

MISSION STATEMENT
OF BRNO UNIVERSITY OF TECHNOLOGY
CONCERNING ITS TEACHING, SCIENTIFIC, RESEARCH, DEVELOPMENT,
ARTISTIC, AND CREATIVE ACTIVITIES
FOR THE YEARS 2006-2010

Introduction

The BUT Mission Statement concerning its teaching, scientific, research, development, artistic, and creative activities for the years 2006 to 2010 (the „BUT Mission Statement“ in the sequel) is a continuation of the BUT 1999-2005 Mission Statement, is based on the Mission Statement of the Ministry of Education, Youth, and Sports for the years 2006–2010 responding to the SWOT analysis made at BUT as part of the its evaluation by a team of experts from the European University Association (EUA) using the outcomes of this external BUT 2005 evaluation.

In setting up the BUT Mission Statement, experience has also been used from BUT's active involvement (as the sole Czech participant) in the EUA Trends IV research project, which assesses the extent to which the implementation of study transformation is in line with the Bologna process at selected European universities. In the European context, the BUT Mission Statement follows the Bologna and Lisbon process.

Most of the tasks set by the BUT 1999-2005 Mission Statement have been fulfilled. In this period, BUT incorporated in the annual amendments to its Mission Statement measures taken in response to the latest development trends. The BUT 1999-2005 Mission Statement's not implemented items that are still relevant for BUT have been incorporated in the current Mission Statement.

At present, BUT has eight faculties and, by its study profile, is a technical university offering the broadest range in this country of engineering programmes as well as business, artistic - or engineering-related artistic areas of study. This is an ideal breeding ground for interdisciplinary programmes (mechatronics, materials engineering, mathematical engineering, physical engineering, biomedical engineering, industrial design, programmes combining engineering and business, informatics and business, etc.). That such a system of education is modern and well conceived in view of its future development is evidenced by the permanent demand of young people for study at this university and by the constantly growing number of students – there are about 19 thousand students at present at BUT including almost 2 thousand doctoral ones. This number also testifies to the strong ties between education and research at BUT. A major part of BUT students find their job easily and, thanks to the good professional background, they can work in many spheres of society. The international dimension of our alma mater has been growing in respect both of education and creative activities.

Maintaining the university integrity while respecting the development of individual faculties has been among BUT's strategic goals for the last 15 years. Integration of resources, activities, and staff towards larger units can be observed clearly in the worldwide trends and BUT will have to act accordingly while taking into account the specific features of individual faculties and university parts. The culture of a university, particularly its teachers', students', and graduates' awareness of being a part of it, is one of its major features.

The growing interest of industries in original innovations and the rising tide of foreign companies coming to the Southern Moravian Region create a situation to which BUT has to react. In this respect, we also count on the extended possibilities of multi-source funding. In the years to come, BUT will need to take into consideration the expected demographic development of the student population in the Czech Republic.

Priorities of the BUT Mission Statement

The BUT Mission Statement's priorities are based on the strategic needs of the BUT development, on the evaluation made by an EUA team, and on the priorities set by the Mission Statement of the Ministry of Education, Youth, and Sports.

For the years 2006 to 2010, BUT's aim is further diversification of the programmes offered **and the corresponding numbers of students in Bachelor's, Master's, and Doctor's degree programmes with new curricula**. Soon, the increased student numbers in Bachelor's degree programmes will make it possible to enrol for everyone who has the capacity.

Admission to Master's degree programmes will be based on a selection of candidates who will have to meet the strict requirements of this type of study.

The selection will be equally strict for the doctoral programmes to reflect the advancements of the research and artistic activities at BUT. The numbers of doctoral students at BUT will be growing, as the university's research capacity increases.

In the years 2006 to 2010, the BUT management will continue to adopt the existing admission strategy – the number of students admitted to study at a faculty will be mostly given by the faculty's staff capacity, by the interest shown by young people in studies at BUT, and by their motivation to study. We expect the number of BUT students to grow reaching a value of 23,000 by 2010 in the accredited programmes including all study types and stages.

Similarly to the Mission Statement of the Ministry of Education, Youth, and Sports, the BUT Mission Statement's priorities include the following 3 main areas:

- internationalisation,
- quality and excellence of academic activities,
- quality and culture of academic life.

The above priorities apply to all BUT's main activities, affecting mostly:

- the provision of well-structured higher education of high quality and broad scope in direct relation to the scientific, R&D, artistic, and other creative activities ("creative activities" in the sequel),
- all the BUT internal and external activities relating to the development of human resources as well as to participation in the forming and development of society based on knowledge, openness, and value principles.

The implementation of the BUT Mission Statement's priorities will also lead to an increase in funding and to its better use.

I. Internationalisation

Internationalisation encompasses all BUT's main activities – education and creative activities that generally contribute to the development of society. It will take a marked effect in particular areas such as innovations, human resources development, cooperation within international programmes, ability to participate in international competitions, and applications for EU funding.

In 2006–2010, BUT's competitiveness, both at home and abroad, (both in and outside EU), should be strengthened through internationalisation in an effort to contribute to the formation of a joint European higher-education space. Any increased spending needed to implement this task will be in compliance with the financial support priorities as set by the Mission Statement of the Ministry of Education, Youth, and Sports and the BUT Mission Statement.

In BUT internationalisation process, the following important tools will be employed:

1. Sufficient opportunities in studying foreign languages.

- 1.1 In the years 2006 to 2010, BUT **will substantially extend the range of programmes or parts of programmes offered in English** with a view to offer the profiling programmes both in Czech and in English by 2010. The leading BUT officials will encourage the faculties to finish the accreditations of programmes taught in English.
- 1.2 In order to **improve the students' language skills** in 2006-2010, BUT will carry out a project for "Standardizing the minimum English language skills of BUT Bachelor's degree students". By 2010, English will become the second language of communication at BUT.
- 1.3 The students that have prove their English efficiency on enrolment will be offered German, Russian, French, Spanish, and other courses depending on the demand and BUT's capacity.
- 1.4 The BUT leading officials will continue their support of **Doctor's and Master's degree parallel programmes taught in foreign languages (preferably in English)** to make the most of the Developmental Programmes offered by the Ministry of Education, Youth, and Sports and by BUT.
- 1.5 The BUT leading officials together with the relevant departments of the Ministry of Education, Youth, and Sports will help the Czech students taking programmes taught in English deal with the legal and economic problems connected with the payment.

2. The strategy of introducing English as a second communication language and greater openness of BUT by offering more courses taught in foreign languages, including joint-degree programmes.

- 2.1 BUT will also provide with support students learning foreign languages by extending the offer of seminars held in foreign languages (mostly in English) both for the Czech and for the international students and by creating study modules taught in a foreign language. Czech courses will be offered to foreign students as part of the standard services.
- 2.2 BUT will provide with support academic staff learning foreign languages to be able to communicate and present their lectures in English. The criteria for hiring new academic staff will include the ability to communicate and present lectures in English.
- 2.3 BUT will continue to encourage administrative staff to learn foreign languages by offering further English courses in the framework of lifelong education. The criteria for hiring new administrative staff will include the ability to communicate in English.

3. Development of international cooperation in teaching with the following partial strategic goals:

- 3.1 In international projects (such as Socrates/ Erasmus, Leonardo and Tempus, EU cooperation programmes for Asia, Latin America, USA and the like), BUT will have the role of the coordinator rather than that of a partner institution. A partial strategic goal of the BUT leading officials is to create a system of informational and advisory support.
- 3.2 Development of international mobility of the BUT students within the Socrates/ Erasmus and Leonardo da Vinci programmes and support for international contacts as well as short stays of students outside the scope of mobility programmes.
- 3.3 Development of the well-trying forms of support for and encouragement of international mobility (such as the Mobility Scholarship Fund).
- 3.4 Support for new international joint-degree programmes within the Erasmus-Mundus, TEMPUS III, and other programmes.
- 3.5 BUT involvement in cooperation on projects within professional networks or EUA and other major international institutions.
- 3.6 Transforming the BUT organisational structure to spur the development of international study and educational programmes and to achieve better cooperation in teaching between BUT and partner universities abroad.

4. Student and teacher mobility.

- 4.1 Student and teacher mobility will take place as part of European, regional, or bilateral cooperation in teaching and creative activities. This will include the EU–Socrates/Erasmus and other sub-programmes, the Leonardo da Vinci programme and their future forms after the current stage has been finished, a new Lifelong Education Programme for the years 2007–2013, the 6th and 7th Framework Programmes of Research and Development, programmes of regional cooperation such as CEEPUS, Aktion, Visegrad Fund cooperation, and bilateral research and development cooperation programmes.
 - 4.1.1 BUT will support student mobility within the framework of bilateral cooperation of universities including stays of students at foreign institutions on the basis of individual agreements approved by BUT also called free movers. Attention will be paid to study stays as well as to practical stays of students incorporated in their curricula. Within the framework of such international studies, support will be provided – in the form of scholarships – for Czech students studying at partner universities abroad.
 - 4.1.2 The leading BUT officials will be encouraging and supporting the faculties in completing the system of support for and motivation of academic staff in improving communication in English with an aim to extend the range of courses offered in English. These systems of support will be presented to the public to encourage exchange of experience.
 - 4.1.3 Mechanisms will be created to better use the current laws in granting sabbaticals to BUT professors and associate professors so that they can teach at foreign universities.
- 4.2 Admitting students and hiring experts from foreign countries. Admitting more international students and hiring more academic experts at BUT is very important for BUT to win international renown and do better both in domestic and international competition. Therefore BUT's aims will include:

- 4.2.1 Assessing the contribution made by each faculty in terms of mobility programmes, new partners and bilateral agreements signed. Using this assessment to create a system of support for academic staff and their motivation to activities helping international mobility, particularly those encouraging international students to stay at BUT or at companies.
- 4.2.2 Through active marketing approach, winning international professors to teach at BUT while respecting motivation factors other than the financial ones such as involvement in research plans at faculties, funding from the University Development Fund and from other sources including those outside ministry departments.
- 4.2.3 Through active marketing approach, winning more international students. The leading BUT officials aim to create the basic conditions for admitting a relatively large number of international students especially to doctoral programmes.
- 4.2.4 Through a system of scholarships, motivating and supporting talented international students particularly in doctoral but also in Master's degree programmes.
- 4.2.5 BUT involvement in the Erasmus Mundus programmes, in particular, by using the accredited joint-degree international programmes.
- 4.2.6 Active participation in selected educational fairs, to identify those countries to which marketing activities should be directed and from which international students should be recruited that pay for their studies. These international programmes should also be presented at the Czech educational fairs (at the traditional Gaudeamus fair in the first place).
- 4.2.7 Active BUT involvement in development projects of Brno universities coordinated within the Brno Centre of European Studies with an aim to prepare and offer a joint preparation programme for international students and create a scholarship programme for talented students from developing and transforming countries.

5. Joint-degree programmes.

The restructuring of programmes offered will entail a change in the nature of student mobility, which, in addition to the current system, will also be offered in the form of what is called joint-degree programmes. Activities in this area will concentrate on:

- 5.1 Further extension of the double-degree or joint-degree programmes offered in cooperation with a university / with universities abroad. This may also include joint work on diploma projects or theses.
- 5.2 BUT involvement in European projects within the EU Erasmus Mundus programme offering Master's degree programmes in cooperation with other European universities to non-European students mostly from Asia and Latin America.
- 5.3 Support for multi-faculty, university, and multi-university programmes of interdisciplinary nature or parts of such programmes offered.

6. Supporting tools of internationalisation.

- 6.1 Full completion of the ECTS formalisation in Bachelor's and Master's degree programmes to win the ECTS Label.

- 6.2 Providing the degree certificates for all the graduates free of charge with an annexe in English and in Czech with a strategic aim to obtain the DS Label certificate of the European Commission.
- 6.3 Simplifying the administration connected with the recognition of foreign higher-educational certificates and concentrating the related procedures at the Rector's Office to ease the load of the faculties.

7. International cooperation in creative activities.

International cooperation at BUT in the area of creative activities mainly involves joint projects, competitions, and exhibitions with foreign partners, successful participation in international tenders and, most of all, achievements at an international level.

Activities within the EU R&D Framework Programmes, bilateral cooperation projects and membership of major international networks and teams are among the priorities. These also include participation of academic staff in international projects of industrial research and cooperation with important international governmental and non-governmental organizations.

The basic BUT strategic goals concerning creative activities at an international level between 2006 and 2010 include:

- 7.1 Building university research centres and BUT central laboratories to be used by interdisciplinary teams with an aim to achieve major involvement of not only BUT undergraduate and doctoral students but also outstanding research and development workers from abroad.
- 7.2 Encouraging the leading officials at faculties to participate in a higher form of cooperation with practice when applying for grants from foreign agencies with an aim to ensure their multi-resource funding.

II. Academic Quality and Excellence

Quality and excellence of academic activities have come to be the essential requirements of all BUT's activities with focus on the outcomes and measurable results, which will be viewed as a key criteria for BUT funding. The important quality indicators will also include BUT's cooperation with other universities, partnership with the city of Brno and with the South Moravian Region, establishing links with private businesses and cooperation with customers. The quality of activities conducted at BUT will be maintained by suitable background and state-of-the-art technologies. In conformance with the Mission Statement of the Ministry of Education, Youth, and Sports, increased attention will be paid to the management of BUT, efficient and transparent use of the subsidies from the State Budget in keeping with the funding rules issued by the Ministry of Education, Youth, and Sports, to international cooperation and participation in international projects.

1. Qualification and age structure of academic staff and its changes.

- 1.1 The quality of and increase in the potential of academic staff, which are necessary for the overall quality of education and creative activities, are seen as the key factors of BUT development. BUT views the following as strategic goals in this area:

- 1.1.1 The setting up of a long-term strategy of personnel development at BUT and its parts, particularly at its faculties with the following priorities:
 - a) lowering the average age of associate-professorship candidates (to an age of about 35 to 40) and professorship candidates (to an age of about 45 to 50) while meeting the BUT requirements and criteria,
 - b) support for personal development of young Ph.D. members of staff,
 - c) revising the associate-professorship and professorship criteria giving more weight to practical achievements in education and creation stressing the works implemented in practice,
 - d) creating a system motivating practical experts to be engaged at BUT,
 - e) encouraging BUT staff to become members of international research teams and participate in international educational processes,
 - f) providing support for members of academic staff lecturing or engaged in creative work at foreign universities.
- 1.1.2 Continuous changes in the BUT payroll regulations reflecting the university's internal development in 2006 to 2010 and responding to changes in the BUT external environment.
- 1.2 Support for further education of academic and administrative staff. As part of this type of education process, BUT will implement the following:
 - 1.2.1 Complementary pedagogical studies and other lifelong-learning courses relating to higher education. It is BUT's strategic goal, by 2010, to train those doctoral students who wish to stay on the BUT staff.
 - 1.2.2 Project management courses for the BUT staff that deal with such matters.
 - 1.2.3 Computer skill courses for BUT staff (depending on the actual demand).
 - 1.2.4 Specialized courses in soft skills such as presentation, team cooperation, managerial skills, intellectual and industrial property skills.
 - 1.2.5 Lifelong-learning courses offered in response to actual demand.
- 1.3 Further active participation of faculties and BUT parts in the process of obtaining funding for BUT human resources development from the EU structural funds.

2. Lifelong concept of education as part of the tertiary system of education – providing more educational opportunities making the system more attractive and permeable.

- 2.1 BUT will continue the process of widening the spectrum of programmes offered to meet the changing requirements of society, especially the demographic ones and those of the labour market. This applies to Bachelor's and Master's degree programmes as well as to shorter cycles and courses, which will respond to the needs of the practice/region (lifelong-learning programmes).
- 2.2 As a result of cooperation between BUT faculties and secondary schools, more further-education programmes for secondary school teachers will be offered to meet their demand for completing their professional qualification and acquiring other qualifications as required by Act no. 563/2004 Coll., on pedagogic staff and on changes of some other acts.

- 2.3 By 2007 BUT parts and faculties will submit concepts of further development of lifelong-learning programmes. Under the current legal regulations, the partial or full recognition of lifelong-learning educational courses within the accredited programmes offered will be supported.
- 2.4 The development and implementation of education for senior citizens, particularly the University of the 3rd Age project will remain BUT's strategic goal.
- 2.5 Support for further development of combined and distant type of study, writing and editing study materials (multimedia educational aids), use of e-learning and interactive teaching programmes and materials for this type of study will remain BUT's strategic goal as well as building joint laboratories, introducing project and problem forms of study and extending advisory and information centres.
- 2.6 More effective study will be BUT's strategic goal with emphasis laid on:
 - 2.6.1 Analysis and improvement of Bachelor's programmes with an aim to reduce the number of dropouts between the 1st and 2nd year while maintaining the standard of teaching. Continuously, attention will be paid to dropout reduction in all types of programmes including the doctoral ones.
 - 2.6.2 Analysis of graduates' skills to optimise the structure of new lifelong-education courses for BUT academic staff.
 - 2.6.3 Improvement in the language, basic computer, communication, and managerial skills in all types of programmes offered while keeping the graduate profile open to the needs of society, development of the region and labour market.
 - 2.6.4 Launch of a debate of the BUT management, Academic Senate, Scientific Board, and other BUT officials over the suitability and forms of centralizing the teaching of selected subjects as recommended by the EUA evaluation team. This debate should go on until 2008, its conclusions analysed taking into account the economic effects and further actions taken depending on the outcomes of the analysis.
 - 2.6.5 More importance given to individual work by students with emphasis laid on the support for students' work on team projects and on the use of modern teaching methods receiving support from the development programmes of the Ministry of Education, Youth, and Sports.

The BUT leading officials aim to change the conception of Bachelor's degree programmes towards partial reduction of mandatory contact teaching while maintaining the teaching standard and the laboratory practice needed. BUT will submit for accreditation those programmes in which the mandatory contact teaching does not exceed 24 lessons per week in a Bachelor's degree programme including the humanities' courses, which will receive at least 2 lessons per week in at least one semester of each Bachelor's degree programme and one semester of each Master's degree programme. Due to the tendency to reduce the number of lessons taught, the production of study materials for all the types of study at BUT will be supported.

3. Equal access to education and counselling.

BUT will make every effort to guarantee equal access to education, jobs, and social position for candidates from **socially and culturally handicapped groups** where the environment itself does not provide sufficient motivation for the young population to participate in higher education and for those disabled:

- 3.1 By organizing preparatory courses (in cooperation with secondary schools if possible).

3.2 By providing counselling during studies. **Efficient counselling** (at the level of BUT parts and faculties) will be offered to all the students and academic staff interested, particularly to the above handicapped groups.

3.2.1 By offering counselling to help students find individual ways of completing a programme. These will include career advising and other aspects such as the university's involvement in international co-operation, educational counselling, etc.

3.2.2 By extending professional counselling, cooperating closely with personnel agencies and counselling BUT graduates looking for jobs and, if necessary, changing the curricula.

3.2.3 By extending EU-funded counselling. The BUT leading officials will provide those interested from the faculties and other BUT parts with logistic support (databases, seminars, workshops etc.).

4. Jobs for graduates, cooperation with the region, linking theory with practice, cooperation with customers.

Apart from fulfilling the social responsibility and role assumed as a centre of education, research and creative activities, BUT's cooperation with regional and national institutions, potential employers of graduates and users of the outcomes of creative activities conducted at BUT will eventually making it more attractive and win further funding particularly from the private sector. Such cooperation will also make it easier for students to pass from academic to professional and practical environment. The aim is to strengthen the cooperation with the regional institutions and potential job providers particularly related to:

4.1 Defining, setting up, implementing, and evaluating research plans and projects related to the regional development, putting results of research and development into practice, building and developing technological centres and innovation parks, and seeking direct research cooperation with businesses.

4.2 Looking for practical applications of the results of BUT research teams in business and industry.

4.3 Building joint research centres, pro-export centres and technological parks together with the enterprises of the South Moravian Region.

4.4 Devising programmes with practical experts involved including their cooperation on Bachelor's and Master's degree projects and theses.

4.5 Providing organizational and expert assistance for selected education (Gaudeamus) and job opportunities' fairs.

4.6 Encouraging student team work on concrete practical problems. BUT will provide space for public appreciation of the best student projects dealing with practical problems (such as the authors of the best degree projects and theses dealing with practical problems of enterprises being rewarded by the university, faculty or enterprises). The motivation systems available to deans and faculty senior officials should include rewarding such student cooperation with the industrial and business world.

4.7 Further enquiries among graduates to obtain information from and views of former students on the quality and profile of the expertise and skills provided so that the programmes offered can be modified accordingly.

4.8 Extending the students' and teachers' practical stays in enterprises, the teachers' sabbaticals etc.

5. Developing creative activities and strengthening links between teaching and creative activities.

BUT is aware of the close relationship between creative activities and teaching. Every effort will be made to obtain further funding of research at BUT by successful grant applications both domestic and foreign (including EU projects) and by closer participation in the European Research Area. Due attention will be paid to raising the share of private funding in research. Practical use of the new knowledge will come into focus with an aim to develop new technological procedures and new highly competitive products with a high value added. The following will receive the most attention:

- 5.1 Extending the doctoral programmes offered and making the study more efficient.
- 5.2 More involvement of students and young academic staff in research teams and projects and use of specific research.
- 5.3 Cooperation of BUT with industrial companies and other institutions on putting the research outcomes into practice for subsequent commercialising.
- 5.4 Winning funding from other sources than the state-budget.

The following is a list of other BUT strategic goals concerning creative activities in the years 2006–2010:

- 5.5 Due motivation of students to creative activities. A nationwide system of registration will be used at BUT of students' creative activities to publicly reward the best students.
- 5.6 Support for interdisciplinary teams and laboratories for creative activities and the creation of a mechanism of developing such areas in teaching as well.
- 5.7 Support for activities leading to the setting up of interdisciplinary and multidisciplinary teams across universities as part of the Central European Institute of Technology project.
- 5.8 Public evaluation and rewarding of individuals and teams who have achieved major results in creative activities conducted at BUT.
- 5.9 Support for BUT staff applying for patents and utility models.
- 5.10 Support for new spin-off companies mostly in cooperation with the South Moravian Innovation Centre, BUT Incubator, South Moravian Region, and Brno universities associated in the Brno Centre of European Studies. Modification of rules for establishing such companies in cooperation with the BUT Academic Senate.

6. BUT management and integration.

In the coming period, attention will be paid to:

- 6.1 Professionalizing the management (especially the control, administration, and organisation processes), cultivating the decision making and control processes (optimising the relationship between administration and self-administration), and optimizing the dissemination of information:
 - a) gradual and consistent implementation in BUT parts and faculties of the performance-based financing strategy.
 - b) increased application of project management to BUT development with major use of the Development Programmes of the Ministry of Education, Youth, and Sports and other national and international projects;

- c) creation of an internal quality assurance system as an important tool of BUT management by 2008;
 - d) completion of the BUT Strategic Management Department in terms of organisation and personnel and closer organisational and communicative links of the BUT strategic management with BUT faculties and parts;
 - e) organisational changes in the Rector's Office in view of modernisation, internationalisation and cost-efficiency (particularly in the area of external relations, promotion, and BUT marketing as a whole, etc.);
 - f) creation of a methodology for legislative and economic management of BUT parts with regular assessment of the parts' contribution to BUT;
 - g) further development of the SAP management module with an aim to create a simple managerial database system of strategic information on BUT with reports that can be easily interpreted by managers;
- 6.1.1 BUT leading officials continuously discussing the suggestions and recommendations of the final report issued by the EUA evaluating commission, applying them to the BUT system of management with another EUA evaluation to be requested (in the years 2007/08);
 - 6.1.2 offering managerial training courses to leading officials of BUT, its faculties and parts; with such training courses being organized in cooperation with other Brno universities within the framework of the Brno Centre of European Studies;
 - 6.1.3 support for the professionalization of inter-university cooperation within national and international networks (such as the Brno Centre of European Studies) in selected areas;
 - 6.1.4 providing (both financial and non-financial) means for due rewards to the academic staff working in senates (in the BUT Academic Senate as well as in the faculty academic senates);
 - 6.1.5 after finishing the transformation of the Institute of Forensic Engineering into a university department, continuing the process of building a new faculty specialising in interdisciplinary forensic engineering;
 - 6.1.6 resolving the question of BUT parts being represented in the BUT Academic Senate.
- 6.2 Finding the optimum degree of decentralisation and integration of control and decision making processes at BUT. Analysing the non-automated information flows mostly those between the Rector's Office and the BUT faculties in both directions (and, if needed, those between the individual faculties). On the basis of such an analysis, the BUT internal administrative flows should be modified. A system of document management and a central register of agreements will be created at BUT with high aspects of rationalisation.
 - 6.3 Support for the cooperation of teams working in the area of management and management development at BUT, at a national and international level. The suitable level of BUT cooperation with other universities will improve the integration of the entire sector of tertiary education, enable the concentration of (human, technical and material) resources optimizing their use and reproduction.
 - 6.4 BUT integrated development projects. In close cooperation, the BUT leading officials, faculties, and other BUT parts, development projects will be submitted within the framework of development programmes announced and financed by the Ministry of Education, Youth, and Sports, towards a system development of the university as a whole.

- 6.5 Integration of academic activities of the Brno universities in areas of common interest within the framework of the Brno Centre of European Studies. BUT will take an active part in events organised by this association.
- 6.6 Support for the cooperation of faculties and BUT parts within and outside BUT on creating and launching interdisciplinary projects and offering interdisciplinary programmes.
- 6.7 Shared access of faculties and BUT parts to high-cost information systems and resources. In some cases, high-cost information systems and resources will also be shared across universities within the framework of the Brno Centre of European Studies, and outside it if necessary.
- 6.8. Support for building a joint marketing and distribution strategy of the BUT university press within the framework of the Brno Centre of European Studies.
- 6.9 Further support for the concept of multimedia study materials and laboratories shared by BUT faculties.

7. BUT infrastructure.

The issues to be dealt with include the space capacity, the technical equipment available and its maintenance, reconstruction and modernization of the existing property and new development which constitute BUT's basic requirements of its growth.

- 7.1 All construction in the years 2006–2010 will be based on the BUT General Development Plan making efficient use of the existing BUT's property.
- 7.2 Based on the above BUT General Development Plan, final plans will be made for the placement and arrangement of BUT's parts. Provided that conditions are created by the Ministry of Education, Youth, and Sports, the placement and layout will be finished of the Faculty of Electrical Engineering and Communication on the *Pod Palackého vrchem* campus by the end of the academic year 2006/07 using the new building at *Technická* 10 as well as by finishing the arrangement of the laboratories next to the existing C3 laboratories.
- 7.3 At the same time, a feasibility study will be made for a new building in *Technická* street to be used by the Faculty of Electrical Engineering and Communication so that this faculty can free the space it occupies in other buildings outside the *Pod Palackého vrchem* campus with an aim to concentrate all the faculty's departments on the *Pod Palackého vrchem* campus.
- 7.4 During the years 2006–2010, the purchase of land will be finished in the *Pod Palackého vrchem* locality.
- 7.5 In the years 2007–2009, provided that capital construction programme funding from the Ministry of Education, Youth, and Sports is available, rooms on the premises in *Údolní* street will be reconstructed to meet all the requirements of the Faculty of Fine Arts and the Faculty of Architecture in terms of teaching and creation. The plans for the reconstruction on the premises will take into account the transformation of the Institute of Forensic Engineering into a BUT faculty.
- 7.6 In the years 2006–2008, provided that capital construction programme funding from the Ministry of Education, Youth, and Sports is available, and depending on the BUT's own funding available, the lacking lecture rooms for the Faculty of Chemistry will be completed at *Purkyňova* 118.

- 7.7 As part of energy saving measures and building economy, a repair will have to be made of the high-rise building A1 on the *Pod Palackého vrchem* campus by replacing the external covering and the non-functioning air-conditioning system.
- 7.8 In the years 2007–2010, the accommodation buildings in *Purkyňova* street will have to be reconstructed to raise the accommodation standard of BUT students.
- 7.9 As part of the BUT General Development Plan for the years 2006–2010 and the reconstructions related to it, the accommodation facility in *Mánesova* street will be transformed into flats to be offered to visiting professors invited as part of internationalisation or to promising BUT staff.
- 7.10 In the years 2006–2010, the outdoor sporting grounds on the *Pod Palackého vrchem* campus will be repaired.
- 7.11 According to the BUT General Development Plan, the multi-purpose BUT Sports Hall will be finished in the years 2006–2007 with background services also provided for the reconstructed BUT Athletic Stadium.

8. Support for domestic and international creative activities at BUT.

- 8.1 BUT will complete a new central system of project registration to contain all the data required by the provider and inspection bodies while meeting the solution providers' and users' requirements.
- 8.2 BUT will continue its support for research and development by supplying the facilities and technology needed (such as laboratories and their equipment). In view of the expected further development of the IT landscape (mainly integrated activities and projects) mainly aimed at efficient cooperation of research teams possibly with international membership, BUT will become involved in the research of grid technologies and high-speed networks within CESNET, z. s. p. o.

9. Availability of funding and IT development.

- 9.1 BUT will continue to integrate its central information systems (concerning operation, management, teaching, research, development, libraries) focusing on BUT property and payroll.
- 9.2 BUT will secure further development of the network and communication infrastructure as well as better access to the Internet for students in the halls of residence.
- 9.3 BUT will provide uniform e-learning and multi media teaching tools to be used by all the university staff in all study types.
- 9.4 BUT's strategic goal is to put into practice electronic signature for selected users with certificate repository on a BUT chip identity card and to build a Registration Authority for the BUT e-signature accepted by the CESNET Registration Authority.
- 9.5 BUT will continue to develop automatic submission of information to authorities and institutions, particularly to the Czech Social Security Administration, to the public health insurers and to labour offices.

- 9.6 The SAP economic information system will be further extended in the years 2006–2010. When extending the information system, the policy will be pursued of openness, friendliness and easy managerial interpretation of reports.
- 9.7 By 2007, BUT will create a user interface in English for modules of the BUT Central Information System.
- 9.8 BUT will support the development of BUT Campus Libraries coordinated and methodologically controlled by the BUT Central Library. Cooperation with other specialised libraries is expected in setting up consortiums for better and cost-effective availability of worldwide information sources.
- 9.9 BUT will finish and continuously update the information portal of BUT libraries to provide access to electronic sources from a single place.
- 9.10 By 2007, BUT will finish a unified system of central recording of publications and other outcomes of creative activities while respecting the principles of openness and friendliness.

10. Quality assurance of the activities carried out at BUT.

The quality assurance requires the development of the BUT internal quality assessment systems. Internal assessment, which is carried out prior to external assessment, is an important tool of managing an institution and improving the quality of the entire system of BUT management being closely related to the general culture of quality, which needs to be improved step by step. To this end:

- 10.1 BUT will carry on close active cooperation with the Centre For Higher-Education Study on the Assessment of the Quality of Higher-Education project (solution provider: Centre For Higher-Education Study, sponsored by the Ministry of Education, Youth, and Sports), particularly by pilot projects verifying selected modules at BUT. The BUT leading officials will provide organisational, information, and administrative support for the development of these strategic processes at BUT while learning from the experience of partner universities at home and abroad and cooperating with international research teams abroad.
- 10.2 By the end of 2008, the BUT leading officials will propose, as an important management tool, an organisational concept of the internal system of quality assessment and improvement for all activities (teaching, research, creation, management, etc.) carried out at BUT. In cooperation with the Centre for Higher-Education Study, this concept (or parts of it) will be put into practice at BUT.
- 10.3 In the years 2006 to 2010, BUT will continue the process of external BUT assessment by inviting EUA or other internationally renowned authorities to carry out such assessments.

III. Quality and Culture of Academic Life

1. Social affairs of students and university staff.

The BUT leading officials, in cooperation with representatives of BUT students, will focus on the improvement of the students' and staff's social conditions using the following methods and procedures:

- 1.1 Employing the tools of active motivation policy for BUT students (such as scholarships of different types and involvement in the rewarded teaching and creative activities).

- 1.2 Offering young promising BUT academics and staff in emergency situations accommodation at the BUT halls of residence the capacity permitting.
- 1.3 Using the social fund to meet the social needs of BUT staff.
- 1.4 Supporting further professional and personal training of staff such as by offering complementary and lifelong-learning courses, enabling flexible transfer between the academic and business environment and offering sabbaticals.
- 1.5 Completing the system of counselling.
- 1.6 Supporting changes in the Czech legislation to raise the age limit to 29 years for using student social benefits including student price reductions and further benefits.
- 1.7 Making efforts to improve the quality of health care on the *Pod Palackého vrchem* and *Purkyňova* campuses.
- 1.8 Improving the accessibility of the *Pod Palackého vrchem* campus particularly by increasing the frequency of public transport buses.

2. Handicapped groups of candidates/students.

The BUT leading officials will continue its support for the handicapped students taking measures (strictly in line with international and national documents) to guarantee equal opportunities in access to study and during study. These will mainly include measures supporting and equalizing the study opportunities for the disabled and socially and culturally handicapped students.

3. Exceptionally talented students.

BUT will create tools for supporting exceptionally talented students, particularly by:

- 3.1 pursuing a pro-active scholarship policy,
- 3.2 letting the exceptionally talented students study according to individual plans,
- 3.3 letting the exceptionally talented students be involved in the BUT research and creative activities and grant projects.

4. Partnership and cooperation.

BUT will support activities towards building and strengthening partnerships such as:

- 4.1 a student and an academic cooperating on selecting and implementing a study trip and/or involvement in grant projects,
- 4.2 academic and other BUT staff cooperating and forming partnerships,
- 4.3 BUT staff and students cooperating and being on good terms,
- 4.4 the internal academic life being cultivated and all members of the academic community being on good terms.

When selecting concrete forms and looking for the best methods to be employed in the years 2006–2010 in the BUT Partnership and Cooperation process, use will be made of the outcomes of the Assessment of the Quality of Higher-Education project in the years 2006 to 2007 taking the form of pilot projects verifying selected modules at BUT.

5. The culture of education and creative activities.

The culture of education and creative activities is another important factor affecting the quality of academic life as are its participants. In the years 2006-2010, BUT will make the following contributions towards increasing the quality of such processes:

- 5.1 Further development of efficient two-way communication between the leading BUT officials and the academic community particularly represented by the BUT Academic Senate.
- 5.2 Improved accessibility and transfer of key and strategic information between the leading BUT officials and the academic community.
- 5.3 Environment encouraging proper relations among all the members of the academic community.
- 5.4 Sharing living patterns based on good manners, support for ethical, environmental, and other principles in the BUT academic community.
- 5.5 Support for and development of sports, cultural, and other out-of-university activities of BUT students and staff.
- 5.6 Support for the Vox Iuvenalis choir and for the *Polana* ensemble sponsored by BUT. Holding special gatherings, cultural and social events on occasions special for BUT.

6. Cooperation of BUT with former students.

In the years 2006 to 2010, the BUT leading officials will continue their support for cooperation with former BUT students, in particular:

- 6.1 by conducting further regular enquiries with an aim to uncover weak points in teaching,
- 6.2 by continuing to organize meetings with the employers of former BUT students and representatives of further institutions in the region and in the Czech Republic to obtain feedback on the ideal-BUT-student profile,
- 6.3 by proactive clubbing policy for former BUT students. This should help establish informal contacts to particular employers, closer relationship between the academic community and successful former BUT students working in all spheres of society, etc.,
- 6.4 by encouraging the best former BUT students to participate in the teaching and research and creative activities at BUT.

7. Accommodation and catering.

- 7.1 In the years 2006–2010, BUT will revise and analyse the accounts of the BUT Dormitories and Refectories on a regular basis and, when agreed with representatives of students, optimise its transactions. In the years 2006–2010, the BUT Dormitories and Refectories' position as a BUT part will not change.
- 7.2 BUT will continue to follow the policy of improving the standard of accommodation of BUT students as a major element of pro-active BUT marketing policy (new access points to the Internet, reconstructions of accommodation facilities).
- 7.3 In coordination with students' representatives, BUT will respond to changes brought about by indirect subsidies being transformed into direct ones.

In Brno, dated 26th October 2005

Prof. RNDr. Ing. Jan Vrbka, DrSc.
Rector of BUT

Te BUT 2006-2010 Mission Statement was:

- discussed by the BUT Scientific Board on 7th October 2005,
- commented on by the BUT Board of Trustees on 10th October 2005,
- approved by the BUT Academic Senate on 11th October 2005.