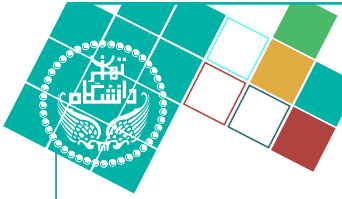


The Third Strategic Plan of the University of Tehran (UT)

2017 - 2021



UT Chancellor: Enhance your knowledge and follow God, may He lead your soul.

As the heir to Dar ul-Funun, the University of Tehran has been in charge of training notable scientists, researchers, and entrepreneurs since 1934, striving to promote knowledge, arts, culture, wisdom, and learning. Based on the ancient Iranian civilization and rich Islamic heritage, UT has aimed to lay the groundwork for the growth and exchange of different ideas and create a mutual connection and constructive interaction with international scholars. Since its establishment, UT and its graduates and researchers have played a determining role in the scientific, technological, cultural, social, and political development of Iran. As a result of these achievements, UT has continually promoted its scientific status, standing at the top of the list of universities in Iran and the Muslim world. The valuable scientific capabilities and background of UT and its special status in the domain of education necessitate its active role in science and practice. Therefore, one of the major plans and duties of this university is to educate and train expert, knowledgeable, responsible, and capable graduates who are committed to Iran, help the society grow by creating and promoting knowledge, actively participate in solving social problems, adhere to professional ethics, and are aware of their social responsibilities.

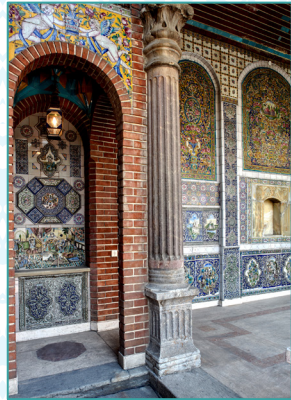


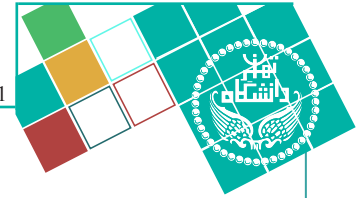
To the esteemed colleagues and experts:

Below, the Third Strategic Plan of the University of Tehran is presented. This plan was developed by experienced experts based on the noted points and important and high-level policies, and edited and finalized by the opinions of other faculty members. This plan expresses the priorities and potential strategies, developed with the aim of gradual progressions towards a multi-year perspective. The major goals of this plan are: Enhancing constructive interaction with world universities, turning UT into an entrepreneurial university and, above all, promoting ethics and social responsibility in UT.

With the endeavor, cooperation, and assistance of all esteemed colleagues, we hope to implement the Third Strategic Plan in a lively, supportive environment, thereby improving the regional and worldwide status of UT and help shape a creative, dynamic, and elevated society. God willing, the goals of the present document can be achieved with the effective cooperation of all esteemed academicians, including the learned professors, hard-working personnel, and observant students.
Mahmoud Nili Ahmadabadi

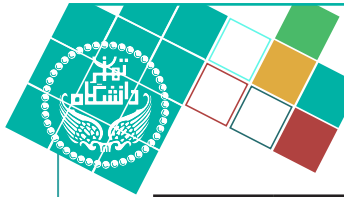




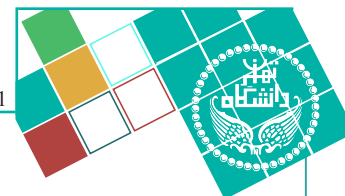


Introduction

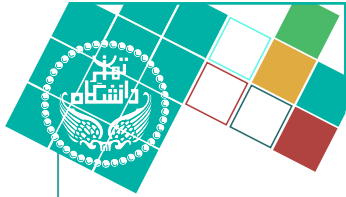
As the symbol of higher education in Iran, UT is the top producer of science in Iran and the Muslim world at the end of its Second Strategic Plan. This success is attributed to the past achievements and the presence of distinguished professors and elite students in education, research, and planning to achieve this superior status. To keep this distinguished status and elevate it, the Third Strategic Plan (2017-2021) focusing on sustainable development was composed based on high-level documents, including the Perspective Document of the Islamic Republic of Iran and the University of Tehran 2021 Horizon, with the cooperation of all University units and comparative studies on world universities. In doing so, special attention was paid to make UT international, move towards entrepreneurship, and promote ethics and responsibility. The advantages of this plan include the cooperation of all University members in writing the plan and analyzing its strong- and weak-points and opportunities and threats. It is noteworthy that, in the process of composing the present document, the general policy on resistance economy was communicated, affecting the content of the Third Strategic Plan. Thus, attempt was made to design the goals of this document based on the noted policies, as explained in Table 1.



Principle	General policies on resistance economy	Content of the Third Strategic Plan of UT
1	Entrepreneurship development	Second goal, Strategies 13- 1. Directing University research towards idea-development and commercialization 2. Training an idea-developing and entrepreneur human capital 3. Promoting the infrastructure needed for the formation of the idea-to-product chain
2	Highlighting knowledge economy	Second goal, Strategy 1, Actions 1 and 2 1. Qualitative promotion of mission-centered fundamental research to promote idea-development and innovation 2. Networking and adapting the research capacity of the University with the industrial, agricultural, and service needs of the society
3	Enhancing productivity by strengthening and the work force	Second goal, Strategy 2, Action 4 4. Quantitative and qualitative development of internships
5	Increasing the quota of human capital in the production-consumption chain by promoting education, skills, creativity, entrepreneurship, and experience	Second goal, Strategy 2, Actions 1.-3 1. Qualitative improvement of education, focusing on creativity, critical thinking, and practical and professional skills 2. Development of trainings related to entrepreneurship in various majors 3. Development of majors with two sub-disciplines (specialized and entrepreneurship)

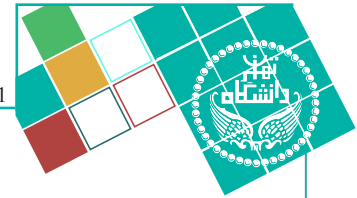


Principle	General policies on resistance economy	Content of the Third Strategic Plan of UT
9	Reforming and strengthening the financial system	Second goal, Strategy 4, Action 2 2. Upgrading the financial system, diversifying income sources, and stabilizing them
12	Developing strategic connections, expanding cooperations with other countries, and using international and regional capacities	First goal, Strategies 1-3 1. Expanding international educational cooperations 2. Strengthening international research and technological activities 3. Optimizing the infrastructure and processes of international cooperation
16	Reducing general costs by reforming the structure and process	Second goal, Strategy 4, Actions 1 and 2 1. Reforming and renovating organizational structure and processes 2. Upgrading the financial system, diversifying income sources, and stabilizing them
19	Clarifying and improving the economy and preventing actions, activities, and contexts leading to corruption	Second goal, Strategy 4, Action 3 3. Operational budgeting and virtualizing the budget administrative system
20	Enhancing the jahadi culture in entrepreneurship and appreciating notable figures in this domain	Second goal, Strategy 2, Action 5 5. Prevision of business development consultation services in the Growth Center of University Science and Technology Park



The development of this plan passed various stages: Comparative study of strategic plans in over 30 selected world universities; examining high-level documents, e.g. the Perspective Document of the Islamic Republic of Iran and the University of Tehran 2021 Horizon; reviewing the general policies on resistance economy; evaluating the success of the Second Strategic Plan of the University; holding 15 meetings with the five consultative committees (line and staff); holding 10 meetings with the University Planning Council; holding various sessions with experts; sending the program draft to campuses and faculties to receive the opinions of colleagues; applying these opinions; and the final approval of the plan. In the present document, attempt was made to guarantee a better future for UT and the whole country by delineating priorities and presenting the required strategies and activities. The active cooperation of all learned academicians as an integrated whole can realize these goals in the determined time horizon. We hope to witness a dynamic and elevated university with ever-increasing endeavor to implement the Third Strategic Plan.



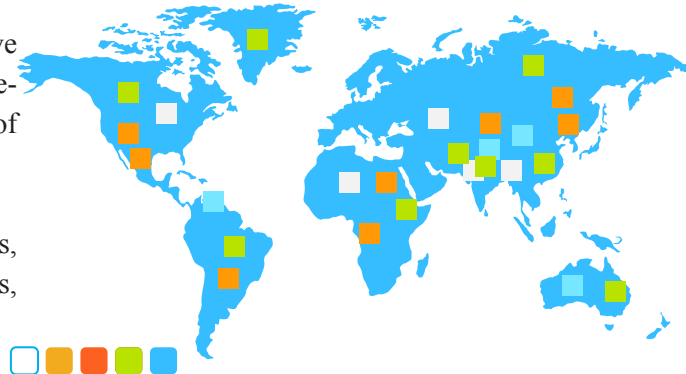


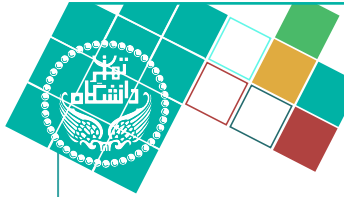
A review of the 2021 Perspective Document of the University of Tehran

By 2021, UT will be a comprehensive and distinguished university in science and technology development and a frontier in the education of devout, learned, free-thinking, and entrepreneurial individuals in the national and regional level. With a rich history, UT has always inspired scientific development and fundamental research, and will continue to a forerunner in practical research in science and technology. In doing so, UT enjoys capable graduates and research centers to form a knowledge pattern of national development based on Islam.

Based on the University Perspective Document and the general policies on resistance economy, the major missions of UT are as follows:

- Expanding the domain of all sciences, including humanities, social sciences,



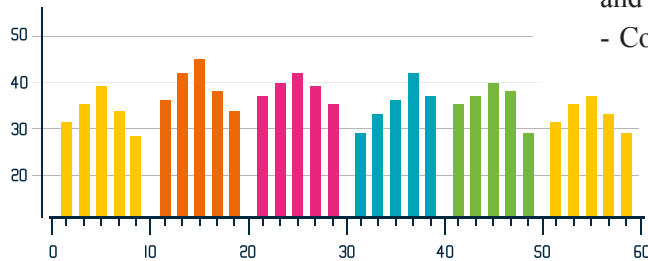


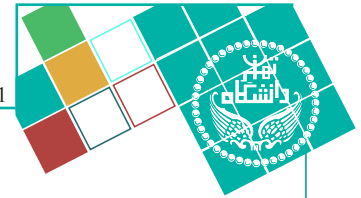
technology, engineering, agriculture, and arts

- Developing scientific theories and meeting the intellectual and scientific demands of the Islamic society
- Providing equal opportunities of growth for Iranian scientific and technical talents
- Cooperating with notable national and international universities
- Educating scholars, researchers, and experts in scientific, technical, economic, and social do-

mains

- Providing a space for scientific free-thinking and criticism based on the foundations of Islam
- Conducting fundamental studies and meeting the scientific and practical needs of the society
- Maintaining the tangible and intangible cultural heritage

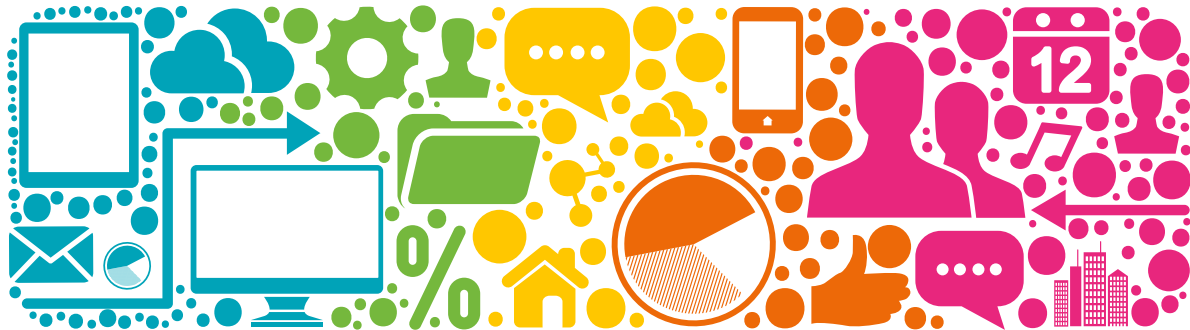


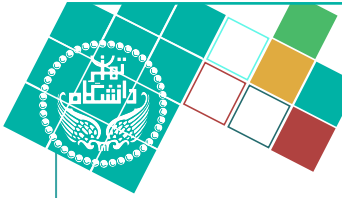


Major goals:

1. Promoting the international status of the University and actively participating in the international cycle of science and technology production

In recent decades, internationalization has become a priority for almost all credible universities in the world. The international rank of a university can be a useful tool for evaluating the quality of educational and research services and entrepreneurial activities. Therefore, performing international educational and research activities, strengthening the multi-cultural environment, and facili-





tating internationalization processes are among the priorities of UT.

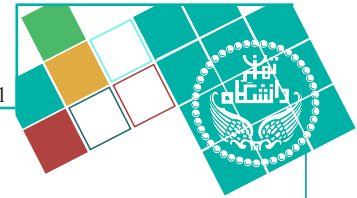
2. Innovation and moving towards idea-development and entrepreneurship

UT aims to identify and incorporate effective factors in the evolution of the University to an entrepreneurial one, thereby educating graduates who can develop technology and produce value and wealth as an economical force.

3. Enhancing ethics and social responsibilities

The third goal of this document is enhancing a cultural environment based on ethics, respect, and tolerance in all educational and research activities, together with the promotion of responsible and effective actions towards the society and environment. In what follows, each goal is explained and relevant strategies and actions are discussed. The key performance criteria for each goal are reported in appendices



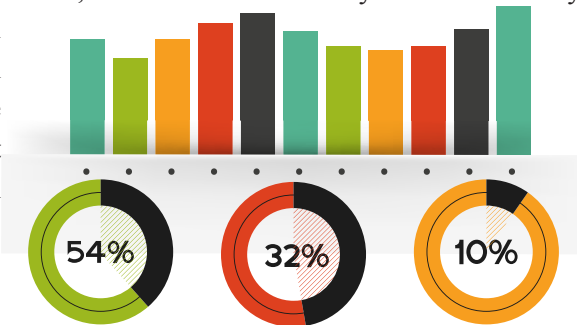


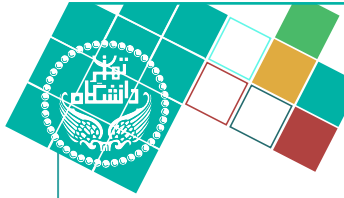
1. Promoting the international status of the University and actively participating in the international cycle of science and technology production

1. Expanding international educational cooperations
2. Strengthening international research and technological activities
3. Optimizing the infrastructure and processes of international cooperation

Goal 1. Promoting the international status of the University and actively participating in the international cycle of science and technology production

University internationalization adds to income sources, increases the credibility of the University in international rankings, and acts as a powerful tool for congregating different individuals with various backgrounds and cultures to produce knowledge. With the plans made, we hope that UT would be among the top 200 universities in the world in the 2021 Shanghai Ranking.

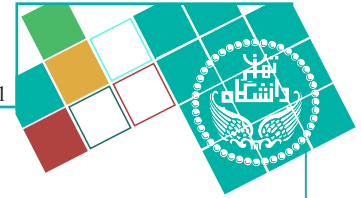




Strategies

1. Expanding international educational cooperations
2. Strengthening international research and technological activities
3. Optimizing the infrastructure and processes of international cooperation



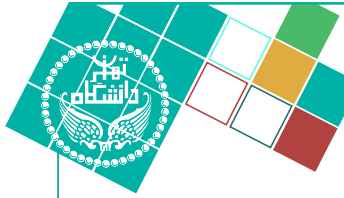


Strategy 1.1. Expanding international educational cooperations

The expansion of international education cooperations provides a valuable opportunity for enhancing scientific quality and educational output. UT aims to familiarize itself with the ideas, culture, knowledge, and experiences of other universities and analyze its own ideas and achievements in various scientific and research topics by strengthening international interactions. This strategy will be realized using the following actions:

- 1.1.1. Expanding educational cooperations and holding international meetings
- 1.1.2. Strengthening University international campuses
- 1.1.3. Providing the opportunity of studying in UT for top students from other countries
- 1.1.4. Providing international opportunities for the Iranian students of UT
- 1.1.5. Extending the sabbatical period for professors
- 1.1.6. Increasing the number of professors affiliated with UT



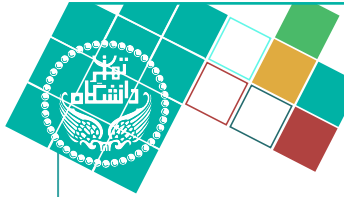


Key performance criteria about the expansion of international educational cooperations are presented in Table 2 (Appendix A).

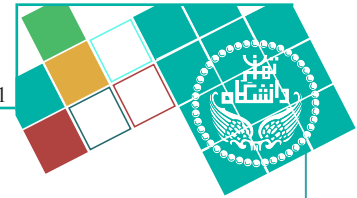
Strategy 1.2. Strengthening international research and technological activities

An important goal of UT is to provide favorable conditions for performing high-quality research and cooperation in international studies, growing international investment in scientific products, and promoting the research status of the University among high-ranking Asian and world universities. These goals can be achieved via the following actions:

- 1.2.1. Supporting international research activities
- 1.2.2. Supporting the joint composition of articles with high citations with international professors
- 1.2.3. Expanding and strengthening research centers cooperating with foreign research centers
- 1.2.4. Expanding joint research with the professors in international scientific institutions
- 1.2.5. Defining and activating international prizes for researchers in the domain of humanities in international levels
- 1.2.6. Identifying international comparative and competitive advantages



- 1.3.1. Implementing the mechanisms required for monitoring and promoting the UT's rank in credible ranking and accreditation systems
- 1.3.2. Observing, updating, and notifying about the status of evaluation indicators
- 1.3.3. Joining international accreditation systems
- 1.3.4. Increasing the number of international agreements and contracts
- 1.3.5. Clarifying the regulations of accepting foreign students
- 1.3.6. Increasing the ratio of classes which implement blended learning
- 1.3.7. Reinforcing the e-space of the University and offering maximum virtual services
- 1.3.8. Developing administrative, student, and cultural infrastructure and systems based on international criteria
- 1.3.9. Actively participating in international scientific networks
- 1.3.10. Increasing the bandwidth, enhancing the website, and composing University documents in two or more languages
- 1.3.11. Increasing the number of dormitories with international standards for foreign professors and students
- 1.3.12. Hosting notable international scientific figures
- 1.3.13. Holding international sports and art competitions



Key performance criteria about the optimization of international cooperation infrastructure and processes are presented in Table 4 (Appendix C).

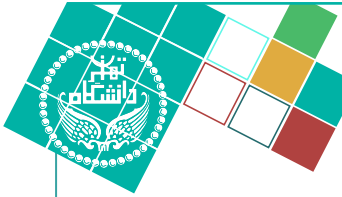
Innovation and moving towards idea-development and entrepreneurship

1. Directing University projects in line with idea-development and commercialization
2. Training an idea-developing and entrepreneur human capital
3. Promoting the infrastructure needed for the formation of the idea-to-product chain
4. Reforming the managerial system and diversifying the income sources of the University



Goal 2. Innovation and moving towards idea-development and entrepreneurship

To maintain its superior status, UT aims to train future entrepreneurs and meet the demands of the society. By effectively supporting innovation and entre-

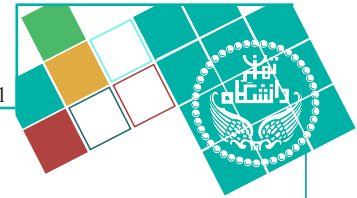


preneurship, it has paved the way for knowledge commercialization, thereby adding to the competitive ability of the national economy.

Strategies

1. Directing University research towards idea-development and commercialization
2. Training an idea-developing and entrepreneur human capital
3. Strengthening the infrastructure needed for the formation of the idea-to-product chain
4. Reforming the managerial system and diversifying the income sources of the University





Strategy 2.1. Directing University projects in line with idea-development and commercialization

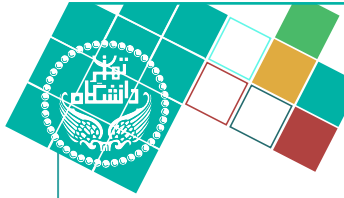
Knowledge and technology are the important pillars of national wealth, authority, and development. Thus, in order to commercialize knowledge, UT highlights the link between knowledge and research on the one hand, and the requirements of business on the other.

The successful transfer of research to the market will be realized with the following actions:

2.1.1. Qualitative expansion of mission-centered fundamental research to promote idea-development and innovation

2.1.2. Networking and adapting the research capacity of the University with the industrial, agricultural, and service needs of the society

Key performance criteria about the direction of University projects towards idea-development and commercialization are presented in Table 5 (Appendix D).



Strategy 2.2. Training an idea-developing and entrepreneur human capital

One of the major duties of UT is training capable scholars and entrepreneurs. By promoting and encouraging innovation, teaching entrepreneurial skills, and targeting student activities, UT aims to enhance the capabilities of students. This is realized through the following actions:

- 2.2.1. Qualitative improvement of education, focusing on creativity, critical thinking, and practical and professional skills
- 2.2.2. Development of trainings related to entrepreneurship in various majors
- 2.2.3. Development of majors with two sub-disciplines (specialized and entrepreneurship)
- 2.2.4. Quantitative and qualitative development of internships
- 2.2.5. Prevision of business development consultation services in the Growth Center of University Science and Technology Park

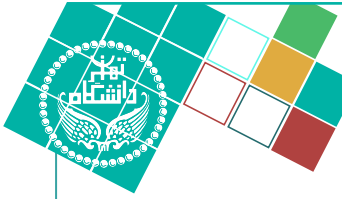


Key performance criteria about the training of an idea-developer and entrepreneurial human capital are presented in Table 6 (Appendix E).

Strategy 2.3. Promoting the infrastructure needed for the formation of the idea-to-product chain

Supporting entrepreneurial activities, paving the way for the growth of knowledge companies in the University, and investing and interacting with industry can facilitate the formation of the idea-to-product chain. This strategy can be realized via the following activities:

- 2.3.1. Developing and enhancing the Innovation Center of UT Science and Technology Park
- 2.3.2. Strengthening the Growth Centers of UT Science and Technology Park
- 2.3.3. Expanding anchor companies in UT Science and Technology Park



Key performance criteria about strengthening the infrastructure required for the formation of the idea-to-product chain are presented in Table 7 (Appendix F).

Strategy 2.4. Reforming the managerial system and diversifying the income sources of the University

Effective cost management, financial-managerial performance evaluation, and diversification of income results in the enhanced financial independence of the University, leading to further freedom in expending resources for scientific, research, and cultural purposes. The basic goal of reforming the managerial system is increasing the efficiency of services in UT. This strategy can be realized through the following activities:

- 2.3.1. Reforming and renovating organizational structure and processes
- 2.3.2. Upgrading the financial system, diversifying income sources, and stabilizing them
- 2.3.3. Operational budgeting and system sourcing of the budget administrative system



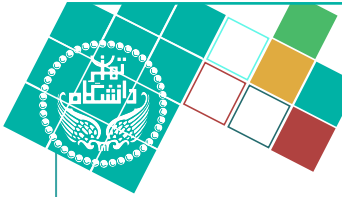
Key performance criteria about the reformation of the managerial system and diversification of income sources are presented in Table 8 (Appendix G).

3. Enhancing ethics and social responsibilities

1. Enhancing professional ethics and responsibility
2. Maintaining the environment and moving towards a green university
3. Expanding the support environment and promoting the health of academicians

Goal 3. Enhancing ethics and social responsibilities

The internalization of ethics and focusing on social responsibility are essential in the academy. Expanding ethical attitudes and behaviors among students, adhering to legal and social regulations, and highlighting ethics decision-making and practice in the face of conflict of interest are priorities for UT. In addition to ethics which is defined in relation with the society, social responsibility is an ethical action in interactions with society members and issues. The goal of social responsibility is

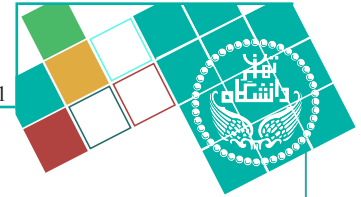


attempting to promote the society along with economic development, and to help social integrity, altruism, volunteer participation in social activities, and awareness-raising about environmental concerns.

Strategies

1. Enhancing professional ethics and responsibility
2. Maintaining the environment and moving towards a green university
3. Expanding the support environment and promoting the health of academicians





Strategy 3.1. Enhancing professional ethics and responsibility

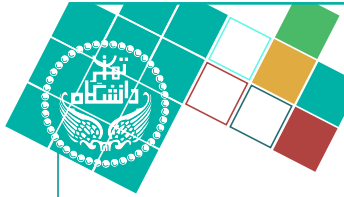
UT has always paved the way for ethical elevation and trained ethical and responsible individuals. By promoting learning opportunities, critical thinking, inquiry, and informed decision-making, UT must assist academicians in playing their role as ethical and socially responsible citizens.

The internalization of values such as altruism; commitment to human equality, respect, and dignity; and acting based on religious teachings and moral principles are among the major priorities of UT.

This strategy is realized through the following actions:

Strategy

- Implementing the professional ethics system in the University
- Supporting teaching activities to promote professional ethics in the University
- Creating a mechanism for promoting responsibility among academicians (e.g. ensuring the originality of works and respecting intellectual properties)
- Encouraging volunteer activities among academicians and student institutions

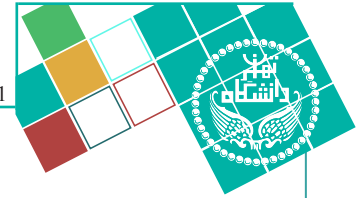


Key performance criteria about the promotion of professional ethics and responsibility are presented in Table 9 (Appendix H).

Strategy 3.2. Maintaining the environment and moving towards a green university

As a social forerunner, UT plays its social role by maintaining the environment and strengthening the infrastructure needed for a green university. This strategy will be implemented using the following actions:

- 3.2.1. Promoting research on green, environmentally friendly products
- 3.2.2. Supporting the expansion of environment-related technologies and businesses
- 3.2.3. Preparing the document of environmental standards and implementing it in University buildings and constructions
- 3.2.4. Increasing the number of green buildings
- 3.2.5. Increasing per capita green space
- 3.2.6. Supporting student organizations active in environmental issues
- 3.2.7. Including environmental issues in websites and journals
- 3.2.8. Reducing the use of paper and plastics
- 3.2.9. Highlighting recycling and waste management

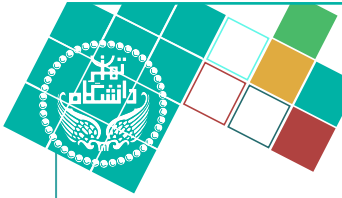


Key performance criteria about the maintenance of the environment and moving towards a green university are presented in Table 10 (Appendix I).

Strategy 3.3. Expanding the support environment and promoting the health of academicians

UT strives to prevent psychological and social harms by promoting a culture of health and behavior and lifestyle modification. This strategy will be implemented using the following actions:

- 3.3.1. Promoting the health and quality of life of academicians
- 3.3.2. Expanding sports for all
- 3.3.3. Implementing an environment, health, and safety (EHS) system in the University
- 3.3.4. Promoting the educational and supportive role of faculty members and personnel to create a supportive and responsible atmosphere
- 3.3.5. Facilitating the effective participation of graduates in University activities



Key performance criteria about the expansion of a support environment and promoting the health of academicians are presented in Table 11 (Appendix J).

Executive Action

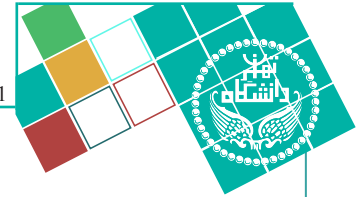
Executive orders for facilitating the administration and enhancing the success of the Third Strategic Plan are as follows:

A. Cooperation of all University units in the preparation of operational plans and implementation of the Third Strategic Plan

In two months following the communication of the Plan, All University units must prepare their operational plans for achieving the goals of the Third Strategic Plan and send them to the General Directorate for Plan, Budget, and Organizational Evolution for examination.

B. Supervising the process of plan implementation and progress

By the end of the year, all units must send yearly performance reports on the process of plan implementation and progress to the Department of Plan, Budget, and Organizational Evo-



lution. The plans will be aggregated by the Plan Implementation Supervision Committee and sent to the Planning Council.

The Information Technology and Virtual Space Center must provide the online monitoring of Third Strategic Plan indicators based on organizational data.

The Vice-Presidency of Planning and Information Technology must examine all the regulations approved by University Councils based on the Third Strategic Plan and report discrepancies to related vice-presidencies and the University Chancellor.

C.

Concord between planning and budgets and allotment of funds to Plan implementation

The Vice-Presidency of Planning and Information Technology must estimate the budget required for implementing the Plan, communicate it to the Board of Governors, and allot funds based on the approved plans and progress report of the Third Strategic Plan indicators.

