

## **Vision and mission:**

In a dynamic and rapidly changing international environment, the University of Macedonia serves the local, regional and national economy and society by promoting economic, information sciences and the arts in the broadest range possible, and pursuing excellence in an all-inclusive environment.

The University aims to become an internationally recognized Higher Education Institution in the scientific fields it caters for by

- pursuing research and teaching excellence through continuous improvement processes
- following a policy of extroversion through an international network of collaborations with research and educational organizations.

During the period 2022-2026 in order to achieve its long-term vision the University of Macedonia will propose and implement strategic planning processes on an institutional and departmental level aiming to achieve and maintain a dynamic balance between:

- supporting excellence in teaching and ensuring the quality of studies for the entire student population,
- placing emphasis on research excellence and its utility for achieving economic and social results in the context of smart regional specialization within European policy,
- deepening knowledge in existing scientific fields and exploring new research topics by strengthening an interdisciplinary approach,
- continuous personal development of its academic and administrative human resources for the benefit of the institution,
- enrichment of the students' learning experience and their contribution to the social and cultural events of the city of Thessaloniki
- promoting the institution to a regional innovation pole through collaborations with businesses, entities and financial organizations, the wider public sector and civil society, with respect for inclusivity and diversity.

The University of Macedonia, due to its convenient location in the center of Thessaloniki, a timeless trade center and meeting place of people and cultures, is favored to develop synergies and economies of scope with other institutions of the city and the broader division of higher education, with research centers, but also with entrepreneurship entities. i.e. commercial chambers, business associations, transnational business entities, etc. in order to contribute to the design and development of study programs at the undergraduate, postgraduate and doctoral levels. Furthermore, the University can produce and disseminate knowledge, specialization potential, and innovation in horizontal actions that are part of the regional development planning, such as combined transport, communication networks, cross-border development networks, tourism and agri-food projects, etc.

Its pivotal location within the Balkan and Southeastern Europe region in general, enables the development of educational and research networks with HEIs of neighboring countries, and in general its emergence as the center of a cluster of Universities implementing strategic actions that will contribute in the cross-border cooperation and development.

In order to be effective, the aforementioned strategic planning processes need to take into account that universities are characterized by the functional autonomy factor that University

Faculties and Departments hold. Thus, the authority given both by the Rector and the Senate must encourage the development of an extrovert, strategically oriented culture within its Departments. The method that best serves this approach is that of "strategic initiatives". The strategic initiatives for the period 2022-2026 as submitted by the Rector to the Senate's Council having taken into account the proposals of the Quality Assurance Unit are included in the following 2022-2026 Strategic Action Plan.

The strategic initiatives, which will be carried out over a period of three years, aim, on the one hand, to activate all the human resources of the university for the definition and achievement of its strategic goals, and on the other hand, to strengthen the culture of highest quality in education. Progress towards the achievement of strategic goals is measured on an annual basis with corresponding indicators. Any necessary corrective actions are decided by the Rector, who can also recommend to the Senate the addition of new strategic initiatives or the withdrawal of existing ones.

### **Institutional (level) strategy**

For the period 2022-2026 and taking into account all of the above, the University of Macedonia has set five strategic goals at the institutional level, which are supported by strategic initiatives that contribute directly and in a measurable way to achieving these goals. The strategic objectives have been categorized based on the external and internal objectives of the Institution, so as to contribute both on the level of success of the university with regard to its external environment, and to the promotion of all necessary internal improvement.

Regarding the external focus, the corresponding strategic objectives are:

1. International collaborations with HEIs and research organizations to achieve research excellence.
2. Development of foreign language study programs that will be a pole of attraction for students from abroad for undergraduate and postgraduate studies.
3. Cooperation with entities and organizations of the regional economy and society for the promotion of the university as a pole of innovation.

With this ambitious combination, the University of Macedonia seeks to set its strategic mark both on a regional and international level. The strategic initiatives on an institutional level that support the above three goals are:

1. Creation of an effective mechanism for the development/implementation of an action plan to establish/foster external partnerships. The indicators with which the initiative will be monitored by the Quality Assurance Unit (QAU) are: (a) Number of new collaborations with HEIs and research organizations, (b) annual number of reports by representatives of the University to advisory structures of the Region, the Municipality, sectoral bodies, etc.
2. Establishment of a Strategic Planning Unit with the task of drawing up the strategic plan of the HEI and drawing up drafts of program planning agreements.
3. Establishment of a Committee for the application/implementation of the European University Initiative. The immediate goal of the initiative is to make the University of Macedonia an Associate Member in a network within the scheduled period.

4. Creation of an electronic Institutional Repository (EIR) within the framework of an open-access policy regarding the publications of the members of the university community (affiliation University of Macedonia). The indicators with which the QAU will monitor the initiative are:

- (a) annual number of registered publications,
- (b) percentage (%) of open access publications (OA) on the repository,
- (c) percentage of publications of the University of Macedonia that are included in Scopus and at the same time have been deposited in EIR out of the total publications of the University of Macedonia that are included in Scopus,
- (d) percentage of publications of the University of Macedonia that are included in Scopus and at the same time have been deposited in the EIR with CA over all publications of the University of Macedonia that are included in Scopus:

5. The increase of foreign language Postgraduate Programs (PGP), in accordance with the provisions of article 82 of Law 4692/2020. This initiative will be monitored by QAU based on the following indicator:

The current situation corresponds to the operation of five (5) PGPs in a total of thirty-three (33) Master's Degree Programs of the institution, which correspond to a percentage of 15.00%. The target interval set by the institution is (10%, 40%).

6. The establishment of foreign language PGPs in accordance with the provisions of articles 101 and 111 of Law 4957/2022.

The Institution's target range regarding the establishment of foreign language PGPs is (10%, 30%).

In order to achieve the establishment and operation of foreign language PGPs and Postmaster Degrees, the implementation of the following actions will be initiated by the institution:

- (a) The fund absorption through the NSRF program.
- (b) The establishment and operation of a Foreign Student Support Unit.
- (c) The accreditation of the foreign language programs of the 1st and 2nd cycle of study by HAHE
- (d) The utilization of the mobility options for students of the 1st and 2nd cycle of studies within the framework of the Erasmus+ program.

Strengthening internationalization – increasing student mobility. In addition to the continuous encouragement of students and teaching staff of the institution to participate in mobility programs, such as Erasmus+, this goal is also served by an additional initiative, the increase of invitations to distinguished visiting professors from abroad to hold lectures and seminars.