

**Long-Term Strategic Plan
of the
International Baptist Theological Seminary of the European Baptist
Federation, o.p.s.**

2007 - 2011

Prague, March 2007

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1. Introduction

1.1. Foundation of the IBTS Long-Term Strategic Plan 2007 – 2011 (IBTS LTSP)

At a general level, the IBTS LTSP is based on the following:

- Act No. 111/1998 Coll., on higher education institutions and on the amendment and supplement to certain other acts (Higher Education Act).
- The Long-Term Strategic Plan for Education, Science, Research and Development, the Arts and Other Creative Activities of the Ministry of Education, Youth and Sports for 2006-2010, dated September 2005 (MSMT LTSP).
- The Sorbonne Declaration on the Harmonisation of the Architecture of the European System of Higher Education, signed in Paris on May 25, 1998; the Bologna Declaration on the European Higher Education Area, signed June 19, 1999 and co-signed by the Czech Minister of Education, Youth and Sports; the Prague Communiqué of Ministers – "On the Road to a European Higher Education Area", dated May 19, 2001; and the Berlin Communiqué, dated September 19, 2003.
- Concept for Higher Education Reform in the Czech Republic, from 2004.
- National Research and Development Programme Policy Statement for 2004-2008.
- A Strategy for Economic Growth in the Czech Republic, dated June 2005.
- The IBTS Long-Term Strategic Plan to 2006, dated October 14, 2005.

At a detailed level, the IBTS LTSP is based on other materials from the school and from the Board of Trustees:

- The IBTS bylaws.
- Other internal directives of the IBTS.
- Internal evaluations and an evaluation by the Validation Board of the University of Wales.

The IBTS LTSP also takes into consideration the following:

- Projected developmental trends (competition) in the private higher education sector – specifically, with respect to educational institutions that are accredited for the same (or similar) types of educational programmes and areas of specialisation.
- The development strategy approved by the IBTS Board of Trustees.

The IBTS LTSP is an open document, which sets out the strategic objectives in the area of education, science, research and development and other types of creative activities, including the related organisational, financial and investment topics – in conformity with the Higher Education Act. The document will be reviewed and updated on an annual basis.

1.2. Objectives and Conditions for the Integration of the Czech Education System into the European Higher Education Area

The criteria for an ongoing integration of the local educational system into the European Higher Education Area are key factors when it comes to the setting of long-term strategic plans for the different higher educational institutions (in terms of external conditions and their impact on the development of the Czech educational system). The European Higher Education Area will facilitate and further broaden the open access to education in the form of student and teacher mobility and it will open up new opportunities for studying at foreign universities (through the 'credit' system).

The European Higher Education Area (EHEA) has the following three basic priorities:

a) Education Quality

By 2005, each country should have implemented a national quality assurance system with the following characteristics:

- The evaluation of programmes and institutions will include internal evaluations.
- External evaluations will be done with the participation of students and the results will be made publicly available.
- There will be a system of accreditation, certification or a similar type of process.
- The quality assessment will be done in collaboration with foreign experts.
- Another feature of the system will be international collaboration and networking.

b) The development of a tertiary educational system based on three levels of study (lifelong learning).

c) Recognition of education in accordance with the Lisbon Convention on the mutual recognition of higher education qualifications and their component parts; the ratification of this convention and the availability of diploma supplements, issued at no cost in one of the major European languages, to all university and college graduates, starting in 2005. These initiatives should result in the creation of national qualification standards and a pan-European qualification structure which will integrate and make compatible the respective national standards.

In accord with these objectives, the IBTS LTSP focuses on the following:

- The development of the tertiary education system.
- The gradual introduction of a credit system across all levels.
- Support for student and teacher mobility – in particular, as part of European programmes (and also as part of other programmes).
- The improvement of pan-European collaborative efforts in the area of improvements to the quality of educational services.
- A constant focus on the ability of our graduates to become a part of the labour force through special projects.
- The active involvement of students in the daily life of the school.
- The strengthening of higher education in Europe.
- The creation of conditions for the recognition of academic titles through diploma supplements.

1.3. IBTS's Position with Respect to Competing Public and Private Higher Educational Institutions

In its area of focus and through its relationships with its 'clients', IBTS has achieved an exclusive status among higher educational institutions with a similar area of specialisation. The school has 1 accredited Masters program. The ongoing objective of IBTS is to maintain its leadership position in all important areas of the school's activities. The basis of its business philosophy is to treat its students as 'clients' and to take an individualised approach to each student.

We see our ability to maintain our competitive position in the following:

- Constant updating of our curriculum.
- Ongoing innovations to our Masters program.
- Preparing for the accreditation of a Doctorate program.
- Making R&D carried out at the school an increasingly larger part of the basic and applied research activities – including publication initiatives.
- Ongoing improvements to the quality of our academic staff.
- Promoting of our school's reputation (goodwill) in the academic community, to potential clients (students and their parents) and to potential employers of our graduates.

Summary:

Our ongoing objective through to 2011 will be to maintain and further strengthen our position among other private higher educational institutions. We plan to achieve these objectives by making our study program attractive to students and through a forthright and honest approach to our students as our key customers, by assisting our students with their entry into the labour market and by developing partnerships with public higher educational institutions.

2. IBTS LTSP Priorities

In addition to the priorities and tasks that are part of the Long-Term Strategic Plan of the MSMT (from May 2006) and with respect to the key issues surrounding the development of our educational system (internationalisation – quality and excellence of academic activities – quality and culture of academic life), we are also basing our priorities on the fact that, as a private school, we offer our educational services for a fee and support all of our activities through our own financial resources.

Longer term, we see the following priorities:

- a) Study Programmes
 - Complete the re-accreditation of our Masters programme, in accordance with the validity periods for the accreditations issued.
 - Annual updates to our study plans, in accordance with the latest developments in the respective fields of study and labour market requirements.
 - Develop and apply distance learning into a combined form of study.
 - Prepare the Doctoral studies project and prepare for its accreditation.
- b) Teaching and Lectures
 - Improve the quality of the individual components of the educational process (lectures, exercises, testing) and the mechanisms used to control the quality of the school's primary activities.
 - Finalise the implementation of the credit system.
 - Reduce the student failure rate by regularly analysing and eliminating its causes.
 - Make regular improvements to the quality of and the stabilisation of our academic staff.
 - Include guest lecturers (both domestic and foreign) in the teaching process.
- c) Science and Research
 - Support the publication activities of our teaching staff – specifically publishing in monographs and journals which are subject to peer review.
 - Further develop the excellent and unique standing of the school in terms of its specialisation in Baptist and Anabaptist studies.
- d) Facility, Material and Technical Priorities
 - Expand the availability of modern IT and communication technologies in all of the school's facilities.
 - Continue with the development of the Centre for Library and Information Services.

Summary:

By 2011, we should be able to further enhance our position as a unique and top private school, even compared to selected schools at our public universities. The total student body should stabilise at about 100 students, bringing down the student failure rate through individualised approaches and creating the right conditions for the integration of our graduates into the labour market through the use of professional counselling and an active collaboration with employers. We will stabilise our study programme and update it in accordance with the desired changes in the profiles of our graduates, as called for by the latest social and economic developments. In the area of science and research, we will further

expand our activities – particularly our publishing work – and create the right conditions for the accreditation of our Doctoral study programmes.

3. Study Programmes and Teaching Activities

In all of our educational activities, we comply with the European labour market requirements for fresh graduates of Masters programmes in the current and in the anticipated social and economic environment in the Czech Republic and Europe, up to 2011. Included are the following specific requirements:

- A balanced character to the individual study programmes that are part of the accredited Masters programme (balanced in terms of curriculum, time allocated, number of tests and credits, etc.).
- Knowledge and language skills (i.e. hard skills) and the ability to reason, solve problems and communicate (i.e. soft skills).
- The immediate and full integration of science and research activities with the teaching process.
- The ability to respect the general social, philosophical and cultural aspects of the educational process and preparedness for the European dimension of the future developments in the area of education within the European Higher Education Area.
- Preparedness for the future needs of an information and knowledge-based society.

In terms of the specific development of our education product and, most importantly, the ability to produce graduates capable of finding a place in the labour market, we focus on the following:

- A broader professional profile for the graduates from our accredited programme, a narrower and more competitive specialisation in lifelong learning.
- Foreign language skills and particularly an expansion of our course offerings in biblical era languages.
- English skills (presentation and communication).
- Development of pastoral knowledge and skills – i.e. the ability to manage teams of people and oneself (including project management), the ability to understand the needs of an individual and the ability to listen.
- The mastering of information and communication technologies in response to the latest labour market requirements.
- General preparedness for student mobility, including internationally recognised documents (the so-called 'Diploma Supplements').

3.1. Innovation in the Study Plans for Accredited Programmes

By constantly updating our study plans, we keep our teaching programmes in touch with the latest in scientific knowledge and labour market requirements. In terms of our curriculum, this will involve the following:

- Completion of the structural makeup of our current study programme (its cohesiveness), which also includes the necessary teaching qualifications.
- Improvements to the curricula in the different subject areas and their internal structure.
- Continuation of the process of re-accreditation of our study programme in accordance with the schedule of the accreditation committee and the accreditation approval requirements.

In terms of organisational matters, this will involve the following:

- Flexible expansion of our portfolio of optional and non-compulsory seminars, student tasks, etc.
- The use of modern methods and practices in the teaching process and in the preparation of seminar papers and graduation theses (case studies, projects, etc.).

- Completion of the system for the implementation of distance learning into this combined form of study.
- The development of new forms of study, based on a stronger creative character to the teaching process, the inclusion of seminars featuring acknowledged experts in the area of applied theology, contextual missions and evangelisation, religious history and biblical sciences (experts from the Czech Republic and most importantly, foreign experts).

3.2. Creation of New Programmes and Fields of Study

Our basic long-term strategy is not to expand our existing accredited programme by adding new majors or a new study programme but rather to focus on further improvements to the existing programme and to strengthen the unique position which this programme gives to our school. All of our school's creative capacity will focus on the development of a Doctoral programme and the accreditation of such a programme.

3.3. Credit System

The implementation of a credit system was started at IBTS in the 2005/2006 academic year for our Masters programme. We will be expanding the ECTS system in terms of the following:

- In each of the following academic years, the ECTS system will be introduced to another level, which should complete the implementation of this system by the 2007/2008 academic year.
- We have regularly analysed the study load for an average student in terms of the completion of the tasks that are part of the different subjects. Based on these analyses, we will be adjusting the credits allocated per course.
- The way in which the credit system is structured will undergo continuous monitoring and updating (credit summaries, transferring of credits between levels, etc.).

3.4. Dealing with Student Failures

In this area, we will follow-up with an analysis of students who fail, based on the modules offered in 2006. We have discovered that there is a certain imbalance between the different study areas. We will be using this analysis in the upcoming period to address the problem of failing students.

Summary:

During the period running through to 2011, we will standardise our study programme and subjects in terms of the difficulty level of the curriculum, in terms of the time required, form of study and the testing of knowledge. In compliance with the schedules and timeframe approved by the Czech Accreditation Commission, we will apply for the re-accreditation of our Masters programme. We will attempt to expand our teaching programme possibilities in a language other than English. We will complete the full implementation of the credit system. We will improve the system for the implementation of distance learning into our combined study programme. We will try to create special circumstances for exceptional students. We will improve the criteria, forms and tools used for the quality evaluation of our teaching process and the individual instructors.

4. Lifelong Learning

During the subject period, IBTS will continue with the implementation of its validated lifelong learning programmes. When expanding our programme offerings, which include new qualification courses, we will take into consideration the requirements associated with the integration of the Czech Republic into the fabric of the EU, the strategies for economic growth

and employment in the Czech Republic and the current needs in this specific area of the educational system.

M.Phil. and Ph.D. Programmes

We will continue our long-term relationship with the University of Wales in Great Britain. Its programmes are becoming increasingly popular among Czech students due to their up-to-date character and high educational value.

We will also focus on the following:

- Ongoing innovation and updating of the existing programme modules.
- Acquiring of foreign students and students from our foreign partner institutions.
- Regular qualified market research for a targeted promotion of the programme.

4.1. Lifelong Learning Programmes

IBTS will further expand its lifelong learning programmes with a tie-in to its accredited study programme:

- The institutionalisation of this type of education as a trend in the educational policies of the countries of the EU and other developed countries.
- Support for relationships between the academic community and the public and private sectors, which adopt the concept of an 'educated society', based on the ongoing enhancement of knowledge, skills and qualifications.
- Guaranteeing our graduates the ability to compete and adapt to the European and global labour markets.

Programmes offered:

- Continuing education programmes for university and college graduates.
- Programmes for non-profit and non-governmental institutions.
- Customised commercially-offered programmes for groups and Unions.

Summary:

To 2011, one of IBTS's overall objectives will be continuously to enhance the popularity of its M.Phil. and Ph.D. programmes through new introductions to and the updating of individual programme offerings. We plan to seek new programmes for the lifelong learning system and offer these to both graduates and other professionals, along with improvements to our current provision. In this way, we will be able to contribute to an improvement of our graduates standing on the European labour market.

5. Science and Research

Over a long-term timescale, the objective of our science and research activities is to make positive contributions in all types of areas where such activities are measured (grants, seminars, publishing, international activities). Our objective is to perform at a level comparable to that seen at public higher education institutions that offer similar types of programmes (or the schools that make up such institutions). Our ongoing efforts will therefore be to achieve results that are acceptable and publishable not just for a domestic (Czech) audience but also for those in other countries. The primary tools that will be used for the achievement of such objectives will include the science and research efforts of our academic staff, involvement in scientific and research endeavours, participation in the acquisition of grants, the publication in relevant (critically reviewed) journal and monographs and support for all types of mobility (internships, international conferences, student exchange programmes, foreign lectures, foreign guest lecturers, etc.). The control tools used during this process include regular career evaluations for our staff,

motivational tools (financial and non-financial – trips, internships) for further professional growth (Ph.D. or other scientific or academic degrees) and regular evaluations using the so-called 'institutional evaluation tools'.

5.1. Basic Conceptual Materials and the Building of an Exclusive Institution

Our long-term strategic plan and the preparation of specific science and research projects are designed to support, as a priority, the development of an accredited programme. This is the basic prerequisite for scientific accuracy and completeness. In terms of the curriculum, these are activities which lend support to the exclusivity of IBTS's area of specialisation.

Our long-term strategic plan, related to science and research, includes the following basic concepts and tasks:

- The development and the regular updating of a concept for scientific and research activities at IBTS through to 2011, drawn up along the lines of our previously delineated strategic plan.
- The preparation of high quality materials for the acquisition of grants.
- The preparation and publication of the results of our scientific activities, which are carried out as part of our science and research projects. This should largely be done in the form of books and the publication of articles in critically reviewed scientific journals.
- Continue with the organizing of international scientific conferences and seminars on major topics, accompanied by the publication of texts (eventually with critically reviewed contributions).
- Continue with projects in the area of applied research.
- Continue with our involvement in international science and research projects.

5.2. Doctoral Programmes

As part of IBTS's medium-term objectives in the area of science and research, we plan to continue with our work on the project for a doctoral studies programme.

- As part of our ongoing improvements to the quality of our academic processes, we will create the right conditions for an accreditation application and the possible inclusion of doctoral programmes into our school's programme provision.
- The preparation of the materials required for the submission of an accreditation application, in conformity with the requirements of the Czech Accreditation Commission.
- A search for professional partners who can participate in our scientific projects and serve on our academic review committees.

Summary:

In the coming years, we plan to take advantage of the experience that IBTS has gained from the doctoral programme offered as part of the accreditation from the University of Wales. In all areas and forms of science and research work, we want to achieve results that will enable us to aspire to the accreditation of doctoral programmes at our school.

6. Information and Communication Technologies

6.1. Information Systems

In the near future, we will be looking to accomplish the following:

- An internet connection with the appropriate parameters as one of the primary sources of information.

- To provide Wi-Fi connectivity for all of our students and academic staff at all IBTS facilities.
- The creation of our own internal VPN, run over the internet, allowing the secure sharing of information between all of our study centres and between the IBTS academic and other staff.
- The availability of secure access to email and documents from any location (specifically for the management of IBTS).
- The ongoing supply of the appropriate software to our facilities, based on their individual needs (departments, lecture rooms and other work places).

Over a longer-term horizon, we will be looking to accomplish the following:

- Introduce e-learning technologies as part of our effort to incorporate distance learning into the combined form of study.

We will be providing the following new types of services:

- For students and academic staff, we will be regularly upgrading the school's information system, based on the requirements of the academic part of IBTS.

As part of our integration into the European Higher Education Area, we anticipate the following:

- The increasing use of VOIP services, resulting in substantial cost savings.

6.2. Development of Library and Information Services

As part of the building and development of a centre for library and information services, we are focusing on the availability of the necessary study literature, both mandatory and recommended, for our accredited programmes. We intend to constantly replenish and upgrade our sources of professional literature in order to make sure that they can satisfy the needs of our students, give them convenient access to needed library materials and services and create the basis for the science and research activities carried out at our school. This applies to conventional-type literature as well as to professional publications and the availability of scientific and other professional information in an electronic format. Part of the project for the development of our library is also the functionality of the Vubis automated library system (and possibly also its expansion and upgrading to make it compatible with the most current needs).

In the period leading up to 2011, we anticipate the following:

- The completion of an overall analysis of the prior developments and the current state of our library.
- The regular expansion (based on the recommendations of our school's professional departments) of the available selection of professional publications related to the fields of study available at IBTS.
- The revision of our library fund.
- Based on the latest developments in IT, we will be regularly adding new equipment to our computer study room and the study room for reference materials.
- The further expansion of the system for collaboration between our library and other professional and scientific libraries in the Czech Republic as well as other countries.
- In collaboration with our professional departments, we will come up with and implement a rational method for the addition of important professional and scientific literature that has been published in other countries into our library resources.

Summary:

We will maintain our current pattern of high standards in terms of the use of IT and telecommunication technologies as part of our teaching process, the activities of our students and for our internal and external communications (data projectors, e-learning tools, etc.). We will be responding to the availability of the latest technologies by expanding the availability of

high speed internet and Wi-Fi connectivity to our students, the creation of an internet-based virtual private network, etc. Should our financial and other capabilities permit, we will look to connect our school with other broadband networks (Prague-based, national and possibly European). We will gradually be increasing the number of volumes in our library while maintaining the desired breakdown of domestic / foreign publications / periodicals. We will be making access to our library services more convenient with the use of the latest ICT.

7. Academic Staff

On an ongoing basis, our objective is to make sure that we can meet the basic criteria of the Czech Accreditation Commission with respect to the school's academic staff. At this time, we are not quite in full compliance with all of these criteria. This is a continuing long-term task. For private higher educational institutions without a domestic accreditation for doctoral programmes, not being able to meet these criteria within our own academic staff represents a competitive disadvantage by creating a high dependency on the use of external personnel resources. Despite this factor, through its long term strategic plan, IBTS will be attempting to create through the management of our human resources those conditions and motivational factors for our staff to enable us to be able to comply with the criteria of the Czech Accreditation Commission in the future.

7.1. Projected Changes in the Qualification and Age Breakdown of Our Staff

We see the basic long-term objectives in this area to be the following:

- Staffing of Head of Department positions at HPP only, and possibly, with individuals with a scientific (CSc., Ph.D.) degree or a scientific and academic (doc., prof., DrSc.) degree.
- The optimisation of the staffing of the individual departments.
- Improvement in the availability of human resources for the individual departments and the quality of their academic breakdown by adding staff who would have the prospect of obtaining further scientific qualifications.
- A motivational and fair system of structured compensation where, in addition to the basic teaching work, other activities of the academic staff will also be taken into consideration (scientific activities, advisors to and defenders of Masters' theses, publishing, acting as a sponsor for a specific subject, acting as a member of a science committee, etc.).
- When applying for the accreditation of doctoral programmes, our objective is to create a science committee consisting of members from the ranks of professors and lecturers, most of whom will be from reputable external institutions.
- The highest possible number of professional assistants with a Ph.D. degree.

7.2. Professional Growth of Our Academic Staff

We see the professional growth of our academic staff as one of the main prerequisites for the continuing improvement of the quality and excellence of the teaching process and the scientific and research activities at our school. Our objective to create conditions (in terms of time, finances and motivation) for the doctoral studies of our staff at public institutions. The tools that are designed to support such professional growth are based on a motivational programme (both financial and non-financial forms of motivation) that is prepared for each academic year, including the regular review of such plans. At the Head of Department level, we will conduct an annual evaluation of the quality and amount of publishing work that has been completed by the staff (in particular with respect to critically reviewed journals and monographs). We will also be evaluating the results of their scientific work, their participation at local and foreign conferences and we will be conducting an internal quality evaluation of our teaching staff.

Summary:

IBTS will be making sure that the positions of Head of Department are full-time academic staff with at least the academic status of a 'lecturer' (or its equivalent). We will assiduously implement a system to manage the professional growth of our academic staff, in accordance with the applicable institutional evaluation requirements and our own quality assessment system for the evaluation of all processes at our school. We will create – using our own resources as well as external resources – an environment for the creation of a science committee, should we be able to plan for the accreditation of a doctoral programme.

8. Quality Evaluation

8.1. Internal Evaluations

Our internal evaluation process will be based primarily on an evaluation of the quality of the completion of the primary tasks at IBTS in the respective academic year. The evaluation process will be completed with the participation of both our academic staff and our students. We view this internal evaluation as a process during which we are looking for additional, objective and beneficial feedback, which can then be used to improve the quality of all activities that are part of the operation of our school.

The evaluation conducted by the students will be done in the form of regular questionnaire-type surveys, which are conducted at the end of each academic year. During the evaluation process, we will continue to put a heavy emphasis on improvements to the quality of our teaching process. In terms of future plans in this area, the primary objective is to strengthen the importance of the individual tutors. To complete this evaluation, we use the IBTS information system. We will continue to approach our alumni with questionnaire-type surveys and use their feedback to improve the quality of our teaching process and the overall functionality of the school.

Surveys will also be conducted among newly enrolled students. Once again, the feedback will help us to improve the quality of the services that are being provided by our school.

8.2. External Evaluations

The external evaluation process will be completed in accordance with the existing legal requirements and other regulatory requirements of the Czech Ministry of Education, Youth and Sports.

We see the following as the basic elements of the evaluation of the quality of our accredited programmes:

- An institutional evaluation.
- An evaluation of the accredited programmes.

We have incorporated the individual institutional evaluation criteria into our information system. The monitored data is updated on a regular basis and used for the ongoing evaluation of the activities of the individual members of the staff in areas that are subject to an institutional evaluation.

- The study programme (conditions at the time of accreditation, responses to changes, etc.).
- Students and graduates.
- Science and research (in particular, the continuous quality evaluation of our publishing activities and the results of our scientific and research activities, based on the applicable classifications).

- Personnel situation (developments in the makeup of our teaching staff, based on the criteria of the Czech Accreditation Commission).

Summary:

The quality evaluations represent, and will always represent, an ongoing process of open communication between our teachers and students, the students and the management of our school and the outside public. The objective of the quality evaluation process is to attain the desired level of quality in our teaching process and in the services provided by our school, with respect to both students and graduates. This quality status is reflected in the popularity of our programmes and in other collaborative efforts with our school, which will cement IBTS's position as one of the best private higher education institutions in the Czech Republic. To monitor this level of quality, we use both the tools designed by the Czech Accreditation Commission (specifically institutional evaluation tools) as well as a system of feedback, based on our own criteria (internal evaluation). The further improvement of such tools is one of our ongoing and longer-term tasks.

9. International Cooperation in Education

Our primary objective is to build a good position for the school in the international academic community in terms of the results of our scientific and research work, in terms of our exchange programmes for leading academic staff and in terms of the mobility of our students. In order to achieve this, we must (in the period through to 2011) create an environment in which IBTS becomes a worthy partner for foreign colleges, universities and other entities. The school will be looking to increase its level of integration with European and non-European areas of higher education and to build up its respective status in this area.

9.1. Involvement in International Programmes, Student and Teacher Mobility

Among our long-term objectives in terms of international programmes are the following:

- An ongoing increase in the number of foreign schools with whom our school collaborates as part of exchange programmes.
- The active participation of our academic staff at international science conferences that are held both in the Czech Republic as well as in other countries.
- A broader cooperation between the students and faculty of the Consortium of European Baptist Theological Schools.

We view student and teacher mobility as one of the tools for the internationalisation of our school's activities. This mobility relates to the introduction of ECTS, which supports the option of recognizing academic achievements throughout the European Higher Education Area. It also supports the creation of the right conditions for international cooperation in the area of research and development activities.

The primary objective of such mobility is to create the conditions for the enrichment and exchange of knowledge among students and teachers. The additional language skills and experience with the organizing and completion of these foreign study programmes are also big plusses.

Summary:

Through the use of stricter requirements for the language skills of our students and teachers, we will create conditions for the greater mobility of students and teachers to participate in international programmes. We will make our school a part of the European and global areas of higher education through initiatives such as the use of guest lecturers, our participation in

international events of all types and our aspiration to achieve results of international standing in our scientific and research activities.

10. Management and Organisation

10.1. Funding

The funding for IBTS comes from a number of resources, as follows:

- Tuition and donations from individuals and foundations represent the primary sources of funding for the school.
- The sale of educational products and services, as part of our lifelong learning, M.Phil and Ph.D. programmes represent additional sources of income.
- The sale of books, textbooks, lecture notes and other merchandise and support services are yet another source of income for our school.

Summary:

The primary objective of our school in terms of its funding through to 2011 is to maintain our multi-source structure of financing while increasing the share of our income coming from tuition payments. As a non-profit organisation, we will use any profits generated in coming years to support and further develop the primary activities of our school.

11. Quality and Culture of Our Academic Life

IBTS occupies a large campus (the Jenerálka Complex, in Prague 6 – Dejvice) containing a number of buildings designed for different types of use. By remodelling the interiors of these facilities and by adding modern equipment (PCs, computer and phone networks, data projectors and speaker systems), we have been able to create a high quality environment for teaching and the work of our departments' academic staff as well as for other aspects of academic life. Longer term, the school will be continuing to expand its existing academic activities and accompanying leisure services and it will be improving the quality of the physical facilities which serve as the working environment. These improvements will primarily be focused on the following areas:

11.1. Student Counselling

- Students are counselled on required regulations and a knowledge of the tools which the students can take advantage of during their studies.
- Social and personal counselling related to the student's status (health insurance and other types of insurance, the act on foreign residency, services related to student visa applications and various social services).
- Social and financial services offered to students in difficult social situations involving a lack of finances during studies (see also 'Student Scholarships').
- Financial counselling focusing on the option to defer tuition payments.
- Counselling related to searching for employment.
- Assistance with decisions related to the enrollment of students in voluntary lecture and seminar programmes, in line with their ideas about their future careers.

11.2. Student Scholarships

- Expand the range of scholarships offered through partner foundations and Unions.

- Motivate students not just to apply for scholarships with IBTS but also to apply for such funding through various other foundations and scholarship funds.
- Arrange for the further expansion of our scholarship funds and actively create the conditions for an increase in the number of student scholarships that are provided (academic achievement based scholarships, socially based (need) scholarships and special purpose scholarships – scientific assistance).

11.3. Other Services Offered to Students and Staff

- As part of the development of our employee benefits programme, we will be offering preventive medical care to all of our staff in partnership with the Blue Care s.r.o. healthcare facility.
- We will be further improving the student club, which is located in the basement of the Hubmaier Pavilion, so that it can fully serve as a student common room.
- We will be further upgrading our gym and adding newer exercise equipment and we will be offering relaxation and fitness type exercise programmes to our students.
- Based on our financial situation, we would like to get a reliable partner who can provide high quality catering services, concentrating on healthy and nutritious meals with plenty of variety and fresh vegetables.

Summary:

By further improving our classrooms, gym and other facilities at the school, we will be providing a quality environment offering a good academic environment to our students. We will continue and further expand our professional counselling services, which help our students to overcome problems encountered during their studies, and we will continue to improve our accommodation and catering services. We will also be providing information services to the public and we will be creating an employee benefit programme with healthcare benefits for our employees.

Any questions or comments to Rector@ibts.cz