



İZMİR EKONOMİ ÜNİVERSİTESİ

**İZMİR UNIVERSITY OF  
ECONOMICS  
2010-2014 STRATEGIC PLAN**

# IZMIR UNIVERSITY OF ECONOMICS 2010–2014 STRATEGIC PLAN

## A. PLANNING PROCESS

Izmir University of Economics (IUE) strategic plan has been prepared in a six month period during December 2009 - June 2010. "Strategic Planning Commission" was in charge of preparing the plan by the directives of our Rector Atila SEZGİN. Vice Rector Prof. Dr. Oğuz ESEN, in charge of Promotion and Student Affairs, was appointed as the chairman of the commission. Strategic Planning Commission consists of some members of the 2007-2009 Strategic Plan Commission and academicians who are expert at management and organization. While establishing the commission, in addition to participation of senior administration, representation of academic units was especially important. The members of the commission and their academic units are shown in Table 1.

The Commission has primarily made researches on important subjects that will impact the future of the university such as higher education trends in national and international arena, strategic plans of various universities, and educational demands of business world and students about future. During this process of preparation of the strategic plan, the recommendations that take place in the survey report of The European University Association (EUA) and the 2007-2009 strategic plan has been examined thoroughly. Six strategic areas of priority have been determined by the Strategic Planning Commission as a result of all these studies. These are; "research/education orientation", "institutionalization", "entrepreneurial university", "internationalization", "creating distinction in education", and " new subjects areas of interest".

As a second step, a research conference has been organized with the participation of Strategic Planning Commission department heads, deans, directors of graduate schools and Office of Rectorate and Board of Trustees. During the conference held at Çeşme-İlica Hotel on December 12-13, 2009, the strategic areas of priority, mentioned above, and future path of our university have been discussed.

The findings of the research conference have been viewed by the IUE Strategic Planning Commission and the strategic areas of priority of IUE have been determined as "research orientation", "creating distinction in education", "institutionalization", "contribution to regional development and progress", "internationalization", and "finance and infrastructure". An "IUE 2010-2014 Strategic Areas of Priority" document has been prepared as a result of determining the reason of each priority area and determining the activities relating to these areas.

**TABLE-1: STRATEGIC PLANNING COMMISSION MEMBERS**

<b>STRATEGIC PLANNING COMMISSION MEMBERS</b>	<b>ACADEMIC UNITS</b>
Prof. Dr. Oğuz ESEN	Vice Rector in charge of Promotion and Student Affairs
Prof. Dr. Cemali DİNÇER	Vice Rector in charge of Academic Affairs
Prof. Dr. Tunçdan BALTACIOĞLU	Vice Rector in charge of Administrative and Financial Affairs
Prof. Dr. Alev KATRİNLİ	Dean of Faculty of Economics and Administrative Sciences
Asst. Dr. Gülem ATABAY	Department of Business Administration Faculty Member
Assoc. Dr. Suat GÜNHAN	Department of Architecture Faculty Member
Assoc. Dr. Ayla OĞUŞ	Department of Economics Faculty Member
Assoc. Dr. Murat ADIVAR	Department of Mathematics Faculty Member
Assoc. Dr. Burcu ÖZÇAM ADIVAR	Department of Logistics Management Faculty Member
Nergiz FİLİZ	Secretary General Assistant/Directorate of Student Affairs
Assoc. Dr. Refail KASIMBEYLİ	Department of Industrial Systems Engineering Faculty Member
Asst. Dr. Gökçen KARANFİL	Vice Dean of Faculty of Communication
Asst. Dr. Burcu GÜNERİ ÇANGARLI	Rector Assistant/ Department of Business Administration Faculty Member

The prepared document has been sent to all academic units with a cover letter and they've been asked to create their goals on "research orientation", "creating distinction in education", and "internationalization" for 2010-2014 period. During this process, strategic planning commission has provided method counselling to all academic units and encouraged their participation in creating the objectives.

The documents received from academic units have been viewed by the commission. IUE's objectives and activities on mentioned strategic areas of priority have been determined by taking the objectives created by academic units into consideration.

Objectives and activities have been created by strategic planning commission with the initiation of senior administration on the third strategic area of priority "institutionalization". A group of academicians from Department of Business Administration have been appointed in determining the academic-administrative positions' job descriptions that have been mentioned in the objectives and activities.

It has been decided that the exterior partners' opinions and recommendations should be taken into consideration in determining the objectives and activities on the fourth strategic area of priority "regional development and contribution to progress". In accordance with this, a question form about

the expectations of this subject has been sent by IUE to 65 institutions such as municipalities, governorships as well as chambers of commerce and industry, trade associations in Izmir and Aegean Region. It has been decided that the answers from 22 institutions should be studied and designed by the IUE Directorate of Research and Graduate Policies.

It has been decided that a study group, under the Department of Business Administration where the Directorate of Financial Affairs also take place, should be formed in order to create budget procedures which is one of the basic objectives of the sixth and the last strategic area of priority “finance and infrastructure”, and also the related procedures should be prepared.

In the strategic plan that has been prepared in a 7 month period between December 2009- June 2010 multivocality was taken as basis and opinions and recommendations of senior administration as well as internal and external partners were also taken into consideration. In addition to this, link with previous strategic plan and recommendations by EUA was also considered important.

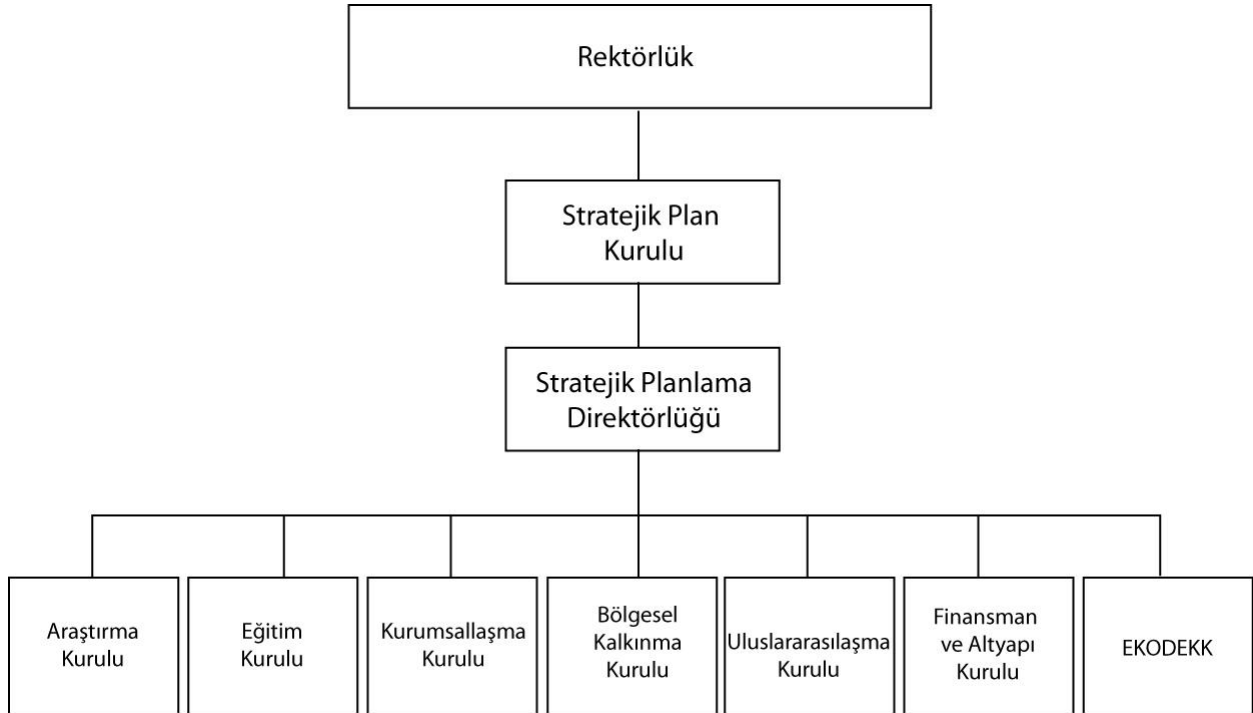
Establishment of a unit called Strategic Planning Directorate (SPD) is proposed, which will be responsible for providing the coordination in order to provide the implementation of the 2010-2014 Strategic Plan of Izmir University of Economics efficiently and to put the objectives into practice successfully. Also, establishment of a Strategic Plan Council, at senior administration level affiliated with the rectorate, is proposed. This council will include Rector, Vice Rectors, Secretary General, Director of Research and Graduate Policies and Director of Strategic Planning. This council, which will be responsible for efficient implementation of the strategic plan, is shown in Figure 1.

The primary function of the Strategic Planning Directorate will be to provide the coordination and communication necessary to put the strategic plan into practice. Strategic priority councils will take place in this structure and their studies will be coordinated by SPD. These councils will be established under the presidency of Vice Rector and their main tasks will be to administer the creation of ideas and projects, prioritize them, initiate the steps necessary to put the ideas or projects (such as establishment of project groups) chosen by the Strategic Plan Council into practice, follow the progress and to provide solutions when necessary.

Another important task of SPD is to provide the close follow –up of the activities initiated by strategic sub councils by faculties, departments, etc.; to forward any problems to strategic sub councils and senior administration on time, and; to provide the necessary coordination to solve these problems quickly. An organization, approved by senior administration, will be held by SPD to present the progress about activities in open meetings (by people in charge of projects/activities) periodically to Strategic Plan

Council, EKODEKK and strategic sub council members and other participants (deans, department heads, ADEK members, etc.)

**FIGURE 1- STRATEGIC PLAN EXECUTIVE CHART**



Rectorate---Strategic Plan Council---Strategic Planning Directorate---Research Council---Education Council--- Institutionalization Council---Regional Development Council---Internationalization Council---Finance and Infrastructure Council---EKODEKK

EKODEKK will also take part in this structure in addition to the six areas of priority sub councils. EKODEKK will work as a higher council of assessment and evaluation and feedback about all the activities within strategic goals and support the process. Another function of EKODEKK will be to lead the faculties and departments in establishing their own assessment and evaluation process, in determining their performance indicators and following them and in preparing reports for the activities to be conducted in accordance with strategic goals.

## **B. STRATEGIC AREAS OF PRIORITY, AIM AND OBJECTIVES**

### **STRATEGIC AREA OF PRIORITY 1: RESEARCH ORIENTATION**

At the research conference held at the end of 2009, Izmir University of Economics made a decision that, after completion of the EUA process, to become a research oriented university. This equips IUE for;

- National recognition,
- International recognition,
- Preference by internal and external partners,
- Conduction of education and research activities that will contribute to regional, national and global economy.

There are four areas of priority that facilitate the research orientation strategy:

#### **1. Information, Communication and Computation**

Assimilation and extensive usage of information and information technologies in societies caused various number of new research problems in technology, science, engineering and social sciences, thus causing the need to have interdisciplinary studies in order to find common solutions . The researchers in Faculties of Engineering and Computer Sciences, Communication, Economics and Administrative Sciences of IUE will be the common strength of innovative studies on this subject.

#### **2. Energy, Social Development and Sustainability**

The necessity of using energy resources efficiently for future is an inevitable reality of the world we live in. However; sustainability and efficiency of the production requires development and utilization of technology. This situation perpetuates the dependency on energy. In developing high technology, the effects of destroying the environment should be eliminated. When planning resources for a sustainable future, it is essential that the population benefits from the resources most properly. On the other hand, it is evident that energy is one of the basic inputs of sustainable social development. Because of this, the optimum management of energy resources have micro and macro level of importance.

### **3. Understanding Human and Social Behaviour**

Humanity should be improved by research studies on education, economy, legal organization, technology, art, human sciences and physical sciences. These studies can be done by understanding skills and social behaviours.

### **4. Innovative Design Studies**

The progress in information, communication and technology as well as the concept of sustainability coming to the fore in every area affects the shaping of design. Leading and innovative research studies under these concepts will contribute to the development of external partners in their sectors.

Specifying research areas of priority doesn't mean that IUE doesn't take up other research areas seriously. Areas of priority are areas that; will set ground for inter disciplines and multi disciplined studies, will enable the university to make collaborations with external partners, and that will contribute to the development of public and private sector through researches. Areas of priority gain different format with specialty and experience of each faculty. Diversity as a result of different formats will cause the researches to have beneficial results.

In the 2007–2009 strategic plan;

- Increasing the research activities and inputs,
- Improving the cooperation of community and industry
- Increasing the number and efficiency of interdisciplinary studies has been aimed.

In the 2009 assessment report of European University Association, the following has been expressed;

- The fact that the basic element of universities is research,
- Creating funds to support research activities financially,
- Clear description of research policies and responsibilities of researchers,
- Necessity of organizing staff development programs.

Within this framework:

- i. Research and Graduate Policies Directorate (RGPD) has been carried into effect for implementing the research activities and graduate policies efficiently and to provide the coordination,
- ii. Scientific Research Support Program (SRSP) has been carried into effect for supporting research activities financially.

Research orientation strategy and research areas of priority identified in 2010 are congruent with the 2007 strategic plan of IUE and with 2009 assessment report of European University Association (EUA).

### **AIM AND OBJECTIVES**

By being goal oriented, IUE aims to develop and extend the information. In order for this aim to be realized, development of all partners is also targeted.

IUE aims to incorporate qualified academicians who stand out academically and keep them in the institution. In order to realize this, IUE is aware of the fact that the infrastructure of the campus should have the necessary hardware for research and that it should be in a continuous renewal as a result of global development. Converting the researches, projects and creative studies into artistic work and activities by scientific publications and presentations is another important objective of IUE.

Encouragement of academicians in a research oriented university is a very important fact. IUE has developed mechanisms that provide financial aid to research projects for academicians. Research projects getting support from national and international fund resources are also very important. Interdisciplinary studies should be encouraged within the scope of research areas of priority. To make IUE recognized with its investigative identity in international arena through international project collaborations is targeted.

IUE bases its strategy on social benefits by aiming to be a research oriented university. It is an important mission of IUE to contribute to the needs of the society through researches by making strategic collaborations with public and private sectors.

While being a research oriented university, IUE gives an emphasis to postgraduate programs, being aware of the necessity to train researchers to meet this requirement. Ph. D programs are being offered at IUE Graduate School of Social Sciences, Business Administration and Economics and at Graduate School of Natural and Applied Sciences, Applied Mathematics and Statistics. Increasing the number of Ph. D programs is one of the objectives of IUE.

*The objectives and activities below are being planned within research orientation strategic area of*



**priority:**

**1.1. To base the main criteria, which determines the success of the university, on the research outputs,**

1.1.1. To increase the significance of the prioritized areas of research in the performance assessment of academic personnel,

1.1.2. To provide participation to nationally and internationally recognized and accepted meetings such as symposiums, conferences, congresses, etc. and to promote the research outputs in academic community in order to do qualified researches,

1.1.3. To organize nationally and internationally recognized and accepted meetings such as symposiums, conferences, congresses, etc. at our university,

**1.2. To diversify and increase sources of income for research,**

1.2.1. To take part in the projects within the framework of European Union program,

1.2.2. To increase the amount of financial support from TUBITAK,

1.2.3. To increase the research activities and joint projects with nationally and internationally recognized universities, industrial organizations, public institutions, civil society organizations, and international organizations (IMF, United Nations, World Bank),

**1.3. To strengthen the infrastructure of the prioritized areas of research and to reach perfection in research,**

1.3.1. To bring researchers to our university who are recognized and accepted in prioritized areas of research,

1.3.2. To establish research centres and organize study groups intended for prioritized areas of research,

1.3.3. To increase the number and quality of research laboratories,

1.3.4. To diversity and increase the number of the resources in the library,

**1.4. To increase and extend the research performance in all academic levels of the university,**

1.4.1. To pronounce the success of the researchers in and outside the university,

1.4.2. To regulate the instruction hours of the researchers in accordance with their research performance,

1.4.3. To encourage mentoring system,

1.4.4. To encourage the participation of academic personnel in national and international projects,

**1.5. To create different researcher positions in our university,**

1.5.1. To provide opportunity for academicians to conduct researches at our university who have potential to do research,

1.5.2. To encourage the researches to be conducted at our university after PhD studies,

1.5.3. To create academic positions supported by external partners,

1.5.4. To create academic positions supported by internal partners (for example, simultaneous lecturing/ adjunct professorship),

**1.6. To increase the number of applied researches,**

1.6.1. To encourage converting research findings into products,

1.6.2. To publicize the project results,

**1.7. To increase the scientific activities such as congresses, seminars, symposiums in order to improve national and international collaborations,**

1.7.1. To recognize national and international activities by the unit that organizes them and to report the contribution to international cooperation,

1.7.2. To give priority to activities that enable national and international recognition of prioritized areas of research

**1.8. To feature research orientation in promoting the university,**

1.8.1. To broadcast activities such as congress, symposium, seminar, and exhibitions in media,

1.8.2. To broadcast the results of applied research projects and their products in media,

1.8.3. To broadcast scientific activities and projects on areas of priority heavily in media.

**1.9. To structure the new graduate programs and graduate studies in accordance with research themes,**

1.9.1. To open new graduate programs in prioritized areas of research,

1.9.2. To reconstruct the existing graduate programs so that they benefit from prioritized areas of research

1.9.3. To follow, archive and promote the graduate studies on prioritized areas of research with the collaboration of Graduate Schools and Directorate of Research and Graduate Policies.

## **STRATEGIC AREA OF PRIORITY 2: TO CREATE DISTINCTION IN EDUCATION**

Izmir University of Education has identified creating distinction in education as one of its strategic areas of priority. The objectives, which have four main features, are shown below. These objectives are identified in order to provide active participation of students in education; to meet the needs of the society; to instil essential understanding of education which is innovative and applicable. Izmir University of Economics aims at training students, who are qualified to use this understanding efficiently, to shape the future.

### **2.1. To install an education policy that is based on active participation of students in education,**

- 2.1.1. To benefit from students' opinions regularly on the improvements of education,
  - 2.1.1.1. To conduct questionnaires every year to understand the satisfaction of the students,
  - 2.1.1.2. To organize face to face meetings with students each semester to gather information,
  - 2.1.1.3. To assess whether the program and course output objectives are met by conducting student surveys every semester,
  - 2.1.1.4. To receive feedback from graduates on the implementation of program outputs through surveys,
- 2.1.2. To activate communication between student and faculty member,
  - 2.1.2.1. To encourage faculty members to design their web pages and to encourage the students to use the information and materials on these web pages actively and efficiently,
  - 2.1.2.2. To extend and improve the communication between students and the faculty member through OASIS,
  - 2.1.2.3. To organize social activities periodically at unit and program level that brings students and faculty members together,
  - 2.1.2.4. To decrease the number of students per counsellor and make other improvements in order to provide efficient and functional one-on-one academic guidance to students throughout their education,
- 2.1.3. To provide more efficient teaching of courses,
  - 2.1.3.1. To organize the lesson plans more efficiently pedagogically speaking; to program 4 hours a week course as 2+2 and 3 hours a week course as 2+1, except for special courses such as studio,
  - 2.1.3.2. To develop and apply a model that takes all the work load (administrative duties, commission/committee memberships, dissertations, graduate term projects, etc.) into consideration in determining the course load of faculty members,
  - 2.1.3.3. To decrease the number of students to 30 per full time faculty member throughout the university,

2.1.3.4. To arrange the classroom assignments of the research associates in a way that every 4 classroom gets 1 associate,

2.1.3.5. To make necessary improvements for the disabled students to have an efficient education,

2.1.4. To enable students to take courses in parallel with their interests by increasing the number of electives that already exists in the curriculum,

2.1.5. Harmonizing the curriculum, its efficiency and outputs with the Bologna Process,

2.1.6. To ensure that educators get regular training on education models and usage of new technologies in education, in order for them to provide research oriented and applied education successfully,

2.1.6.1. To organize at least one workshop every year for the units to discuss articles in qualified science magazines where teaching methods in science are published,

2.1.6.2. To provide at least one training every year for faculty members on using new technologies,

2.1.6.3. To provide at least one activity every year for faculty members where they can share their concerns and experiences about education,

2.1.6.4. To provide at least one education seminar every year where learning methods regarding each discipline is explained,

2.1.6.5. To provide at least one seminar every year for faculty members to have pedagogical formation.

## **2.2. To provide education that meets the needs of the society,**

2.2.1. To identify the priority areas of education and to put areas of expertise/certificate programs into practice in order to train qualified graduates in these areas through collaborations with public institutions, chambers of industry and commerce and relevant civil society organizations,

2.2.2. To continue collaboration with industry and relevant partners in order to help students with their projects and dissertations on finding solutions for industry and society problems,

2.2.2.1. To make sure at least %30 of graduate thesis are done in collaboration with public or private sector institutions and organizations,

2.2.2.2. To assign graduate students with project assignments where they can be aware of problems regarding the society and the sector,

2.2.2.3. To emphasize the importance of social consciousness and social sensitivity in course contexts and to encourage students to work on social responsibility projects,

2.2.2.4. To organize an elective course in which participation in social responsibility projects can be evaluated and to evaluate the participation in such projects,

2.2.2.5. To encourage the participation in cultural, scientific and artistic activities organized by the university or the city through a non-credited required course,

2.2.2.6. To carry out the life-long learning programs within Bologna Process efficiently,12

### **2.3. To put emphasis on applied education,**

2.3.1. To increase the number of project based/applied courses,

2.3.2. To encourage at least one applied class work, project, etc. in lessons except for written exams,

2.3.3. To create one semester internships by integrating internships into education more efficiently,

2.3.4. To provide continuous education programs for students and graduates relating to applied education,

2.3.5. To organize education trips; to study and to absorb the scope of application for theoretical information through seminars, conferences, workshops where specialists from or outside of the university are invited.

## **STRATEGIC AREA OF PRIORITY 3: INSTITUTIONALIZATION**

Since its establishment, Izmir University of Economics has given great importance to corporate management principles. After nine years of rapid development, IUE has taken "institutionalization" as a strategic area of priority, and targeted to develop the policies it has adopted up to the present, and to use them in every field while planning the next five years. In order to speak of an efficient corporate management, the structure, culture, image, processes and policies need to be configured accordingly. Izmir University of Economics has identified the following objectives with such awareness.

### **3.1. To review and improve the organizational structure, rules, and procedures of Izmir University of Economics in accordance with corporate management principles,**

3.1.1. To review the organizational chart of the university by taking long term objectives into consideration and redefine the job descriptions, authorities and responsibilities of academic and administrative units in accordance with transparency and accountability principles,

3.1.2. To put process tracking/control systems into practice in which technology is used efficiently and effectively,

3.1.3. To put efficient archive systems into practice that enables all activities to take part in corporate processing; to improve the existing systems, and to raise awareness for employees to use these systems,

3.1.4. To clarify the transfer of authority to lower management levels,

3.1.5. To prepare the IUE organization book within the frame of total quality

management, and share written procedures of the university with all relevant partners.

**3.2. To generate an integrated human resources management system,**

3.2.1. To improve the implementation of taking the qualities mentioned in the job descriptions into consideration in hiring, assigning and promoting the academic and administrative personnel within the context of total quality management,

3.2.2. To provide the participation of academic and administrative personnel in occupational and personal development trainings regularly,

3.2.3. To harmonize the human resources policies with the quality system,

3.2.4. To review the personnel wages policy within the context of total quality management and improve it,

3.2.5. To make adjustments for standardization of applications on all kinds of activities.

**3.3. To encourage the corporate culture that supports the feasibility of corporate management principles efficiently,**

3.3.1. To create a participative ambiance which is in line with the mission and vision of the university and which supports social, cultural and intellectual life,

3.3.2. To activate the vertical and horizontal communication throughout the university,

3.3.3. To activate the communication with external partners,

3.3.4. To improve the personnel employment policies in order to develop corporate culture.

**3.4. To create a corporate identity,**

3.4.1. To identify the perception of the corporate image by internal and external partners,

3.4.2. To identify the compatible and incompatible aspects by comparing this perception with the mission, vision and the strategic objectives of the university,

3.4.3. To take the necessary steps to reinforce the corporate image perception as desired and to prepare a corporate identity book by identifying the corporate identity elements,

3.4.4. To use the elements in the corporate identity book to provide communication between IUE and its internal and external partners.

## **STRATEGIC AREA OF PRIORITY 4: CONTRIBUTION TO REGIONAL DEVELOPMENT AND PROGRESS**

Development, progress and social appeal of Izmir and Aegean Region will affect the achievement of Izmir University of Economics. Level of development and social and economical appeal of Izmir and Aegean Region plays a very important role in employing qualified academic and administrative personnel, bringing in successful students to university and making collaborations with proper corporate partners. Within this context, Izmir University of Economics will try to use its corporate power to make sure that Izmir and Aegean Region has a strong economy and continues to have this economy, and to improve the quality of life in the region. For this purpose, IUE aims to work and share the study findings with public organizations and institutions, private sector representatives and civil society organizations.

### **4.1. To ensure the continuation of the collaboration with the organizations; to address the tendencies of partners among the priority projects under the RGPD coordinator ship, and to materialize these projects,**

- 4.1.1. To develop common projects through collaborations with the other universities, civil society organizations,
- 4.1.2. Izmir University of Economics to continue its studies regarding regional and city wise economic development,
- 4.1.3. Izmir University of Economics to be strong in the areas determined within the targeted research subjects and continue its activities regarding increasing the quality of life in the region with these studies,
- 4.1.4. To make innovative researches on identified research subjects and share the outputs by using the institutions and organizations in the region as “research labs.”

## **STRATEGIC AREA OF PRIORITY 5: INTERNATIONALIZATION**

The basic philosophy behind the “University” concept is to develop the ideas that may change the future. Izmir University of Economics is aware of the fact that, its future, in the 21st century will shape on an international level in accordance with individuals, organizations, cultures and societies. It is going to continue studies regarding research, education and technology transfer integrated with the world. Raising students who are sensitive to global problems and are aware of finding solutions for these problems is targeted.

Izmir University of Economics’ objectives and activities about “internationalization” strategic area of priority are as follows:

**5.1. To make sure that academic programs of Izmir University of Economics are internationally recognized and accredited,**

- 5.1.1. To get all academic programs in our university to be accredited by international accreditation organizations,
- 5.1.2. To promote the representation of our university through participation of our faculty members in academically accepted international conferences, symposiums, congresses and competitions,
- 5.1.3. To promote our faculty members to work as "guest lecturers" abroad, to take a sabbatical and to do post doc work abroad and to host "guest lecturers" from abroad,
- 5.1.4. To increase the number of partnerships and memberships of our academic units and academicians with internationally recognized organizations and networks relating to their study fields,
- 5.1.5. To encourage our graduates to continue their education in outstanding higher education institutions abroad.

**5.2. To increase and develop international collaborations, make them more active and participative and maintain them for a long time,**

- 5.2.1. To increase the number of dual graduate and postgraduate program diplomas,
- 5.2.2. To inform the students about personal development programs, opportunities for working and touring abroad,
- 5.2.3. To increase the number of European Union ERASMUS exchange students and instructors,
- 5.2.4. To choose foreign linked organizations and institutions as project partners for the projects carried out by academic units,
- 5.2.5. To host summer school programs at our university.

**5.3. To train graduates who have a "global" point of view in both their personal and professional lives,**

- 5.3.1. To promote international student activities,
- 5.3.2. To increase the number of foreign students and lecturers in our university,
- 5.3.3. To support the increase of international internships and such experiences for our university students,
- 5.3.4. To add universal subjects to the curriculum and teach them to students in order to provide "global" point of view,
- 5.3.5. To address and increase the number of global issues in extracurricular activities.



## **STRATEGIC AREA OF PRIORITY 6: FINANCE AND INFRASTRUCTURE**

Finance and infrastructure strategic area of priority plays a very important role in realizing all the other priority areas of Izmir University of Economics. It would be very difficult to reach the goals described under the five basic strategic areas of priority without diversifying resources of income, using the budget in accordance with the strategic goals and providing necessary technological and physical infrastructure. In this context, reaching the goals described below will play an important role in terms of future of Izmir University of Economics.

### **6.1. To reduce the dependency on student tuitions by diversifying financial resources,**

- 6.1.1. To create external resources through research projects,
- 6.1.2. To create source of income by taking place at research parks,
- 6.1.3. To develop fundraising projects at Embryonix and such group companies,
- 6.1.4. To create financial resources such as donations, etc.,
- 6.1.5. To create additional financial resources within the scope of an efficient university-industry partnership,

### **6.2. To provide the most efficient use of financial and physical resources,**

6.2.1 To develop our campus to provide better physical and social services for our students and academic and administrative personnel,

6.2.2. Due to the infrastructure investments that are already underway or planned for future;

To allocate at least %3 of the 2010–2011 academic year incomes to research activities,

At the completion phase of the investments;

To allocate %10 of the 2011–2012 academic year incomes to infrastructure and technology investments, and to allocate at least %5 to research activities,

To allocate %10 of the 2012–2013 and 2013-2014 academic year incomes to infrastructure and technology investments, and to allocate at least %10 to research activities.

6.2.3. The following steps need to be taken at the beginning of each academic year in order to provide the efficient use of financial resources;

6.2.3.1. Budgets being set up by academic, administrative and research units,

6.2.3.2. Creating the transfer of authority and control mechanism that will provide the transfer of the authority to the people in charge of relevant units regarding the utilization of the budgets after the approval of Rectorate, authorized bodies of the University and Board of Trustees.

## C. PERFORMANCE INDICATORS

The strategic areas of priority indicated in the plan, and reaching the aims and objectives play an important role for Izmir University of Economics in developing its performance and maintaining it. Finding out if the University has reached its objectives and pursuing the processes with proper procedures is one of the key elements of successful implementation of the plan. Performance indicators have been identified to achieve this goal. During the 2010-2014 periods, deviations will be identified with annual controls and necessary revisions and implementations will be done in order to delete these deviations.

While identifying the performance indicators, the indicators from the previous strategic plan which are currently being used by Izmir University of Economics have been taken into account.

No	Indicator	Unit	Relevant Strategic Objectives
1	Number of publications per faculty member (SCI/SCI-E, SSCI, AHCI)	Absolute value	1.1.
2	Amount used for conference support	Financial worth	1.1., 5.1.
3	Number of accepted EU projects/faculty members	Absolute value	1.2., 4.1., 5.2.
4	EU financed project compensation per faculty member hired (TL equivalence)	Financial worth	1.2., 4.1., 5.2., 6.1.
5	Number of accepted TUBITAK projects/faculty members	Absolute value	1.2., 4.1.,
6	Total amount of TUBITAK funds/number of faculty members (TL)	Financial worth	1.2., 4.1., 6.1.
7	Number of projects with industry and public organizations and institutions' collaborations/number of faculty members	Absolute value	1.2., 4.1
8	Total amount of funds from industry and public organizations and institutions/ number of faculty members (TL)	Financial worth	1.2., 4.1., 6.1.
9	Number of international partnership projects/ faculty members	Absolute value	1.2., 5.2.
10	Total amount of funds from international partnership projects/number of faculty members (TL)	Financial worth	1.2., 5.2., 6.1.
11	Number of scientific activities carried out by research centres on priority areas of research	Absolute value	1.3.
12	Number of laboratories used for researches and projects on priority areas of research	Absolute value	1.3.
13	Number of resources in the library regarding priority areas of research	Absolute value	1.3.
14	Number of academicians, PHD and graduate program students working in priority areas of research	Absolute value	1.4., 1.9.
15	Number of faculty members with less course load due to research activities	Absolute value	1.4.
16	Number of project/research teams	Absolute value	1.4.
17	Number of academicians conducting their research as guest lecturers in our university	Absolute value	1.4., 1.5.
18	Number of academic positions created with the support of external partners	Absolute value	1.5., 6.1.
19	Number of research projects, scientific publications, and events that appear in the media	Absolute value	1.6., 1.8.
20	Number of national scientific conferences, seminars, panels, and such activities organized by the University	Absolute value	1.7., 1.8.

21	Number of international scientific conferences, seminars, panels, and such activities organized by the University	Absolute value	1.1., 1.7., 5.1.
22	Number of graduate programs that provides education in priority areas of research	Absolute value	1.9
23	Number of students in graduate programs that provides education in priority areas of research	Absolute value	1.9
24	Percentage of students' satisfaction (surveys)	Percentage	2.1.
25	Percentage of graduates' satisfaction(surveys)	Percentage	2.1.
26	Number of individual educational web pages of faculty members that are actively being used	Absolute value	2.1
27	Number of social and academic activities such as field trips, seminars, discussions, and workshops for students	Absolute value	2.1., 2.3
28	Number of students that attend social and academic activities such as fieldtrips, seminars, discussions, and workshops	Absolute value	2.1.
29	Number of students per academic advisor	Absolute value	2.1.
30	Grade point for applied activities such as homework, Project, etc. in curriculum	Percentage	2.1.
31	Number of academicians whose course load is reduced due to administrative duties, commission/committee memberships, graduate program thesis or projects	Absolute value	2.1.
32	Number of students per full time faculty member	Absolute value	2.1.
33	Number of postgraduate scholarship students per faculty member	Absolute value	2.1.
34	Number of scholarship students per class	Absolute value	2.1.
35	Ratio of elective courses to total number of courses	Percentage	2.1.
36	Number of activities such as seminars, conferences, trainings, etc. regarding personal and professional development of faculty members and administrative personnel	Absolute value	2.1.
37	Number of faculty members and administrative personnel who attend activities such as seminars, conferences, trainings, etc. regarding personal and professional development	Absolute value	2.2., 3.2, 3.3.
38	Number of option and certificate programs designed to meet the needs of business world	Absolute value	2.2., 4.1.
39	Number of thesis regarding implementation problems	Absolute value	2.2.
40	Number of students taking elective courses on social responsibility projects	Absolute value	2.2.
41	Number of students taking elective courses on participation to social and cultural activities	Absolute value	2.2.
42	Number of education programs within the context of continuous education	Absolute value	2.3., 4.1.
43	Number of individuals who attend continuous education programs	Absolute value	2.3.
44	Ratio of social networking field to campus field in the University	Percentage	3.3.
45	Number of social activities for academic and administrative personnel	Absolute value	3.3
46	Number of academic and administrative personnel who attend social activities	Absolute value	3.3.
47	Percentage of utilizing identity elements in corporate identity booklet through internal and external communication	Percentage	3.4.
48	Number of international scientific activities where attendance is provided by faculty members	Absolute value	5.1.
49	Number of academicians who attend guest researcher, PHD students and such programs abroad	Absolute value	5.1.
50	Number of faculty members who subscribe to international scientific organizations and networks	Absolute value	5.1.
51	Number of international scientific organizations and networks to which the University or academic units subscribe to	Absolute value	5.1.

52	Number of graduate/post graduate students who continue their education in internationally outstanding universities	Absolute value	5.1.
53	Number of departments which are accredited by international organizations	Absolute value	5.1.
54	Number of graduate and post graduate dual diplomas	Absolute value	5.2.
55	Number of students who attend ERASMUS and such programs	Absolute value	5.2.
56	Number of summer school programs organized through international partnerships in which participants from abroad are invited	Absolute value	5.2.
57	Number of students who attend summer school programs organized through international partnerships in which participants from abroad are invited	Absolute value	5.2.
58	Number of international student activities organized by our university students	Absolute value	5.3.
59	Number of international students who attend international student activities organized by our university students	Absolute value	5.3.
60	Number of foreign students in our university (through exchange programs etc.)	Absolute value	5.3.
61	Number of foreign academicians in our university	Absolute value	5.3.
62	Number of internship students abroad	Absolute value	5.3.
63	Amount of external resources brought into our university through donations and such	Financial worth	6.1.
64	Amount of external resources brought into our university through research parks	Financial worth	6.1.
65	Amount of financial resources excluding projects brought into our university through industry	Financial worth	6.1.
66	Percentage of budget realization	Percentage	6.2.

## D. PLAN OF ACTION

1. RESEARCH ORIENTATION					
No	Action	Explanation	Responsible (RS) and Related (RL) Units	Checklist	Dateline
1.1	To increase the amount of scientific publications about prioritized areas of research	The amount of scientific publications about prioritized areas of research which are; "Information, Communication and Computation", "Energy, Social Development and Sustainability", "Understanding Human and Social Behaviour" and, "Innovative Design Studies" will be increased.	All Academic Units (RS)	<ul style="list-style-type: none"> <li>*To publish scientific articles on prioritized areas mainly in magazines scanned in SCI, SSCI and AHCI indexes.</li> <li>* To get books or chapters of books published by nationally and internationally recognized publishing houses.</li> <li>* To provide participation in nationally and internationally recognized scientific meetings through publications.</li> <li>* To provide organization of nationally and internationally recognized scientific meetings at our University.</li> </ul>	2010-2014
1.2	To diversify and increase sources of income for research	Necessary connections will be established in order to provide external funds for researches; flow of information regarding these funds will be provided to the researchers, and counselling on writing projects will be provided for the researchers.	RGP Directorate (RS) All Academic Units (RL)	<ul style="list-style-type: none"> <li>* To implement projects within the context of EU.</li> <li>* To implement projects within the context of TUBITAK.</li> <li>* To implement projects within the collaboration of industry, public and civil society organizations, and international organizations and institutions.</li> </ul>	2010-2014
1.3	To strengthen the infrastructure of research	Research centres that will work on prioritized areas of research will be established.	Rectorate (RS) All Academic Units (RL) RGP Directorate (RL)	<ul style="list-style-type: none"> <li>* To establish a research centre regarding Energy, Social Development and Sustainability</li> <li>* To establish KOBİ (small and medium sized businesses) research centre</li> </ul>	2011
		The existing research centres will be supported in order to create scientific projects on prioritized areas of research.	Research Centres (RS) RGP Directorate (RS) All Academic Units (RL)		Continuously
		Study groups about prioritized areas of research will be established and necessary international network connections for these groups will be provided.	All Academic Units (RS) RGP Directorate (RS)		Continuously

		Improvements and innovations will be made regarding graduate education in prioritized areas of research.	Graduate School of Social Sciences (RS) Graduate School of Natural and Applied Sciences(RS) RGP Directorate (RS) Related Departments (RS)	* To open new graduate programs in prioritized areas of research.  *To restructure the existing graduate programs so that they can be supplied with prioritized areas of research  * To follow, archive and promote the graduate studies in prioritized areas of research.	2012  Continuously
		New laboratories will be established to be used for prioritized areas of research studies.	All Academic Units (RS)	To establish new laboratories, especially for Logistics, Software, Economics and Telecommunication & Communication Engineering	2012
		Resources about prioritized areas of research in the library will be diversified and their number will be increased.	Rectorate (RS) All Academic Units (RS) Library Directorate (RL)		Continuously
1.4	To increase the number and performance of researchers	Course load will be adjusted in accordance with the research performance.	Rectorate (RS) All Faculties (RS)	*To make adjustments in the relevant regulations	2011
		The significance of prioritized areas of research in the assessment of academic performance will be increased.	Rectorate (RS) All Faculties (RS)	* To make adjustments in the relevant regulations	2011
		Academic positions such as researchers, guest lecturers, and adjunct professors will be created within the university.	Rectorate (RS) All Faculties (RS)	* To make adjustments in the relevant regulations	2011
1.5	To adopt research orientation as basic principle of promotion	Featuring the research activities, outcomes and products will be provided in the promotion of the university.	Rectorate (RS) Public Relations and Promotion Directorate (RS) All Academic Units (RL)	* To broadcast achievements of researchers in and outside the university. * To broadcast activities, such as congress, symposium, seminar, and exhibitions, in media * To broadcast the results of applied research projects and their products in media * To broadcast scientific activities and projects in areas of priority heavily in media	Continuously
		Promotion of the researchers and their works in and outside the university will be provided.			
		Activities that facilitate national and international recognition in prioritized areas of research will be given priority.			

**2. TO CREATE DISTINCTION IN EDUCATION**

No	Action	Explanation	Responsible (RS) and Related (RL) Units	Checklist	Dateline
2.1	To instil an education policy that is based on active participation of student in education	Students' opinions on the improvements of education will be consulted regularly	Rectorate (RS) Student Deanship (RS) All Academic Units (RS) Department ADEKs (RS) Student Management Information System Office (RL)	* To conduct questionnaires every year to understand the satisfaction of the students * To organize face to face meetings with students each semester to gather information * To assess whether the program and course output objectives are met by conducting student surveys every semester, * To receive feedback from graduates on the implementation of program outputs through surveys	Continuously
		Communication between student and faculty member will be activated	All Academic Units (RS) Student Management Information System Office (RS) Student Deanship (RS) Student Affairs Directorate (RS) IT Directorate (RS)	* To encourage the faculty members to design their web pages and to put relevant materials on these web pages * To extend and improve the communication between students and faculty member through OASIS * To organize social activities periodically at unit and program level that brings students and faculty members together * To provide efficient and functional one on one academic guidance to students throughout their education	2011  2011  Continuously Continuously
		More efficient teaching of the courses will be provided	All Academic Units (RS) Student Affairs Directorate (RS) Student Deanship (RS) General Secretariat (RL)	* To schedule 4 hours a week course as 2+2 and 3 hours a week course as 2+1, except for special courses such as studio * To develop and apply a model that takes all the work load into consideration in determining course load of the faculty members * To decrease the number of students to 30 per full time faculty member throughout the university, * To arrange the classroom assignments of the research associates in a way that every 4 classroom gets 1 associate, * To make necessary improvements for the disabled students to have an efficient education	2010-2013

		The curriculum, its efficiency and outputs will be harmonized with the Bologna Process	Rectorate (RS) All Academic Units (RS) Student Affairs Directorate (RS) Bologna Commission (RS) EKOSEM (RS) Department and unit ADEKs (RS) Office of International Affairs(RS)	<ul style="list-style-type: none"> <li>* To identify the program competencies and to restructure curriculum to provide these competencies</li> <li>* To increase the ratio of electives in the curriculum</li> <li>* To obtain ECTS Label</li> <li>*To extend applied education</li> <li>* To encourage student dynamism</li> <li>* To extend continuous education for life</li> </ul>	2012  Continuously
		Faculty members will be provided training regularly so that they can provide applied education successfully	Rectorate (RS) All Academic Units (RS) EKOSEM (RL)	<ul style="list-style-type: none"> <li>* To organize at least one workshop every year for the units to discuss articles in qualified science magazines where teaching methods in science are published,</li> <li>* To provide at least one training every year for instructors on using new technologies</li> <li>* To provide at least one activity every year for instructors where they can share their concerns and experiences about education</li> <li>* To provide at least one education seminar every year where learning methods regarding each discipline is explained,</li> <li>* To provide at least one seminar every year for instructors to have pedagogical formation</li> </ul>	Continuously
2.2	To provide education that meets the needs of the society	Subjects that are in demand by our country will be added to our curriculum through collaboration of relevant institutions and organizations	All Academic Units (RS) All Academic Research Centres (RS) EKOSEM (RS) Student Affairs Directorate (RL)	<ul style="list-style-type: none"> <li>* To put graduate and post graduate education programs such as Derivative and Options Exchange, Sports Management, Yacht Design, Intelligent Engineering Systems, Experimental Psychology, Finance, Architecture, Sustainable Energy, and Insurance and Risk Management that are highly needed by our country and especially our region into practice</li> <li>* To put option programs into practice on subjects that are in demand by our region</li> <li>* To put certificate programs into practice on subjects that are in demand by our country</li> </ul>	2010-2014



		Collaboration with industry and relevant partners will be continued in order to help students with their projects and dissertations on finding solutions for industry and society problems.	All Academic Units (RS) All Research Centres (RS) Student Deanship (RS) Graduate School of Social Sciences (RL) Graduate School of Natural and Applied Sciences (RL) RGP Directorate (RL)	<ul style="list-style-type: none"> <li>* To make sure at least %30 of graduate thesis are done in collaboration with public or private sector institutions and organizations,</li> <li>* To assign graduate students with project assignments where they can be aware of problems regarding the society and the sector,</li> <li>*To emphasize the importance of social consciousness and social sensitivity in course contexts and to encourage students to work on social responsibility projects,</li> <li>* To organize an elective course in which participation in social responsibility projects can be evaluated and to evaluate the participation in such projects</li> <li>* To encourage the participation in cultural, scientific and artistic activities organized by the university or the city (COMPASS Project)</li> </ul>	Continuously
2.3	To put emphasis on applied education	Emphasis will be put on applied education in our curriculum.	All Academic Units (RS) Student Deanship (RS) EKOSEM (RS) Student Affairs Directorate (RL)	<ul style="list-style-type: none"> <li>* To increase the number of project based/applied courses,</li> <li>* To encourage at least one applied class work, project, etc. in lessons except for written exams,</li> <li>*To create one semester internships by integrating internships into education more efficiently,</li> <li>* To provide continuous education programs for students and graduates relating to applied education,</li> <li>* To organize education trips; to study and to absorb the scope of application for theoretical information through seminars, conferences, workshops where specialists from or outside of the university are invited.</li> </ul>	Continuously

### 3. INSITUTIONALIZATION

No	Action	Explanation	Responsible (RS) and Related (RL) Units	Checklist	Dateline
3.1	To review and improve the organizational structure, rules, and procedures of Izmir University of Economics in accordance with corporate management principles	Organizational chart of the university will be reviewed and improved by taking long term objectives into consideration	Rectorate (RS)	<ul style="list-style-type: none"> <li>* To redefine the job descriptions, authorities and responsibilities of academic and administrative units in accordance with transparency and accountability principles</li> <li>* To clarify the transfer of authority to lower management levels</li> </ul>	2011
		Process tracking/control systems will be put into practice in which technology is used efficiently and effectively,	IT Directorate (RS)	*To put Document, Job Flow and Form Process Management Systems into practice	2010
		Efficient archive systems will be put into practice and will be improved which enables all activities to take part in corporate processing	IT Directorate (RS) Student Management Information System Office (RS)		
		IUE organization book will be prepared within the frame of total quality management.	EKODEKK (RS)	<ul style="list-style-type: none"> <li>* To prepare the IUE organization book</li> <li>* To share written procedures of the university with all relevant partners</li> <li>* To provide the continuation of proper implementation of the procedures</li> </ul>	2012
3.2	To improve Human Resources Management system	An integrated human resources management system will be generated	Rectorate (RS) Human Resources Directorate (RS) EKODEKK (RS) All Academic Units (RL) All All Administrative Units (RL) General Secretariat (RS)	<ul style="list-style-type: none"> <li>*To improve the implementation of taking the qualities mentioned in the job descriptions into consideration in hiring, assigning and promoting the academic and administrative personnel within the context of total quality management,</li> <li>* To provide occupational and personal development trainings regularly for academic and administrative personnel</li> <li>* To harmonize the human resources policies with the quality system</li> <li>* To review the personnel wages policy within the context of total quality management and improve it</li> <li>* To make adjustments for standardization of applications on all kinds of activities.</li> </ul>	Continuously

3.3	To develop corporate culture	Corporate culture that supports the feasibility of corporate management principles efficiently will be encouraged	Rectorate (RS) General Secretariat (RS) PR and Promotion Directorate (RS) Human Resources Directorate (RS) All Academic Units (RL) All Administrative Units (RL)	*To create a participative ambiance which is in line with the mission and vision of the university and which supports social, cultural and intellectual life, * To activate the vertical and horizontal communication throughout the university, * To activate the communication with external partners, * To improve the personnel employment policies to develop corporate culture	Continuously
		Studies regarding corporate identity will be finalized	Rectorate (RS) PR and Promotion Directorate (RS) Corporate Identity Project team (RS) General Secretariat (RL)	* To identify the perception of the corporate image by internal and external partners,  * To take the necessary steps to reinforce the corporate image perception as desired and to prepare a corporate identity book by identifying the corporate identity elements  * To use the elements in the corporate identity book to provide communication between IUE and its internal and external partners.	2011

**4. CONTRIBUTION TO REGIONAL DEVELOPEMENT AND PROGRESS**

No	Action	Explanation	Responsible (RS) and Related (RL) Units	Checklist	Dateline
4.1	To make sure that Izmir and Aegean Region has a strong economy and, improve the quality of life in the region	Addressing the trends of partners as priority projects and putting these projects into practice will be ensured through continuation of collaborations with the organizations	RGP Directorate (RS) All Academic Units (RL) All Administrative Units (RL)	* To develop common projects through collaborations with the other universities, civil society organizations, and industry and public institutions and organizations  * Izmir University of Economics to continue its studies regarding regional and city wise economic development,  * Izmir University of Economics to be strong in the areas determined within the targeted research subjects and continue its activities regarding increasing the quality of life in the region with these studies,  * To make innovative researches on identified research subjects and share the outputs by using the institutions and organizations in the region as “research labs.”	Continuously

5. INTERNATIONALIZATION

No	Action	Explanation	Responsible (RS) and Related (RL) Units	Checklist	Dateline
5.1	To improve the international recognition in academic programs	Academic programs of Izmir University of Economics will be internationally recognized and accredited,	All Academic Units (RS) RGPD Directorate (RS) Office of International Relations (RS)	<p>* To get all academic programs in our university to be accredited by international accreditation organizations</p> <p>* To provide participation to internationally accepted scientific meetings through publications</p> <p>* To organize internationally accepted scientific meetings at our university</p> <p>* To promote our faculty members to work as “guest lecturers” abroad</p> <p>*To promote our faculty members to take a sabbatical and to do post doc work abroad</p> <p>*To increase the number of partnerships and memberships of our academic units and academicians with internationally recognized organizations and networks</p> <p>* To encourage our graduates to continue their education in outstanding higher education institutions abroad.</p>	Continuously

5.2	To increase and maintain international collaborations	International collaborations will be increased and developed, they will be made more active and participative and maintain them for a long time	All Academic Units (RS) Office of International Relations (RS) RGP Directorate (RS) Student Deanship (RS)	<ul style="list-style-type: none"> <li>* To increase the number of dual diploma programs with SUNY</li> <li>* To increase the number of dual graduate and postgraduate diploma programs with the universities in America and Europe</li> <li>*To inform students about personal development programs, opportunities about working and touring abroad,</li> <li>* To increase the number of European Union ERASMUS exchange students and instructors,</li> <li>* To choose foreign linked organizations and institutions as project partners for the projects carried out by academic units,</li> <li>* To host summer school programs in our university</li> </ul>	Continuously
5.3	To encourage a “global” point of view	Students will be trained to have a “global” point of view in both their personal and professional lives	All Academic Units (S) Office of International Relations (RS) Student Deanship (RS)	<ul style="list-style-type: none"> <li>* To promote international student activities,</li> <li>* To increase the number of foreign students and lecturers in our university</li> <li>*To support the increase of international internships and such experiences for our university students,</li> <li>* To add universal subjects to the curriculum and teach them to students in order to provide “global” point of view,</li> <li>* To address and increase the number of global issues in extracurricular activities (COMPASS Project)</li> </ul>	Continuously

6. FINANCE AND INFRASTRUCTURE

No	Action	Explanation	Responsible (RS) and Related (RL) Units	Checklist	Dateline
6.1	To diversify financial resources	Dependency on student tuitions will be reduced by diversifying financial resources	Rectorate (RS) RGP (RS) All Research Centres R(S) All Academic Units (RS) University Group Companies (RS) All Administrative Units (RL)	<ul style="list-style-type: none"> <li>* To create external resources through research projects,</li> <li>* To create source of income by taking place at research parks,</li> <li>* To develop fundraising projects at Embryonix and such group companies, To create financial resources such as donations, etc</li> <li>* To create additional financial resources within the scope of an efficient university-industry partnership</li> </ul>	Continuously
6.2	To provide the most efficient use of financial and physical resources,	The portion for infrastructure, technology investments and research will be gradually increased	Rectorate (RS) General Secretariat (RL)	<ul style="list-style-type: none"> <li>* To allocate at least %3 of the 2010-2011 academic year incomes to research activities</li> <li>* To allocate %10 of the 2011-2012 academic year incomes to infrastructure and technology investments and to allocate at least %5 to research activities</li> <li>* To allocate %10 of the 2012-2013 and 2013-2014 academic year incomes to infrastructure and technology investments and to allocate at least %10 to research activities,</li> <li>* To develop our campus to provide better physical and social services for our students and academic and administrative personnel</li> </ul>	2010-2014
		Efficient use of financial resources will be provided	Rectorate (RS) General Secretariat (RL) All Academic Units (RL) All Administrative Units (RL)	<ul style="list-style-type: none"> <li>*Budgets being set up by academic, administrative and research units at the beginning of each academic year</li> <li>* Creating the transfer of authority and control mechanism that will provide the transfer of the authority to the people in charge of relevant units regarding the utilization of the budgets after the approval of Rector Ship, authorized bodies of the University and Board of Trustees</li> </ul>	Continuously