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Message from the President

Ekrem Demirtaş
President
Board of Trustees
Izmir University of Economics

Dear employees, students, and graduates of Izmir University of Economics,

I am proud to present you with the 2013-2023 Strategic Plan which will illuminate our University’s path for the next ten years.

While in the process of establishing the first Foundation University in Izmir and the Aegean Region, we set out with a student-oriented, innovative, and entrepreneurial university approach, compatible with global trends in higher education, and always facing the future, just as we do today. The success we achieved shortly after the establishment and the leading role we have undertaken in higher education have proven how accurate this approach has been.

This strategic plan has been prepared with a participant approach - academic and administrative staffs, students, graduates, representatives of business world and civic society have shared with us their expectations, aspirations, and dreams regarding the future of Izmir University of Economics.
Worldwide, higher education is in the process of changing yet again. Proliferation of new digital technologies, faster and easier access to information, and increased intercultural interaction altered the established approaches to higher education activities.

The twenty first century will belong to those universities which can, in addition to training a qualified workforce, globally attract highly qualified students and researchers, produce new knowledge by using global information, turn that knowledge into economic advantages, and place students at the center of all higher education activities.

We hope the next ten years will be a turning point for our University in this changing environment; as such, we define our vision to become a world university. We know this is only possible by attracting the most qualified students and researchers, achieving the same level of success in our graduate programs as we have in our undergraduate programs, and conducting high impact global research. We believe the Strategic Plan we have prepared will help our University to attain these high goals and sustain the leading role we have undertaken.

Our University continues to strive for excellence in education and research while maintaining its leading role in innovation and entrepreneurship. It is also aware of its social responsibilities towards the country and the society to which it belongs. As an institution of higher education with such an awareness, our university will continue to offer its accumulation of knowledge for the benefit of different parts of society as part of its life-long education approach, and to work for the welfare of Izmir and the people of Izmir.

This strategic plan has been prepared with a participant approach - academic and administrative staffs, students, graduates, representatives of the business world and civic society have shared with us their expectations, aspirations, and dreams regarding the future of Izmir University of Economics.

I would like to express my gratitude to University members, students, graduates, and all stakeholders who have contributed to the preparation process of the Strategic Plan from start to finish. I would also like to ask them to closely monitor the implementation process of this Strategic Plan, and provide continued support.
I am pleased to present to you, as members of our University community, the new Izmir University of Economics Strategic Plan that covers the period from 2013 through to 2023. This plan, which has been prepared under the guidance and support of the Board of Trustees, is the result of many months of information gathering, analysis, and careful thought - a process in which all stakeholders of the University have been involved. The implementation of the 2013-2023 Strategic Plan, prepared with a joint effort of our community across all disciplines and functions of the University, will also be our shared responsibility.

The high goals we set in our previous strategic plans have definitely helped us to achieve the success we now enjoy. Our new Strategic Plan 2013-2023, too, highlights our future dreams and aspirations, providing a clear direction for the University to advance strategically from our current position of strength to a greater national and international prominence. It also signifies our progression into a mature university, which fosters a visionary perspective spanning for the next ten years. In this context, our priorities for delivery over this period are shaped with our innate desire to push boundaries and embrace opportunities, focusing our efforts and investments on the areas of excellence in education, excellence in research, global visibility, and innovation and entrepreneurship.

A central aspect of this plan is that it emphasizes our efforts, which are deeply rooted in our pioneering spirit and reputation with innovation, to constantly reinvent Izmir University of Economics. Our commitment to enhance superior practices both in research and education, to increase our glocal impact withholding a global perspective, and our contribution to society through innovation and entrepreneurship will designate our position in 2023. I believe wholeheartedly that this strategic plan will help us take full advantage of the opportunities coming our way and become aware of our responsibilities to achieve greater success in the future.
MISSION

The mission of Izmir University of Economics is to educate qualified people who are entrepreneurial, equipped with leadership qualities and able to think critically as well as to contribute to science with authentic research.

VISION

The vision of Izmir University of Economics is to become a distinguished institution of higher education, leading the society with quality education and scientific research at a global level.

CORE VALUES OF THE INSTITUTION

Student-centered Approach; to value students’ needs and expectations at every stage of higher education,

Leadership; to lead in higher education and sustain top standards,

Participation; to foster an academic environment which is global, flexible, pluralistic, transparent and open to collaboration,

Innovation; to take part in interdisciplinary research and development activities that are effective, creative and on the leading edge of science,

Social Responsibility; to be responsible within the community by effectively managing its social resources in the production, dissemination and application of universal knowledge,

Perfectionism; to seek the best possible outcome in every activity.
Turkey is undergoing a significant demographic change which will continue well into the 21st century. Turkey has entered what is called the "demographic window of opportunity" in 2010. Such window of opportunity happens only once in the history of a country and reflects the period where the size of the working age population is highest with relatively low levels of dependency ratios. It is projected that the demographic window of opportunity will begin to close by 2040.

In order to take advantage of this, employment opportunities need to increase as the working age population increases. In addition, the labor force needs to be well-educated and equipped with the necessary skills.

As an institution of higher education, Izmir University of Economics is aware of its responsibility to help Turkey benefit from the opportunities presented by this demographic window of opportunity. In this strategic plan, which covers the next ten years coinciding with the first decade of the demographic window of opportunity, IUE continues to strive for excellence in undergraduate education and also expands this goal to graduate education and lifelong learning. Our undergraduate education equips our graduates with the 21st century skills that would give them an edge in both local and international labor markets, thus contributing to the creation of a higher skilled labor force in Turkey. The university also aims to devote significant amount of resources to graduate education and lifelong learning in order to reach the other segments of the working age population to fulfill our commitment to increasing the skill and the knowledge set of all age groups in the labor force.

The increase in the number of working age people per student will make higher investment in education possible, and thus students entering the higher education system will be better qualified.
Participation rates in tertiary education are also expected to increase concurrently. The number of graduate degrees granted has exhibited a steep increase in recent years due to policies of the Higher Education System. These trends, which constitute the background for our strategic plan, are expected to continue in the next ten years.

The Strategic Plan was developed over a period seven months from May 2013 to December 2013 by the Strategic Planning Commission headed by Prof. Dr. Oğuz Esen. The Commission initially identified various aspects which could impact the future of the university, such as global trends in higher education as well as expectations from the university, on both national and international levels. In this process, the commission took into consideration various research on global trends in higher education and former strategic plans. The findings were initially reported to the university administration. The findings were then presented at a search conference held on September 13-15, 2013 to the Board of Trustees members, faculty members, students, alumni, and stakeholders. During the conference, participants discussed the findings and shared their opinions about new strategic goals for the university and how to attain these. Accordingly, four strategic goals were identified: excellence in education, excellence in research, global visibility, and innovation and entrepreneurship. Six strategic themes were considered to facilitate the attainment of these strategic goals: lifelong learning, partnership with society and business, global impact, social responsibility, quality, and sustainability. Resources to allow achieving these strategic objectives and strategic themes are human capital, infrastructures, and financing.

All academic and administrative units were requested to develop specific action plans for strategic goals and strategic themes. The strategic plan was finalized, based on the action plans submitted by academic and administrative units.

Strategic Planning Commission

Prof. Dr. Oğuz ESEN  
Prof. Dr. Ayla OĞUŞ BİNATLI  
Prof. Dr. Murat BENGİSU  
Assoc. Prof. Dr. Arıkan Tank SAYGILI  
Assoc. Prof. Dr. Erdinç ÖNER  
Assoc. Prof. Dr. Evrim ÜSTÜNİNGÜLU

Yrd. Doç. Dr. İşıl GÜRLEYEN  
Yrd. Doç. Dr. Uğur MADRAN  
Yrd. Doç. Dr. Alp LİMONCUOĞLU  
Yrd. Doç. Dr. Olga Selin HÜNLER  
Öğr. Gör. Dr. Altuğ AKIN  
Nergiz FİLİZ
The Strategic Plan is built around four strategic goals, six strategic themes and the resources which will enable the attainment of these goals. The relationship between strategic goals and strategic themes are shown in the following figure, indicating the hierarchy of university’s vision, core values, strategic goals, resources, and strategic themes.
Relationship between Strategic objectives and Strategic Themes

- Excellence in education
- Excellence in research
- Global visibility
- Innovation and Entrepreneurship

- Lifelong Learning
- Partnership with Society and Business World
- Global Impact
- Social Responsibility
- Quality
- Sustainability
EXCELLENCE IN EDUCATION

Introduction

IUE was established with a student-centered approach and has maintained this in every aspect. Within the framework of this approach, internationally accepted interdisciplinary and flexible programs continuously updated with worldwide trends and the needs of the society and the job market are offered in addition to the core values of the university.
Principles

Izmir University of Economics
• acknowledges that an excellent education can only be provided by qualified academics
• supports research-led teaching and learning
• promotes innovative uses of technology in an increasingly international environment with up to date curricula

Objectives and Strategies

To be a pioneer in the transformation of higher education
• linking research, learning and teaching, developing students as researchers, research-led teaching and learning
• constructing new labs and facilities
• transforming the learning experience in order to provide interactive learning environments through new academic approaches such as digital and blended learning

To keep students at the heart of higher education by
• constant feedback provided by students through different resources about such topics as university life, academic processes and various services
• effective communication with students through the university website enabled by state of art technologies
• digitalizing course files for easy access
• transforming all buildings inside the campus to allow access by the disabled
• guidance and support of students through career development meetings and mentorship programs

To create an international learning environment by
• maintaining internationally accepted curricula to provide mobility of students and researchers
• obtaining international accreditation for more programs
• enhancing the multi-cultured aspect in curricula

To maintain curricula update by
• working with employers, alumni, and other stakeholders to ensure that our programs are responsive to the needs of the society
• getting feedback from students in curriculum development
• designing more flexible and interdisciplinary programs and allowing students to take more non-departmental elective courses to support their versatility
• developing curricula that reflect student experiences while considering the developments in disciplines, innovative learning, teaching and assessment practices, and employability
• offering new programs for emerging fields

To adapt smoothly to the changing roles of universities in higher education by
• designing more graduate programs
• enhancing lifelong learning programs
• transforming classical face to face education to e-learning, blended learning and distant learning
• offering g-local graduate programs
• increasing awareness of among academics about blended learning and e-learning

To rethink learning needs of next generation students by
• enhancing extracurricular activities, monitoring their lifelong learning habits and employment process and encouraging students to attend such activities
• enhancing more contact between students and academic staff out of class through different means such as office hours, undergraduate research projects, senior projects, online communication
• holding frequent seminars and training programs on time management, self-learning, and study techniques
• encouraging students to see themselves as partners in problem construction, identification and solution, practical application of knowledge and skills, and to take responsibility for their own learning

Key Performance Indicators:

1. Number of internationally accredited programs
2. Ranking in centralized entrance exams
3. Ratio of graduate students to undergraduate students
4. Ratio of distant students to regular students
“IUE is committed to provide and sustain a high quality research environment where students and academic staff are encouraged to develop ideas and produce research that has global economic, social, environmental and cultural impact”

EXCELLENCE IN RESEARCH

Introduction

We believe that universities are key institutions of societies and they should seek to discover, apply and share knowledge. IUE is committed to provide and sustain a high quality research environment where students and academic staff are encouraged to develop ideas and produce research that has global economic, social, environmental and cultural impact. IUE will continue to encourage local and global research partnerships and collaborations in research.
Principles

Izmir University of Economics
• supports interdisciplinary, collaborative research in scientific studies
• encourages faculty members to share their research findings with students and expose them to the latest developments in science
• considers opinions of key stakeholders in identifying research priorities
• provides technical and non-technical effective support for researchers
• attracts and retains research-oriented qualified staff
• transforms research outputs into innovative products, services, and solutions

Objectives and Strategies

To be recognized among the leading universities in Turkey and take part in global ranking for research and knowledge transfer by
• establishing research leadership in emerging fields of research
• investing strategically in infrastructure and workforce to promote research
• ensuring dissemination of research outputs among academic and non-academic communities in order to promote scholarship and knowledge transfer

To increase research funding by
• encouraging academic staff to compete successfully for national and international funding schemes by providing professional support for IUE staff
• encouraging academic staff to develop projects for and funded by industry
• improving existing IUE research fund mechanisms

To expand the quantity and quality of research by networks by
• encouraging global research collaborations with leading universities around the world
• promoting society and public engagement through projects at local, national, and international levels to tackle global problems such as poverty, sustainable energy, and economic crisis
• organizing international interdisciplinary and discipline-based conferences
• encouraging sabbatical leave to create new opportunities for research and publications

To extend postgraduate population by
• developing a plan to sustain and increase postgraduate students through support mechanisms such as research scholarships and/or fellowships
• generating more scholarships and fellowships positions
• assuring sustainability of existing programs and designing new programs and courses in accordance with research priorities of faculty members
• making IUE research centers more attractive

Key Performance Indicators:

1. IUE’s place in international academic ranking
2. Number of indexed publication per faculty member
3. Number of citations per faculty member
4. Number of PhD dissertation consultations per faculty member
GLOBAL VISIBILITY

Introduction

Global visibility is embedded in our strategic goals about research, education, innovation and entrepreneurship. The number of international students and faculty members has been increasing since the establishment of the IUE and now ranks among the top five universities in terms of the number of foreign academics. The number of foreign students at IUE has increased thanks to the scholarships provided by the Izmir Chamber of Commerce to foreign nationals. In addition to the scholarships offered to foreign students, IUE attracts international students from many countries through student exchange programs.
In addition to becoming international, IUE aims to improve its global visibility by encouraging and facilitating global collaborations with international organizations.

**Principles**

*Izmir University Economics*
- strives for visibility in every corner of the world in order to be truly global
- understands that its students and academicians are the basis for global visibility
- promotes multi-dimensional and multi-cultural learning environments

**Aims and Objectives**

To promote exposure to global topics and perspectives throughout the curriculum and to raise awareness by
- facilitating the creation of globally focused courses or other co-curricular experiences, throughout the curriculum
- fostering the establishment of mini-grant or workshop opportunities and support students and academics for attending globally focused workshops and conferences
- assisting departments to become part of international networks of institutions and research centers
- promoting diverse and multilingual studying environments for our students and academics

To support joint programs for international exchange and cooperation to connect students and faculty across the globe by
- offering a broader selection of courses through international joint programs
- funding mini-grants for initiatives designed to increase faculty and staff involvement in, and awareness of, education opportunities abroad
- assisting departments in developing programs of international exchange and cooperation that utilize technology to connect students and faculty across the globe
- training students’ to compete for international study scholarships
- devoting financial resources to support visiting professors from abroad

To promote internationalization and to recruit a greater number of international students and faculty by
- offering a greater variety of scholarships for international students
- using services provided by recruitment organizations
- participating in international student recruitment fairs worldwide, with particular emphasis on nearby countries
To foster development of globally focused research and engagement by

- establishing campuses abroad
- monitoring international grant opportunities to finance global research
- maintaining inter-institutional cooperation to support the development of faculty members and to create funds for research
- enhancing recognition of the university as a globally focused research center
- Creating funds for internationally focused research initiatives

Key Performance Indicators:

1. The number of articles co-authored and published with international collaborators
2. The number of international students and academics
3. Number of international seminars, workshops, conferences organized at IUE
4. The number of international seminars, workshops, conferences attended by IUE students and academicians
"IUE aims to educate and support students as entrepreneurs and provide them with the innovative culture needed in the modern world."

INNOVATION AND ENTREPRENEURSHIP

Introduction

Since the first year of its establishment, IUE has set itself apart from other universities in the region with an emphasis on creativity, innovation, and entrepreneurship. IUE aims to educate and support students as entrepreneurs and provide them with the innovative culture needed in the modern world. In 2013, IUE ranked number 5 in innovation and entrepreneurship culture among
all Turkish universities. We are aware of the urgent need for creative individuals and innovative solutions for a sustainable world linked to a progressive knowledge industry. A solid proof of this awareness is Izmir Bilimpark, the science park established as an IUE initiative. Among the projected areas of research at this science park are sustainable energy technologies including wind, wave, solar, and geothermal energy, sustainable agriculture, advanced food technologies, and software development. IUE students and staff will be supported by the incubation center of Bilimpark. Currently, research centers within IUE aim to foster leadership, innovation, and entrepreneurship.

Innovation and entrepreneurship will be applied at two levels, the first of which is the University level. IUE aims to be an innovative organization, generating innovative ideas, concepts, and intellectual property such as patents, copyright, and registered designs. An innovative university also uses new tools, methods, and procedures for all of its activities and services. As an innovative university, IUE aims to use its creative human potential to develop an efficient and simple education and research organization.

The second is the student level. IUE aims to provide students with the knowledge and skills for innovation, creative problem solving, and entrepreneurship. Teaching problem solving skills for a range of complex issues, coordinating teamwork, and supplying the required knowledge base to encourage entrepreneurship are the key principles for our undergraduate programs. On the other hand, providing know-how for Research and Development skills, creating interdisciplinary research networks, and generating funds and facilities for research and innovation are some of the key issues that will be targeted for graduate programs during the term of this strategic plan.

Principles

Izmir University of Economics

- promotes national and international projects and collaborates with the industry, public organizations and NGOs
- designs and provides courses with an emphasis on critical thinking, ethics, creativity, applied knowledge, innovation, and entrepreneurship,
- promotes graduate programs and research projects with an interdisciplinary approach and international character,
- establishes an international profile and an expanding network in the international arena

Objectives and Strategies

To carry out more innovative projects by
- undertaking the responsibility of transforming educational projects in the curriculum into innovation
• increasing the number of R&D projects, scientific publications, and intellectual property (copyrights, registered designs, or patents)

To increase the use of innovative approaches and new technologies in education by
• implementing student-centered education, semester-long training programs in cooperation with public and private organizations, and blended learning (part online, part face-to-face)
• increasing the number of distant learning programs

To increase the number of enterprising graduates by
• emphasizing the need for entrepreneurship in curricula
• providing students with the courses, opportunities, and know-how to establish start-up companies or to implement their creative projects

To solve real-world industrial problems with the involvement of students and researchers by
• cooperating further with leaders of the business world, professionals and companies
• technology transfer through Bilimpark and other means to help IUE graduates and staff to become partners or founders of incubation centers or startup companies

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**Key Performance Indicators:**

1. Number of patents, registered designs, copyrights, and other types of intellectual property
2. Ranking in the Turkish University Entrepreneurship Index
3. Number of awards received by IUE students in competitions
4. Amount of funding granted to projects directed or executed by IUE members
Human Capital

Human capital is pivotal in the implementation of this strategic plan. For this reason, IUE aims to

- recruit, retain and motivate highly qualified staff from a worldwide talent pool
- provide professional development and career support to all staff in order to maximize their potential
- improve the pay and reward structure to make it more covering comprehensive, fair and transparent
- develop a culture of lifelong learning among academic and administrative staff
- provide more secure and transparent working conditions
- promote equal of opportunities among academic and administrative staff

Infrastructure

IUE aims to develop its infrastructure to achieve its strategic objectives and promote excellence in service quality by

- investing in new campus, hospital, laboratories, sports, arts and recreation facilities
- investing in facilities and other locations to support applied education
- enhancing the electronic infrastructure, through compatible IT projects to support technology-enabled innovation in research and teaching, including data management, high-performance computing and high capacity networks
- developing library resources
- improving space utilization and environmental performance of current hard structure of the University
- promoting the use of sustainable energy sources

Financing

IUE aims to ensure the implementation of this strategic plan through secure financial resources by

- developing robust financial plans which incorporate a steady improvement in surpluses, taking into account of potential cost increases
- implementing a financial road map and a clear strategy that results in generation of funds
- diversifying income streams
- analyzing philanthropic income possibilities
LIFELONG LEARNING

Introduction

In response to the social, technological, and economic changes caused by globalization, IUE recognizes the need to place a special emphasis on lifelong learning theme in the 2013-2023 Strategic Plan. To this end, IUE plans to improve social cohesion by offering services which best fit society’s needs and also to strengthen the ties between academia and business. In this sense, the purpose of the theme is to create a culture of lifelong learning within the university and society, and to offer a wide range of learning opportunities which are easily accessible, learner- centered, flexible and comprehensive, formal and informal, and innovative.
Principles

IUE offers education for different target groups through undergraduate, graduate, and vocational programs. IUE enhances the quality of these programs through regular assessments based on students, staff and faculty members. IUE is expected to become a role model of lifelong learning institution in the national and international arena.

Objectives and Strategies

IUE will continue to focus on the following objectives to sustain and develop its activities specific to the lifelong learning theme by:

- encouraging students/alumni and society to engage in lifelong activities and identifying the educational needs of the society and business world to assess the effectiveness of these activities; offering training additional to graduate programs.

- offering seminars and courses to academic staff in order to develop a sustainable e-learning infrastructure to be used in undergraduate and graduate programs, based on blended education; improving IT support as well as distance education.

- developing local, regional, national and international partnerships to offer attractive programs and projects through networking and collaboration with key stakeholders/other professionals.

- conducting research and sharing the stock of knowledge and expertise with businesses, industry and wider masses to increase the University’s visibility and status; enhancing its interaction with the community through the use of its current resources such as library, laboratories, research centers, hospital, and institutions.
PARTNERSHIP WITH SOCIETY AND BUSINESS WORLD

Introduction

Befitting its founding philosophy, IUE aims to increase its collaborations with the world of business, industry, and society based on mutually beneficial projects. Local businesses have already benefited from IUE’s services such as consultancy, project development, and training. The university has benefited from opportunities such as industrial based projects, professional networks, and employment of IUE graduates.
Principles

Since its foundation, IUE has aimed to achieve the highest level of collaboration with society and businesses. In this sense, IUE has participated in many EU funds and research projects, and offered numerous training programs, seminars, courses for the representatives of business world and public sector.

Objectives and Strategies

IUE will continue to focus on the following objectives to sustain and develop its activities regarding partnership with society and business world by

• encouraging its partnership with the business world to evolve into a structure that focuses on output, placing a special emphasis on production of technology,
• forming interfaces to facilitate and encourage cooperation with society and the business world in particular,
• conducting projects and graduate theses focusing on the needs of the business world,
• meeting with business and industry representatives and getting their feedback on program and learning outcomes for potential improvements of curricula
• designing new programs according to emerging needs of the industry and society,
• offering custom-made training programs for NGOs, government, and private institutions
• encouraging the academic staff to be involved in public debates and local/national decision-making processes.
GLOBAL IMPACT

Introduction

IUE considers it very important to make a difference in the world with its qualified academics, students, research, and projects. IUE aims to be recognized with its innovative and entrepreneurial approach to education and research. Its ultimate aim is to attract highly qualified international students and academics, to build a bridge between qualified research and education partners, to keep in touch with its alumni around the world and as such to embody internationalization within the University. The global impact theme is thought to be helpful in preparing students for 21st century citizenship.
Principles

IUE constantly improves educational and research activities to broaden its global outreach, promoting global citizenship and regularly working on global issues. The University values to promote internationalization through attracting and retaining international academic staff and students.

Objectives and Strategies

IUE aims to extend its global impact by:

- developing global platforms for innovation in research and education by relevant curricula, collaborative teaching, research and knowledge exchange,
- establishing partnerships and networks with leading universities and research institutions,
- collaborating with business, industrial and public organizations, and NGOs,
- creating an international hub of excellence by educating citizens of the world with multi-cultural competencies,
- expanding and promoting opportunities of international engagement for both students and academic staff,
- recognizing the importance of support for global alumni community,
- attracting and retaining outstanding international faculty.
Introduction

IUE aims to promote collaboration and cooperation with different segments of the community. Commitment to social responsibility and sensitivity is represented in many of the University’s policies and activities on many levels. IUE aims to be one of the respectable universities across the globe and at the same time perseveres to be committed to the well-being of the city of Izmir and fellow citizens.
Principles

Social responsibility has been accepted as one of the core values of IUE since 2007. Social responsibility is embedded in research, education, and university policy. IUE is responsible to be fair and transparent to its employees and students, local community, and international society. Protecting the safety, health and well-being of employees and students, local community, and international society is a priority. IUE and its stakeholders aim for mutual exchange and dialogue between the university and other educational institutions, community groups, and local business and authorities, and commitment to the highest standards of ethical and professional conduct.

Objectives and Strategies

IUE aims to promote social responsibility by:

- sharing knowledge with local communities
- supporting local research partnerships
- contributing to sustainability of the welfare and well-being of the local and regional community
- establishing close relationships with local municipalities
- increasing the staff’s and students’ awareness of social responsibility
- integrating the notion of social responsibility into the curriculum
- promoting and supporting students as active and responsible citizens
- promoting appropriate use of its facilities by the public, schools and charitable/voluntary groups, and
- organizing social and cultural activities which includes participation of “neighbors”.
QUALITY

Introduction

Among the main themes adopted by the IUE are universally-accepted high-quality education and teaching processes, quality of academic and administrative staff, student quality, and long-term quality assurance. IUE has successfully completed the Institutional Evaluation Program of the European University Association (EUA) and its follow-up process. The purpose of these evaluations is to support the participating institutions in the continuing development of their strategic management and institutional culture of quality.
Several activities are performed for quality assurance purposes, and results are used as an important input for educational, academic, and administrative processes, students’ learning experience, research, and industrial collaboration.

**Principles**

Quality management, supported by a quality assurance system, will be centrally located and organized within the IUE and its remit will extend to all aspects of the university, i.e. to both its academic and administrative/managerial functions. Bologna Process is a reform process that aims to form a European Higher Education Area and IUE has initiated the alignment of its programs with the Bologna Process. Since quality assurance is a key element of the Bologna Process, IUE has perceived overall reform of internal quality management serving also to this purpose.

**Strategies and Objectives**

IUE will strengthen quality assurance policies and procedures and ensure that they are implemented by

- promoting a quality culture and quality assurance system
- accreditation of all programs for global visibility and excellence in education
- promoting transfer of credits and degrees between different countries or higher education systems
- promoting an outcome-oriented approach in all internal activities, particularly in education
- benchmarking the quality of performance across all areas of activity against leading international universities
- increasing student and academic staff mobility
SUSTAINABILITY

Introduction

IUE considers the leadership, administrative, and financial strength needed to sustain its strategic goals very important. For this the University needs to invest in its human capital, programs and infrastructure.
Principles

The basis of IUE’s success is human resources. The university aims to attract, retain, and motivate academic, administrative, and support staff of the highest competence. The effectiveness and efficiency of management is of utmost importance. The university aims to rationalize and harmonize processes and systems so that it can support academics and administrative staff members with the most effective systems available.

Objectives and Strategies

IUE aims to ensure sustainability of excellence and environmental standards by

- developing leadership, managerial, and general abilities of its staff
- improving institutional performance and reputation
- implementing a new annual activity and performance review framework
- using appropriate systems and practices to develop institutional performance management programs
- continuing to streamline processes and rationalize key systems in order to ensure administrative efficiency and effectiveness
- ensuring that all operations and procurements are environmentally sustainable
- contributing to efforts for environmental protection and ensuring that such efforts get the recognition they deserve