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Message from the President

Ekrem Demirtaş
President
Board of Trustees
Izmir University of Economics

“This strategic plan involves a participant approach: academic and administrative staff, students, graduates, representatives of business world and civil society have been consulted as to their expectations, aspirations, and dreams regarding the future of Izmir University of Economics.”

Dear faculty, staff, students, and alumni of Izmir University of Economics, I am proud to present the 2013-2023 Strategic Plan, which will determine our university’s direction for the next ten years.

The establishment of the first non-profit private university in Izmir and the Aegean Region was based on a student-oriented, innovative, and entrepreneurial university approach, compatible with global trends in higher education. This approach was, and continues to be, designed to prepare for the future. The success we achieved shortly after the establishment, and the leading role we have achieved in higher education has shown how productive this approach has been.

Worldwide, higher education is in the process of continual change. Proliferation of new digital technologies, faster and easier access to information, and increased intercultural interaction have all had an effect on the established approaches to higher education activities.

The twenty first century will belong to those universities which can not only producing well-qualified workforce, but also attract highly qualified students and researchers from around the world, produce new knowledge from global information, transform knowledge into economic advantage, 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 of becoming 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 that the Strategic Plan we have prepared will enable our University to attain these ambitious goals and sustain the leading role we have established.

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 make available its knowledge and expertise for the benefit of different sections of society as part of its life-long education approach, and to work for the welfare of Izmir and its people.



This strategic plan has been prepared taking a participant approach - academic and administrative staff, students, alumni, representatives of the business world and civil society have been consulted regarding their expectations, aspirations, and dreams for the future of Izmir University of Economics.

I would like to express my gratitude to our faculty, staff, students, graduates, and all stakeholders who have contributed to the preparation 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.



Foreword from the Rector

Prof. Oğuz Esen **Rector**

I am pleased to present to you, as members of our University community, the new Izmir University of Economics Strategic Plan, which covers the period from 2013 through to 2023. This plan, 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 University stakeholders have been involved. The implementation of the 2013-2023 Strategic Plan, prepared through the collective effort of our community, involving all disciplines and functions of the University, will also be our collective responsibility.

The ambitious goals we set in our previous strategic plans have made a clear contribution to the level of success we currently enjoy. Our new Strategic Plan 2013-2023 similarly highlights our future ambitions and aspirations, providing a clear direction for the University to advance strategically from our current position of strength to an even greater national and international prominence. It also signifies our progression to the status of a more mature university, with the capability of fostering a visionary perspective spanning the next ten years. In this context, our priorities for delivery over this period are shaped by our innate desire to extend boundaries and embrace opportunities, as we focus our efforts and investments on the areas of excellence, not only in education, but in research, global visibility, and innovation and entrepreneurship.

A central aspect of this plan is that it emphasizes our continual efforts, deeply rooted in our pioneering spirit and reputation with innovation, to reinvent Izmir University of Economics. Our commitment to achieve superior practices, both in research and education, to increase our global impact through a truly global perspective, and our contribution to society through innovation and entrepreneurship will determine our position in 2023. I believe wholeheartedly that this strategic plan will enable us to take full advantage of all opportunities as they arise, and by pointing out our responsibilities, guide us to achieving an even greater level of success in the future.



Mission, Vision and Values

MISSION

The mission of Izmir University of Economics is to produce graduates who are entrepreneurial, equipped with leadership qualities and able to think critically as well as to contribute to the growth of research-based scientific knowledge.

VISION

The vision of Izmir University of Economics is to become a distinguished institution of higher education, taking a leading role in society by providing world standard quality education and scientific research.

CORE VALUES OF THE INSTITUTION

Student-centered Approach: to consider students' needs and expectations at every stage of higher education,

Leadership: to take a leading role in higher education and sustain the highest 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 at 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.



Introduction

Turkey is undergoing a significant demographic change, which will continue well into the 21st century, entering 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, it is important that employment opportunities 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 enable Turkey to benefit from the opportunities presented by this demographic window of opportunity. This strategic plan covers the next ten years, which coincide with the first decade of the demographic window of opportunity. During this time, IUE aims to continue to strive for excellence in undergraduate education, and also expand this goal to graduate education and lifelong learning. Our undergraduate programs equip graduates with the 21st century skills, giving them an advantage 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, in order 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 possible greater investment in education, 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 implemented under the Higher Education System. These trends, which constitute the background for our strategic plan, are expected to continue over the next decade.

The Strategic Plan was developed over a period of seven months, from May 2013 to December 2013, by the Strategic Planning Commission, headed by Prof. 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 a range of research on global trends in higher education, as well as former strategic plans. The findings were initially reported to the university administration and then presented at a conference held on September 13-15,

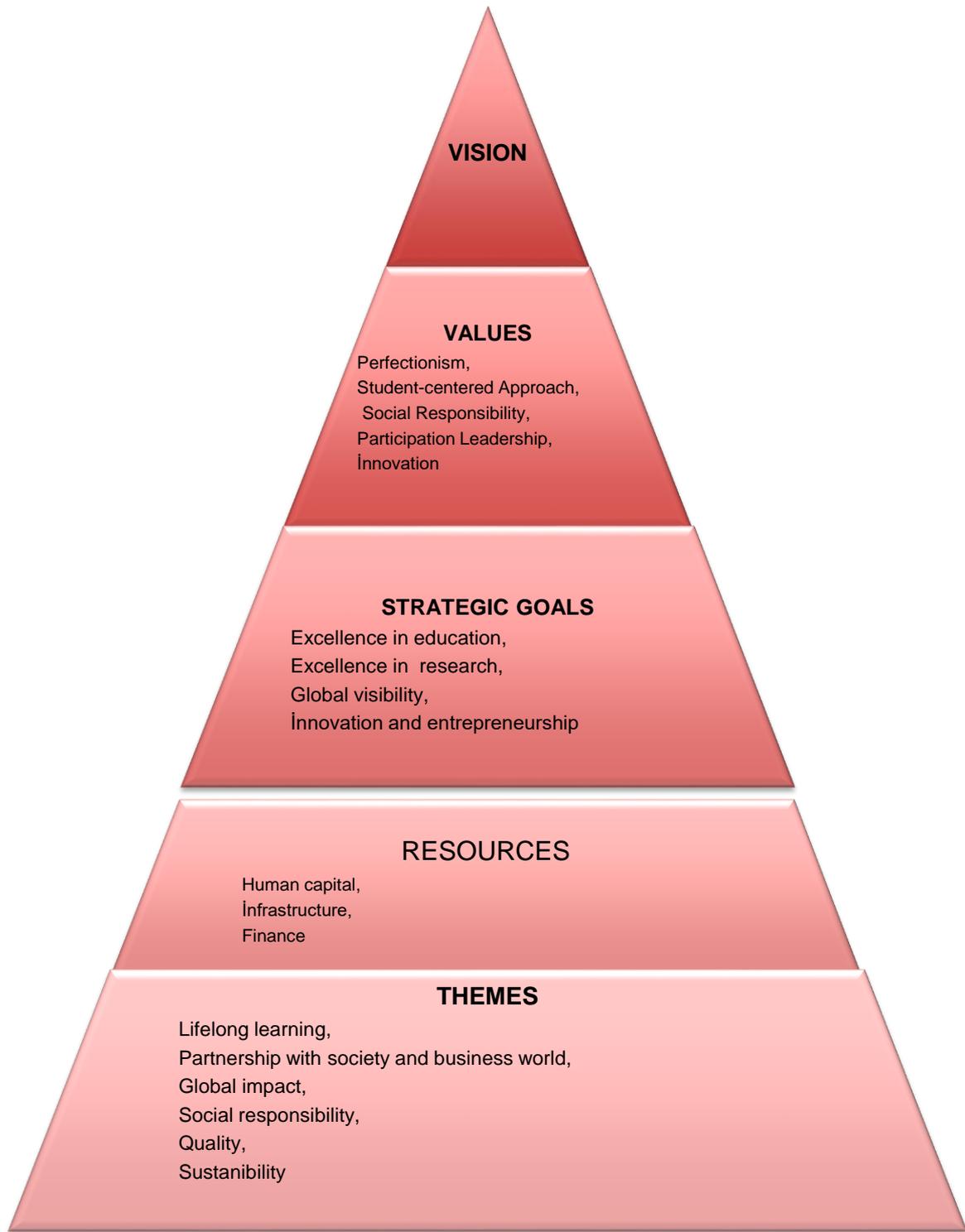


2013 to the Board of Trustees members, faculty members, students, alumni, and stakeholders. During the conference, participants discussed the findings and exchanged opinions about new strategic goals for the university, and how to attain these. Accordingly, four strategic goals were identified: excellence in education, excellence in research, global visibility, and innovation and entrepreneurship. Six strategic themes were considered in order 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 the achievement of 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. Oğuz ESEN
Prof. Ayla OĞUŞ
Prof. Murat BENGİSU
Assoc. Prof. Arıkan Tarık SAYGILI
Asst. Prof. Erdiñ ÖNER
Asst. Prof. Evrim ÜSTÜNLÜOĞLU
Asst. Prof. Işık GÜRLEYEN
Asst. Prof. Uğur MADRAN
Asst. Prof. Altuğ AKIN
Asst. Prof. Olga Selin HÜNLER
Asst. Prof. Alp LİMONCUOĞLU
Nergiz FİLİZ

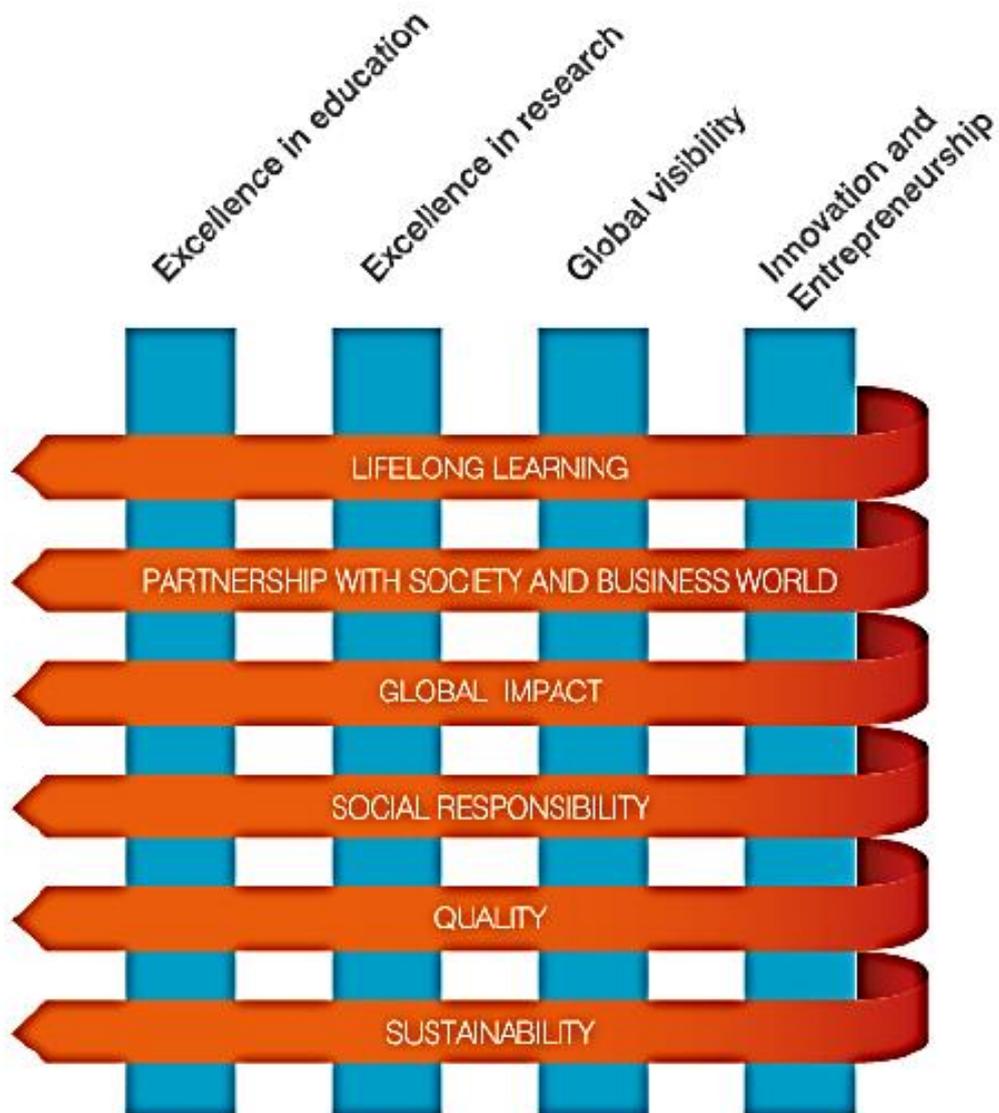
The Strategic Plan is built around four strategic goals, six strategic themes, and the resources which will enable the attainment of these goals. The relationship between strategic goals and strategic themes are shown in the following figure, indicating the hierarchy of university's vision, core values, strategic goals, resources, and strategic themes.



Vision, Values, Strategic Goals, Resources and Themes



Relationship between Strategic objectives and Strategic Themes





EXCELLENCE IN EDUCATION

Introduction

From its beginning, IUE has adopted an exclusively student-centered approach, which is being sustained to the present. Within the framework of this approach, the university offers internationally accepted interdisciplinary and flexible programs - continuously updated in line with worldwide trends and the needs of the society and the job market, which accord with the university's core values.

Principles

Izmir University of Economics

- acknowledges that an excellent education can only be provided by highly qualified academics
- supports research-led teaching and learning
- promotes innovative uses of technology and renewed curricula in an increasingly international environment

Objectives and Strategies

To be a pioneer in the transformation of higher education, by

- linking research, learning and teaching, developing students as researchers, research-led teaching and learning
- investing in new labs and facilities
- transforming the learning experience, by providing interactive learning environments through new academic approaches, such as digital and blended learning

To keep students at the heart of higher education by

- providing different resources to allow constant feedback from students, on such topics as university life, academic processes and various services
- enabling effective communication with students through the university website via by state-of-art technologies
- digitalizing course files for easy access
- transforming all buildings inside the campus to allow disabled access
- providing the guidance and support of students through career development meetings and mentorship programs

To create an international learning environment by

- maintaining internationally accepted curricula to facilitate the mobility of students and researchers
- extending the range of programs with international accreditation
- enhancing multi-cultural aspects in curricula



To maintain curricula renewal by

- working with employers, alumni, and other stakeholders to ensure that our programs are responsive to the needs of society
- eliciting feedback from students in curriculum development
- allowing for greater flexibility in programs, creating interdisciplinary programs, and allowing students to take more non-departmental elective courses to support educational diversification
- developing curricula that reflect student experiences while considering the developments in disciplines, innovative learning, teaching and assessment practices, and employability
- offering new programs in emerging fields

To facilitate the changing roles of universities in higher education by

- designing more graduate programs
- enhancing lifelong learning programs
- transforming traditional face-to-face education into e-learning, blended learning, and distant learning
- offering g-local graduate programs
- increasing awareness of among academics of the potential for blended learning and e-learning

To reassess the learning needs of the next generation of students by

- enhancing extracurricular activities, monitoring their lifelong learning habits and employment processes, and encouraging students to attend such activities
- encouraging out-of-class contact between students and academic staff through various means such as office hours, undergraduate research projects, senior projects, and online communication
- holding frequent seminars and training programs on issues such as time management, self-learning, and study techniques
- encouraging students to see themselves as partners in problem construction, identification and solution, the 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
-



EXCELLENCE IN RESEARCH

“IUE is committed to providing and sustaining 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”

Introduction

We believe that universities are key institutions of societies, and that they should seek to discover, apply and also share knowledge. IUE is committed to providing and sustaining a high quality research environment where students and academic staff are encouraged to develop new insights, and conduct research that has global impacts economically, socially, environmentally and culturally. IUE will continue to encourage local and global research partnerships and collaborations.

Principles

Izmir University of Economics

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

Objectives and Strategies

To be recognized among the leading universities in Turkey, and to gain a place in global rankings 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 with applications for, and funded by, industry
- improving existing IUE research funding mechanisms

To expand the quantity and quality of research by networks by

- encouraging global research collaborations with leading universities



around the world

- promoting engagement with society and the public through projects at local, national, and international levels in order to resolve global problems such as poverty, energy shortages, and economic crises
- organizing international discipline-based and interdisciplinary conferences
- encouraging sabbatical leave in order to create new opportunities for research and publications

To extend postgraduate population by

- developing a plan to sustain and increase the number of postgraduate students through support mechanisms such as research scholarships and/or fellowships
- generating more scholarship and fellowship positions
- assuring the sustainability of existing programs, and designing new programs and courses in accordance with the research priorities of faculty members
- increasing the visibility of IUE research centers

Key Performance Indicators:

1. Position in international academic ranking
2. Number of indexed publications per faculty member
3. Number of citations per faculty member
4. Number of PhD dissertation consultations per faculty member



GLOBAL VISIBILITY

“Global visibility is embedded in our strategic goals for research, education, innovation and entrepreneurship”

Introduction:

Global visibility is embedded in our strategic goals for research, education, innovation and entrepreneurship. The number of international students and faculty members has increased 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 due to the scholarships provided by the Izmir Chamber of Commerce to foreign nationals. Besides the scholarships offered to foreign students, IUE attracts international students from many countries through student exchange programs.

In addition to increasing its international profile, 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 continent in order to achieve a truly global standing
- 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 issues 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 supporting students' and academics' attendance at globally focused workshops and conferences
- assisting departments to become part of international networks consisting of institutions and research centers
- promoting diverse and multilingual study environments for our students and academics

To support joint programs for international exchange and cooperation in order 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
- supporting students' efforts to win international study scholarships
- devoting financial resources to fund visits from internationally-renown professors

To promote internationalization and to recruit a greater number of international students and faculty by

- offering a greater variety of scholarships for international students
- engaging the services provided by recruitment organizations
- participating in international student recruitment fairs worldwide, with particular emphasis on neighboring 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:

- The number of articles co-authored and published with international collaborators
- The number of international students and academics
- The number of international seminars, workshops, conferences held at IUE
- The number of international seminars, workshops, conferences attended by IUE students and academicians



INNOVATION AND ENTREPRENEURSHIP

“IUE aims to educate and support students as entrepreneurs and provide them with the innovative culture needed in the modern world.”

Introduction

Since the first year of its establishment, IUE has distinguished itself from other universities in the region by its 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 fifth 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. Clear evidence 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 agriculture, advanced food technologies, software development, and also sustainable energy technologies, which include wind, wave, solar, and geothermal energy. 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 skills will be encouraged 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 effective education and research organization.

The second is the student level. IUE aims to provide students with the knowledge and skills needed 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 of our undergraduate programs. In addition, 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 to be targeted in 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 delivers courses with an emphasis on critical thinking, ethics, creativity, applied knowledge, innovation, and entrepreneurship
- promotes graduate programs and research projects that take interdisciplinary approach and have an international dimension



- establishes an international profile and an expanding network in the international arena

OBJECTIVES AND STRATEGIES

To increase the number of innovative projects by

- undertaking the responsibility for transforming educational projects in the curriculum into practical innovations
- 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 entrepreneurial graduates by

- emphasizing the need for entrepreneurship in curricula
- providing students with the courses, opportunities, and know-how to establish start-up companies and to implement their creative projects

To resolve real-world business issues through the involvement of students and researchers by

- developing cooperation 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

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



RESOURCES

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 uniform, comprehensive, fair and transparent
- develop a culture of lifelong learning among academic and administrative staff
- increase the security and transparency of conditions of work
- promote equality of opportunities among the academic and administrative staff

Infrastructure

IUE aims to develop its infrastructure in order 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 the current hard infrastructure 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 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



STRATEGIC THEMES

LIFELONG LEARNING

Introduction

In response to the social, technological, and economic changes caused by globalization, IUE recognizes the need for 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, in accordance with this theme, the aim is to create a culture of lifelong learning within the university and society, and to offer a wide range of formal and informal learning opportunities which are easily accessible, learner-centered, flexible, comprehensive and innovative.

Principles

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

Objectives and Strategies

IUE will continue to focus on the following objectives in order 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 society and the business world in order to assess the effectiveness of these activities; offering training opportunities in addition 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 in order to offer attractive programs and projects through networking and collaboration with key stakeholders/other professionals
- conducting research and disseminating the stock of knowledge and expertise to businesses, industry and the wider public 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 business, industry, and society, based on engagement in 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. With this purpose, IUE has participated in many EU-funded 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 its partnerships with society and the business world by

- encouraging its partnership with the business world to develop a structure that focuses on output, placing special emphasis on technological advances
- forming interfaces to facilitate and encourage cooperation with society in general, and the business world in particular
- conducting projects and graduate theses focusing on the needs of the business world
- consulting business and industry representatives and getting their feedback on program and learning outcomes for potential improvements of curricula
- designing future programs according to emerging needs of industry and society
- offering custom-made training programs for NGOs, government, and private institutions
- encouraging 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 global contribution through its well-qualified academics, students, research, and projects. IUE aims to be recognized for its innovative and entrepreneurial approach to education and research. Its ultimate aim is to attract well-motivated international students and highly-qualified academics, to build networks with renown research and education partners, to maintain links with its alumni around the world, and as such, to ensure increasing internationalization within the University structure. The global impact theme is considered to be a key aspect in preparing students for 21st century citizenship.

Principles

IUE aims to constantly improve educational and research activities in order to broaden its global outreach, promoting global citizenship and regularly working on global issues. The University intends 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 introducing relevant curricula, and supporting 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 through providing an international standard of education, incorporating multi-cultural competencies
- expanding and promoting opportunities for international engagement for both students and academic staff
- recognizing the importance of the support of the global alumni community
- attracting and retaining outstanding international faculty



SOCIAL RESPONSIBILITY

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 multiple levels. IUE aims to take its place amongst the respected universities across the globe, and at the same time continues to be committed to the well-being of the city of Izmir and its 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 committed to behaving in a fair and transparent manner to its faculty, staff 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 has undertaken a commitment to the highest standards of ethical and professional conduct.

Objectives and Strategies

IUE aims to promote social responsibility by

- disseminating knowledge to local communities
- supporting local research partnerships
- contributing to the sustainability of the welfare and well-being of the local and regional community
- establishing close relationships with local municipalities
- increasing the staff and student 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, and by schools and charitable/voluntary groups, and
- organizing social and cultural activities which includes participation of "neighbors"



QUALITY

“IUE will take the necessary steps for the international accreditation of its programs. Accreditation of programs will contribute its overall objective of global visibility and excellence in education.”

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. A number of activities are performed for quality assurance purposes, and results are used as an important input for determining the direction of educational, academic, and administrative processes, students' learning experiences, 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 which aims to create 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 considers that the overall reform of internal quality management is also in line with this approach.

Strategies and Objectives

IUE will strengthen quality assurance policies and procedures and ensure their implementation by

- promoting a quality culture and quality assurance system
- implementing the accreditation of all programs to achieve 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 against leading international universities for all areas of activity
- increasing student and academic staff mobility



SUSTAINABILITY

Introduction

IUE emphasizes the importance of the leadership, administrative, and financial strength needed to sustain its strategic goals. To achieve this strength, the University needs to invest in its human capital, programs and infrastructure.

Principles

The basis of IUE's success is its 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 to create the most effective systems possible for the support of academics and administrative staff.

Objectives and Strategies

IUE aims to ensure the sustainability of both the excellence of its performance and its environmental standards by

- developing leadership, managerial, and general abilities of its staff
- improving institutional performance and reputation
- implementing an improved 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 environmental protection and ensuring that such efforts are widely recognized