



MONTANUNIVERSITÄT
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STRATEGY

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INITIAL POSITION

The UNIVERSITY OF LEOBEN has started a strategy project for the determination of strategic targets and measurements for the next five years. With the beginning of 2000 strategic teams in the core areas

- Raw materials and geotechnical engineering
- Elemental substances and materials
- Process, production and environmental engineering
- Natural, engineering and economic sciences

were established.

The participants of the strategic teams and of the strategic guidance team are the chairman of the university collegium, the rector, professors as well as representatives of junior faculty, students and other employees. From June till September the teams have worked out the basic strategic aims, measurements and associated conditions.

INITIAL POSITION

From September 18 to September 22 a strategy conference took place under the guidance of Ramsauer & Stürmer, Management Consulting. Within the framework of this conference proposals for the core area strategies as well as the positioning and the strategic principles for the whole university were worked out. The following document is a summary of these conclusions.

On October, 2 another strategy conference took place, where the intended strategy concept was revised for the voting on November, 22.

On November, 2 and 3 the strategic guidance team decided on the final draft of the strategy concept.

On November, 22 2000 the University Collegium unanimously accepted the submitted document.

THE REASONS FOR A STRATEGY PLAN AT A UNIVERSITY?

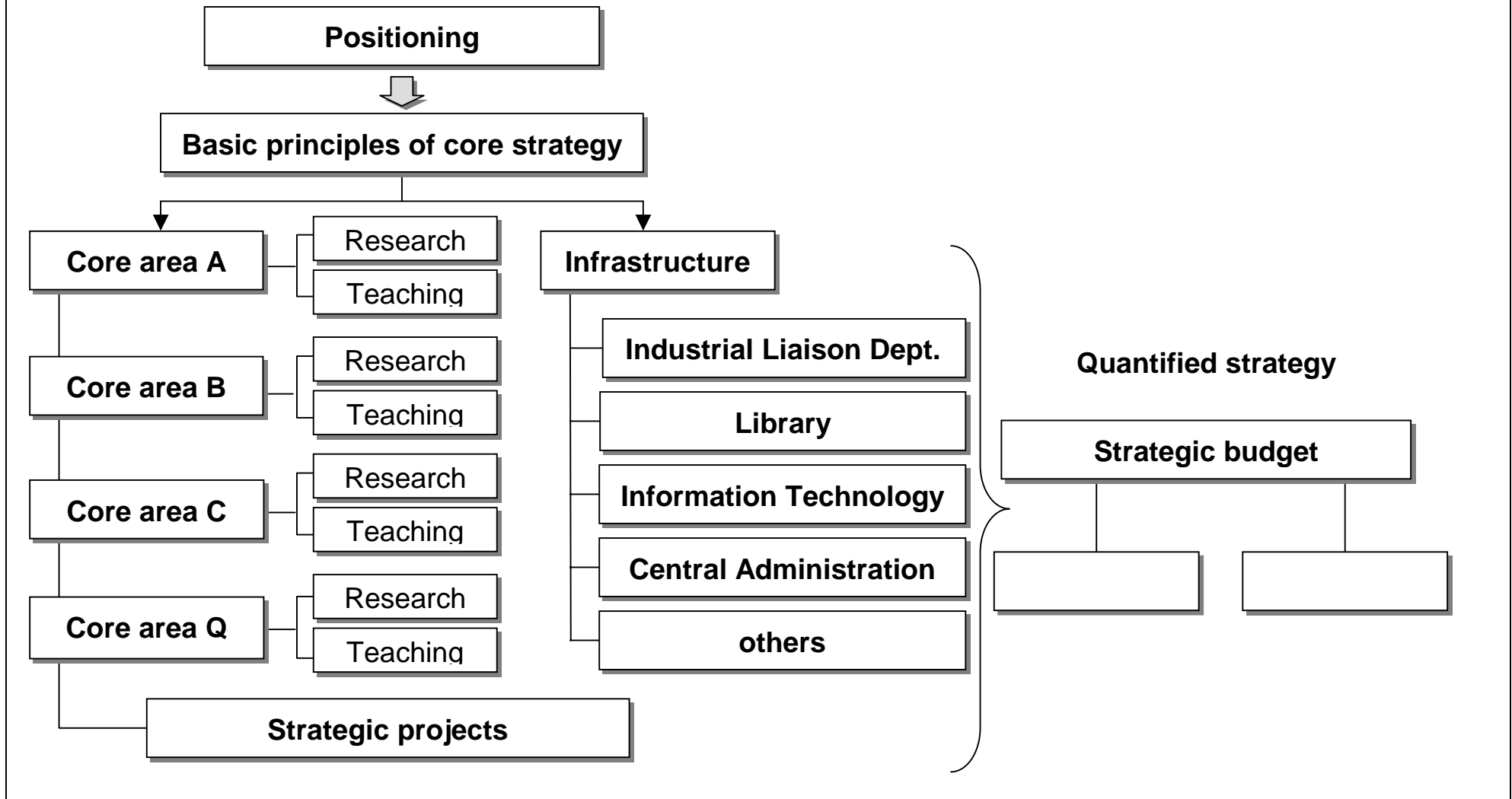
Globalization, new so-called „modern“ fields of study, academic changes during education but also in research have had a deeper effect on universities, especially on relatively small and specialized universities.

If the UNIVERSITY OF LEOBEN also wants to

- do excellent research
- come up with excellent graduates
- offer attractive conditions for students
- be a recognized partner of industry

in the future, then this affords a concentration of all available abilities. The submitted strategy of the UNIVERSITY OF LEOBEN describes the qualitative and quantitative aims with the realization of which she will be able to meet the above mentioned demands as well as a qualitative growth under consideration of critical dimensions even over a longer period of time.

STRATEGIC POSTITIONING PROCESS



	POSITIONING	
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We are a technical university with special orientation		
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Montanuniversität Leoben

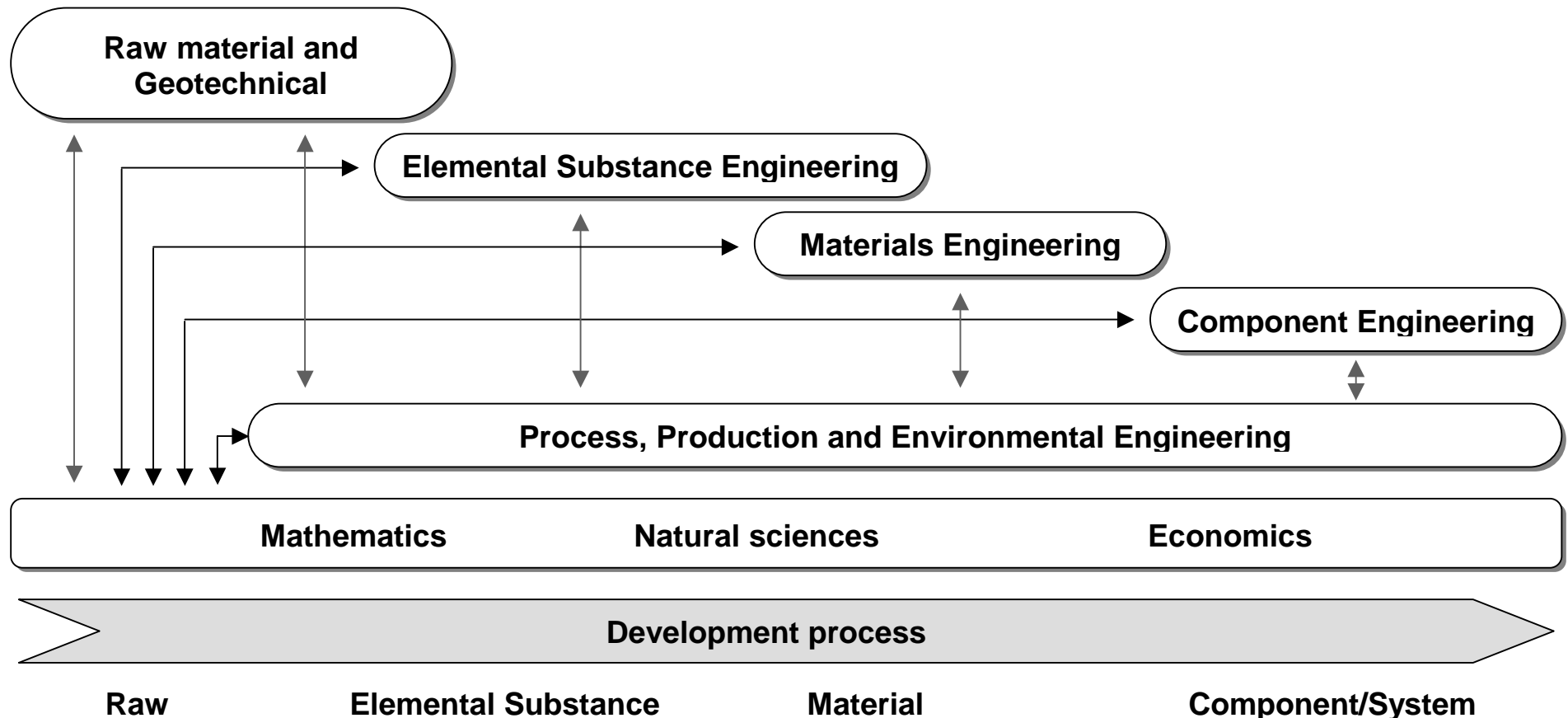
University of Leoben

Mining – Metallurgy – Materials

Triple M

POSITIONING

Our core competences can be found in the area of the development process from raw material to component/system



	THE 10 STRATEGIC PRINCIPLES	
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1. We are a "Center of Excellence"		
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We are an internationally renowned „**Center of Excellence**“ in the areas
„**Mining, Metallurgy, Materials**“

and have got

- excellent teachers
- excellent researchers
- excellent graduates
- excellent equipment.

The focus of our work is in.

	The 10 STRATEGIC PRINCIPLES	
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2. Research and Teaching Form a Unity		
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In the sence of **unity of research and teaching** both areas have to be equally enhanced in the academic fields represented at thte UNIVERSITY OF LEOBEN.

	THE 10 STRATEGIC PRINCIPLES	
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3. We view teaching in its entirety		
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In the field of teaching the UNIVERSITY OF LEOBEN declares her support for

- the development of technical and management qualities
 - analytically structured thinking
 - problem solving competence for complex problems
 - technical and scientific basic competence
 - specialized subject knowledge in the core competences
 - leadership and social competence
 - project management competence
 - know-how in terms of business management
- a bilingual study after the second stage of studies
- the possibility of introduction of new short studies
- the principle of life-long learning (postgraduate studies, summer schools and so on) as an institutionalized offer to graduates and interested target groups and the use of didactic possibilities of new media (internet, intranet, telecommunication and others).

	THE 10 STRATEGIC PRINCIPLES	
4. „Global Excellence“ in research is a corner stone of the University of Leoben		
<p>The UNIVERSITY OF LEOBEN declares her support for pure research and for implementation-oriented research on the highest international level.</p> <ul style="list-style-type: none">• In the fields of research a leading position in the specific scientific community has to be achieved.• A qualitatively high level of research is the basis of qualified teaching.• Contractual research has to be evaluated mainly under the aspect of strengthening research and teaching at the University of Leoben.		

	THE 10 STRATEGIC PRINCIPLES	
5. Responsibility in research and teaching is an obligation		
<p>We acknowledge our responsibility as regards society, economy and environment. The UNIVERSITY of LEOBEN subjects her total activity especially to the principle of „sustainable development“.</p>		

	THE 10 STRATEGIC PRINCIPLES	
6. Alliances in research and teaching secure our success		
<p>The UNIVERSITY of LEOBEN supports and promotes partnerships, cooperations and networking on intra-university, national and international level. These strategic alliances with universities, economy and extra-university research institutions facilitate synergies for the optimization of financial resources and the expansion of the university's area of influence.</p>		

	THE 10 STRATEGIC PRINCIPLES	
7. International standards guarantee top quality		
<p>The UNIVERSITY OF LEOBEN declares her support for international standards in research and teaching and secures these by continuous evaluation.</p> <p>Furthermore she declares her support for a steady increase of administrative efficiency.</p> <p>Life-long learning is a requirement for all members of the university to safeguard this quality.</p>		

	THE 10 STRATEGIC PRINCIPLES	
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8. Our university is partner oriented		
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The UNIVERSITY OF LEOBEN declares her support for a university culture which is marked by the contact with university and extra-university groupings by:

- Partner orientation
- Efficiency orientation
- Team orientation
- Technology transfer

	THE 10 STRATEGIC PRINCIPLES	
9. Management and marketing principles sustainably strengthen MUL		
<ul style="list-style-type: none">• Essential management principles at the UNIVERSITY OF LEOBEN are:<ul style="list-style-type: none">- Setting priorities- Utilization of synergies- Elimination of redundancies- Optimization of the use of resources in all areas of the university placing overall benefit before individual benefit.• The measurements of marketing and public relations work have to be applied professionally. Core aims of the university marketing are the embedding of the image of the university and safeguarding the attractiveness in all social groups, especially aimed at are:<ul style="list-style-type: none">- teachers, high school graduates, students- staff members- economy- authorities (EU, federal government and provinces, municipality)- scientific community		

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	THE 10 STRATEGIC PRINCIPLES	
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10. Attractive infrastructure is a requirement

The strategic aims of the UNIVERSITY OF LEOBEN in research and teaching require an adequate infrastructure concerning personel and equipment. An appropriate standard has to be provided.

Ways of obtaining financial resources are:

- Public funds
- Restructuring or focussing of existing resources
- External financial support (means from contractual work, CD-Laboratories, donations, contributions to the budget by economy, et cetera)

It is an additional matter of concern to improve the attractiveness of Leoben as home of the university.

	UNIVERSITY OF LEOBEN	
SUPERORDINATE STRATEGIES		
General		
<ul style="list-style-type: none"> • Clear positioning among other universities • Continuous adaptation of the university structure to changing conditions • Fruitful cooperation with „Fachhochschulen“¹⁾ • Development of sound structures • Promotion of the cooperation of university departments • Initiation of challenging systems for intra-university cooperation • Increase in efficiency and effectiveness of university facilities • Performance-related allocation of financial resources • Continuous education for all university members <p>Intensified public relations work, based on the marketing concept</p>		
<p>¹⁾ Fachhochschulen: status granted to institutions that offer at least two Fachhochschul programs that meet legally prescribed organizational requirements, vocational-technical orientation.</p>		

	UNIVERSITY OF LEOBEN	
SUPERORDINATE STRATEGIES		
Research		Teaching
<ul style="list-style-type: none"> • Promotion of research cooperation of university departments • Joint use of existing research infrastructure: <ul style="list-style-type: none"> • Laboratories • Workshops • Large pieces of equipment • Libraries • Setting emphasis on inter-disciplinary research • Promotion of cooperation with research centers at domestic and foreign universities • Intensification of cooperation with industry in the areas of research and development • Organization of national and international conferences 		<ul style="list-style-type: none"> • At least 200 freshman a year • Increased internationalization of studies <ul style="list-style-type: none"> • Bilingualism after the 2nd stage of study • Labour-market-oriented offer of short studies • Accreditation of studies • Promotion of international student exchange • Larger number of qualified foreign students in higher stages of studies • Abbreviation of the most frequent duration of studies to the prescribed duration of studies plus 2 semesters • Adaptation of teaching to the continuously changing demands • Life-long learning <ul style="list-style-type: none"> • University courses • Continuing education courses • Postgraduate studies • Seminars <p>Increased use of new media in teaching (e-learning)</p>

	STRATEGIC PROJECTS	
<ol style="list-style-type: none">1. Implementation of metallurgy concept2. Implementation of material science concept3. Concept of redesigning Mechanical Engineering to a material oriented field of study "Production Technology and Component Design"4. Concept mineral raw materials and geotechnology5. Concept of enforcing the managerial education in the 2nd and/or 3rd stage of studies6. Concept information technology (IT)7. Concept doctoral program, postgraduate study program8. Consideration of a B.Sc. study program9. Consideration of the introduction of an environmental technology competence network		