CEU Strategic Development Plan, 2012 - 2017

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I. INTRODUCTION

Central European University (CEU) was founded in 1991 at a time when revolutionary changes were transforming Central and Eastern Europe. CEU was designed as an alternative to the region's paralyzed universities, where social sciences and humanities had been constrained by a closed ideological system that tolerated only the officially sanctioned point of view.

George Soros and leaders of the democratic revolutions in the region founded CEU with the conviction that human fallibility could be counter-balanced by the unobstructed and critical discussion of ideas. The 20th century British philosopher Karl Popper maintained that this critical spirit can be sustained best in open societies, where citizens have the freedom to scrutinize competing theories and openly evaluate and change government policies. In an open society, each citizen enjoys the right, guaranteed by the rule of law, to engage in critical discussion, protected by the freedoms of inquiry and speech.

In this spirit, CEU’s guiding philosophy was that scholars and students should be able to engage in uncoerced and unlimited discussion on a free and equal basis. The University would promote open society by maintaining a community of scholars dedicated to this principle. Freedom of inquiry was conceived – and remains fundamental today at CEU – not just as an academic ideal, but as a precondition for the production of knowledge. Another related open society principle animating CEU requires respect for the diversity of individuals and groups in the university community and the larger society, and a commitment to protect individuals and groups against discrimination.

From the outset, faculty and students were recruited from different parts of the region and the larger world to study and learn these principles and build a new kind of institution that promotes academic excellence and responsible civic engagement. CEU was backed by a generous endowment provided by George Soros that guaranteed the University’s autonomy and its long-term sustainability.

Today, open society values and practices face new challenges and opportunities all over the world. Economic expansion within authoritarian political systems counters the proposition that development requires a commitment to democracy.
Reemerging nationalism discounts the need for international cooperation. Racism and xenophobia constrain immigration. Intolerance confronts religious difference.

Market fundamentalism challenges economic and environmental sustainability. Complex global problems such as degradation of the environment, corruption and organized crime, the weakening of democratic institutions, attacks on human rights, the scarcity of natural resources, and the global financial crisis all involve cross-border threats that require new approaches and new institutions. At the same time there are also positive, new developments in the world, for example dramatic ongoing struggles for democracy across North Africa and the Middle East that offer new opportunities and new risks for open society values.

Twenty years after its founding, CEU believes that its mission is more important than ever, both in the region and for a more global constituency. CEU is looking ahead and planning its strategic development for the next five years. Its aspiration today is to improve further its model for international education, providing vital intellectual support and training in order to promote open and democratic societies that respect human rights.

**STRATEGIC PLAN FOR 2012-2017**

The CEU Strategic Plan for the 2012-2017 is a tool that can help guide the University toward achieving its ambitions. The Plan was developed under the leadership of President and Rector John Shattuck. The planning process was undertaken by the Strategic Development Committee of the Senate appointed in Fall 2010. The Committee consisted of the Rector, the Provost, the Chief Operating Officer, the Academic Secretary and Research Director, the Director of the Campus Redevelopment Office, the Director of the Open Society Archive, the Head of the History Department (two faculty members), the Head of the Political Science Department, and two student representatives.

The role of the Committee was to coordinate the strategic planning process and to draft the new plan accompanied by a detailed implementation framework. Throughout the process, the Committee discussed major changes and developments that occurred since the last strategic planning exercise, emerging institutional challenges, strategic areas, and the main goals and objectives along with their implementation for the coming years. An evaluation of the CEU Strategic Plan for 2003-2013 provided a starting point for the discussions and the development of a new plan. During the evaluation, a significant amount of
institutional data was compiled and analyzed which has informed the planning process and the setting of objectives. A report on the evaluation of the 2003-2013 Strategic Plan was presented to the CEU Board of Trustees in July 2011. In October 2011, the Academic Forum received a further update on the work of the Committee. The report on the Committee's evaluation of the 2003-2013 Strategic Plan along with drafts of the new plan were also published on a special website, allowing members of the CEU community to review the documents and submit comments. A full draft of the new CEU Strategic Plan, 2012 - 2017 was presented to and discussed by the Senate in late October, and by the Board of Trustees in early November, 2011.

Based on the feedback received, a revised draft of the Strategic Development Plan along with a detailed Implementation Framework were presented to the CEU community and the Academic Forum in April 2012. The Strategic Development Plan, 2012-2017 was also presented to the Senate and CEU Board of Trustees. It was the principal aim of the strategic planning process to create a document that reflects the University's identity, its mission and values, and its ambitions for the next five years. The Plan is intended to identify strategic questions and challenges for CEU, and to provide initial answers and a framework for action. The document is not meant to be a definitive template, nor a detailed prescription, but rather a broad basis for strategic development and continuing dialogue.
II. INSTITUTIONAL CONTINUITY AND RENEWAL

II. 1. The First Twenty Years

It is a core characteristic of CEU to continuously reflect on its mission, on the rationale of its existence, and on its activities, achievements and shortcomings. The strategic planning process represents an exercise in self-scrutiny, with important conclusions.

Over its first twenty years CEU asserted itself as a dynamic and intellectually agile institution, ready to take risks, develop new programs and support emerging disciplines.

The University started as the first graduate institution in the region focusing on humanities, social sciences and law -- academic fields that had been devastated by the ideological rigidity of the former communist regimes. In its first decade CEU endeavored and indeed succeeded in making a contribution to promoting open society and democracy in Central and Eastern Europe. During these early years, CEU sought to contribute to progressive higher education, innovative academic research, and the development of democracy primarily in the former “socialist” countries of the region. The University acquired unique expertise in the study of “transition”, which covered topics such as privatization and the introduction of new economic models, legal and social aspects of universal human rights, the politics of becoming a democracy, and the administration of democratic institutions.

As the University has gradually become more global in its identity and outreach, it has begun to educate new generations of intellectuals and practitioners from across the world. CEU’s distinctive transnational character, with no dominant nationality and a hybrid intellectual tradition based on the American graduate school educational approach, has made it an emerging new model for international education. As a crossroads university with deep regional roots and an increasingly global perspective, CEU aspires to serve as a center of knowledge production and of inquiry about the nature and meaning of contemporary society.

In two decades, CEU has achieved an international reputation for academic excellence. It has grown into a complex and mature graduate institution, a research-intensive university, committed now to making problem-oriented and research-based teaching an important dimension of its work.
The University has significantly expanded its academic breadth. It started with a handful of programs in 1991. Today, there are 15 degree-awarding units (departments, programs, and schools), and a wide array of research centers. New fields continue to develop and find a home at CEU. The most recent academic additions include programs in cognitive science, network science, and Ottoman studies. CEU's twentieth anniversary in 2011 marked the year in which a School of Public Policy has opened its doors, a major reorganization of the CEU Business School is underway, and a physical development project aimed at creating a new and expanded campus redesigned to international standards was initiated.

The number of students enrolled at the University has increased from less than 300 in the academic year 1992-1993 to over 1500 in 2010-2011. Today, CEU students come not only from the traditional region, but from over 140 countries worldwide.

While growing and becoming more complex, the University has maintained its collegial and non-hierarchical academic environment, which provides students and faculty with rich opportunities for intercultural interaction.

**II. 2. A New Model of International Higher Education**

CEU was established as a *sui generis* institution. Although circumstances have changed since 1991, the university community maintains its conviction that the unique educational and institutional model it has developed is both justified and effective:

- CEU is a research-intensive university dedicated explicitly to promoting the study of open society principles.
- CEU works in close association with a global network of open society foundations, and part of its mission is to become a center of reflection and an intellectual laboratory for the study of open society issues, while retaining its academic autonomy and institutional independence.
- CEU is a privately funded institution. While public funding remains predominant in European higher education, state-supported institutions often downplay academic areas at the core of CEU's work. The humanities in particular, and also the social sciences—the main academic areas of CEU—often tend to
be disregarded in European higher education policies and are increasingly the first to be affected when public funding for higher education is cut.

- In an age of resurgent nationalism, CEU remains dedicated to the critical study of nationalist movements, policies and ideologies. Moreover, it upholds the principles of a genuinely international institution both in academic outlook and composition of its staff, faculty and students.
- CEU has the ambition and, increasingly, the capacity to make a contribution outside the walls of the University to promoting human rights, democracy and freedom.

II. 3. CEU Mission

CEU has been a mission-driven university from its inception. Its mission is the anchor that has helped define its institutional identity and ensure its continuity. In line with the commitment to being a self-reflective institution, CEU has periodically reviewed and, when needed, adjusted its mission. The following revised mission is put forward as part of the new Strategic Plan:

*Central European University is a graduate institution of advanced research and teaching, dedicated to socially and morally responsible intellectual inquiry. CEU’s distinctive educational program builds on the research tradition of the great American universities; on the most valuable Central European intellectual traditions; on the international diversity of its faculty, students and staff; on its commitment to social service; and on its own history of academic and policy achievements in transforming the closed communist inheritance.*

*CEU is committed to promoting the values of open society and self-reflective critical thinking. It aims at excellence in the mastery of established knowledge, courage to pursue the creation of new knowledge in the humanities, the social sciences, law and management, and engagement in promoting applications for each, in particular through their policy implications. CEU is a new model for international education, a center for study of contemporary economic, social and political challenges and their historical roots, and a source of support for building open and democratic societies that respect human rights and human dignity.*

II. 4. CEU Values
The CEU mission is supported by a set of core values and commitments:

- A level of academic inquiry that answers to the highest international standards in research and teaching while encouraging innovation and intellectual risk-taking.
- The creation of an international community of scholars drawn from countries across the world.
- Openness and self-reflection, promotion of critical thinking, pursuit of truth wherever it may lead, and resolution of differences through debate, not denial.
- Preserving a multiple intellectual identity: an institution rooted in Central Europe, drawing on the model of American graduate education, open to the history and culture of other regions, defined by the diversity of its faculty, students and staff, with no dominant nationality, and a global perspective.
- Interdisciplinary and problem-focused approaches to teaching and research, and their integration, stemming from CEU’s young and flexible institutional structures and disciplinary boundaries.
- The integration of theoretical and practical knowledge, both for purposes of scholarly inquiry and for the training of practitioners.
- Civic engagement in addressing societal problems and educating students to be citizens of the world, connected to their own communities and to others different from themselves.

II. 5. Strategic Challenges and Opportunities

As part of the Strategic Plan for 2012 to 2017, we have identified nine major challenges that also represent opportunities for the University.

These areas have been selected for the particular importance they will have in the development of CEU over the next five years. In the following sections, the Plan discusses the institutional context for each challenge as well as related opportunities.

1. **CEU's aspiration to assert itself simultaneously as a regional and global institution should be further clarified and operationalized.**
CEU is a crossroads university, using an American graduate school educational approach, with deep intellectual roots in Central and Eastern Europe, and an increasingly global perspective and engagement.

Many CEU departments offer multifaceted degree programs focusing on issues that rely on regional intellectual and historical resources for the study of persistent regional themes from a long-term perspective. These programs underscore the fact that, while sharing larger, European-wide developments, the rich and still underresearched experience of Central Europe in the modern period—marked by massive demographic and socio-political transformations, attempts at large-scale social engineering, and complex processes of political democratization and European integration—make CEU a laboratory for the study of political and social transformation. The history of former communist regimes and the processes of transition to democracy, in particular, provide a fertile ground for testing new methodologies; their study requires interdisciplinary perspectives combining insights from history, political science, sociology, anthropology, law, and environmental sciences, among others. The multimedia and multi-language collections (32 languages) of the Open Society Archive provide unique primary resources at CEU for research, teaching, and practical policy work in this area.

At the same time, many CEU degree programs, research activities and other scholarly endeavors focus today on global topics, such as the environment, energy, governance, human rights, the global financial system, cognitive science, network science, the European Union, and Eastern Mediterranean and Ottoman studies, to name just a few. CEU's global development is also evident in the current composition of its student body and faculty: CEU students now come from over 140 countries, and faculty and administrative staff from nearly 50 countries. The multiple identity is one of the principal assets of CEU. It allows the University to look at global issues from a well-established and well-understood regional perspective, relying on rich and fertile intellectual traditions. Combining regional expertise with a more global agenda can make CEU a transnational academic center where advanced scholarship is combined with social relevance. The University faces the challenge of effectively integrating these two elements. In the coming years, it will be essential for CEU to further develop both aspects, while creating programmatic and administrative structures that can help integrate them and thereby more clearly define CEU's institutional identity.
2. CEU’s self-characterization as a research-intensive university requires a new understanding of the relationship between research and teaching and learning.

In the last decade, CEU has succeeded in significantly strengthening its research profile. In 2003 there was only one research center, while in 2011 there were sixteen. CEU faculty members are increasingly engaged in international research collaborations, and are active in international conferences. Research publications have earned faculty members international reputations and awards. CEU has quadrupled its annual external research funding over the last three years, reaching a record 6.65 million EUR obtained this year.

Research, teaching and learning are equally important core activities of CEU. Achieving excellence in each area should be a central strategic objective. However, in practical terms, effective integration can be challenging. There is pressure in the larger academic world to emphasize and acknowledge faculty achievements related to research, while teaching achievements and the assessment of teaching and learning often receive secondary attention.

As a graduate institution, CEU affirms explicitly its commitment to advanced teaching and research, and to promoting research-based and research-intensive teaching in all academic areas represented at the University. Integration of research and teaching also means encouraging faculty to incorporate, when feasible, their own research into their teaching.

Another important way to connect teaching and research is to teach students about research methods, tools and the use of research results so they can apply this experience in professional settings in their careers. Their training should involve a strong awareness of the ethical aspects of research. The effort to educate students to use research and the fruits of research should be an important element of a CEU education.

CEU’s approach to balancing research and teaching in the coming years should be made more systematic across the University.

3. CEU’s commitment to interdisciplinary scholarship should be clearly articulated, both conceptually and in terms of institutional practices and supporting infrastructure.
CEU's approach to interdisciplinary scholarship is derived from its core mission and reflects the commitment of the University to address emerging societal problems and challenges while promoting high-level research and research-based teaching. In taking this approach, CEU recognizes the importance of academic disciplines for subjecting phenomena to an effective critical inquiry, which is rarely possible without serious disciplinary grounding. The University also recognizes that traditional academic labor markets are structured in disciplines and tend not to reward interdisciplinarity. At the same time, CEU sees academic disciplines as non-static, evolving, and subject to methodological, epistemological or social limitations, and promotes a critical approach to the disciplines.

Effective integration of discipline-based and interdisciplinary approaches represents a strategic challenge for CEU. Real-life problems are too complex to be understood or handled within the framework of a single academic discipline. That is why CEU must combine and balance problem- and discipline-based approaches in research and education. When individual disciplines cannot fully explain the phenomena or sufficiently address emerging problems, the University should encourage and provide faculty with incentives for interdisciplinary approaches, problem-focused teaching and research, and development of emerging new interdisciplinary fields. The University should create a practical infrastructure to support interdisciplinary academic efforts where insights generated through a dialogue of several disciplines can produce advances in knowledge.

A recent successful example at CEU is the creation of a network science program as an interdisciplinary unit rather than a new department. This form of program with various specializations allows for an easy and free interaction among members of various disciplines and CEU departments while minimizing structural barriers. Other examples are the large number of interdisciplinary research groups that have been created spontaneously by CEU faculty. CEU should encourage new forms of interdisciplinary research collaboration -- for example, research laboratories that address specific societal problems such as global warming or economic corruption that are beyond the capacity of any one discipline. A particularly valuable asset in this area is the recently created CEU Institute of Advanced Study.

CEU should educate its students to become competent academics, professionals, leaders and citizens of the 21st century who are capable of combining concepts, theories, and methods of a variety of disciplines and putting them to effective use, critically, and self-reflectively in their everyday activities.
4. **Theoretical knowledge and practical experience should be better integrated in CEU teaching and research.**

CEU is a university with a two-fold mission, academic and social. It aspires to make a contribution to defining the meaning of open society in a contemporary context, while taking a regional and global perspective. This endeavor requires the use of both theoretical knowledge and practical experience, balancing the importance of addressing immediate and practical problems of today's world with the value of scholarly efforts that are not meant to produce immediately applicable results.

As a source of practical experience, an asset for CEU not yet fully exploited is its association with the global network of Open Society Foundations (OSF) with which it shares elements of its mission, and which can provide the opportunity to supplement academic training with practical civic work and engagement. In doing so, it is important to ensure that CEU's academic mission is not confused with the advocacy mission of OSF.

The integration of theoretical and practical elements can be pursued in many ways and to varying degrees in CEU's academic programs, and each program should choose its own appropriate path. In some areas, such as environmental science, economics and international relations, contemporary practical elements will predominate, while in others, such as philosophy, mathematics and history, theoretical and historical knowledge will be most important. The development of the new School of Public Policy and the reorganization of CEU Business School will provide special opportunities for integrating theory and practice. CEU should promote practice-based teaching and research, engaging practitioners, using case studies and developing student internships, in parallel with equally important research-intensive or research-based teaching approaches.

5. **CEU should ensure that appropriate internal organizational structures and incentives exist or are put in place to make it possible to achieve its academic objectives.**

The last twenty years also marked an organizational expansion of the University with regard to administrative and academic support services. New units were created that have been extremely helpful in supporting the University in its broad scope of activities and contributing to its success. Some of the units such as student services, alumni relations, development office, academic research support...
or human resources just to name a few have been pioneers in the region and by now have become leaders in their respective professional areas.

As CEU aspires to be a dynamic, intellectually agile, risk-taking and innovative institution, periodic review of existing support structures, after twenty years of rapid developments, is necessary to ensure that these aspirations can be successfully pursued. In the coming years, CEU will have to reflect on whether its own internal organization and structures sufficiently support innovation, creativity and new developments. The current organization of academic departments and research centers should be reviewed to determine whether they promote faculty initiatives across departments. Administrative departments should be similarly reviewed to determine whether they adequately serve the research and teaching needs of the faculty. It may be necessary to create new incentives and mechanisms to foster academic innovation and eliminate major barriers to cooperation across disciplines.

Flexible mechanisms of institutional assessment should be developed to monitor the extent to which the goals and plans of the University are realized in practice, and to allow for timely adjustments.

6. In the age of digitization and rapid technological change, the University should organize its resource base to keep up with new developments and technologies that could improve CEU research, teaching and learning capacities.

Since its creation, CEU has been a leader in the region in terms of learning resources and university facilities. Today, the University faces the challenge of updating and reorganizing its library, information technology services and campus facilities to keep pace with technological developments, with new pedagogic and research practices, and new faculty and student expectations and methods of work. CEU's increasing global engagement also adds to this pressure. CEU's role as a new model in higher education in the region along with its global ambitions must be supported by efficient, smart and sustainable operations of the University.

The University Library in particular presents a strategic challenge and opportunity. The Strategic Development Committee commissioned an external review of the Library, which has the largest English-language collection of humanities and social science materials in the region, is heavily used by CEU students, faculty and by the larger Budapest academic community, and is an excellent example of a traditional
library. The review showed a gap between the perceived services of the Library and the desired services on the part of many faculty, staff and students. As information technologies change the ways in which knowledge is created and transmitted, the CEU Library must be reinvented to harmonize with the strategic vision of the university. This must involve both the transformation of the Library's physical space and its use of information technology. These changes must be part of CEU's campus redevelopment and its overall Information Technology upgrade.

At the same time, two other major academic resources, the CEU Press and the Open Society Archive, should be better integrated into the University and closely coordinated with the Library.

7. **CEU should actively engage its alumni in the life of the University.**

CEU's global network of alumni represents a major asset for the University. After twenty years, CEU has nearly 10,000 alumni pursuing careers all over the world, and a professional alumni office that has made significant organizational strides in recent years. The alumni are a potential source of intellectual and financial support. Tracking alumni career paths and reconnecting with graduates of diverse nationalities working in more than 100 countries are challenging tasks for a small and relatively young university. CEU alumni should be considered members of the University and strengthening the alumni network should be a priority.

Emphasizing active alumni membership in the coming years, CEU should offer its alumni access to academic resources, such as an online library, online lectures and discussion fora, and should provide periodic information about the University through the internet and alumni publications.

8. **CEU outreach and civic engagement activities should reflect the new challenges and threats to open society, the current level of development of the University and its interaction with Hungary, the region and the world.**

CEU's outreach and civic engagement activities are a central focus of the University, not an ancillary feature as they are with most other universities. The foundation for CEU's social engagement stems from the distinct mission of the University to study and promote the principles of open society. Today, CEU studies and promotes these principles not only in Central and Eastern Europe, but also in a more global context. This is consistent with the composition and interests of CEU's broadly international community.
The challenge remains for CEU to define more precisely the scope and content of its commitment to civic engagement. Inside the University, the commitment is clearest. In its academic programs CEU addresses societal problems, and in its internal community CEU strives to be an open society. Beyond the literal and figurative walls of the University, CEU engages with society in two ways. First, it mobilizes its academic resources to address societal problems, conducting research or teaching practitioners in ways that will have practical utility for those working on such problems as global warming, post-conflict reconstruction or the financial crisis. Second, it opens its academic resources to the public in several ways, including scholarship assistance to nearly 80% of its students, and provides public access to lectures, conferences and other university academic and cultural programs.

A more difficult question is how the University itself should respond to external challenges and threats to open society. The current political environment in Central and Eastern Europe, and particularly in Hungary, is increasingly challenging, fueled by economic hardship and the rise of a new nationalism. CEU’s civic engagement in this context must be carefully articulated and carried out. The most important role the University can play in addressing these challenges and threats is to be a convener and a platform for public debate, promoting the principles of free and open inquiry in response to those who would curtail them. The University should not itself become a political advocate, for then it would put at risk its academic autonomy, but it should defend the rights of faculty, students and staff to their own freedoms of speech, and it should guard against violations of the rule of law that impede its operations.

9. Maintaining CEU’s long-term sustainability and excellence will require changes in the financial model of the University.

To address its strategic challenges and opportunities, CEU must ensure the continuity of its operations, mobilize additional resources, and adjust its financial policies. As the University commits itself to long-term sustainability, it will have to address its financial planning, in the next five years, in a less ad-hoc way than has been the case to date. In fact, CEU will need to refine its financial model.

The University’s current financial strength and competitive edge stem largely from the stability provided by a large endowment. In the next five years, CEU’s annual operating costs will continue to be covered primarily by the endowment, but new
income sources will have to be created and tested in order to begin to diversify the University's financial resources and promote its financial security for the future. CEU must increase its efforts to attract external funds. The University's activities related to external fundraising must be carefully planned with guidelines and rules on external sources to ensure that the process is in accordance with ethical standards.

The topic of tuition fees as a source of income is a highly sensitive one, especially in relation to CEU's traditional commitment to scholarships and the University's social mission. This topic should be considered in the context of ensuring access to outstanding and needy students. CEU reaffirms its commitment to scholarship-based financial aid with a guarantee of significant financial assistance to those who need it. Assessment of financial need may be introduced in the overall financial aid system in order to guarantee that financial assistance is provided in the most efficient manner.
III. PROFILE OF THE UNIVERSITY AND ITS STUDENTS

Before outlining CEU’s major priorities for the next five years, and its specific goals and objectives for responding to the nine challenges described above, we offer the following profile of the University and its students.

III. 1. Institutional Profile

CEU aspires to be a university that:

- Has human-scale, flexible structures that promote intellectual risk-taking and allow for implementation of innovative approaches and new experiments.
- Develops organically from academic fields that now exist at the University, not attempting to cover all academic areas and disciplines as more traditional universities do. CEU academic and research programs are encouraged to connect and interact in an experimental, laboratory-style manner.
- Focuses on and develops the humanities as one of its central academic areas, especially in view of the declining support for the field in recent years in many parts of the world.
- Can integrate natural sciences with its core academic areas even though they do not represent the University's academic focus. CEU has a “natural science interface” with environmental sciences, cognitive science, network science, and ethics and biomedicine.
- Promotes an integrated approach to teaching and research, providing opportunities for interaction of academic departments and professional schools, interdisciplinary centers and theory- and practice-based programs.
- Promotes the model of a research-intensive university, while placing great value on research-based teaching.

III. 2. Profile of CEU Students

In recruiting students, CEU is looking for individuals who demonstrate academic and intellectual excellence through academic performance, command of relevant knowledge, and the ability to think critically and independently. In addition, CEU aims to recruit candidates whose demonstrated interest in open society can
benefit by study at CEU. CEU is looking for diversity of national and cultural backgrounds. The University will work toward ensuring that the path of learning at CEU leads its students to:

- Master the essential knowledge and skills in the field in which she/he is educated and be familiar with the knowledge frontier in that field and its connections with other disciplines.
- Be able to use critical thinking to address complex problems and extend and redefine existing knowledge or professional practice.
- Understand the value of scientific inquiry and method and be able to use research and research results in their professional work.
- Be aware of and able to recognize differences between facts, ideologies and opinions, and to assess them critically.
- Understand the inherent fallibility of human knowledge, its open-ended character, the process of continuous evolution of knowledge, and the value of free and open critical inquiry for such evolution.
- Master communication skills in English at a high professional and scholarly level.
- Understand the values of open society and challenges associated with such values.
IV. STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

IV. 1. Major Priorities for 2012 -2017

CEU's major priorities for the next five years will be to develop academic excellence across the institution while effectively integrating three major new projects into the University.

1. Promote rising academic standards across the entire University.

CEU has achieved a high level of academic excellence in many departments. The recruitment of an increasingly international junior faculty, the growing number of research grants and awards, and external recognition by rating agencies are among the indicators of academic quality at CEU. Nevertheless, development remains uneven across departments and faculty recruitment can be challenging. As part of its commitment to pursue the highest standards of academic excellence in the next five years, CEU reaffirms its pledge to mobilize financial resources and develop internal policies to attract and retain excellent faculty recruited from all over the world. An additional goal will be the completion and steady implementation of the internal academic evaluation system that started in 2010-2011. External reviews of academic departments will be conducted, starting with Mathematics, Medieval Studies, History and Legal Studies.

In order to continue improving academic standards, CEU will strengthen internal academic capacities, while at the same time increasing its activities with external partners. Partnerships can expand CEU’s academic network beyond Budapest. Two examples of successful new partnerships include CEU’s engagement with the INET network of universities, research institutes and individual scholars to support new approaches to economic research and teaching, and CEU’s joint research and faculty interaction with Sabanci University in Istanbul. Additionally, the establishment of the Institute of Advanced Studies creates new opportunities to promote advanced research at CEU, as well as new possibilities for cooperation with scholars from around the world.

2. Reorganize the CEU Business School and integrate it into the University.

The Business School reorganization and integration into CEU will require new academic and professional models for both the MBA degree program and
executive programs to be offered by the School. The School will aim at: (1) delivering programs that provide the highest degree of professionalism, (2) establishing CEU Business School as an academic leader in the related fields of business ethics, corporate social responsibility and integrity, and (3) developing a world-class competency in the related fields of innovation and technology management and entrepreneurship.

3. Develop the School of Public Policy.

The School of Public Policy (SPP) began operations in September 2011. Over the next two years, the School will launch a series of global initiatives and will host public events that focus on developing an innovative research agenda, while fostering cooperation with the Open Society Foundations and other partners. These efforts will set the tone for the launch of a new, two-year flagship Master program in Fall 2013. The School will aim to make policy practice an integral part of its curriculum and will hire additional faculty to augment existing teaching resources. SPP will also build an Executive Education program that complements the flagship Master's program and is closely aligned with the mission of the School.

4. Complete the campus redevelopment project.

As CEU continues to improve and develop its academic offerings and to enhance its international recognition, the University will address the need to redevelop its campus in Budapest's historic center. CEU's expanded and redeveloped campus will reflect the mission and values of the University, its international character and its aim to encourage interdisciplinary scholarship. It will also promote the outreach activities of CEU, and its architecture will contribute to the city of Budapest.

5. Develop the humanities.

The next five years will mark an expansion of CEU's capacities in professional education. At the same time, CEU makes equally clear its commitment to developing the humanities.

In addition to strengthening existing programs in philosophy, history, medieval studies, we envisage several interdisciplinary initiatives in the humanities. At the moment, three possible thematic directions, each with its own rich set of opportunities, are emerging that could strengthen CEU's engagement in the
humanities beyond the current excellent programs. These include Art and Heritage, Religious Studies and Science Studies. In order to help the University decide where we should invest most heavily, and to provide a stimulus for further development of the humanities at CEU, a program of visiting international fellowships in the humanities will be developed and hosted at the CEU’s new Institute of Advanced Studies.

IV. 2. Strategic Goals and Objectives

Based on the challenges the University is facing, and its long-term aspirations and priorities, we have established a set of specific goals and objectives to guide CEU over the next five years, which detail the five institutional priorities. These are organized according to areas of the University: educational program, students, faculty, institutional resources, and administration and governance. A chart illustrating how individual goals and objectives relate to specific institutional challenges and priorities has also been created as a separate document available upon request.

IV. 2. 1. Educational Program

Research

CEU is committed to further enhancing its research excellence and strengthening its capacity to conduct research in core areas, as well as new areas of inquiry. This can be achieved by improving the organization of research efforts, recognizing research achievements and potential in making appointments and promotions and renewing faculty contracts, providing incentives for excellent research and setting up a system for assessing the quality of research.

The overarching goal of the University in the next five years will be to enhance research excellence and strengthen its profile as a research-intensive university. Specific objectives and actions in this area, as detailed in Implementation Framework, Annex 1, were developed and include:

• Strengthening the capacity to conduct research in existing academic areas represented at CEU.
• Encouraging and promoting exploration of new and promising academic fields.
• Ensuring greater visibility of CEU's research to internal and external audiences.
• Aiming at steadily increasing overall external research funding, and pursuing research funding from new sources (U.S. and private sources in particular)
• Exploring new and innovative ways of organizing research, e.g. interdisciplinary short-term groups, clusters, projects & laboratories that are responsive to changing environments and can support the investigation of new societal problems.
• Increasing research cooperation between faculty members and PhD students (and post-docs).
• Developing additional interdisciplinary research initiatives in the Humanities.

**Teaching and Learning**

The overall goal in the coming five years will be to develop and introduce a new approach to teaching across the University, in particular by drawing on research-based and practice-based teaching.

A set of specific objectives and actions in this area, as detailed in the Implementation Framework, *Annex 1*, was developed and includes:

• Refining the CEU university-wide system promoting teaching excellence.
• Developing methods by which teaching can draw on research in a more systematic way.
• Introducing and promoting learning-centered teaching strategies including problem-based learning, case-based teaching, research-based learning, and collaborative learning as appropriate.
• Creating new opportunities for programs to be taught across departments and disciplines, following the successful examples of network science and religious studies.
• Taking advantage of the opportunities for teaching and learning offered by new technologies.
• Enhancing the link between theory and practice in teaching.
• Pursuing an approach to teaching and learning that attempts to integrate the University's traditional region into a larger global perspective.
• Strengthening CEU doctoral education.

**Civic Engagement**

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The overarching goal for CEU will be to stimulate or take part in activities aimed at identifying contemporary challenges to open society core values and principles, and proposing practical solutions in a variety of contexts. A particular asset is the University’s close association with the global network of Open Society Foundations.

Specific objectives and actions in this area will include:

- Expanding and reorganizing cooperation with the International Higher Education Program (HESP) of OSF, in particular in the area of higher education policy and curriculum development, to strengthen CEU’s role as a leader in higher education.
- As a “citizen” of Budapest and Hungary, CEU will aim at strengthening its ties and communication with its local community. CEU intends to be “a window to the world” in Budapest, in Hungary and in Central Europe.
- Expanding current outreach activities directed toward empowerment of disadvantaged groups, especially Roma communities, through promoting access to higher education, including graduate education. Helping build capacity by providing training opportunities, and creating networks of specialists working at the regional or international level.
- Expanding programs and initiatives promoting human rights, including human rights education.
- Exploring new ways by which CEU can strengthen the network of its alumni by means of technology and institutional resources.

IV. 2.2. Students

Goal: CEU will continue to attract excellent students from around the world, attracted by CEU’s academic offerings, mission, vibrant intellectual community, and career prospects.

Objectives and actions:

- CEU will continue to build an effective recruitment and outreach program to attract excellent applicants from all over the world, while maintaining strong representation from CEU’s traditional region.
- CEU will aim at keeping the current balance between students from the traditional region and other parts of the world with the major instrument of maintaining proportionality done through recruitment and outreach.
- Improve efficiency and effectiveness of services provided to students in order to improve the student life experience at CEU.
IV. 2.3. Faculty

Goal: CEU will improve its institutional policies and mechanisms in order to remain an attractive place for outstanding international faculty who are willing to make a contribution to the mission of the university.

Objectives and actions:
- Developing faculty policies and administrative practices to recruit and retain outstanding faculty members.
- Enhancing the international character of the faculty.
- Creating new institutional structures to support implementation of gender equality measures.
- Providing faculty members with attractive office space in the new campus to encourage more faculty presence on campus.

IV. 2.4. Institutional Resources

Information Technology, Library, Press and Open Society Archives

Goal: Operations of the CEU Library, IT, CEU Press and the Open Society Archives will be strengthened and coordinated.

Objectives and actions:
- Developing a new strategy for CEU Library.
- Improving information technology to support teaching and learning, research and outreach activities, and upgrade the University's overall IT capacities.
- Maintaining the quality of CEU Press while expanding the scope of its operations to reflect the global ambitions of the University.
- Promoting open access to academic output.

Campus and Facilities

Overall goal: To create new cutting-edge campus and facilities that reflect and enhance CEU's diverse identity and core values.

Specific objectives and actions for the next five years include:
• When redeveloping the campus, create an environment that considers the cultural, societal and religious diversity of its student and faculty population.
• Provide space for technology and communication capacity to enhance the work of faculty members and students.
• Ensure that the campus redevelopment project will be carried out with close attention to principles of environmental sustainability.

Financial Model

Goal: The University will diversify its funding basis to secure financial sustainability in the long term while maintaining its fundamental commitment to equal opportunity and access to education.

Objectives and actions:
• Enhancing CEU fundraising capacity.
• Maintaining the University's commitment to scholarship-based financial aid, with a guarantee of significant financial assistance.
• Developing a comprehensive strategy for diversification of funding basis to ensure financial sustainability
• Significantly increasing tuition income, including from third-party sources.
• Introducing elements of need assessment as part of CEU's financial aid policy.

IV. 2.5. Administration and Governance

Goal: CEU acknowledges the crucial role of the administrative staff in the successful operations of the University. As CEU continues to grow, the administrative model will need to be reviewed and improved to make sure it provides the capacity to support the effective operation of the University. CEU will maintain and develop policies and mechanisms aiming at the recruitment of excellent administrative staff and will put in place a staff development policy.

Specific objectives include:
• Reviewing the University's overall administrative capacity and developing measures to increase its efficiency.
• Strengthening the overall internal communications including efficient access to information and databases.
• Providing an attractive working environment for all its employees.
• Keeping the CEU Board of Trustees informed about the life of the University on a more regular basis.

**V. IMPLEMENTATION**

The implementation of the Strategic Plan will proceed under the leadership of the President and Rector and the coordination of the Strategic Development Committee of the University Senate. A detailed Implementation Framework for the Plan has been developed and follows as *Annex 1*. The Framework provides guidance regarding the implementation of broader goals and specific objectives. Each goal is discussed according to the following aspects of implementation: specific actions; responsible administrative units; and envisioned timeline. In addition guidelines regarding assessment of progress and financial implications are also outlined for each goal.

Annual implementation plans as well as assessment mechanisms and procedures will be developed by the Committee to support the implementation process. Additional structures supporting strategic initiatives and implementation of the Plan may be created if such a need arises.

The Strategic Plan and its Implementation Framework have been developed keeping in mind the guidelines and recommendations from the Middle States Commission on Higher Education (MSCHE) and their relevant accreditation standards.