SZÉCHENYI ISTVÁN UNIVERSITY

INSTITUTIONAL DEVELOPMENT PLAN

SUMMARY

2021-2024

CONTENT

EXECUTIVE SUMMARY

Since the establishment of its predecessor in 1968, Széchenyi István University has been characterised by development in line with local, regional and national economic needs. The institution, which in the 1980s had only 1,200 students and today has almost 15,000, is not immune to the global economic and technological trends of the 21st century, which place greater demands on it than ever before in the fields of education, research, innovation and services. The challenges of a rapidly changing economic, social and ecological environment are also forcing the University to continuously evolve, learn, renew and innovate, both at organisational and individual level.

Faced with these challenges and tasks, the University accepted the opportunity to operate as a foundation-maintained, state-recognised private higher education institution from 1 August 2020, which would significantly determine its future operational framework and scope. This enabled the University to develop an operational and organisational framework that accelerates and shortens the path between knowledge creation and exploitation, thus facilitating the combination of a decisive and continuously evolving university education and research with effective entrepreneurial activity.

By changing the model, the University's leadership aims to create an institutional environment for education, research and entrepreneurship in which individuals at all levels of the organisation see their potential to contribute to development, where the key drivers and motivators are not rules and procedures but a shared sense of mission, shared values and trust.

As a driving force of local social life and economic development, the University will be able to contribute even more to the competitiveness of North-West Hungary and the country in the future.

Széchenyi István University adopted its Strategic Development Plan for the 10 years following the model change in its Senate Resolution 184/2020 (X.26.). In formulating its strategic goals, mission and future vision, it seeks to express the commitment of the institution to catalyse the socio-economic development of the region, to operate a private university model that serves the interests of the university community, and to educate young graduates with marketable knowledge and an entrepreneurial mind-set.

The mission, principles, values and development priorities of the Strategic Development Plan to 2030 are as follows:

OUR MISSION

The strategic goal of Széchenyi István University is to become an entrepreneurial university with a strong academic base, competitive in the European higher education space, with a strong R&D, infrastructure and service portfolio to create an economic ecosystem of global significance, while developing its other areas of education and research with a focus on corporate cooperation and conducting R&D and innovation activities at the local level through its social engagement in the region.

OUR PRIORITIES

- ✓ The University is a knowledge broker, knowledge enrichment and knowledge exploitation body, whose main depository is the community of university citizens.
- ✓ The organisation that runs the University uses various means to support the development of this community and to strengthen its productive power and creativity.
- ✓ The University ensures the personal development of its students and staff in a performance-driven culture, with work as a core value

- ✓ Education, research, development and service activities are guided by interdisciplinarity and a competency-based approach, ensuring and supporting collaboration between disciplines and specialisations.
- ✓ Educating and training generations of creative and innovative young people and adults for the domestic labour market who are ready to meet the challenges of the future.
- ✓ Strengthening research areas of excellence that can be measured on a global platform
- ✓ Strengthening the commercial use of university knowledge, positioning the university as an entrepreneur inside and outside the organisation.
- ✓ Creating a sustainable and supportive infrastructure and organisational framework for the development of the university community in a 21st century higher education operating model.

The successful implementation of the strategic objectives requires the development of effective institutional management and operational structures, in addition to the development of the University's core activities (education, research), entrepreneurial activities and international presence and visibility, as illustrated in the figure showing the interdependence of the strategic

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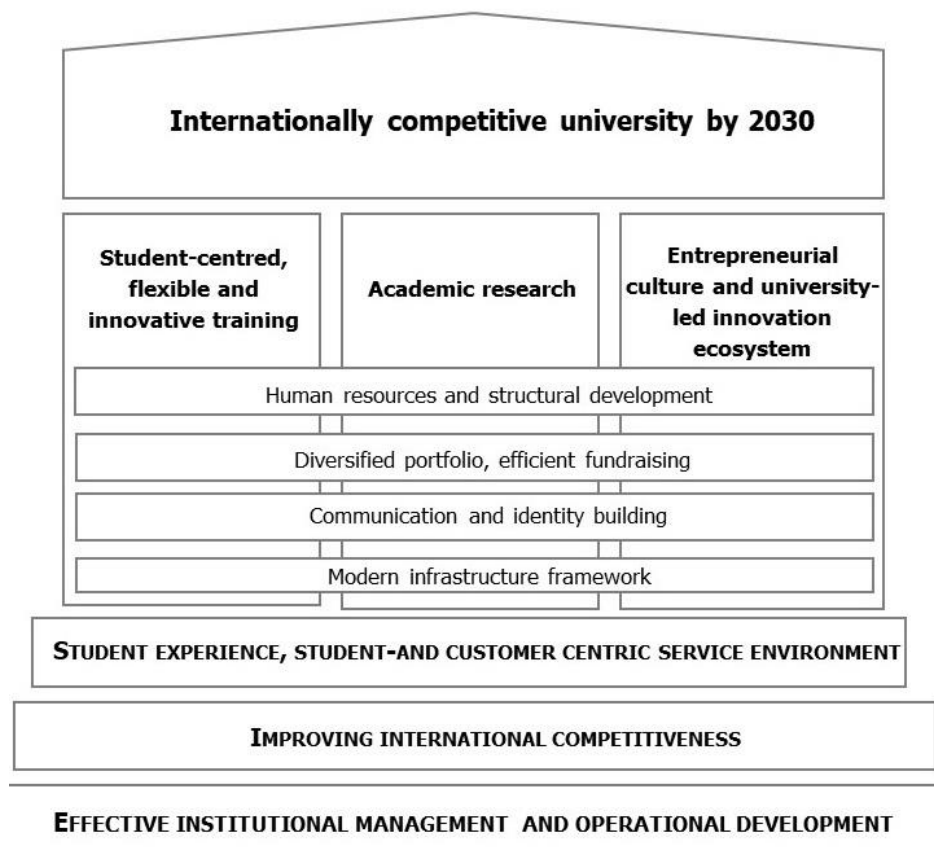
A key element of the university's vision is to be the knowledge centre, the driving force, the heart and soul of the region, a top-ranked institution in Europe, highly attractive to young Hungarians, whose teachers and students are valued by the region's communities, institutions and companies, both large and small. The future vision for Széchenyi István University is that its students will be known, recognised and welcomed in the region and around the world, and that its graduates will be proud of their former alma mater.

MILESTONES

2020 – Model change

2021 – First programmes of the Design Department

2021 - Competence Centre for Human and Social Sciences

2022 - First phase of the Science and Innovation Park

2022- Performance based pay system

2022 – Food Technology Hall in Mosonmagyaróvár

2022 - Innovation and Technology Legal Competence Centre

2023 - Rehabilitation and Recreation Centre

2023 – Smart Farm Mosonmagyaróvár

2023 - Training programmes related to artificial intelligence

2024 – Doctoral School of Arts and Sciences

2024 - Broadening project-based training methodologies and talent management activities

2025 - Autonomous transport systems cooperation centre in Zalaegerszeg

2026 - Second phase of the Science and Innovation Park

2026 – Doctoral School of Health Sciences

2027 - Full digital administration

2028 - Introducing the startup model to all students at the university

2030 - Sustainable competitive university

SITUATIONAL ASSESSMENT

EDUCATION

The predecessor of the Széchenyi István University, the Technical College of Transport and Telecommunications started its operation in 1968. For a few years, two trainings took place in Budapest and one in Szeged, and after the necessary investments were completed, the first academic year in Győr opened in 1974 at the campus on the banks of the Mosoni-Danube in the Révfalu district of Győr. The institution took the name of István Széchenyi in 1986. The most important change came on 1 January 2002, when based on the decision of the Parliament on 11 December 2001, with a 97 per cent majority, the institute became a university.

In the preceding years, the college had taken a number of steps forward. In 1990, the first students in business administration started their studies. Five years later, law studies were launched, in 1996 the Institute of Music was created, and in 1997, health and social training began. Following its transformation into a university, doctoral studies were added in 2004. In 2012, the Vehicle Industry Research Centre was established. In the meantime, major infrastructural improvements have been made, such as the completion of the Assembly Hall and the modern University Library in 2011, and the inauguration of the Management Campus, the Packaging and Environmental Durability Testing Laboratory and the Brake Bench Building in 2019.

One of the most significant recent developments was the integration of the Faculty of Agriculture and Food Sciences (MÉK) in Mosonmagyaróvár and the Apáczai Csere János Faculty (AK) in Győr on 1 January 2016, which joined the Széchenyi István University by succession from the University of West Hungary (NYME).

The university's educational organisation has undergone a number of changes between 2015 and 2020, of which the integration of the AK and the MÉK has already been mentioned. In addition, three faculties were created in 2016 from the Faculty of Technical Sciences (FIT): the Audi Hungaria Faculty of Automotive Engineering (AHJK), the Faculty of Architecture, Civil and Transport Engineering (FCE) and the Faculty of Mechanical, Computer and Electrical Engineering (CCEE). The Varga Tibor Institute of Music (VTI) has been operating as the Faculty of Performance Arts since January 2017. In addition, the Deák Ferenc Faculty of Law and Political Sciences (DFK), the Faculty of Health and Sports Sciences (ESK) and the Kautz Gyula Faculty of Economics (KGYK) complete the range of training programmes.

According to the data from the National Statistical Data Collection Programme of the Hungarian Central Statistical Office, the number of students at Széchenyi István University has remained stable between 2015 and 2020. Table 1 shows the change in the total number of students at the university between 2015 and 2020, and Figure 1 summarises the distribution of the student population between the faculties between 2016 and 2020.

	2015/16/II.	2016/17/I.	2016/17/II.	2017/18/I.	2017/18/II.	2018/19/I.	2018/19/II.	2019/20/I.	2019/20/II.	2020/21/I.
Number of students (person)	11 669	12 743	11 095	12 281	10 716	12 189	10 544	12 370	10 839	12 191

Table 1: Changes in the total number of students at Széchenyi István University between 2016-2020
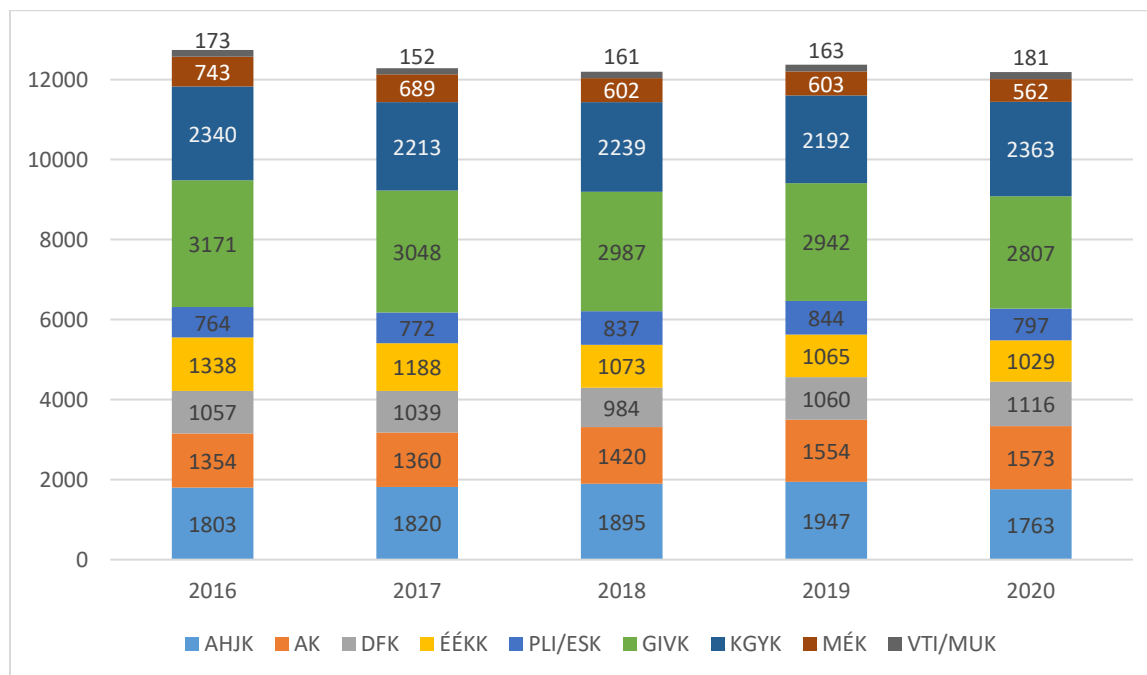

Figure 1: Changes in student numbers by faculty 2016-2020

RESEARCH

During the period 2015-2020, the university has been a balanced and dynamic place for professional and academic work. Within the framework of the renewed practice-oriented education, the curriculum reform was launched in 2015 in parallel with the national rethinking of training and outgoing requirements, aiming at streamlining processes and eliminating duplication, in addition to improving content. As a result, the teaching workload has been reduced, allowing capacity to be reallocated to research and international training to be developed.

In recent years, it has been an institutional goal to strengthen the qualified, skilled and committed internal teaching and research staff by developing a career model. In order to strengthen our research foci, we have attracted excellent national researchers.

Competence centres have been set up to focus research activities effectively. The following competence centres currently operate at the university:

- Vehicle Industry Research Centre
- Digital Development Centre
- Centre for Higher Education and Industrial Cooperation
- Campus Competence Centre
- Agricultural and Food Research Centre
- Globalisation Competence Centre
- Design Competence Centre
- Health-Innovation Competence Centre

THIRD MISSION

Győr and its region have seen strong investment activity over the past decades, with foreign investors settling in the region, helped by its highly favourable geographical location. Széchenyi István University is the most important higher education institution in the region, with extensive and well-established market links and a strong economic and social force. Market relations approach the University from several directions. On the one hand, the strongest line is research and development activity built on the university's knowledge base; on the other hand, the participation of companies active in the Győr automotive scene in university training is of particular importance.

The University, in close cooperation with the Municipality of Győr and major market players in the region, contributes greatly to the dynamic development of the region in the fields of R&D&I, economic development and addressing social challenges.

In addition to its own citizens, Széchenyi István University also plays an active role in increasing the knowledge and cultural opportunities of the local society through events and services open to the public, such as the Retired University; the Researchers' Night; the Széchenyi University Days; the Job Fair or the services of the University Library.

INSTITUTIONAL MANAGEMENT AND FINANCING

The University has sought to create the conditions for stable management in the period 2015-2020. Continuous renewal has resulted in an institution with state-of-the-art infrastructure, international rankings and a competitive edge. The University has moved from a framework to a task-based budgeting system for the 2015 budget, in parallel with the establishment of the Chancellor's Office. Since then, 1-3 years strategic and budget planning for faculties/departments is carried out in a bottom-up and coordinated manner, both from a strategic and HR perspective.

An important objective was to accelerate processes generating income and promote the culture change that this implies in order to awaken the budget awareness of the faculties and motivate their revenue-generating activities. The main objectives of the new planning, management and funding system were to rationalise the use of existing resources, to rethink the use of external resources and to set priorities in line with both annual operational processes and long-term strategic objectives.

The individual innovation support under Government Decision 1687/2015 (IX.25.) enabled the development of the automotive innovation programmes, as well as the infrastructure development and implementation that enable the fulfilment of the needs of companies cooperating with Széchenyi István University. This explains the sharp increase in own revenue. This was not the only factor influencing the amounts between 2015 and 2020, EU projects contributed as well.

In terms of developments, infrastructure projects accounted for the largest share, while the number of research and development projects was the highest. The largest contribution was related to the FIEK Competence Centre.

From an institutional management and funding perspective, the change in the operating and funding model on 1 August 2020 was an important milestone in the life of the University, as a result of which Széchenyi István University was transferred from state-run to a foundation-maintained higher education institute. The new funding system has the advantage of a year-round approach to long-term financial sustainability, supported by new funding principles that take into account the specificities of the various tasks based, pre-defined performance indicators introduced from 2022. The introduction of the model will allow a more flexible employment, with differentiated remuneration that recognises and motivates individual performance. The renewal will also allow staff to participate in more international and national projects, using more modern infrastructure and tools.

DEVELOPING INTERNATIONAL COMPETITIVENESS

The internationalisation of Széchenyi István University is in line with the higher education strategy "A Step Change in Higher Education", the Institutional Development Plan 2016-2020 of Széchenyi István University and the General Economic Development Strategy (ITM 2018-2030) issued by the Ministry of Innovation and Technology, the main objective of which is to contribute to the performance and value-based operation of our institution and to develop international competitiveness.

A key element of the new strategy is an action plan for global visibility. The primary objective is to continuously improve and strengthen the visibility and competitiveness of the Institution in the global and European higher education space, through the internationalisation of the University based on the following cornerstones:

- ✓ Teaching in English, recruiting foreign students (inward mobility for full and part-time courses), integrating native speakers and/or globally recognised experts into training programmes.
- ✓ To compete in international rankings (QS, THE) (to increase international research, publication and citation activity).
- ✓ To participate in a network of European universities, to promote European student mobility (outward mobility, part-time mobility in support of the Leuven Declaration objectives), research, publication, innovation and application activities.
- ✓ Brand building
- ✓ International (institutional and programme) accreditations

The internationalisation process of Széchenyi István University started in the 2015/16 academic year with the launch of two English-taught degree programmes initiated by the Government of Hungary

and supported by the Stipendium Hungaricum Programme (SH). The new application cycle of the programme, which was born in the spirit of "Opening to the East" economic policy concept, has made it possible to increase the number of English language programmes offered by our institution to 24 (21 of which are SH funded) by the academic year 2019/20 and to 34 (25 of which are SH funded) by the academic year 2020/21.

Table 3 summarises the number of English-language programmes in 2015-2020.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
English language programmes (pc.)	2	5	5	7	24	34

Table 3: Number of English language training programmes per academic year

INSTITUTIONAL COMMUNICATION AND MARKETING

The communication of Széchenyi István University is an activity defined in the University's Organisational and Operational Regulations, the implementation of which is divided between the Communication and Alumni Office (KAI) and the University Service Centre (ESZK). External and internal communication activities are shared. The university communication activity strengthens and protects the reputation of Széchenyi István University and develops its visibility.

CONTRIBUTION TO EUROPEAN UNION OBJECTIVES

One of the basic principles of operation of Széchenyi István University is to contribute to the objectives of the European Union. To this end, the University is committed to the international development of higher education through its active role in the international higher education network; to the adoption of innovative higher education methodologies; to the provision of student-centred, flexible learning; and to the promotion of digital and entrepreneurial skills; promoting women's participation in the labour market; helping disadvantaged students to catch up; promoting adult learning; developing education and training infrastructure; and ensuring sustainability and including the theme of sustainability into the curriculum.

KEY AREAS FOR TRAINING

According to the data from the Neptun system, in the first semester of the academic year 2020/2021, a total of 229 different courses (not counting specialised further education courses) were started at Széchenyi István University, separately for each type and mode of training.

In the table below you can see the number of bachelor's, master's and undivided programmes started in the first semester of the academic year 2020/2021, broken down by faculty.

	AHJK	AK	DFK	ESK	ÉÉKK	GIVK	KGK	MÉK	MUK
Number of training programmes	17	21	9	10	16	26	26	28	76

Table 4: Number of bachelor's, master's and undivided degree programmes started in the first semester of the academic year 2020/2021, broken down by faculty.

Most of the degree programmes were in continuous operation in the period 2015-2019, with a particularly large number of new programmes being launched in 2017. In the area of adult education,

67 market-oriented post graduate training courses were launched in the first semester of the 2020/2021 academic year.

In 2015, Széchenyi István University was one of the first to start the development of a dual higher education BSc programme in Automotive Engineering in cooperation with Audi Hungaria Zrt. In 2017, the BSc in Mechanical Engineering and the BSc in Computer Engineering were launched in the form of a dual training programme, and in September 2018, dual training was started in Agricultural Engineering BSc in cooperation with 3 companies. In 2019, this list has been extended by 5 more courses: MSc in Automotive Engineering in English, Tourism and Catering, Social Work, Civil Engineering and Transport Engineering. In the first semester of the 2020/2021 academic year, 10 dual training programmes launched with 14 corporate partners

The University currently has four doctoral schools: the Doctoral School of Law and Political Sciences, the Multidisciplinary Doctoral School of Engineering, the Doctoral School of Regional and Economic Sciences and the Wittmann Antal Multidisciplinary Doctoral School of Plant, Animal and Food Sciences. The doctoral schools launched a total of 9 doctoral programmes in the first semester of the academic year 2020/2021, the distribution of which is presented in Table 5.

	ÁJDI	**MMTDI**	**RGDI**	**WANÁÉMDI**
Programmes	1	3	2	3

Table 5: Number of doctoral programmes launched in the first semester of the academic year 2020/2021 by doctoral school

In the period 2015-2020, the restructured content also put the university in the international arena with an increasing number of foreign language courses. A niche in the training structure of the doctoral schools was created with the launch of a doctoral sub-programme in English, in cooperation with the Foundation of the National Bank of Hungary.

INSTITUTIONAL STRATEGIC OBJECTIVES FOR THE PERIOD 2021- 2024

EDUCATION

The situation assessment shows that Széchenyi István University has a wide range of courses and a stable number of students. Therefore, in the development of the period until 2024, the launch of new courses is given less weight than the development and completion of existing programmes. Our key strategic objectives in education are:

- **Mapping the network of contacts**
- **Individual student paths:**
- **Supporting students**
- **Digitisation:**
- **Training of teachers:**
- **Teacher careers:**
- **New programmes:**
- **Teaching in foreign languages**
- **Quality management system:**

SUPPORTING STUDENT SUCCESS

- ✓ Helping students to make the transition from secondary school to university education (Mapping the network of contacts, Individual student trips, Student support)
- ✓ We are making improvements to our teaching methodology to better adapt the delivery of our course content to the changing competences of our students (Mapping the network of contacts, Digitisation)
- ✓ Expand the range of individual training opportunities for talented students (Individual student paths, Student support)
- ✓ Strengthen the education quality system (Quality System).
- ✓ We broaden the channels through which students can get involved in jobs advertised by potential future employers while they are still studying (Mapping the network of contacts, Individual student paths, Student support)
- ✓ We support our students' foreign language learning. (Foreign language teaching)
- ✓ We also develop our students' communication, social and leadership skills. (Student support)
- ✓ Develop students' competences in research methodology and database use (Individual student paths, Student support)
- ✓ We provide a special platform for high-potential talent (Individual student paths)

STRENGTHENING THE EDUCATION SYSTEM THAT ENSURES OPPORTUNITY, SOCIAL EMPOWERMENT AND BROAD ACCESS

- ✓ We use student-needs-based interventions to reduce drop-out rates in the development of our educational activities (Mapping the network of contacts, Individual student paths, Student support, Quality management system)
- ✓ Financial support for students. (Support for students)
- ✓ Non-formal education projects to help young people prepare for higher education (Mapping the network of contacts, Support for students)
- ✓ We run training courses for students to develop emotional intelligence, tolerance and divergent, problem-solving thinking. (Support for student)
- ✓ We reduce the localisation of our education and project activities. (Mapping networks of contacts, Individual student paths, Student support, Digitisation, Training of teachers)

INCREASING THE INTEROPERABILITY OF HIGHER EDUCATION OUTGOING REQUIREMENTS AND THEIR ALTERNATIVES

- ✓ We make it easier for our students to enrol in a second degree course, and to choose related professional training. (Mapping network of contacts, Individual student paths)
- ✓ Increase the number of outgoing alternatives according to students' individual needs and goals (Mapping the network of contacts, Individual student paths)
- ✓ We follow the career paths of our students. (Mapping the network of contacts, Individual student paths)
- ✓ We develop and expand our professional training courses flexibly, taking into account market supply and demand, and adapting them to changing needs. (Mapping contact networks, Individual student paths)

A MAKE ACADEMIC AND PROFESSIONAL TRAINING MORE FLEXIBLE, SO THAT HIGHER EDUCATION INSTITUTIONS BECOME PERMANENT PLACES FOR LIFELONG LEARNING, AND STRENGTHEN ADULT LEARNING ACTIVITIES

- ✓ We create opportunities for the continuous renewal of the knowledge of our former students (Mapping the network of contacts, Individual student paths, Digitisation, New programmes)
- ✓ Taking an active role in the reform of the adult education system to ensure that adult education can meet the needs of the labour market resulting from the accelerating pace of technological change (Mapping the network of contacts, Individual student paths, Digitisation, New programmes)
- ✓ We encourage our students' activities in relation to the Conference of Academic Students Associations (TMDK) and support their participation in national competitions (Individual student paths)

RENEWAL OF THE CONTENT OF HIGHER EDUCATION IN LINE WITH THE NEEDS OF THE LABOUR MARKET AND LOCAL SOCIO-ECONOMIC NEEDS

- ✓ We intensively involve companies, market and social actors in the development and validation of the content of the training programmes (Mapping the network of contacts, Individual student paths, Digitisation, New training programmes, Student services)
- ✓ We develop our programmes in a way that it reflects transfer of practical knowledge from the companies (Mapping the network of contacts, Individual student paths, Student support, New programmes)
- ✓ We develop research projects that strengthen the cooperation between the University and the surrounding cities (mainly Győr and Mosonmagyaróvár) (Mapping the network of contacts, Individual student paths)
- ✓ We involve the students in the planning, organisation and implementation of academic conferences, programmes and projects (Mapping the network of contacts, Individual student paths, Student support)
- ✓ Special corporate needs are served through the Management Campus Competence Centre (Mapping the network of contacts, Individual student paths, Teacher career paths)
- ✓ To maintain the quality of education, the number and content of programmes and specialisations are constantly monitored and adapted to the needs of the economy and society. (Mapping the network of contacts, New programmes)

INCREASING INTERNATIONAL MOBILITY OF STUDENTS, TEACHERS AND RESEARCHERS

- ✓ Encourage much more active international mobility of students, better use of the Erasmus+ programme by students (Support for students, Foreign language teaching)
- ✓ We organise language training for our teachers and offer opportunities for international mobility. (Teacher training, Teachers' career)

IN THE FIELD OF EDUCATIONAL INNOVATION, MAKING THE TEACHING METHODOLOGY USED IN HIGHER EDUCATION PRACTICE- AND STUDENT-CENTRE

- ✓ We will further broaden the range of practice-oriented teaching methodologies (Mapping the network of contacts, Individual student paths, Student support)
- ✓ We want to ensure access to trainings and programmes that support entrepreneurial approach for all students at the university (Individual student paths, Student support)
- ✓ We constantly develop our distance learning, e-learning and VR methodologies and look for the optimal place for them to meet the needs of different training programmes. (Digitisation)
- ✓ We provide space for learning to take place in a variety of places and at different times, and for remote log-in to classes *(Individual student paths, Digitisation)*

CREATING CONDITIONS FOR A PERFORMANCE-BASED PROMOTION SYSTEM FOR TEACHERS AND RELATED COMPETITIVE SALARIES TO ENHANCE TEACHING EXCELLENCE

- ✓ We are develop and launch a benefits system that is understandable, transparent, predictable and secure for all university citizens, while reducing the administrative burden. (Teachers' careers)
- ✓ We support the scientific publication activities of our teachers through internal calls for proposals and projects *(Teachers' careers)*

INCREASE THE NUMBER OF WOMEN ACADEMICS AND RESEARCHERS IN UNDER-REPRESENTED FIELDS AND IN SENIOR POSITIONS.

- ✓ In our recruitment campaigns in secondary schools, we promote the idea that women can have a career in engineering. (Teachers' careers)
- ✓ We also prioritise increasing the proportion of women in areas that are currently under-represented (Teachers' careers)

ENCOURAGING EDUCATIONAL COOPERATION BETWEEN INSTITUTIONS, LAUNCHING JOINT (INTERNATIONAL) TRAINING PROGRAMMES, STRENGTHENING THE MENTORING ROLE OF INSTITUTIONS, CREATING NETWORKS TO ACCELERATE STUDENTS' PROGRESS

- ✓ We continue to strengthen our talent management activities, relying heavily on deepening our links with secondary schools in the region (Mapping networks of contacts, Supporting students)
- ✓ Initiate the development of cooperative, open, digital education solutions shared between institutions in the country running the same programmes (Mapping the network of contacts)
- ✓ We take a proactive role in linking the vocational training system and higher education at regional and national level (Mapping the network of contacts, New programmes)
- ✓ We indicate to secondary schools the range of competences and skills that can be developed in a secondary school setting to reduce the initial drop-out rate of our prospective students (Mapping the network of contacts, Supporting students)
- ✓ In the case of English-language training programmes, we build up cooperation abroad. (Mapping the network of contacts, Foreign language training)
- ✓ Analysing international higher education benchmarks and adapting international good practices (Mapping the network of contacts, Foreign language courses)
- ✓ Increase the number of visiting professors, especially on an international level (Mapping the network of contacts, Foreign language training)

DEVELOPING LANGUAGE COMPETENCES

- ✓ We steadily increase the number of training programmes taught in a foreign language (Foreign language training, Teacher training)

IMPROVING THE QUALITY OF EDUCATION

- ✓ We make teaching careers more attractive (Teachers' careers, Teacher training)
- ✓ By rethinking the content of the subjects and their links, we promote the mutual reinforcement of the knowledge and competences acquired in each course. (Mapping the network of contacts)

- ✓ We constantly develop and optimise our teaching methodologies (Digitisation, Training of teachers, Quality management system)
- ✓ Strengthen the awareness among our students that their feedback is an integral part of the quality system and increase the rate of student feedback (Student support, Quality system)
- ✓ We continuously monitor detailed and extracted subject performance data, administrative performance indicators, and student numbers at departmental and faculty level. (Quality Management System).
- ✓ We aim to provide small group project-based sessions for as many of our programmes as possible (Exploring the network of contacts, Student support, Teacher training, Quality management system)
- ✓ We support the activities of independent student groups and competitive teams (Individual student paths, Student support)

STUDENT- AND CUSTOMER-CENTRIC SERVICE ENVIRONMENT

- ✓ We create an attractive environment for students and provide student-centred support services (Student support)
- ✓ We also place a high priority on improving the health and physical fitness of our students. (Student support)

RESEARCH

At Széchenyi István University, the academic work is balanced. This has resulted in an expansion of its research and professional partnerships, an increase in revenues from R&D funds and an improvement in the institution's international recognition. The recent curricular reform, implemented in the framework of the renewed practice-oriented training, has aimed at streamlining processes and eliminating duplication, in addition to improving content. Looking ahead, the University intends to focus its research strategy on the following main areas:

- Addressing real market and societal challenges by strengthening research capacities in our areas of competence with a global focus
- Developing and evaluating research work
- Making academic careers attractive to secure excellent research capacities
- Developing national and international research partnerships
- Contributing to increase the number of economic and social innovation -

Planned objectives and interventions:

- Supporting researchers' career development, creating a more attractive career path for researchers
- Developing research infrastructures, creating a new network of science and innovation parks.
- Promoting cooperation between industry and research, higher education, research institutions and businesses, encouraging product development
- Increasing the value added production of enterprises.

PRESENTATION OF THE RESEARCH, DEVELOPMENT AND INNOVATION STRATEGY OF THE INSTITUTION, INCLUDING THE INVOLVEMENT OF TECHNOLOGY-INTENSIVE ENTERPRISES, IN PARTICULAR SMES, IN BUILDING UP THEIR INNOVATION COMPETENCE

- ✓ We make the research, development and innovation potential of the institution visible to our existing and prospective partners.

- ✓ Develop the innovation potential of the region, start-up and spinoff activities (building in particular on the results of the FIEK programme).
- ✓ Further strengthen our technology transfer and knowledge management unit.
- ✓ Develop the focus on informal means of knowledge transfer alongside formal means (TT office, incubation programmes, extensive involvement of venture capital funds) by building effective communication channels and social networks

STRENGTHENING RESEARCH FUNDING TO SUPPORT INTERNATIONALLY COMPETITIVE QUALITY AND CONCENTRATION OF RESOURCES, AND BUILDING ON THE RESOURCES ACQUIRED BY INSTITUTIONS OUTSIDE PUBLIC FINANCES

- ✓ Strengthen the revenue-generating capacity of our research activities.
- ✓ The University's competence centres contribute to the development of academic and entrepreneurial competitiveness by providing a state-of-the-art innovation environment for corporate partners, strengthening academic excellence and the University's revenue-generating capacity.

BUILDING INTER-INSTITUTIONAL R&D&I NETWORKS BY STRENGTHENING THE INSTITUTIONAL R&D&I FOCUS

- ✓ We continue to expand our collaborations with key national research and higher education institutions.
- ✓ We will develop our research-enterprise-innovation activities in close connection with our research and innovation network collaborations, in order to expand and differentiate our internal and external collaborations, both horizontally and vertically.

INCREASING THE INTERNATIONAL EMBEDDEDNESS OF INSTITUTIONAL RESEARCH

- ✓ We contribute effectively to the creation of internationally recognised domestic scientific hubs that respond to major global challenges
- ✓ We expand our international education and research collaborations
- ✓ We will strive to achieve an international leading role in automotive research and education.

SECURING THE HUMAN RESOURCES SIDE OF R&D&I IN THE LONG TERM

- ✓ We provide organisational development and motivational tools to ensure the supply of researchers.
- ✓ For those who choose a career in science, we offer doctoral training with a secure future.

RENEWAL OF INFRASTRUCTURE FOR R&D&I

- ✓ We create the infrastructure for high-quality research.

STRENGTHENING INDUSTRIAL RELATIONS BETWEEN INSTITUTIONS, SETTING UP INNOVATION AND INDUSTRIAL CENTRES

- ✓ We constantly and actively expand our corporate contacts and partnerships.
- ✓ We seek to conclude framework R&D contracts that establish long-term corporate collaborations, while also serving the smaller-scale needs of SMEs.

- ✓ We have specific programmes to support knowledge transfer between universities and industry, and university-industry cooperation
- ✓ We aim to become a reference centre for small and medium-sized farms in the field of precision agriculture.

THIRD MISSION

In addition to its teaching and research activities, Széchenyi István University plays an important role in the social development of Győr and its region, and in strengthening the local innovation ecosystem.

In addition to our educational and research services in Győr, Mosonmagyaróvár, Zalaegerszeg and Budapest, we reach a wide range of social groups through our events, community spaces, service infrastructure (sports, cultural, library). In this way the institution not only functions as a real knowledge base, but also as a regional centre for cultural and sporting activities.

The most important flagship project for local economic development and the university-centred innovation ecosystem, is the science and innovation park built on the site of the former Győr Biscuit and Waffle Factory. In addition, in the coming years we will continue to play an active and initiating role in complex economic and regional development programmes such as the Economic Development Zone programme, the Insula Magna programme for the rehabilitation of the Szigetköz region, or the waste management pilot project supporting the local implementation of the circular economy.

STRENGTHENING THE INSTITUTIONAL IMPACT ON LOCAL ECONOMIC DEVELOPMENT.

- ✓ Through our competence centres and research centres, we support the diversified industrial development of Fejér, Komárom-Esztergom, Győr-Moson-Sopron, Vas, Veszprém and Zala counties, the strengthening of their dynamic, networked tourism, the foundation of their circular economy and social innovation.
- ✓ We contribute to the development of the knowledge economy and to the social and economic digitisation processes.
- ✓ We establish a one-stop umbrella organisation within the Management Campus Competence Centre and its infrastructural base to support both the development of innovation capacities of domestic SMEs and R&D and innovation cooperation between large enterprises.

INCREASING THE INSTITUTION'S ACTIVITY IN TACKLING SOCIETAL CHALLENGES AND DISSEMINATING SOCIAL INNOVATION

- ✓ We take an active role in the elaboration and implementation of complex sectoral and regional development programmes, with a special focus on the development of the Szigetköz-Csallóköz
- ✓ We contribute to addressing social and environmental challenges through our existing and continuously strengthening areas of excellence. We help to strengthen the health industry in Győr by developing occupational health and health engineering competences.

EXPANDING THE RANGE OF SERVICES FOR THE PROMOTION, AWARENESS-RAISING AND DISSEMINATION OF KNOWLEDGE, AND INCREASING FREE ACCESS TO HIGHER EDUCATION KNOWLEDGE BASES.

- ✓ Promoting the disciplines covered by the university (with a special focus on MTMI areas).
- ✓ We proactively promote the modernisation of science, the development of creativity and entrepreneurial thinking, cultural life and important societal challenges through regular events reaching out to the university community and wider target groups.
- ✓ We give high priority to music education and training for amateur artists and enthusiasts.

CREATING UP-TO-DATE INFORMATION CONTENT AND ENSURING WIDE ACCESS

- ✓ We intend to record and make available university lectures in a unified system and create a search interface for university digital content and services.

STRENGTHENING THE SERVICE FUNCTIONS OF HIGHER EDUCATION TO BOTH STUDENTS AND LOCAL SOCIETY

- ✓ We provide a valuable service to students and the local community.
- ✓ We actively support the digitisation of the agricultural economy.

IMPROVING THE QUALITY AND QUANTITY OF HUNGARIAN EDUCATION IN THE DIASPORA

- ✓ We provide a wide range of materials for teachers of Hungarian language and culture in the diaspora
- ✓ We are deepening our relations with Hungarian-language secondary schools around the Hungarian border.

INSTITUTIONAL MANAGEMENT AND FUNDING

The aim of the change of the university's maintenance model implemented on 1 August 2020 was to enable Széchenyi István University to operate the innovation and education ecosystem developing the socio-economic environment of the region more efficiently and effectively, and to develop a successful entrepreneurial university. In this way, the University, as a driving force of local economic development, will respond flexibly to the needs of the region and the country by providing the training, research, innovation, sports and cultural services needed to ensure the competitiveness of the region and the country.

Our aim in improving institutional management is to develop an operational and organisational framework that speeds up and shortens the path from knowledge creation to the market. Our successful integration processes in the previous institutional development cycle (the integration of the Faculty of Agriculture and Food Sciences in Mosonmagyaróvár and the Faculty of Apáczai in Győr) have proven that linking the faculties' areas of competence through effective communication, motivation and organisational development tools not only helps to optimise our internal processes and operations, but also brings significant improvements in our revenue-generating capacity and in the performance of complex economic and social tasks.

PRESENTATION OF THE IDEAS RELATED TO THE UTILISATION, PRESERVATION, DEVELOPMENT AND DISPOSAL OF THE ASSETS PLACED IN THE DISPOSITION OF THE HIGHER EDUCATION INSTITUTION BY THE MAINTAINING BODY, DESCRIPTION OF THE EXPECTED INCOME AND EXPENDITURE

- ✓ The university's asset portfolio management will be strengthened at the organisational level, based on three pillars: (1) asset management planning; (2) development-oriented resource mobilisation; (3) profitable operation and exploitation.
- ✓ We prepare and implement complex infrastructure development programmes in our areas of expertise in automotive, digital, agri-food and health to develop our corporate partnerships, entrepreneurship, human resources and internationalisation activities.
- ✓ Through our compact, open and attractive campuses, we contribute to improving the social well-being and livability indicators of Győr and Mosonmagyaróvár, developing a university that can reach a wider audience with services outside its core activities.

- ✓ We ensure that working conditions are maintained at a high level.
- ✓ We guarantee the use of our assets, whether owned or leased, with a view to ensuring profitable operation and improving the quality of operations.
- ✓ We are good managers in the use of our properties, and we strive to maintain and renovate them on an ongoing basis by proactively raising funds. We support the development and enhancement of neighbourhoods that include higher education functions.
- ✓ In the operation and development of our facilities, we will prioritise the use of renewable energy and reduce operating costs through energy-efficient solutions.

ESTABLISHMENT OF A STABLE, PREDICTABLE, TASK- AND PERFORMANCE-BASED SYSTEM FOR INSTITUTIONAL FUNDING OF TRAINING, RESEARCH AND SCIENTIFIC PERFORMANCE, BASED ON REAL UNIT COSTS, WHICH CAN BE ADAPTED TO THE REQUIREMENTS OF THE LABOUR MARKET AND THE CURRENT BUDGETARY RESOURCES

- ✓ We renew our human resources system, based on motivational, performance and work evaluation criteria.
- ✓ We optimise and digitise processes supporting management and operations, and target paperless administration.

REDUCING THE INSTITUTION'S EXPOSURE TO PUBLIC FUNDS, INCREASING ITS CAPACITY TO RAISE FUNDS FROM THE MARKET, STRENGTHENING ITS SOCIO-ECONOMIC INVOLVEMENT

- ✓ We operate an institutional management structure that supports our business activities.
- ✓ We encourage own revenue generating activities so that each department contributes its own revenue to a balanced operation, using its own potential.

DEVELOPING INTERNATIONAL COMPETITIVENESS

Széchenyi István University competes for students with approximately 25,000 higher education institutions around the world. In order to be visible in the global higher education space, our University needs to conduct research and teaching activities of international quality. Internationalisation - research and teaching in English are means of achieving global visibility

TEACHING IN ENGLISH

- ✓ We are consciously and systematically developing our teaching activities in English, actively recruiting foreign students by integrating native speakers and/or globally recognised experts into our training programmes.

COMPETING IN INTERNATIONAL RANKINGS

- ✓ We aim to be a leader among Hungarian universities in international rankings.
- ✓ We encourage our staff to engage in international research, publication and citation activities in order to move the university up the international rankings.

SUPPORT FOR INTERNATIONAL MOBILITY AND RESEARCH

- ✓ We strengthen our participation in the European University Network.
- ✓ We seek to build global partnerships and exploit the opportunities that these partnerships offer, both in education and research.

✓ We support student mobility, research, publication, innovation and application activities of our students and staff.

INTERNATIONAL ACCREDITATION

✓ Encourage quality development of individual programmes in preparation for accreditation by international accreditation bodies.

INSTITUTIONAL COMMUNICATION AND MARKETING

The University aims to further strengthen its reputation, visibility and prestige in Hungary and internationally, and to develop its image. To achieve this, the Communication and Alumni Office places great emphasis on the production of quality content. This also has an impact on the internal operation of the institution: it strengthens the university identity, builds and creates community. The University's communication activities support the achievement of its educational, scientific, internationalisation and business objectives by

✓ showing the successes achieved by staff and students, which provides positive feedback, motivation and example;
✓ showcasing the University's role as a knowledge broker, its R&D&I activities and promoting its R&D&I services;
✓ presenting and strengthening the University's links with business, industry, local government and civil society;
✓ encouraging the development of a business and entrepreneurial mind-set within the University,
✓ promoting and supporting the University's internationalisation efforts and achievements;
✓ presenting the University as an experience;
✓ promoting the University's areas of study, with particular emphasis on MTMI courses.

INSTITUTIONAL COMMUNICATION AND MARKETING

✓ We are raising our communication and marketing activities to a conscious level.
✓ We improve our internal communication.
✓ We develop our national and international alumni system.
✓ We pay particular attention to our partnerships.
✓ We will provide the university's Trainee Background (both institutional and corporate) with new signage, a professional "star system", highlight and develop internal communication (e.g. updating and standardising university symbols, logos, signage).

CONTRIBUTION TO EUROPEAN UNION OBJECTIVES

In formulating its strategic objectives and actions for 2021-24, Széchenyi István University also examined the alignment with the European Union's policy objectives for 2021-27. The University's development programme supports the achievement of all EU policy objectives:

- PO1 – PO1 - A more competitive and smarter Europe

- PO2 – A greener Europe

- PO3 – A better connected Europe

- PO4 –A more social and inclusive Europe

- PO5 – A Europe closer to citizens

SUPPORTING DIGITAL SKILLS ACQUISITION AND DIGITAL TEACHING AND LEARNING FOR ALL INSTITUTIONAL STAFF AND STUDENTS

- ✓ We focus on strengthening basic skills, especially digital skills, and key competences through the creation of a modern learning environment suitable for the development of digital competences.
- ✓ We give priority to developing the digital skills of our staff.
- ✓ We contribute to the development of civic and entrepreneurial competences through the elaboration and application of flexible, innovative and digital teaching and learning methodologies.

SPECIFIC TRAINING FOR RETRAINING AND UPSKILLING IN SMART SPECIALISATION, INNOVATION MANAGEMENT, ENTREPRENEURIAL SKILLS AND INNOVATIVE BUSINESS MODELS WITHIN COMPANIES, PAYING ATTENTION TO THE NEEDS RELATED TO INDUSTRIAL TRANSFORMATION AND CIRCULARITY; TAILORING SKILLS DEVELOPMENT TO BUSINESS NEEDS

- ✓ We encourage an entrepreneurial mind-set among our staff and students through formal and informal channels and programmes.
- ✓ We create a one-stop umbrella organisation within the Management Campus and its infrastructural base that will support both the development of innovation capacities of domestic SMEs and the development of research links with large companies.
- ✓ We support enterprises in successful transition to new technologies, innovation, sustainable technology change and digitalisation.

PROMOTING WOMEN'S PARTICIPATION IN THE LABOUR MARKET AND A BETTER WORK-LIFE BALANCE, PROMOTING FLEXIBLE WORKING CONDITIONS, SUPPORTING FAMILY-FRIENDLY HIGHER EDUCATION INFRASTRUCTURE

- ✓ We have a family-friendly service structure and an internal regulatory environment to help employees and students alike balance work, study and family.

INSTITUTIONAL SUPPORT FOR THE COMPLETION OF STUDIES FOR DISADVANTAGED AND UNDER-REPRESENTED GROUPS OF STUDENTS

- ✓ We use student-needs-based interventions to reduce drop-outs in the development of our educational activities.
- ✓ We provide financial support for our students in the form of study grants and social grants.

DEVELOPING KEY COMPETENCES FOR ALL INSTITUTIONAL STAFF AND STUDENTS TO FACILITATE A SMOOTH TRANSITION INTO THE WORLD OF EMPLOYMENT

- ✓ We support the development of our students' competences for labour market integration.
- ✓ We support the development of our staff's competences for labour market integration.
- ✓ We support return to work.

ADEQUATE SUPPORT MEASURES FOR TEACHERS AND RESEARCHERS IN TERMS OF LEARNING METHODS, ASSESSMENT AND VALIDATION OF KEY COMPETENCES, RECOGNITION OF LEARNING OUTCOMES AND QUALIFICATIONS

- ✓ We continuously monitor, evaluate and improve our educational activities.

- ✓ We organise the methodological training of all those involved in education into a coherent system, which will provide an overview of the opportunities available.
- ✓ The validation of the competences of our trainers will be carried out within the framework of classroom visits, under the responsibility of the department. The aim is to provide methodological development for our trainee teachers in their first years of activity, and to evaluate their work and propose improvement measures in a series of classroom visits and in brief meetings with the subject supervisor or the head of department, who will review the teaching material produced by the teacher.
- ✓ From an administrative point of view, our main objective in the field of credit recognition is to review the current system and to identify and eliminate bottlenecks.
- ✓ - From an administrative point of view, our main objective in the field of credit recognition is to review the current system and to identify and eliminate bottlenecks.
- ✓ -From a substantive point of view, we will look at ways to expand the scope of credit recognition while maintaining quality objectives. One such area is the programme for certified technician starting in 2021, where credit recognition should be based on knowledge acquired in secondary school. The rules for this will be finalised by the end of 2021.
- ✓ Promoting adult learning through training and retraining
- ✓ We are taking an active role in reforming the adult education system to ensure that it can meet the needs of the labour market as a result of accelerating technological change.
- ✓ We create opportunities for the continuous renewal of the knowledge of our former students.

SUPPORT FOR THE DEVELOPMENT OF EDUCATION AND TRAINING INFRASTRUCTURE

- ✓ We are building our infrastructure development on three pillars by strengthening the university's asset portfolio management at organisational level:

> (1) asset management planning;
> (2) development-oriented resource mobilisation;
> (3) profitable operation and utilisation.

- ✓ We will continue to improve our education and training infrastructure.
- ✓ We will ensure that the properties under our management are used either by us or through tenants, with a view to profitable operation and continuous improvement of the quality of operation.
- ✓ We prepare and implement complex infrastructure development programmes in our areas of expertise in automotive, digital, agri-food and healthcare to develop our business partnerships and entrepreneurial activities.
- ✓ Through our compact, open and attractive campuses, we will contribute to improving the social well-being and livability of Győr and Mosonmagyaróvár, developing a university that can reach a wider audience with services outside its core activities.

3.1.1 REFLECTING ON ENVIRONMENTAL, ECONOMIC AND SOCIAL CHALLENGES, INTEGRATING SUSTAINABILITY INTO CURRICULA, LAUNCHING PILOT PROJECTS

- ✓ We contribute to addressing social and environmental challenges through our existing and growing areas of excellence.
- ✓ We catalyse the digitalisation processes of economic actors and society, and the strengthening of the creative industries in Győr.
- ✓ We take an active role in the development and implementation of complex sectoral and regional development programmes, with a special focus on the development of Szigetköz-Csallóköz.

DEMONSTRATING ALIGNMENT WITH THE RECOVERY AND RESILIENCE PLAN.

PLANS UP TO 2026 TO STRENGTHEN HIGHER EDUCATION APPRENTICESHIPS AND ADAPT THEM TO LABOUR MARKET NEEDS

SPECIFIC IDEAS FOR THE REFORM OF THE HIGHER EDUCATION INSTITUTION'S INFRASTRUCTURE, ORGANISATION AND EDUCATIONAL DEVELOPMENT

- ✓ We are implementing flagship infrastructure development projects that support the development of the university's business partnerships, knowledge exploitation and the development of the local knowledge economy. These projects:
- ✓ We are developing infrastructure to support new health sciences and health industry developments. Our development focus areas are:
- ✓ We are making housing improvements to support the internationalisation of the university and inclusive education. Our projects to achieve this aim are:
- ✓ We implement building infrastructure improvements related to the University's practical training programmes and the provision of quality institutional services.
- ✓ We develop a motivational framework that aligns individual and institutional goals, based on objective performance assessment.
- ✓ We will make our teaching methodologies in higher education practice- and student-centred.
- ✓ We implement improvements to raise the quality of teaching

TRAINING AND ORGANISATIONAL DEVELOPMENT CONCEPTS WITH TASK-, PERFORMANCE- AND QUALITY-BASED INCENTIVES

- ✓ We are renewing our human resources system, based on motivational, performance and work evaluation criteria.
- ✓ We will optimise and digitise processes supporting management and operations, and target paperless administration.

IMPROVING THE QUALITY, EFFICIENCY AND ACCESSIBILITY OF HIGHER EDUCATION AND INCREASING PARTICIPATION IN EDUCATION.

- ✓ We renew the content of higher education in line with the needs of the labour market and local socio-economic needs.
- ✓ We continue the activities launched in relation to digital transformation, training and curriculum development.
- ✓ We strive to create harmony between vocational training, adult education and higher education curricula and training infrastructure.
- ✓ We support student success.

PRESENTATION OF IDEAS FOR THE PRACTICAL ADAPTATION OF THE CONTENT AND METHODOLOGY OF ADULT EDUCATION COURSES TO THE NEEDS OF THE LABOUR MARKET

SYSTEM OF RELATED FURTHER TRAINING, SUPPLEMENTARY TRAINING AND RETRAINING AND OTHER TYPES OF TRAINING

- ✓ Increase the interchangeability of the outgoing alternatives for higher education programmes

- ✓ When designing training courses, specialisation, modularity, relatively short duration (they can be done while working, the workplace can also provide a continuous practical background for the training) are important aspects to consider.
- ✓ Related training will be implemented in a flexible way, in coordination with preceding training.

OPPORTUNITIES FOR TRAINING COOPERATION WITH OTHER INSTITUTIONS AND COMPANIES

- ✓ We intensively involve companies, market and social actors in the development of the content of the training, both in the field of development and validation.
- ✓ We deepen our institutional cooperation.
- ✓ We work with specific corporate partners on R&D projects.

KEY AREAS FOR TRAINING

MEDICAL AND HEALTH SCIENCES

IMPROVING THE HUMAN RESOURCES FOR MEDICAL AND HEALTH SCIENCES TRAINING

- ✓ We develop the Department of Health Sciences.
- ✓ We plan to replace the current centralisation of tasks with a skills- and task-oriented division of the work
- ✓ Human resources will be provided in line with the development of the Faculty's training portfolio.
- ✓ Demonstrator tasks will be developed per field of expertise.

MARKETISATION OF HEALTH SCIENCES TRAINING METHODOLOGY IN LINE WITH DOMESTIC NEEDS AND FOREIGN DEMAND

EXPANDING AND DEVELOPING ADULT EDUCATION AND TRAINING ACTIVITIES IN HEALTH AND SPORTS SCIENCE

- ✓ We develop marketable specialised training and further training courses.
- ✓ We provide training adapted to the changing healthcare environment and to the needs of the sector.
- ✓ We organise mandatory professional group and other further training courses in line with sector needs.

STRENGTHENING THE HUNGARIAN HEALTHCARE INDUSTRY AND EXPANDING RELATED PHARMACEUTICAL AND DIAGNOSTIC R&D CAPACITIES

- ✓ We develop research related to the health industry.
- ✓ Strengthen the research network with healthcare manufacturers and providers (Mediklaszter).
- ✓ Coordinate and develop health technology competence areas with partner institutions and market actors.
- ✓ We use IT systems to screen for colorectal cancer.
- ✓ We carry out biomechanical research in the field of musculoskeletal prosthetics and surgery
- ✓ We apply 3D printing in prosthetics, patient communication, surgical planning and education.
- ✓ We increase the effectiveness of genetic screening programmes and exploring opportunities to join the Healthy Generation Programme.
- ✓ We give high priority to health promotion and health education for the general public and businesses

MODERNISING THE CONDITIONS FOR PHARMACEUTICAL TRAINING AND RESEARCH

- ✓ We plan to create a new Health Sciences Campus for health sciences training. In the future, new programmes will be added within the Medical and Health Sciences training field (e.g. MSc in Obstetrics and Gynaecology Sonography). A decision will be taken on the final location of the training (Petz Aladár County Teaching Hospital, Internal University Campus).

TRAINING IN THE FIELD OF SOCIAL WORK

Ensure territorial coverage of training in the social field and ensure that it is practice-oriented and adapted to the constantly changing challenges

- ✓ MA/MSc level training will be provided for social workers in the region.

SCIENCE, TECHNOLOGY AND INFORMATION TECHNOLOGY TRAINING

RENEWING THE STRUCTURE OF BACHELOR'S AND MASTER'S DEGREES IN ENGINEERING

- ✓ We are strengthening our internal synergies in the architect-structural engineer, transport engineer-transport planner, transport engineer-urban planner, infrastructure-architecture relations.
- ✓ The full-time MSc courses of the Faculty of Mechanical Engineering, Informatics and Electrical Engineering are offered in English only and the correspondence courses in Hungarian only.
- ✓ In the MSc programmes of the Faculty of Mechanical Engineering, Informatics and Electrical Engineering (both English and Hungarian), the specialisations are replaced by optional subject groups.
- ✓ We are launching a degree programme with international accreditation, mainly for students from outside Europe (China, Asia, Africa)
- ✓ The results of our pilot training courses in automotive engineering will be evaluated, further developed and the training format will be continued.

ESTABLISHING AND REGULATING PARTNERSHIPS BETWEEN HIGHER EDUCATION INSTITUTIONS AND COMPANIES EMPLOYING GRADUATES

- ✓ We develop curricula/course plans related to the digitisation of the construction industry with the involvement/support of industrial partners.
- ✓ We are involved in research/projects on the above topic (in cooperation with industrial partners, on behalf of industrial partners).
- ✓ Involving industrial partners to broaden our educational range, taking into account the needs of employers (involving construction companies in the form of contractors/investors/project managers).
- ✓ Our laboratory infrastructure will be upgraded with the latest technologies, adapted to both educational and research activities and market requirements.

INCREASING THE EFFECTIVENESS OF TEACHING METHODS IN THE FIELD OF ENGINEERING

- ✓ We will strengthen dual training in engineering education, working more closely with corporate partners to provide practice-oriented and project-based training

- ✓ We actively promote the training of certified technicians in architecture, civil engineering and transport engineering.
- ✓ We take into account the HR needs of our key partner companies in the development of our training methodologies.

REGULAR REVIEW AND UPGRADE OF ASSETS FOR IT TRAINING PROGRAMMES

- ✓ We are modernising the IT education portfolio and developing fundraising activities.

DEVELOPING BUSINESS NETWORKS, STRENGTHENING COOPERATION WITH INDUSTRY PLAYERS IN BOTH TRAINING AND RESEARCH

- ✓ **The development of the economic and social networking of the Faculty of Architecture, Civil Engineering and Transport Sciences is defined along five main thematic areas:**

  - Digital Construction - BIM in civil engineering and architecture and heritage restoration
  - Water management
  - Urban development, urbanistic - transport-oriented cities, "15 minute" city
  - Modelling, assessment and design of multimodal transport systems
  - Infrastructural and human aspects of transport safety in the era of new transport modes

- ✓ **Explore the possibility of establishing and introducing a departmental/specialisation or even faculty-level "body" involving market players.**

TRAINING IN BUSINESS AND ECONOMICS

EXPLOITING THE POTENTIAL OF INTERNATIONALISATION, STRENGTHENING COMPETITIVE, FOREIGN-LANGUAGE BUSINESS EDUCATION, ESPECIALLY IN MSC PROGRAMMES

- ✓ **We expand our English-language programmes by launching two MSc courses.**
- ✓ **Our aim is to further develop our existing English language programmes, increase the number of students, and create student-centred, innovative, high-quality education.**
- ✓ **Our key objective is to further expand the international partnerships and to strengthen the image, visibility and recognition of the faculty in the international higher education market.**

INCREASED INVOLVEMENT IN BUSINESS SPECIALISED TRAINING COURSES AND ADULT EDUCATION, IN COORDINATION WITH EMPLOYERS

- ✓ We are continuously expanding our specialised training course offers (e.g. online marketing manager, innovative SME manager) in close cooperation with employers and guest lecturers and lecturers from companies/external institutions.

- ✓ We will further develop the content and improve the quality of our training programmes, taking into account labour market and training needs and trends.

DEVELOPMENT OF TRAINING AND RESEARCH ACTIVITIES

- ✓ In order to improve the demographic composition of the Faculty, we aim to strengthen the role of the Gyula Kautz Special College (KGYKSZ) and the Doctoral School of Regional and Business Adminsitration (RGDI), and to maintain and deepen the close cooperation between the Faculty and the above units.
- ✓ Develop and pilot an interactive, experiential, simulation-based teaching methodology providing immediate and direct feedback to students in the field of economics.
- ✓ We will strengthen the Faculty's academic journal, Tér-Gazdaság-Ember, and increase the international visibility of its conferences.
- ✓ The Faculty aims to strengthen cooperation with the comeptence centres of the university and interdepartmental links to contribute to the achievement of government objectives on sustainability.
- ✓ In order to achieve common strategic goals, the Faculty cooperates with other faculties of the University in several fields (e.g. tourism, sport and health economics, mobility and transport economics, food science, social sciences, etc.).
- ✓ Third mission tasks of the Faculty (integration into the local socio-economic processes)
- ✓ Our aim is to re-design and implement the regional economic analysis and forecasting system (SZEconomy model) of the Kautz Faculty (development and interconnection of its modules).
- ✓ To achieve the digitisation goals for online (remote) education and home office possibility and to provide the necessary IT infrastructure (laptops and tablets of appropriate quality and other equipment) for the teaching, research and administrative staff, as well as to maintain and continuously improve the quality of the equipment.

AGRICULTURAL TRAINING

STRENGTHENING TECHNOLOGY-ORIENTED EDUCATION AND RESEARCH FOCUS AREAS, SUPPORTING DIGITISATION PROCESSES IN AGRICULTURE AND THE FOOD ECONOMY

- ✓ We are launching programmes to support the modernisation of agriculture and the competitiveness of farms
- ✓ We support the digitisation of agriculture through cross-faculty and cross-departmental cooperation.

RENEWAL OF TRAINING AND RESEARCH PROGRAMMES, ENROLMENT

- ✓ We keep pace with changes in technology, steadily reducing outdated technology in areas of training and research.
- ✓ We are developing an educational structure adapted to the seasonality of agricultural production
- ✓ We are developing our enrolment activities and processes
- ✓ Strengthen the economic focus of our training.
- ✓ We strengthen the practical focus of our training programmes and our specialised training courses
- ✓ Strengthen our environmental and climate protection research areas.

TEACHER TRAINING

RENEWAL OF THE CONTENT AND METHODOLOGY OF TEACHER TRAINING, USING MODERN TOOLS OF TEACHING METHODOLOGY

- ✓ We draw on the professional experience of teachers in our practising schools in the practice-oriented development of our teacher training.
- ✓ We support the development of students' competences through project-based tasks and training methodologies.
- ✓ In teacher training courses (Bachelor courses, specialised training courses, post-graduate training courses, music teacher training), the development of digital methodology and content is a priority.
- ✓ We launch new teacher training courses.
- ✓ We will provide pedagogical, adult education and methodological (further) training for teachers teaching in the field of engineering, and contribute to the renewal of the training curriculum for the teacher of engineering programme (from the vocational teacher training through the undivided teacher of engineering programme to the specialised post-graduate training courses).

TEACHER TRAINING, DEVELOPMENT AND ADAPTATION TASKS, DEFINITION OF ORGANISATIONAL RESPONSIBILITIES AND METHODOLOGY AT INSTITUTIONAL LEVEL

- ✓ We develop an independent centre for teacher training. HR development in the field of teacher training.

PROVIDING AN INFRASTRUCTURAL FRAMEWORK FOR TEACHER TRAINING

- ✓ We modernise our psych diagnostic tools for special education (psychological tests, pedagogical diagnostic procedures, both paper-based and software-based).
- ✓ We will set up a room for focus group research in our Practising School.
- ✓ Data analysis software companies (ESRI, IBM, SAS, NVivo) will be involved in supporting university further training and traineeship programmes.
- ✓ We will set up an infrastructure suitable for teaching, training and development work in specific pedagogical areas (e.g. speech therapy, pedagogy for people with learning difficulties).

TRAINING IN HUMANITIES

RENEWAL OF THE CONTENT AND METHODOLOGY OF HUMANITIES TRAINING, USING MODERN TOOLS OF TEACHING METHODOLOGY

- ✓ We develop our humanities training, adult and further training activities in line with domestic needs and demand from the diaspora.
- ✓ We prepare the English-language curriculum grid for the Master degree in Human Resource Counselling.
- ✓ In the field of humanities, we will launch PhD training, with the possibility of joining existing doctoral schools.

TRAINING IN SOCIAL SCIENCES

RENEWAL OF THE CONTENT AND METHODOLOGY OF SOCIAL SCIENCE TRAINING, USING MODERN TOOLS OF TEACHING METHODOLOGY

- ✓ We establish and launch a Master's degree in Intercultural Communication in English and/or Hungarian.
- ✓ We will create a training package in digital media communication (visual intelligence, visual culture development, the role, usability and aesthetics of new digital image forms in modern visual communication).
- ✓ We will develop specialised training courses taking into account geopolitical contexts (Africa and/or Asia expert in English).
- ✓ We will establish a Data Science Competence Centre, and develop a centre the research environment, building on social and economic science programmes based on empirical research.

TRAINING IN LAW

- ✓ We will maintain and reinforce the work of the Lajos Batthyány Special College in order to educate young scientists, intellectuals and ensure talented supply.
- ✓ Establish the Innovation and Technology Law Competence Centre.
- ✓ As the Faculty's third mission activity and in order to cooperate with Hungarian secondary schools in the diaspora, we will continue the highly successful "You have the right to it" competition on fundamental rights for secondary school students.
- ✓ We will renew the content and methodology of legal training, while maintaining the expectations and quality of university, and reinforcing the synergy between practice and theory in legal education.
- ✓ The infrastructural, personnel and methodological framework for small-group, intensive training will be maintained and strengthened.
- ✓ The aim is to train students with the knowledge to respond to the social, economic, technical and legal challenges of the future, with a sound theoretical and methodological knowledge and a sensitive approach to legal problems, and with the necessary methodological and content innovation and digital literacy.
- ✓ To promote lifelong learning, the Faculty of Law offers specialised training and shorter courses to attract practitioners back into the world of learning.
- ✓ We respond to the legal challenges of technological, social and economic change through forward-looking research.
- ✓ We will internationalise doctoral training, with a doctoral programme in English.
- ✓ The Doctoral School of Law and Political Sciences offers a doctoral programme in foreign languages.
- ✓ We support the achievement and communication of research results of international quality and the development of international academic contacts (conference travel, publication of papers).
- ✓ We will develop and extend the functionality of the law faculty library.
- ✓ We start renovating the exterior and interior of the Faculty of Law building, replacing or refurbishing equipment in both the teaching spaces and the departmental and administrative rooms.
- ✓ We will renew the teaching and technical infrastructure of the Faculty of Law building, and acquire the necessary equipment (projection, sound, recording) for digital teaching and collaboration, which is becoming increasingly necessary.

- ✓ We will set up (micro-) training courses in the field of law, of short duration and of up-to-date knowledge, in line with legislative changes.