

2010-2014 STRATEGIC PLAN

İZMİR UNIVERSITY OF ECONOMICS



İZMİR UNIVERSITY OF ECONOMICS

A. PLANNING PROCESS

The Izmir University of Economics (IUE) strategic plan was prepared over a six-month period from December 2009 - June 2010. The "Strategic Planning Commission" was in charge of preparing the plan under the direction of our Rector Prof. Dr. Atilla SEZGİN. The Vice Rector Prof. Dr. Oğuz ESEN was appointed as the chairman of the commission. The Strategic Planning Commission consists of some members of the 2007-2009 Strategic Plan Commission and academicians who have expertise in management and organization. In addition to participation of senior administration, representation of academic units was especially important in the establishment of the commission. The members of the commission and their academic units are shown in Table 1.

The Commission has primarily made research into important subjects that will impact the future of the university, such as trends in higher education in the national and international arena, strategic plans of various universities, and the future educational demands of the business world and students. During this process of the preparation of the strategic plan, the recommendations made in the survey report of The European University Association (EUA) and the 2007-2009 strategic plan have been thoroughly examined. 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", "differentiation 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-İlca Hotel on December 12-13, 2009, the strategic areas of priority, mentioned above, and future path of our university were discussed.

The findings of the research conference have been reviewed by the IUE Strategic Planning Commission, and the strategic areas of priority of IUE have been determined as "research orientation", "differentiation 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 taking into consideration the aims of each priority area, and providing for activities relating to these areas.

TABLE-1: STRATEGIC PLANNING COMMISSION MEMBERS

STRATEGIC PLANNING COMMISSION MEMBERS	ACADEMIC UNITS
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 requesting them to set goals for “research orientation”, “differentiation in education”, and “internationalization” for 2010-2014 period. During this process, the strategic planning commission has provided method counselling to all academic units, and encouraged their participation in setting the the objectives.

The documents received from academic units have since been reviewed by the commission. IUE’s objectives and activities on the mentioned strategic areas of priority have been determined taking into consideration the objectives set by the academic units.

In a process initiated by the senior administration, objectives and activities have been set by the strategic planning commission on the third strategic area of priority, , that is, “institutionalization”. A group of academicians from Department of Business Administration have been appointed to determine the academic-administrative positions’ job descriptions mentioned in the objectives and activities. It has been decided that the external partners’ opinions and recommendations should be taken into consideration in determining the objectives and activities on the fourth strategic area of priority, i.e. “regional development and contribution to progress”. In accordance with this, a questionnaire about the expectations on this issue was sent by IUE to 65 institutions, including municipalities, and governorships, as well as chambers of commerce and industry, and trade associations in İzmir and the Aegean Region. It was decided that the replies received from the 22 institutions who responded should be analysed by the IUE Directorate of Research and Graduate Policies.

It has been decided to form a study group, under the Department of Business Administration, and including the Directorate of Financial Affairs in order to specify budget procedures. This is one of the main objectives of the sixth strategic area of priority “finance and infrastructure”, and also to prepare the related procedures.

The strategic plan, prepared in a 7-month period between December 2009- June 2010, was developed on the basis and opinions and recommendations of senior administration, as well as the views of internal and external partners. In addition to this, the previous strategic plan and recommendations made by the EUA were also considered important.

The establishment of a unit called Strategic Planning Directorate (SPD) has been proposed. This will be responsible for providing the coordination to ensure the efficient implementation of the 2010-2014 Strategic Plan of İzmir University of Economics, and the successful achievement of objectives.. Also proposed is the establishment of a Strategic Plan Council, at senior administration level, affiliated with the Rectorate. . This council will include the Rector, Vice Rectors, Secretary General, Director of Research and Graduate Policies and Director of Strategic Planning. This council, which will be responsible for the 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 execute the strategic plan. This structure will contain Strategic Priority Councils, coordinated by the SPD. These councils will be established under the presidency of Vice Rector and their main tasks will be to put forward ideas and projects, prioritize them, initiate the steps necessary to realise those ideas or projects (such as establishment of project groups) selected by the Strategic Plan Council,, monitor their progress and to make the necessary adjustments.

Another important task of the SPD is to provide close follow-up of the activities initiated by strategic sub-councils by faculties, departments, etc.; to promptly refer any problems to strategic sub-councils and senior administration, and to provide the necessary coordination to deal with these problems without delay..

The people in charge of projects / activities will periodically present reports on the progress of activities in an open forum to the Strategic Plan Council, EKODEKK and strategic sub-council members and other participants (deans, department heads, ADEK members, etc.) , The forums will be approved by senior administration, and will be organised by the SPD)

FIGURE 1- STRATEGIC PLAN EXECUTIVE CHART



EKODEKK will also be included in this structure in addition to sub-councils from the six areas of priority. EKODEKK will act as a higher council of assessment and evaluation, and provide feedback on all the activities within the strategic goals to support the process. Another function of EKODEKK will be to encourage the faculties and departments to establish their own assessment and evaluation processes, to determine and monitor their performance indicators, and to prepare 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, İzmir University of Economics made a decision after completion of the EUA process, to focus on becoming research university. This equips IUE for;

- National recognition,
- International recognition,
- A higher level of prestige in the view of internal and external partners,
- The ability to conduct of education and research activities that will contribute to regional, national and global economy.

Four areas of priority to facilitate the research orientation strategy have been determined:

1. Information, Communication and Computation

Assimilation and extensive usage of information and information technologies in societies have led to a number of new research problems in technology, science, engineering and social sciences, thus creating the need for interdisciplinary studies in order to find common solutions. The combined efforts of researchers in Faculties of Engineering and Computer Sciences, Communication, Economics and Administrative Sciences of IUE will be the lead to innovative studies in this area. .

2. Energy, Social Development and Sustainability

The efficient use of energy resources for future is an essential requirement 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. When developing technology, environmental damage should be minimised. Therefore, when planning resources for a sustainable future, it is essential that resources are used in the most efficient way..It is evident that energy is one of the basic inputs of sustainable social development. Because of this, the optimum management of energy resources is of great importance at both micro and macro level.

3. Understanding Human and Social Behaviour

The world should benefit from research studies on education, economy, legal organization, technology, art, human sciences and physical sciences. These studies should be based on an understanding of skills and social behaviours.

4. Innovative Design Studies

The process of design in every field is being affected by progress in information, communication and technology, as well as the concept of sustainability. . Leading and innovative research studies in these areas will contribute to benefits for external partners of the university in their related sectors.

Specifying research areas of priority does not mean that IUE is sacrificing research in other areas. Areas of priority are areas that will be in the forefront of for interdisciplinary and multi-disciplinary studies, and will enable the university to collaborate with external partners, which in turn will contribute to the development of public and private sector through research. Areas of priority will be allocated according to the expertise and experience of each faculty. The diversity resulting from these differences will enhance the potential for research. .

The 2007–2009 strategic plan aimed at:

- Increasing research activities and inputs,
- Improving the cooperation between community and industry
- Increasing the number and effectiveness of interdisciplinary studies

In the 2009 assessment report provided by the European University Association expressed the following:

- The fact that the fundamental purpose of universities is research,
- A need to create funds to support research activities,
- A need for a clear description of research policies and responsibilities of researchers,
- A need to organize staff development programs.

Within this framework:

- i. Research and Graduate Policies Directorate (RGPD) has been established to implement the research activities and graduate policies efficiently and to provide coordination,
- ii. Scientific Research Support Program (SRSP) has been established to support 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 the 2009 assessment report of European University Association (EUA).

AIM AND OBJECTIVES

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

IUE aims to attract and retain outstanding well-qualified academicians.. In order to realize this, IUE is aware that the infrastructure of the campus should include the necessary hardware for research, and that it should be continuously renewed to meet the demands of global development. Another important objective of IUE is the conversion of research, projects, and creative studies into formal products: scientific publications and presentations, and recognised artistic work. .

The encouragement of academicians in a research oriented university is a essential. IUE has developed mechanisms that provide financial aid to research projects for academicians. Achieving support for research projects from national and international fund resources is also very important. Interdisciplinary studies should be encouraged within the scope of priority research areas. It is therefore important to increase the recognition of IUE's investigative identity in international arena through international project collaborations.

IUE bases its strategy on benefiting the wider community by aiming to become a research-oriented university. It is an important mission of IUE to contribute to the needs of society through research that involves strategic collaborations with both the public and private sectors.

Because it is a research oriented university, IUE emphasises postgraduate programs, and to achieve this, it is fully aware of the necessity of training researchers. 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 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 encourage participation to nationally and internationally recognized and accepted meetings such as symposiums, conferences, congresses, etc. and to promote the research outputs in the academic community in order to increase the value of the research,

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 number of 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 attain the highest levels in research,

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

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

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

1.3.4. To diversify and increase the amount of resources in the library,

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

1.4.1. To emphasise the success of researchers within and outside the university,

1.4.2. To allocate the instruction loads of the researchers in accordance with their research performance,

1.4.3. To encourage a mentoring system,

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

1.5. To create a greater diversity of researcher positions in our university,

1.5.1. To provide opportunities for academicians who have the potential to conduct research at our university ,

1.5.2. To encourage doctorate students at the university to conduct research after their degrees,

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 the conversion of research findings into products,

1.6.2. To publicize project results,

1.7. To improve national and international collaborations through an increased number of scientific activities such as congresses, seminars, symposiums,

1.7.1. To ensure the recognition of the units organizing national and international activities and to publicize their 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 emphasise the research orientation when promoting the university,

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

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

1.8.3. To publicize as much as possible in the media scientific activities and projects on areas of priority.

1.9. To structure 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 restructure the existing graduate programs to benefit from prioritized areas of research

1.9.3. To monitor, document and promote 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: DIFFERENTIATION IN EDUCATION

İzmir University of Economics has identified differentiation in education as one of its strategic areas of priority. The objectives, which have four main features, are shown below. These objectives have been specified in order to provide active student participation in education; to meet the needs of society; and to instill an essential understanding of education which is both innovative and applicable. İzmir University of Economics aims to produce students who are able to use this understanding so that they can be effective in shaping the future.

2.1. To initiate an education policy based on the active participation of students in education,

2.1.1. To consult with students regularly on educational improvements,

2.1.1.1. To measure student satisfaction with annual questionnaires

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 being met through 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 members,

2.1.2.1. To encourage faculty members to maintain their own 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 in order to bring 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 period of education,

2.1.3. To provide more efficient teaching of courses,

2.1.3.1. To organize the lesson plans more efficiently, in terms of pedagogy; to program 4 hours a week courses as 2+, and 3 hours a week course as 2+1, except for special courses such as studio work,

2.1.3.2. To develop and apply a model that takes into consideration the whole work load (including administrative duties, commission/committee memberships, dissertations, graduate term projects, etc.) when determining the course load of faculty members,

2.1.3.3. To decrease the number of students per full time faculty member to 30 throughout the university,

2.1.3.4. To arrange the classroom assignments of the research associates so that every 4 classrooms is allocated 1 associate,

2.1.3.5. To make the necessary improvements for the efficient education of disabled students

2.1.4. To enable students to take courses according to with their interests by increasing the number of existing electives in the curriculum,

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

2.1.6. To ensure that educators are given regular training on education models and the usage of new technologies in education, to enable them to provide successful research-oriented and applied education,

2.1.6.1. To organize at least one workshop every year to enable the units to discuss articles related to teaching methods in respected scientific journals

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

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

2.1.6.4. To provide at least one education seminar every year to introduce learning methods regarding each discipline,

2.1.6.5. To provide at least one seminar every year to allow faculty members obtain 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 produce well-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 projects and dissertations focused on finding solutions to problems in industry and society ,

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

2.2.2.2. To assign graduate students with project assignments that increase awareness of problems regarding the society and a particular sector,

2.2.2.3. To emphasize the importance of social consciousness and social sensitivity in contexts of academic courses, and to encourage student interest in 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 other organisations in the city, through a non-credited required course,

2.2.2.6. To organise life-long learning programs within the Bologna Process in an efficient manner,

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, in addition to for written exams,

2.3.3. To create single semester internships, thus more efficiently integrating internships into course ,

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

2.3.5. To organize educational fieldwork ; to study and to encourage understanding of the ways in which theoretical information can be applied, through seminars, conferences, and workshops with specialists from or outside of the university..

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 established the policies that are currently being developed, and to apply these in every field while planning for the next five years. In order to develop an efficient corporate management system, the structure, culture, image, processes and policies need to be configured accordingly. This awareness has led Izmir University of Economics to identify the following objectives.

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, taking long term objectives into consideration and redefining job descriptions, authority and responsibilities of academic and administrative units in accordance with transparency and accountability principles,

3.1.2. To put into practice a process tracking/control systems with the efficient and effective use of technology ,

3.1.3. To put into practice efficient archive systems that enables all activities to be considered in corporate processing; to improve the existing systems, and to raise awareness of employees to enable them to use these systems,

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

3.1.5. To prepare an IUE organization handbook within the frame of total quality management, and share the published 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 the system, ensuring that the requirements mentioned in the job descriptions are taken 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 regular occupational and personal development training,

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

3.2.4. To review and implement improvements in the pay policy for personnel within the context of total quality management,

3.2.5. To make adjustments for standardization of applications on a wide range of activities.

3.3. To encourage a corporate culture that supports the efficient application of corporate management principles,

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 vertical and horizontal communication throughout the university,

3.3.3. To activate communication with external partners,

3.3.4. To develop 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 desired corporate image perception and to prepare a corporate identity handbook through the process of identifying the elements of corporate identity,

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

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

The development, progress and social appeal of İzmir and Aegean Region will affect the success of İzmir University of Economics. The level of development, and the social and economic appeal of İzmir and Aegean Region plays a very important role in increasing the potential for employing well-qualified academic and administrative personnel, and also encouraging well-motivated students to attend the university, as well as enabling collaborations with respected corporate partners. Within this context, İzmir University of Economics will make great efforts to use its corporate power to ensure that İzmir and Aegean Region has a strong and sustainable economy, and to improve the quality of life in the region. To achieve this, IUE aims to promote the results of its research among public organizations and institutions, private sector representatives and civil society organizations.

4.1. To ensure the continuation of the collaboration with other organizations; to address the preferences of partners among the priority projects under the RGPD coordinatorship, and to materialize these projects,

4.1.1. To develop common projects through collaborations with the other universities, civil society organizations,

4.1.2. To continue studies at İzmir University of Economics focused on regional and city –related economic development,

4.1.3. To strengthen İzmir University of Economics in the areas determined within the targeted research subjects and continue activities aimed at increasing the quality of life in the region through these studies,

4.1.4. To conduct innovative research on identified research subjects and share the outputs, with researched focused on the institutions and organizations in the region

STRATEGIC AREA OF PRIORITY 5: INTERNATIONALIZATION

The essential philosophy behind the concept of “University” is to develop ideas that have the power to change the future. İzmir University of Economics is aware of the fact that its future in the 21st century will be shaped on an international level, and will be influenced by many individuals, organizations, cultures and societies. It therefore intends to continue studies regarding research, education and technology transfer which are integrated with the rest of the world. It is aimed to produce students who are sensitive to global problems and have awareness of the means to find solutions to these problems .

İzmir University of Economics’ objectives and activities related to the prioritized strategic area of “internationalization” are as follows:

5.1. To ensure that academic programs of İzmir University of Economics are internationally recognized and accredited,

5.1.1. To ensure all academic programs in our university are accredited by international accreditation organizations,

5.1.2. To promote the representation of our university through participation of faculty members in academically accepted international conferences, symposiums, congresses and competitions,

5.1.3. To enable faculty members to work as “guest lecturers” abroad, to take a sabbatical leave and to carry out post doctoral research abroad, and to host “guest lecturers” from abroad,

5.1.4. To increase the number of partnerships between academic units and academicians, of and internationally recognized organizations, and to promote membership of networks relating to their study fields,

5.1.5. To encourage our graduates to continue their studies in well-respected higher education institutions abroad.

5.2. To increase and develop international collaborations, make them more active, and participative and increase their duration,

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, and opportunities for working and travel abroad,

5.2.3. To increase the number of European Union ERASMUS exchange students and instructors,

5.2.4. To choose organizations and institutions with overseas connections as partners for the projects carried out by academic units,

5.2.5. To host summer school programs at our university.

5.3. To develop 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 overseas students and lecturers in our university,

5.3.3. To support student access to international internships and other such opportunities

5.3.4. To add universal subjects to the curriculum in order to provide students with a more comprehensive “global” point of view,

5.3.5. To address and increase the coverage of global issues in extracurricular activities.

STRATEGIC AREA OF PRIORITY 6: FINANCE AND INFRASTRUCTURE

The prioritized strategic area of Finance and infrastructure plays a crucial role in realizing all the other priority areas for İzmir University of Economics. It would be impossible to reach the goals described under the five basic strategic areas of priority without diversifying sources of income, distributing the budget in accordance with the strategic goals, and providing necessary the technological and physical infrastructure. In this context, reaching the goals described below will play an important role in terms of the future of İzmir University of Economics.

6.1. To reduce the dependency on student tuition fees by diversifying financial resources,

6.1.1. To create external resources through research projects,

6.1.2. To create source of income by establishing a presence at research parks,

6.1.3. To develop fundraising projects through Embryonix and other such group companies,

6.1.4. To encourage financial resources such as donations, etc.,

6.1.5. To create additional financial resources by means 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 by providing better physical and social services for students and academic and administrative personnel,

6.2.2. Due to the infrastructure investments that are already made 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 incomes for the 2012–2013 and 2013-2014 academic years 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. The establishment of budgets by academic, administrative and research units,

6.2.3.2. The creation of a mechanism for the transfer of authority and control that will provide for the transfer of the authority to those in charge of relevant units regarding the utilization of the budgets, after the approval of Rectorate, authorized bodies of the University, and the 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 İzmir 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 İzmir University of Economics have been taken into account.

No	Indicator	Unit	Relevant Objectives	Strategic
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	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	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	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 partnerships	Financial worth	6.1.
66	Percentage of budget realization	Percentage	6.2.

D. ACTION PLAN

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"> *To publish scientific articles on prioritized areas mainly in magazines scanned in SCI, SSCI and AHCI indexes. * To get books or chapters of books published by nationally and internationally recognized publishing houses. * To provide participation in nationally and internationally recognized scientific meetings through publications. * To provide organization of nationally and internationally recognized scientific meetings at our University. 	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"> * To implement projects within the context of EU. * To implement projects within the context of TUBITAK. * To implement projects within the collaboration of industry, public and civil society organizations, and international organizations and institutions. 	2010-2014
	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"> * To establish a research centre regarding Energy, Social Development and Sustainability * To establish KOBİ (small and medium sized businesses) research centre 	2011

1.3		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 laboratories	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. 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.	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

2. DIFFERENTIATION 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)	<ul style="list-style-type: none"> * 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)	<ul style="list-style-type: none"> * 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)	<ul style="list-style-type: none"> * 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
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		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"> * To identify the program competencies and to restructure curriculum to provide these competencies * To increase the ratio of electives in the curriculum * To obtain ECTS Label *To extend applied education * To encourage student dynamism * To extend continuous education for life 	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"> * 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, * To provide at least one training every year for instructors on using new technologies * To provide at least one activity every year for instructors where they can share their concerns and experiences about education * To provide at least one education seminar every year where learning methods regarding each discipline is explained, * To provide at least one seminar every year for instructors to have pedagogical formation 	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)	<p>* 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</p> <p>* To put option programs into practice on subjects that are in demand by our region</p> <p>* To put certificate programs into practice on subjects that are in demand by our country</p>	2010-2014
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		<p>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.</p>	<p>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)</p>	<p>* To make sure at least %30 of graduate thesis are done in collaboration with public or private sector institutions and organizations, * To assign graduate students with project assignments where they can be aware of problems regarding the society and the sector, *To emphasize the importance of social consciousness and social sensitivity in course contexts and to encourage students to work on social responsibility projects, * To organize an elective course in which participation in social responsibility projects can be evaluated and to evaluate the participation in such projects * To encourage the participation in cultural, scientific and artistic activities organized by the university or the city (COMPASS Project)</p>	<p>Continuously</p>
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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"> * To increase the number of project based/applied courses, * To encourage at least one applied class work, project, etc. in lessons except for written exams, *To create one semester internships by integrating internships into education more efficiently, * To provide continuous education programs for students and graduates relating to applied education, * 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. 	Continuously
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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 İzmir 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)	* To redefine the job descriptions, authorities and responsibilities of academic and administrative units in accordance with transparency and accountability principles * To clarify the transfer of authority to lower management levels	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)	* To prepare the IUE organization book * To share written procedures of the university with all relevant partners * To provide the continuation of proper implementation of the procedures	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 Administrative Units (RL) General Secretariat (RS)	*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, * To provide occupational and personal development trainings regularly for academic and administrative personnel * To harmonize the human resources policies with the quality system * To review the personnel wages policy within the context of total quality management and improve it * To make adjustments for standardization of applications on all kinds of activities.	Continuously
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3.3	To develop corporate culture	Corporate culture that supports the feasibility of corporate management principles efficiently will be encouraged	<p>Rectorate (RS) General Secretariat (RS) PR and Promotion Directorate (RS) Human Resources Directorate (RS) All Academic Units (RL) All Administrative Units (RL)</p>	<p>*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</p>	Continuously
		Studies regarding corporate identity will be finalized	<p>Rectorate (RS) PR and Promotion Directorate (RS) Corporate Identity Project team (RS) General Secretariat (RL)</p>	<p>* 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.</p>	2011

4. CONTRIBUTION TO REGIONAL DEVELOPMENT AND PROGRESS

No	Action	Explanation	Responsible (RS) and Related (RL) Units	Checklist	Dateline
4.1	To make sure that İzmir 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)	<ul style="list-style-type: none"> * To develop common projects through collaborations with the other universities, civil society organizations, and industry and public institutions and organizations * İzmir University of Economics to continue its studies regarding regional and city wise economic development, * İzmir 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 Affairs(RS)	<ul style="list-style-type: none"> * To get all academic programs in our university to be accredited by international accreditation organizations * To provide participation to internationally accepted scientific meetings through publications * To organize internationally accepted scientific meetings at our university * To promote our faculty members to work as “guest lecturers” abroad *To promote our faculty members to take a sabbatical and to do post doc work abroad *To increase the number of partnerships and memberships of our academic units and academicians with internationally recognized organizations and networks * To encourage our graduates to continue their education in outstanding higher education institutions abroad 	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 Affairs(RS) RGP Directorate (RS) Student Deanship (RS)	<ul style="list-style-type: none"> * To increase the number of dual diploma programs with SUNY * To increase the number of dual graduate and postgraduate diploma programs with the universities in America and Europe *To inform students about personal development programs, opportunities about working and touring abroad, * To increase the number of European Union ERASMUS exchange students and instructors, * To choose foreign linked organizations and institutions as project partners for the projects carried out by academic units, * To host summer school programs in our university 	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 Affairs(RS) Student Deanship (RS)	<ul style="list-style-type: none"> * To promote international student activities, * To increase the number of foreign students and lecturers in our university *To support the increase of international internships and such experiences for our university students, * To add universal subjects to the curriculum and teach them to students in order to provide “global” point of view, * To address and increase the number of global issues in extracurricular activities (COMPASS Project) 	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)	* To create external resources through research projects, * To create source of income by taking place at research parks, * To develop fundraising projects at Embryonix and such group companies, To create financial resources such as donations, etc * To create additional financial resources within the scope of an efficient university-industry partnership	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"> * To allocate at least %3 of the 2010–2011 academic year incomes to research activities * 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, * To develop our campus to provide better physical and social services for our students and academic and administrative personnel 	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"> *Budgets being set up by academic, administrative and research units at the beginning of each academic year * 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 	Continuously