

PLAN OF IMPLEMENTATION OF THE STRATEGIC PLAN

for Educational, Scientific, Research, Developmental,
Innovative, Artistic and Other Creative Activities of
Brno University of Technology for **2019**





The submitted Strategic Plan for Educational, Scientific, Research, Developmental, Innovative, Artistic and Other Creative Activities of Brno University of Technology for 2019 was

- **discussed by the Scientific Board of BUT *per rollam*, on 17–21 September 2018;**
- **approved by the Academic Senate of BUT on 25 September 2018;**
- **and approved by the Board of Trustees of BUT *per rollam* on 10–23 October 2018.**

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Introduction

The “Plan of Implementation of the Strategic Plan for Educational, Scientific, Research, Developmental, Innovative, Artistic and Other Creative Activities of Brno University of Technology for 2019” (hereinafter the “BUT Plan”) is based on the Long-term Plan for Educational and Scientific, Research, Developmental, Artistic and Other Creative Activities for the 2016 – 2020 Period (hereinafter the “2016 – 2020 Long-term Plan”), also taking into account the top priorities of the Plan of Implementation of the Long-term Plan for the Area of Higher Education for 2019 (hereinafter the “MEYS 2019 Plan”).

The documents also builds on the recommendations resulting from the international evaluation performed by European University Association (EUA) as part of its Institutional Evaluation Programme (IEP). The document also addresses topics and opportunities indicated by an extensive SWOT analysis carried out in 2018.

The BUT Plan forms an integral part of the BUT strategic management, together with the Institutional Plan for 2019 – 2020 (hereinafter the “BUT 2019 – 2020 Institutional Plan”). The goals set forth in the 2016 – 2020 Long-term Plan and the BUT Plan 2019 will be further supported by smaller scale BUT development projects financed within the institutional plan and centralised development projects.



The description of the BUT activities is structured in accordance with the priority goals of the Ministry of Education, Youth and Sports specified in its 2016 – 2020 Long-term Plan, which are as follows:

Priority goal 1: Quality assurance and strategic management

Priority goal 2: Diversity and availability of educational activities

Priority goal 3: Internationalisation

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

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

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

Priority goal 7: Effective management

The goals of the BUT Plan for 2019 will be attained especially **within the projects envisaged in the BUT 2019 – 2020 Institutional Plan**. Each of the priority goals will be subject to continuous assessment.





Priority goals under the 2019 Implementation Plan

Priority goal 1: Quality assurance and strategic management

IN THE AREA OF QUALITY ASSURANCE AND STRATEGIC MANAGEMENT, BUT WILL:

- alleviate the impacts of current changes in the legislation governing higher education, including the new accreditation system and the associated growing administrative burden on BUT academic community;
- effectively use the newly established Internal Evaluation Board to improve all aspects of the university's activities;
- thoroughly analyse and evaluate student feedback;
- continue to deal with the consequences of the drop in the number of students and try to avoid cuts in funding in connection to MEYS budgetary rules;
- look for means in the university's budget to account for the changes in the numbers of students at individual faculties with the objective of preventing significant decreases in their numbers;
- continue negotiating with national authorities and representatives of higher education institutions to ensure support for technical and science education;
- strongly emphasise teaching with the aim to provide the students with high-quality education and good study environment;
- support systematic education of academic workers;
- support research, strive to build links between teams, and ensure participation in strategically important projects, giving the maximum possible role to the students;
- strive to improve participation of women in research and development and support reintegration of research workers into R&D after returning from an extended leave of absence (e.g. maternal/parental leave);
- co-ordinate creation of quality indicators of educational, scientific, research, developmental, innovative, artistic and other creative activities at BUT, where said indicators will form the basis of BUT's reporting system;
- publish the awards received by BUT on its website and keep a database of the awards as part of the newly created Department of Academic Affairs;
- use institutional accreditation to boost interdisciplinary studies that are in high demand among the students, thus improving BUT competitiveness;
- evaluate the implementation of the BUT 2016–2018 Institutional Plan and draw conclusions;
- implement recommendations put forward by the EUA/IEP evaluation into BUT environment;
- develop a system of employee performance evaluation as a basis for the BUT quality control system.



WITH RESPECT TO QUALITY ASSURANCE, BUT WILL:

- build a system of quality indicators based on indicators used in international university rankings, suggestions of BUT academic community and strategic documents; BUT will simultaneously ensure development of the indicators and implementation thereof at the individual faculties and other component parts;
- implement the guideline on the quality assessment process and provide methodological support to the faculties and component parts;
- implement quality evaluation in 2019 (pursuant to the Rector's Guideline titled "Contents and Evaluation of Quality in BUT Component Parts"), the results of which will serve as the basis for the internal quality evaluation report and its supplement;
- increase participation of the BUT academic community in the process of building a culture of quality at BUT (e.g. by restoring the working group on quality) and in the preparation and implementation of educational and instructional events;
- continue in the optimisation of feedback evaluation processes in BUT (based on international and domestic experience, students will be significantly involved in the process);
- systematically support the development of a software tool for collecting information necessary for drafting the BUT quality report;
- continue in co-operation with other Czech institutions of higher learning (especially technical universities), MEYS, and expert bodies in the Czech Republic and abroad;
- continue active work in the framework of international quality evaluation (U-Map) and ranking projects (U-Multirank), which provide BUT with much needed international comparison and draw attention to BUT among the group of participating European and world universities.

IN THE AREA OF STRATEGIC MANAGEMENT, BUT WILL:

- make use of its institutional accreditation and, if possible, expand it into new areas of teaching;
- improve the cohesion of the university as a whole with effective co-operation between faculties and other component parts;
- make use of development projects to fund BUT priorities;
- set up processes leading to the HR Award;
- motivate faculties and component parts to submit projects within the OP RDE to support Bachelor's, Master's and PhD study programmes;
- develop existing relationships and agreements with national and foreign universities;
- pay increased attention to improving co-operation with international universities;
- make effort to improve indicators monitored within international university rankings (e.g. Times Higher Education (THE), Quacarelli Symonds (QS), and U-Multirank) as part of BUT quality management;
- as part of the "third role" of universities, organise the "Czech Academic Games" multisport event in June 2019, which will be open to students of all Czech universities and higher vocational schools;
- continue co-operation with the industry, public administration and the government.



Priority goal 2: Diversity and availability of educational activities

IN THE AREA OF ATTRACTING APPLICANTS, BUT WILL CONTINUE TO:

- take steps to increase the number of self-paying students of English-language programmes;
- continue in the successful co-operation with secondary schools to attract talented students with the best study results;
- prioritise quality over quantity in admission of students – do not try to admit as many students as possible to avoid decreased funding by MEYS;
- co-operate with the industry.

IN THE AREA OF STUDIES AND STUDY PROGRAMMES, BUT WILL:

- prepare for the transformation of selected fields of study into specialisations within study programmes;
- initiate transformation of the “programme – field of study” structure to the new “programme – specialisation” structure;
- in case of obtaining institutional accreditation, BUT will consider its introduction into a new area of education, especially Architecture and Urbanism;
- continue in activities associated with the practical study programme of “Sport Technologies” (offered by BUT as the only university in the Czech Republic);
- expand the offer of the so-called liberal-art subjects to BUT students;
- consider amendments to the internal regulation “Rules of BUT Programmes”;
- monitor the function of the study modules of the information system and propose potential adjustments;
- support preparation of Bachelor’s, Master’s, and Doctoral (PhD) theses in the English language.

IN THE AREA OF DOCTORAL STUDIES, BUT WILL:

- support the international dimension of doctoral studies;
- support trips of doctoral students abroad;
- support preparation of doctoral theses with dual supervision (*cotutelle*).

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

- ensure accreditation of the vast majority of BUT study programmes for learning in the English language;
- implement in the Study Programme Standards of BUT the requirement that each Master’s study programme include at least one course taught in English;
- motivate teachers supporting BUT’s openness and international character through their courses taught in foreign languages;
- support the objective that each faculty offer at least one international Double Diploma/Joint Degree study programme;
- support the offer of new English-language study programmes, e.g. in the form of a new development project.



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

- within the Internal Evaluation Board:
 - evaluate the compliance with the Standards of BUT Programmes;
 - meet the requirements of the National Accreditation Bureau (NAB), especially in relation to the BUT's institutional accreditation;
 - evaluate internal standards concerning approval and quality evaluation of study programmes;
 - implement quality evaluation with respect to study programmes;
- monitor and evaluate the quality of State final examinations and theses, where the thesis supervisors will continue to leverage the anti-plagiarism system;
- monitor and evaluate indicators required by the Government Regulation on standards for accreditation in higher education: the rate of student failure, rate of successful completion of studies, success rate in the admission proceedings, and the position of graduates on the labour market.

IN THE AREA OF LIFELONG EDUCATION, BUT WILL:

- continue to respond to the industry's demand in preparing paid specialised lifelong learning courses;
- within University of the Third Age, create courses with practical uses for senior citizens;
- continue expanding further education options for BUT employees;
- within supplementary pedagogical studies, improve the competences of doctoral students, as well as that of the current academic workers.

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

- ensure participation of experts from the industry in the study programme boards;
- reflect the industry's need in the innovation of study programmes;
- promote offering of thesis topics that come from the industry, in particular from companies that co-operate with BUT;
- support industry projects, student internships in companies, and implementation of various forms of hands-on teaching into the study plans;
- within the BUT Career Centre, BUT will:
 - support better job prospects of the graduates and improving their competitiveness on the labour market;
 - support entrepreneurial activities of the students;
 - promote networking of students and the industry.

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

- continue offering psychological, study and career counselling and consultancy to students with special needs;
- support, in co-operation with the faculties, the adaptation of studies to students with special needs and provide support to educators teaching such students;



- provide consultancy to applicants for study at BUT within the Open Door Days at the faculties;
- support active and healthy lifestyle of college students with emphasis on key competences (diverse offer of sports within the physical education optional course, events, competitions and lifelong learning courses).

Priority goal 3: Internationalisation

IN THE AREA OF INTERNATIONALISATION, BUT WILL:

- discuss and adopt an amended strategy to increase the number of students learning in English;
- innovate, in co-operation with the faculties and component parts, the conception of tuition fees for English-language studies;
- update the strategy for increasing the number of visiting foreign academic and specialised workers who give lectures in English;
- support improvement of administrative, economic, motivational and social conditions of stays of foreign workers and students at BUT (making use of projects such as International Mobility of Researchers (MeMoV), ERASMUS+, international agreements and personal relationships);
- complete the centralised “welcome service” for all international workers and students arriving at the university;
- complete the process of providing employee and student information and materials in English (e.g. websites);
- evaluate trends in foreign trips and update the motivation strategy for increasing interest in foreign trips among students and BUT workers (e.g. administration, legal support, and funding);
- initiate promotion of selected English-language subjects among students of Czech-language study programmes;
- develop the central records of foreign workers coming to BUT, including suitable information and data for further evaluation and planning;
- continue in the co-operation with student organisations and associations in accordance with the priorities of the student chambers of the academic senates;
- promote participation and motivation of faculty and component parts’ employees and doctoral students in developing professional relationships with international partners, with the aim of improving co-operation in education, research, exchange and mobility;
- continue improving the information system with a view to internationalisation;
- within the co-operation of the Marketing and External Relations Department and the Foreign Relations Department, participate in effective marketing to people interested in trips abroad;
- continue developing activities and co-operation in the area of internationalisation with Brno City Hall, the South Moravian Region, industrial partners and other institutions.



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

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

- continue preparing the gathering of graduates on the occasion of the university's 120th anniversary;
- complete the offer of benefits for the graduates and publish it on BUT website;
- in co-operation with MEYS, continue working on the project surveying the graduates' job prospects;
- in co-operation with the graduates, inquire about the demand on the part of companies as to the students' professional skills;
- use social networks for communication with the graduates.

IN THE AREA OF MARKETING, BUT WILL:

- continue presenting BUT on social networks, carry out on-line marketing, especially with the aim of improving awareness on the part of applicants for study, and connecting current students with the university;
- complete work on the central BUT website;
- continue implementing the VUT JUNIOR project with the aim of expanding its scope;
- organise and co-ordinate celebrations of the 120th anniversary of the founding of Brno University of Technology and the 170th anniversary of higher technical education in Brno;
- organise a conference on the social responsibility of higher education institutions;
- improve and step up co-ordination of events and information sharing between the university and public administration;
- strengthen the area of international marketing on social networks and international study portals, especially by informing about life at BUT and its study programmes.

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

- continue expanding the services of the Career Centre for students and companies;
- support student and academic activities aimed at co-operation with industrial partners aiming to link the contents of study programmes, especially with regards to the Industry 4.0 initiative.

IN THE AREA OF CO-OPERATION WITH STRATEGIC PARTNERS, BUT WILL:

- develop co-operation and communication with the main partners of BUT;
- expand the services for BUT partners, i.e. the "service package".

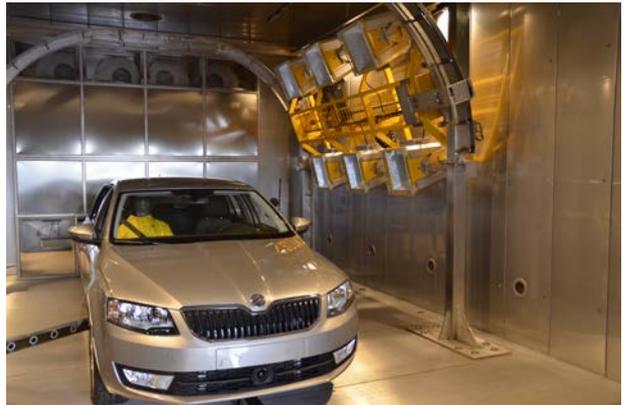
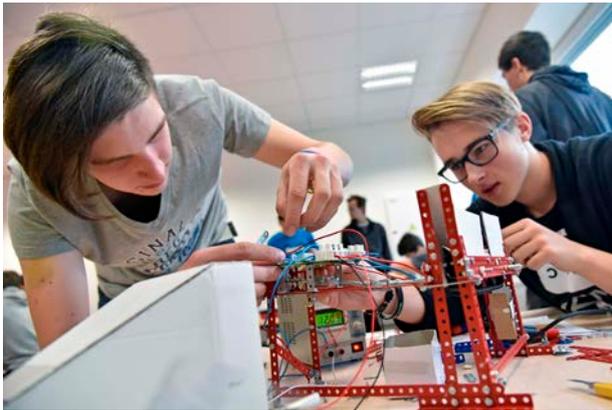


Priority goal 5: High-quality and relevant research, development and innovation

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

- prepare a strategy and development plans of scientific, research, development and innovation activities and a self-evaluation report;
- gradually implement new modules of the M17+ methodology of evaluation of research organisations at BUT and its individual faculties and component parts;
- complete setting up a multi-criteria system for allocating institutional support of requirement at BUT, which will respect M17+ requirements such as quality professional publications, excellent peer-review results, usable patents, industrial designs, and financial revenues from applied research projects and orders carried out in co-operation with industrial partners conducted in the form of contractual research;
- focus on excellent research with high societal benefits at the faculties and component parts of BUT;
- increase the performance of management and implementation of research activities with the aim of achieving internationally competitive results;
- try to improve co-operation with prestigious research organisations with the use of European grants (e.g. Horizon 2020) and direct co-operation;
- support internationalisation of research and development activities, especially integration of the existing research infrastructure with international networks, and create conditions to ensure that BUT becomes an attractive place for excellent research with significant international outreach;
- better leverage its membership in current technological platforms associating institutions of the public research sector and entities in various branches of industry and governmental authorities;
- better use the existing structures to implement research and development findings in practice, look for innovative technology transfers in co-operation with the South Moravian Innovation Centre (JIC) and chambers of commerce;
- support and improve the competences of Master's and doctoral students in participating in the university's national and international R&D activities;
- support students of doctoral study programmes and incipient research workers, including evaluation and documentation of research progress and providing feedback to young research workers;
- support better knowledge transfer between the academic sector and the industry by creating incentives for an effective co-operation;
- ensure better commercialisation of R&D results;
- provide financial rewards and other incentives to keep an optimum number of doctoral students and support the quality of their work;
- continue in administrative support for all university-wide projects and participate in preparation of grant applications;
- over the course of the year, finalise and submit a well-prepared application within the GAMA call of the Technology Agency of the Czech Republic;

- continue work on improving the information system for archiving and evaluation of research and development quality, focusing on decreasing the researchers' administrative burden.





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

IN THE AREA OF DECISION-MAKING AND DEVELOPMENT BASED ON INFORMATION AND DATA, BUT WILL:

- concentrate information technology services under one component part dealing with both hardware and software and their development;
- initiate migration to unified user interface with respect to all users of the BUT IS and gradually discontinue all inconsistent user interfaces;
- ensure that users of the BUT IS have sufficient information on its parts and their options;
- evaluate the conditions of all the BUT IS parts and decide on their future development;
- develop the BUT IS parts in terms of unifying the models and processes of the faculties and component parts;
- standardise the methodological procedures in development of the BUT IS parts;
- strengthen the mechanisms of co-ordination within the development of the BUT IS and the conceptual development of the IS in terms of providing information to support decision-making and development of research, development and innovations;
- complete the relevant changes of the BUT IS with regard to the amendment of the Higher Education Institutions Act;
- complete implementation of the internal BUT standard on personal data protection pursuant to GDPR;
- initiate re-engineering of the economic parts of the BUT IS and their corresponding models and processes;
- ensure modernisation of hardware and software for information technologies supporting information services for the faculties and component parts.

The Computer and Information Services Centre (CVIS) will:

- undergo restructuring based on the new Organisation Rules of CVIS;
- create standardised tools for recording the life cycle of all the BUT IS parts with a clearly defined responsibility;
- create a standardised system of IT user support at BUT.

The BUT Central Library will:

- redesign the basic library services in order to improve quality and as a result of the moving of the Central Library to the Pod Palackého vrchem location;
- within administration of library systems:
 - administer the Union Catalogue of BUT and improve entries (remove duplicities, clean registers, harmonise national authorities, etc.) with emphasis on subject access;
 - describe current processes and services of the Digital Library and its broader offer to the individual faculties and component parts;
 - monitor developments in the area of library information systems and their implementation in BUT environment;

- **within supporting research and development:**
 - continue providing access to key electronic information sources;
 - ensure user support in working with research and development evaluation tools (InCites, SciVal);
 - prepare implementation ORCID (Open Research and Contributor ID) system services into the BUT IS;
- **within support for open access:**
 - ensure uploading of the maximum possible amount of articles written by BUT authors into the institutional repository (Digital Library of BUT) pursuant to the approved National Open Access Strategy and Institutional Policy of Open Access to Scientific Information;
 - maintain the Open Publishing Fund;
 - update the Open Access at VUT publication;
 - deal with the launch and use of data repository;
- **within information education:**
 - expand the range of e-courses on offer for all stages of study;
 - teach selected courses in English;
 - develop the potential of the team of lecturers;
 - prepare the survey of the state of information literacy among doctoral students;
- **within the library's information activities:**
 - prepare new information materials;
 - maintain social network accounts;
 - keep issuing the library's newsletter.

The VUTIUM publishing house will:

- look for new ways of promoting and selling publications;
- develop and implement plans for better co-operation with the faculties and component parts in publishing.





Priority goal 7: Effective management

IN THE AREA OF ECONOMIC MANAGEMENT, BUT WILL:

- in the area of budgets and funding, adapt the budgeting mechanism to the needs of:
 - optimising the allocation of the contribution to educational activities, taking into account the trend in the number of students with regard to studies and study programmes;
 - proposal of a mechanism for funding inter-faculty learning in relation to studies and study programmes;
 - adapting the system of contributions to centralised resources and strengthening budgetary incentives for meeting the strategic aims (EUA recommendations and MEYS strategic plan) and budgetary rewards for attained indicators;
 - incentives for increasing the number of self-paying students and international students;
- in the area of economy and accounting:
 - continue setting up a system of electronic circulation of economic documents and the system of financial control pursuant to Act No. 320/2001 Coll. – focusing on the system of orders in the first stage;
 - regularly carry out analyses of reimplementation of the SAP's economic information system (EIS SAP);
 - continue updating and revising economic standards pursuant to the approved schedule;
 - methodologically support the system of project management and project information support: optimising the circulation of project documents, project dispatch notes, analytical functions etc. in co-operation with the Research and Development Department, Project Support Department and Technology Transfer Department;
- in the area of law:
 - update the system and guidelines for claiming and settling damages;
 - provide legal support in executing contracts with patent representatives for ensuring protection of creative outcomes;
 - set up and legally manage relationships with entities in which BUT has an ownership interest – implement the amended standard;
 - continue to provide legal support in court disputes associated with the implementation of the project within the Operational Programme Research and Development for Innovation (OP RDI), Operational Programme Education for Competitiveness (OP EC), as well as Operational Programme Research, Development and Education (OP RDE);
- in the area of public procurement:
 - continue in the implementation of elements of the FIDIC (Fédération Internationale Des Ingénieurs-Conseils) system;
 - continue in the concept of implementation of the “shopping centre” in relation to the digitalisation of document circulation (orders);
- in the area of facility management:
 - based on an analysis and discussion within the relevant bodies, look for solutions with regard to unneeded buildings owned by BUT;
 - implement the new Asset Renewal Programme for Public Institutions of Higher Education;

- co-operate with MEYS on modernising the system of documentation of buildings owned by higher education institutions;
- in the area of human resources:
 - comprehensively update the BUT Salary Rules;
 - implement functions of the “HR Centre” and the additional functions of HR management – especially analytical support for personnel and salary administration, a system of internal education, evaluation of employees in terms of quality and performance, and a system of providing employee benefits, as part of the implementation of the MOST project and the HR strategy;
 - address the organisation of the system of employee benefits, especially the system of pension and life insurance;
 - participate in the rewards system in Horizon 2020 projects in co-operation with the areas of research and development and project support;
 - formulate terms of reference for implementation of the system of employee evaluation in co-operation with academic affairs management;
 - participate in preparation of reimplementation of the SAP’s personnel and salary information system (PersIS SAP) and an analysis of the needs and requirements for the reimplementation;
 - methodologically support the implementation of the HR Award concept in co-operation with the areas of research and development and academic affairs;
- in the area of operations:
 - continue pursuing a systematic solution to land swaps with the Brno City Hall;
 - continue pursuing a legal and technical solution to the property settlement of the Technological Incubator II with the South Moravian Region.

