 2020 onwards.
Planned measures	<ul style="list-style-type: none"> • Creation of conditions to support the submission and investigation of prestigious projects announced by international providers. • Standardising the involvement of foreign experts in investigation.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • IP 2021/PSSM 2022+, MEYS

E. Cooperate with strategic partners in the implementation of R&D Policy:

- BUT will support the areas of industrial cooperation in accordance with the research, development and innovation policy of the Government of the Czech Republic defined in the document National Research, Development and Innovation Policy, and with the continuously issued improvement measures.

Indicators of success	<ul style="list-style-type: none"> • Support for the involvement of research centres involved in applied and oriented research in cooperation with industrial partners. • Increased number of innovative technical solutions.
Planned measures	<ul style="list-style-type: none"> • Identifying the intersection of solved applied research at BUT with the areas of intelligent specialisation in the National Research and Innovation Strategy for Smart Specialisation of the Czech Republic 2021–2027 and searching for suitable industrial partners.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Research and Development
Source of financing	<ul style="list-style-type: none"> • MEYS, national resources

- BUT plans to expand the effective involvement of BUT research institutes in large research infrastructures and to demonstrate excellent results in the evaluation of the Roadmap of Large Research Infrastructures of the Czech Republic, for research, experimental development and innovation; and in the European Research Area through the CZEch Days for European Research (CZEDER 2020), with the aim of deepening their internationalisation.

Indicators of success	<ul style="list-style-type: none"> • Number of BUT connections in the Roadmap of Large Research Infrastructures of the Czech Republic. • Proportion of research results. • Creation or innovation of new workplaces. • Evaluation of all results of large research centre and projects of the National Competence Centres programme.
Planned measures	<ul style="list-style-type: none"> • Active involvement in five industry-suitable centre in 2025.



Responsibility	· Vice-Rector for Research and Development
Source of financing	· MEYS, national resources



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:

- BUT will develop a university-wide information system that will be unified, efficient and smart in terms of control and functionality.

Indicators of success	<ul style="list-style-type: none"> • Number of faculty study systems. • Initial state: 2 • State at the end of 2022: 1 • State at the end of 2024: 0
Planned measures	<ul style="list-style-type: none"> • Convergence of the information systems of the Faculty of Information Technology BUT and the Faculty of Civil Engineering BUT.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

- BUT will operate reliable, safe and regularly updated technical equipment.

Indicators of success	<ul style="list-style-type: none"> • Number of equipped BUT central data centres. • Initial state: 2 • End state at the end of 2023: 3
Planned measures	<ul style="list-style-type: none"> • Construction of a new data centre Kolejní 4, equipping it with servers, storage and redundant optical connection of the backbone network.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none"> • BUT's own resources, MEYS, IP 2021/PSSM 2022+

- BUT will optimise the management of BUT's integrated campuses to the extent agreed with BUT faculties and higher education institutes, including the optimisation of the scope of centralised real estate and property management, taking into account the principle of subsidiarity and convenience for BUT faculties and higher education institutes.

Indicators of success	<ul style="list-style-type: none"> • The concept of Integrated Building Management at the Pod Palackého vrchem BUT Campus was discussed and approved, the intersection of combined operational services using data from the Building Management System (BMS) and Measurement and Regulation (MaR) to evaluate cost optimisation was identified.
Planned measures	<ul style="list-style-type: none"> • Elaboration, discussion and approval of the concept of Integrated Building Management at the Pod Palackého vrchem BUT Campus. • Identification of the intersection of common operational services. • Hardware upgrade of the BMS and MaR system. • Integration of BMS+MaR system management and its interconnection with the energy management system. • Optimisation of operating costs. • Creation of a workplace responsible for the management of the BMS+MaR system.
Responsibility	<ul style="list-style-type: none"> • Bursar
Source of financing	<ul style="list-style-type: none"> • MEYS



- BUT will develop the infrastructure of Halls of Residence and Dining Services of BUT (KaM) at the same time focusing on improving the quality of the provided services.

Indicators of success	<ul style="list-style-type: none"> • Regular meetings with BUT students, at least once per academic year. • Implementation of a satisfaction survey at least once per calendar year. • Development training for strategic employees of Halls of Residence and Dining Services at least once per calendar year. • Implementation of 3 system changes within the Green KaM initiative by 2023.
Planned measures	<ul style="list-style-type: none"> • Making effective use of the skills of employees and ensuring their further personal development. • Systematically leading employees to ensure the professional nature of the services they perform. • Improving the communication with KaM clients, especially BUT students and employees. • Implementing justified requirements of KaM students and employees and incorporating them into the services provided. • Introducing categorisation of accommodation, especially according to the level of furnishing and price. • Offering short-term accommodation for students and employees. • Improving the measures to ensure the occupancy of halls of residence during the summer months. • Responding to new food trends in the dining services offer. • Intensifying KaM's marketing activities. • Consistently implementing steps within the Green KaM initiative.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies • Director of Halls of Residence and Dining Services of Brno University of Technology.
Source of financing	<ul style="list-style-type: none"> • MEYS, BUT's own resources

- BUT plans to use multi-source and project financing and optimise the budgeting system.

Indicators of success	<ul style="list-style-type: none"> • Ongoing annual optimisation of budgeting rules and, where applicable, economic management rules.
Planned measures	<ul style="list-style-type: none"> • Continuous annual adaptation of budgeting rules or economic management rules in order to match them to current conditions and the volume of obtained financing (normative, special-purpose and supplementary). • Optimisation of control mechanisms. • Continuous optimisation of the application of incentive budgetary mechanisms for increasing the quality and performance of science and research, in connection with the evaluation of the quality and performance of BUT. • Continuous optimisation of overhead (indirect) costs in connection with the conditions of the obtained subsidies and application thereof to all sources of financing; continuous optimisation of co-financing and pre-financing management mechanisms for projects according to the conditions of allocated grants.



Responsibility	• Bursar
Source of financing	• MEYS

B. Strengthen strategic management at BUT:

- BUT will implement internationalisation processes across the whole BUT.

Indicators of success	• Fulfilment of the internationalisation action plan and its discussion and evaluation at meetings (webinars) with deans of faculties, directors of higher education institutes and directors of BUT components.
Planned measures	• Application of the internationalisation methodology and action plan at all faculties and components of BUT, especially in activities that are associated with international communication and cooperation. • Regularly discussions on the implementation of the internationalisation action plan and regular updates thereof. • Ensuring smooth stays of international students and staff at BUT, using their comments and suggestions to improve their experience at the university.
Responsibility	• Vice-Rector for International Relations
Source of financing	• IP 2021/PSSM 2022+

- BUT will create a management support system for decision-making based on analysis, evaluation of information and classification thereof; based on the needs of individual decision-making levels, BUT will:

- ensure the collection and monitoring of primary data in real time; for motivational reasons, it will allow the widest possible monitoring of this data by members of the academic community;
- apply a functional system of management indicators to achieve the university's vision and fulfil its mission, which will be further developed to specifically include the faculties, higher education institutes and other components of BUT;
- make full use of available management information tools for strategic management.

Indicators of success	• 2021: needs analysis • 2021: definition of key indicators for BUT • 2022: methodology of data entry into the BUT information system • 2022: implementation of a management information system application • 2022/2023: 4-part accompanying training for relevant employees
Planned measures	• Needs analysis based mainly on the experience of BUT management and managers. • Analysis of accuracy/quality of data in the BUT information system, determination of responsible departments and persons. • Specification of the methodology for entering data into the BUT information system, filling of data warehouses. • Creation of a functional system of management indicators to achieve the university's vision and fulfil its mission. • Selection and acquisition of technology for the management information system and creation of a basic set of data cubes.



	<ul style="list-style-type: none"> • Staff training.
Responsibility	<ul style="list-style-type: none"> • Rector
Source of financing	<ul style="list-style-type: none"> • MEYS, IP 2021/PSSM 2022+

- BUT will develop a system of risk identification and evaluation; it will minimise the impact of external risks.

Indicators of success	<ul style="list-style-type: none"> • Incorporation of measures into BUT's internal standards (e.g. Directive No 7/2018 Strategic Planning at BUT). • Deadline: 2022
Planned measures	<ul style="list-style-type: none"> • Introducing the obligation to regularly carry out a risk analysis in connection with new requirements and legislative changes that may affect BUT. • Preparing an analysis of risks and ways to eliminate them in connection with the implementation of new strategic measures at BUT.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Academic Agenda
Source of financing	<ul style="list-style-type: none"> • MEYS

- BUT plans to increase the digitisation of administrative agenda of BUT bodies and advisory bodies by using new tools within the university information system.

Indicators of success	<ul style="list-style-type: none"> • 2021: needs analysis • 2021: specification of a new application in the BUT information system • 2022: information system for managing the operation of bodies and advisory bodies • 2022/2023: 4-part accompanying training for relevant employees
Planned measures	<ul style="list-style-type: none"> • Needs analysis based mainly on the experience of individual bodies' secretaries. • Analysis of agenda process of collective bodies and advisory bodies. • Preparation of a specification a new application in the BUT information system, which will ensure the operational management of bodies and advisory bodies in an application with a web interface. • Development and testing of the application and its implementation on all components of BUT. • Training of BUT employees.
Responsibility	<ul style="list-style-type: none"> • Chancellor
Source of financing	<ul style="list-style-type: none"> • MEYS

- BUT will analyse and reconstruct the organisational structures and specify the services provided by central (service) components of BUT; it will anchor the central analytical department focused on the creation of internal and external analyses, the implementation of strategies and information support for decision-making by members of the BUT management and management of BUT components.

Indicators of success	<ul style="list-style-type: none"> • Creation of an analytical department / section at the BUT Rectorate.
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	<ul style="list-style-type: none"> • Extension of the data modelling team. • Analysis of the anchoring of the organisational structure in the internal standards of BUT and in the IS BUT. Internal and external analysis of central processes. • Deadline: 2022 • 2022/2023: amendment of the BUT Organisational Rules. • 2023: revision of the organisational structure's setting in the BUT information system.
Planned measures	<ul style="list-style-type: none"> • Anchoring of the central analytical department focused on the creation of internal and external analyses. Analysis of the current organisational structure of BUT, including its setting in the BUT information system and the assessment of the current division of the "other" (service) components (from the point of view of prospective unification). • Mapping, revision and implementation of BUT central processes. • Initiation of internal and external process analysis of central processes. • Amendment of the BUT Organisational Rules and implementing regulations with the aim of their unification across BUT. • Revision of the organisational structure's setting and change-management in the BUT information system.
Responsibility	<ul style="list-style-type: none"> • Rector • Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none"> • MEYS, BUT's own resources, IP 2021/PSSM 2022+

- BUT will monitor the trends and relevant indicators in the field of university evaluation in an international context and update the system of performance evaluation criteria in accordance therewith and in response to the diversity of activities carried out at BUT, using the benchmarking method.

Indicators of success	<ul style="list-style-type: none"> • 2021: BUT catalogue of performance evaluation criteria. • 2021: analysis and description of indicators relevant in international rankings. • 2022: indicator development plan. • 2025: list of implemented benchmarking – once a year.
Planned measures	<ul style="list-style-type: none"> • Creation of the BUT catalogue of performance evaluation criteria. • Compilation of a concept for the implementation of regular benchmarking with the selection of relevant entities. • Regular implementation of conclusions resulting from the benchmarking. • Analysis and detailed description of indicators relevant for evaluation in BUT-relevant international rankings. • Preparation of a plan for the development of these indicators. • Implementation of measures for the development of indicators at BUT. • Consistent promotion of BUT evaluation in PR materials.
Responsibility	<ul style="list-style-type: none"> • Rector
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+



- BUT will continuously update the implemented system for evaluating the quality and performance of employees, organisational units and the university.

Indicators of success	<ul style="list-style-type: none"> • Innovation of BUT Internal Regulation: <ul style="list-style-type: none"> ◦ rules of the quality assurance system of BUT's educational, creative and related activities; ◦ rules of the internal quality evaluation of BUT's educational, creative and related activities. • Deadline: 2021
Planned measures	<ul style="list-style-type: none"> • Revising the existing standards and preparing for their innovation.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Academic Agenda
Source of financing	<ul style="list-style-type: none"> • MEYS

- BUT will implement a system of international validation of study programmes and evaluation of results of research, development, creative and other activities, using evaluations from national and international evaluation authorities, including the preparation of the implementation plan, as well as the actual implementation of accepted recommendations.

Indicators of success	<ul style="list-style-type: none"> • Evaluation plan for the next period and appointment of guarantors. • Re-evaluation of BUT by the Institutional Evaluation Program, organised by the European University Association (EUA). • List of implemented evaluations – at least once a year. • List of implemented recommendations. • Increase in the quality and volume of basic and applied research projects.
Planned measures	<ul style="list-style-type: none"> • Anchoring of a central team at the BUT Rectorate to ensure the organisation and coordination of cooperation with evaluation authorities. • Formulation of an evaluation plan for the coming period, determination of professional guarantors for such evaluations. • Implementation of external evaluations (European University Association, International Evaluation Panel, monitoring of internationalisation), evaluation of accredited study programmes. • Implementation of accepted recommendations at BUT. • Analysis and incorporation into quality evaluation at all levels of BUT.
Responsibility	<ul style="list-style-type: none"> • Rector
Source of financing	<ul style="list-style-type: none"> • MEYS, PSSM 2022+

- As part of the development of internal infrastructure and to increase its adaptability to climate change, BUT will implement measures for the development of social, economic, innovative and environmental policy of BUT, with the aim of developing social and environmental responsibility in public procurement and other relevant activities of BUT.

Indicators of success	<ul style="list-style-type: none"> • Number of projects or measures implemented in the above way. • Current state: not monitored
Planned measures	<ul style="list-style-type: none"> • Implementation of aspects of socially and environmentally responsible procurement and innovation into the conditions of procurement or selection procedures in accordance with the principles of 3E (efficiency, economy, effectiveness) and propriety.



	<ul style="list-style-type: none"> Membership in the Socially Responsible Public Procurement Platform, utilising its knowledge base, sharing good practice and using and sharing methodologies. Active participation in seminars and conferences focused on socially and environmentally responsible public procurement and innovation and on implementation of procedures related thereto. Mandatory electronic public procurement for all selection procedures awarded in accordance with the BUT Public Procurement Directive. Implementation of internal training, seminars or workshops focused on socially and environmentally responsible procurement and innovation. Strengthening BUT's social responsibility, including improved promotion of already implemented projects and activities.
Responsibility	<ul style="list-style-type: none"> Rector
Source of financing	<ul style="list-style-type: none"> MEYS

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.

Indicators of success	<ul style="list-style-type: none"> 2022: technical platform to support the organisation of roundtable discussion. 2025: list of realised roundtable discussions – at least 1 such meeting per year for each member of BUT management.
Planned measures	<ul style="list-style-type: none"> Preparation of a plan of current strategic topics for discussion with other universities. Preparation of a schedule and organisation of roundtable discussions in the competence of individual members of BUT management. Creation of a technical platform in SharePoint or BUT information system to support the organisations of roundtable discussions. Actual realisation of roundtable discussions. Presentation of the results of debates between BUT components' management. Implementation of acquired best-practice knowledge into BUT practice. Organisational and financial support for meetings of professional staff of universities, especially of managers.
Responsibility	<ul style="list-style-type: none"> Rector
Source of financing	<ul style="list-style-type: none"> MEYS, IP 2021/PSSM 2022+

D. Strengthen strategic human resources management at BUT:

- BUT plans to ensure the fulfilment of objectives from the action plan prepared for the HR Award, carry out an internal evaluation of the achieved results and create an Action Plan for Human Resources Management at BUT.

Indicators of success	<ul style="list-style-type: none"> Revision and adaptation of internal standards in connection with the standards of the Charter and the Researcher's Code of Ethics.
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Planned measures	<ul style="list-style-type: none"> Adaptation and implementation of internal standards, e.g. Rules for Selection Procedures at BUT. Adaptation of the BUT Code of Practice and Code of Conduct. Development of the system of internal education to take into account the needs arising from the system of institutional accreditation and management of quality and performance of science and research in accordance with the M17 + Methodology.
Responsibility	<ul style="list-style-type: none"> Bursar
Source of financing	<ul style="list-style-type: none"> MEYS

- BUT plans to prepare and discuss BUT's personnel strategy and related strategic objectives in human resources management aimed at bringing BUT standards in the field of human resources management into accordance with the requirements of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Indicators of success	<ul style="list-style-type: none"> Discussed and accepted BUT personnel strategy in response to the conditions arising from the implementation of the HR Award action plan.
Planned measures	<ul style="list-style-type: none"> Elaborated draft personnel strategy based on survey findings in connection with the implementation of the HR Award; discussions at the BUT level as well as at faculties and higher education institutes of BUT.
Responsibility	<ul style="list-style-type: none"> Bursar
Source of financing	<ul style="list-style-type: none"> MEYS, IP 2021/PSSM 2022+

- BUT plans to propose and discuss the setting of and the measures in the field of human resources management aimed to achieve a state where BUT will be a fully open research organisation providing a transparent system of support and management of human resources (including compliance with standards and requirements of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers).

Indicators of success	<ul style="list-style-type: none"> Specific personnel policies for individual areas of personnel strategy.
Planned measures	<ul style="list-style-type: none"> Elaborated concept of partial personnel strategy policies especially in the areas of evaluation, education and development, human resources management, recruitment and selection, etc., expressed by specific standards updated in accordance with modern trends resulting from the HR Award.
Responsibility	<ul style="list-style-type: none"> Bursar
Source of financing	<ul style="list-style-type: none"> IP 2021/ PSSM 2022+, MEYS

- BUT plans to develop new rules for limiting academic "inbreeding".

Indicators of success	<ul style="list-style-type: none"> Measures incorporated into the Concept of Human Resources Development at BUT. Deadline: 2023
Planned measures	<ul style="list-style-type: none"> Performing an analysis of the employment of own graduates at BUT and comparing it with the situation at other universities in the Czech Republic and abroad.



	<ul style="list-style-type: none"> • Draft rules for limiting academic inbreeding and a university-wide discussion thereon.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Academic Agenda
Source of financing	<ul style="list-style-type: none"> • PSSM 2022+, MEYS

- BUT will change the structure of the offer of courses of the Lifelong Learning Institute BUT so that it corresponds to the needs of BUT employees and the university's priorities; BUT will also strengthen the internal education of BUT employees.

Indicators of success	<ul style="list-style-type: none"> • Number of courses organised. • Number of course participants. • Increase in the number of employees with adequate language skills. • Feedback from course graduates through evaluation questionnaires and their subsequent evaluation.
Planned measures	<ul style="list-style-type: none"> • Education within the HR Award certification. • Pedagogical education: extending the supplementary pedagogical studies to include the area of distance education and the creation of distance-adopted curricula. • Extension of language education of BUT employees. • Computer literacy education: supplementing computer literacy courses (especially MS Office) with special courses based on the researchers' requirements. • Possible inclusion of work-life balance courses focused on mental and physical health. • Organisation of management courses, courses for managers. • Soft-skills courses. • Interconnection with the evaluation system of academic staff and scientific, research and development staff. Incorporation into the records of education of technical and economic workers.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • IP 2021/ PSSM 2022+, MEYS, BUT's own resources

E. Open discussions on legislative changes:

- BUT will strive to become a legislative leader in the field of commenting on legal regulations, through the inclusion of school representatives in relevant committees that have or may have an impact on their wording, including strengthening the influence of BUT experts on the Ministry of Education, Youth and Sports and other central bodies.

Indicators of success	<ul style="list-style-type: none"> • 2025: list of commented legislation
Planned measures	<ul style="list-style-type: none"> • Initiation of the inclusion of BUT experts in relevant committees that have or may have an impact on the wording of legal regulations affecting BUT, in cooperation with the Czech Rectors Conference and the Council of Higher Education Institutions. • Active involvement of BUT employees in decisive boards related to BUT activities, especially in central State administration bodies, the Research, Development and Innovation Council and in the representations of public higher education institutions.



	<ul style="list-style-type: none">• Preparation of BUT comments on draft legal regulations potentially affecting BUT.• Discussion with the Ministry of Education, Youth and Sports on the anchoring of the Czech Rectors Conference as a commenting point of legal regulations.• Preparation of a draft amendment to Section 92 of the Higher Education Institutions Act (Act No 111/1998) with the aim of strengthening the position of higher education institutions.
Responsibility	<ul style="list-style-type: none">• Rector
Source of financing	<ul style="list-style-type: none">• MEYS



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:

- BUT plans to unify the technological and content side of the BUT information system and convert it into web applications. Operate the BUT information system with a unified technology interface, ensure the up-to-dateness and modernisation of the system.

Indicators of success	<ul style="list-style-type: none">• Number of modules converted to a unified web interface.• Initial state: 0• State at the end of 2022: 1• End of 2023: 2• End of 2024: 3
Planned measures	<ul style="list-style-type: none">• Re-implement the BUT Internal Grant Agency on a web interface by the end of 2022.• Re-implement the results agenda by the end of 2023 and the projects agenda by the end of 2024.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none">• IP 2021/ PSSM 2022+, MEYS

- BUT will develop the technical equipment of the BUT information system for reliable and safe operation. Innovate the technical equipment to match the current trends.

Indicators of success	<ul style="list-style-type: none">• Number of backup technologies for the recovery of information and communication technologies in the event of an outage.• Initial state: 1• End state: 2
Planned measures	<ul style="list-style-type: none">• Adding a second backup solution in case of a failure or cybersecurity breach.• Updating the recovery plans for information and communication technologies crises.• Evaluating the cost adequacy of dealing with cyber risks and outages.• Acquiring technologies to reduce cyber risks, such as automated penetration testing technologies.
Responsibility	<ul style="list-style-type: none">• Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none">• IP 2021/ PSSM 2022+, MEYS

- BUT will plan and implement steps for the development of the BUT information system, and ensure their transparent presentation, discussion and opposition. The main emphasis in the development of the BUT information system will be placed on its fundamental roles related to the main activities of BUT and its financing.

Indicators of success	<ul style="list-style-type: none">• Number of modules for recording and monitoring the audit trail of projects.• Current state: 1• End state: 3
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Planned measures	<ul style="list-style-type: none"> Transparently record the steps for the development of the BUT information system on the BUT intraportal. Enable all users to discuss and make requests via Internet communications.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none"> IP 2021/ PSSM 2022+, MEYS

- BUT will implement a Management Information System for the fields of economics, education and creative activities.

Indicators of success	<ul style="list-style-type: none"> Acquisition of a tool for the Management Information System. Initial state: 0 End state at the end of 2022: 1
Planned measures	<ul style="list-style-type: none"> Acquire, implement and create a set of sample outputs within the Management Information System.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Information Technology
Source of financing	<ul style="list-style-type: none"> IP 2021/ PSSM 2022+, MEYS

- BUT plans to finalise a comprehensive software implementation of the economic information system and the personnel and payroll information system, based on previous analyses of economic and personnel processes, with regard to developments in legislation and the needs of multi-source financing and analytical decision-making.

Indicators of success	<ul style="list-style-type: none"> Number of SAP modules transferred to HANA. Initial state 0 State at the end of 2022: 1 (BC database HANA) End of 2025: 5
Planned measures	<ul style="list-style-type: none"> Transform the database (BC module) to the HANA version by the end of 2022. Perform process analyses by the end of 2024. Re-implement the FI, CO, AM, MM, HR modules for HANA by the end of 2025.
Responsibility	<ul style="list-style-type: none"> Vice-Rector for Information Technology, Bursar
Source of financing	<ul style="list-style-type: none"> MEYS, IP 2021/PSSM 2022+

- Unify the procedures in the field of studies and study administration agendas at BUT in the BUT information system, guarantee their accuracy from the level of the Rectorate.

Indicators of success	<ul style="list-style-type: none"> Methodologies for individual administrative processes within study agendas. The number of processes that were successfully unified within all university parts of BUT. Number of agendas administered by the information system, where changes were made leading to greater efficiency and uniformity of processes. Deadline for analysis: 2021 Deadline for unification of procedures: 2022 Deadline for unification of the relevant parts of the BUT information system: 2022
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Planned measures	<ul style="list-style-type: none"> • The information system in the field of study at BUT is not yet uniform. The main reason is the still-tolerated inconsistency of the relevant processes at the faculties. This is to be solved by the following measures: <ul style="list-style-type: none"> ◦ Analysis of individual processes within study agendas, unification of procedures in areas where it is expedient and possible; ◦ Issue of methodologies for these agendas, unification of procedures within the information system.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Studies
Source of financing	<ul style="list-style-type: none"> • IP 2021+, MEYS

- BUT will analyse and apply the Geographic Information System (GIS) and Building Information Modeling (BIM) in the technical condition inventory of buildings and it will interconnect that inventory of buildings and inventory of assets; BUT will also create an adequate information support system.

Indicators of success	<ul style="list-style-type: none"> • Interconnection of the inventory of buildings and assets. • Initial state: none. • Target state: end of 2025.
Planned measures	<ul style="list-style-type: none"> • Interconnecting the technical condition inventory of building up to the level of rooms with the asset agenda to speed up and refine the inventory process.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Information Technology • Bursar
Source of financing	<ul style="list-style-type: none"> • PSSM 2022+, MEYS

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

- BUT will integrate the latest technologies into the administration processes and digitise the circulation of records.

Indicators of success	<ul style="list-style-type: none"> • Electronic approval of processes. • Initial state: 3 (projects, missions, absence) • Target state at the end of 2022: 5
Planned measures	<ul style="list-style-type: none"> • Implement fully electronic approval of orders within the framework of electronic financial control and electronic approval of general documents.
Responsibility	<ul style="list-style-type: none"> • Vice-Rector for Information Technology • Bursar
Source of financing	<ul style="list-style-type: none"> • IP 2021/ PSSM 2022+, MEYS

- BUT will develop relations with academic self-government bodies and with the academic community by:
 - obtaining feedback as a tool to provide early warning to university and component managements;



- involving representatives of the BUT academic community in the creation of BUT strategic documents, reflecting the interests of individual faculties, higher education institutes and other parts of BUT;
- creating space for all members of the academic community to implement their activities, which are beneficial to BUT.

Indicators of success	<ul style="list-style-type: none"> • 2021: launch of a university-wide newsletter. • 2022: plan of internal steps for optimising or reducing the administrative burden of academic community members. • 2025: list of discussion meetings on the BUT Strategic Plan or the plan for its implementation with interested parties – at least once a year.
Planned measures	<ul style="list-style-type: none"> • Implementation of tools to improve internal communication at BUT, especially in the form of a university-wide newsletter and an information portal for all employees. • Publication of relevant information and analyses on the university's intraportal. • Organisation of discussion meetings with interested parties from academic self-government bodies and the academic community. • Inclusion of interested parties from among the academic self-government bodies and the academic community in advisory bodies and advisory and working groups. • Creating a plan of internal systematic steps for optimising or reducing the administrative burden of academic community members. • Implementation of the plan through the BUT information system and electronic tools (forms).
Responsibility	<ul style="list-style-type: none"> • Rector
Source of financing	<ul style="list-style-type: none"> • IP 2021/ PSSM 2022+, MEYS

- With regard to the importance of strategic management, BUT plans to create an offer of education focused on strategic management, as well as the possibility of a comprehensive study focused on the development of managerial competencies.

Indicators of success	<ul style="list-style-type: none"> • A project of a modular structure of management studies with a focus on higher education institution management.
Planned measures	<ul style="list-style-type: none"> • Elaboration of a modular structure including descriptors of learning outcomes of study modules for managers.
Responsibility	<ul style="list-style-type: none"> • Bursar
Source of financing	<ul style="list-style-type: none"> • PSSM 2022+, MEYS

- BUT plans to streamline the system for publishing and selling publications published by VUTIUM.

Indicators of success	<ul style="list-style-type: none"> • A concept of the development of the VUTIUM publishing house, including the offer of services for authors. • Deadline: 2021
Planned measures	<ul style="list-style-type: none"> • Analysis of the needs of faculties and higher education institutes of BUT for publishing services. • A concept of the development of the VUTIUM publishing house, including the offer of services for authors.



Responsibility	· Vice-Rector for Academic Agenda
Source of financing	· MEYS

CONCLUSION

It is expected that this strategy will be regularly reviewed, adjusted and adapted to external circumstances and developments.



SOURCES OF FUNDING

- Ministry of Education, Youth and Sports (MEYS)
- Institutional Programme for Public Higher Education Institutions 2021 (IP 2021)
- Programme to Support the Strategic Management of Higher Education Institutions 2022–2025 (PSSM 2022+)
- Erasmus+ programme
- BUT's own resources
- Operational programmes
- Natural resources



BUT INVESTMENT PLAN FOR 2021–2030

1. Reconstruction and completion of the Údolní 53 BUT Campus

Concise description of the action:	Reconstruction and completion of the existing campus for the needs of the Faculty of Architecture BUT and the Faculty of Fine Arts BUT.
Estimated costs of the action, excl. VAT:	CZK 450 million excl. VAT with the expected use of programme 133220 funds.
General schedule of the action:	Preparation in 2021–2022, implementation in 2023–2025.
Rationale for the action, incl. its relation to the priorities of the BUT Strategic Plan:	Ensuring the relocation of art faculties to same premises and the creation of appropriate spatial and material facilities.
Synergistic links to other investment projects, including actions implemented under other grant titles:	None

2. Reconstruction and modernisation of the premises of the Faculty of Mechanical Engineering BUT (FME BUT)

Concise description of the action:	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 BUT built in the 1980s, because most buildings are technically and morally obsolete.
Estimated costs of the action, excl. VAT:	CZK 450 million excl. VAT with the expected use of programme 133220 funds.
General schedule of the action:	Preparation in 2020–2022, implementation in 2021–2025.
Rationale for the action, incl. its relation to the priorities of the BUT Strategic Plan:	Modernisation of the education facilities of the Faculty of Mechanical Engineering BUT and construction of an appropriate spatial and technical environment.
Synergistic links to other investment projects, including actions implemented under other grant titles:	None

3. Construction of new laboratories as part of the reconstruction and extension of the existing building of the Faculty of Chemistry BUT (FCH BUT)

Concise description of the action:	Reconstruction and extension of the existing building in the premises of the Faculty of Chemistry BUT with the aim of creating new laboratories.
Estimated costs of the action, excl. VAT:	CZK 100 – 150 million excl. VAT.
General schedule of the action:	Preparation in 2021–2022, implementation in 2022–2030 with the possibility of using grant funding.
Rationale for the action, incl. its relation to the priorities of the BUT Strategic Plan:	The existing laboratory facilities were designed in the 1990s and no longer offer sufficient capacity, as the number of students has doubled since then. The reconstructed and expanded building will provide a modern background for the improvement of doctoral studies, the support of top



	research teams with the involvement of foreign experts and the support of new promising research topics.
Synergistic links to other investment projects, including actions implemented under other grant titles:	None

4. Construction of a new building of the Faculty of Information Technology BUT (FIT BUT)

Concise description of the action:	Construction of a new laboratory building in close proximity to the premises of the Faculty of Information Technology BUT.
Estimated costs of the action, excl. VAT:	CZK 300 – 400 million excl. VAT.
General schedule of the action:	Preparation in 2023–2025, implementation in 2026–2030.
Rationale for the action, incl. its relation to the priorities of the BUT Strategic Plan:	The new building will provide facilities for teaching and research in the field of new digital technologies, automation and navigation. A tower for testing drones in simulated conditions is being considered.
Synergistic links to other investment projects, including actions implemented under other grant titles:	None

5. Construction of a new CEITEC BUT building

Concise description of the action:	Construction of a new laboratory building on free space in the CEITEC BUT campus.
Estimated costs of the action, excl. VAT:	CZK 150 – 200 million excl. VAT.
General schedule of the action:	Preparation in 2023–2025, implementation in 2026–2030.
Rationale for the action, incl. its relation to the priorities of the BUT Strategic Plan:	The completion of Building D, originally planned for the CEITEC project, will serve as a facility for the Centre's new research directions in nanotechnology, advanced materials and robotics, in order to make it fully comparable in terms of scientific excellence and innovation to similar centre in the EU and around the world. The key theme of the CEITEC's future development is to increase the number of excellent (potentially international) research teams for long-term and sustainable cooperation in the field of research and innovation by leading European and world research institutes, increasing Brno's attractiveness for talented researchers, students and innovative companies.
Synergistic links to other investment projects, including actions implemented under other grant titles:	None



Estimated costs in CZK excl. VAT

Name of the action:	Estimated costs in CZK excl. VAT:
1. Reconstruction and completion of the Údolní 53 BUT Campus	450 million
2. Reconstruction and modernisation of the FME BUT campus	450 million
3. Construction of a new laboratory building FCH BUT	100 – 150 million
4. Construction of a new FIT BUT building	300 – 400 million
5. Construction of a new CEITEC BUT building	150 – 200 million
Total	1450 – 1650 million