

Strategic Development Goals of TU Ilmenau

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1 Preamble

TU Ilmenau considers itself a research-oriented university that is committed to basic and applied research in proven fields. Through scientific excellence, interdisciplinarity and interdepartmental cooperation in research and teaching, it significantly promotes the national and international visibility of Thuringia as a science and technology hub. With its research and the development of advanced technologies, the university contributes to sustainable social and economic development.

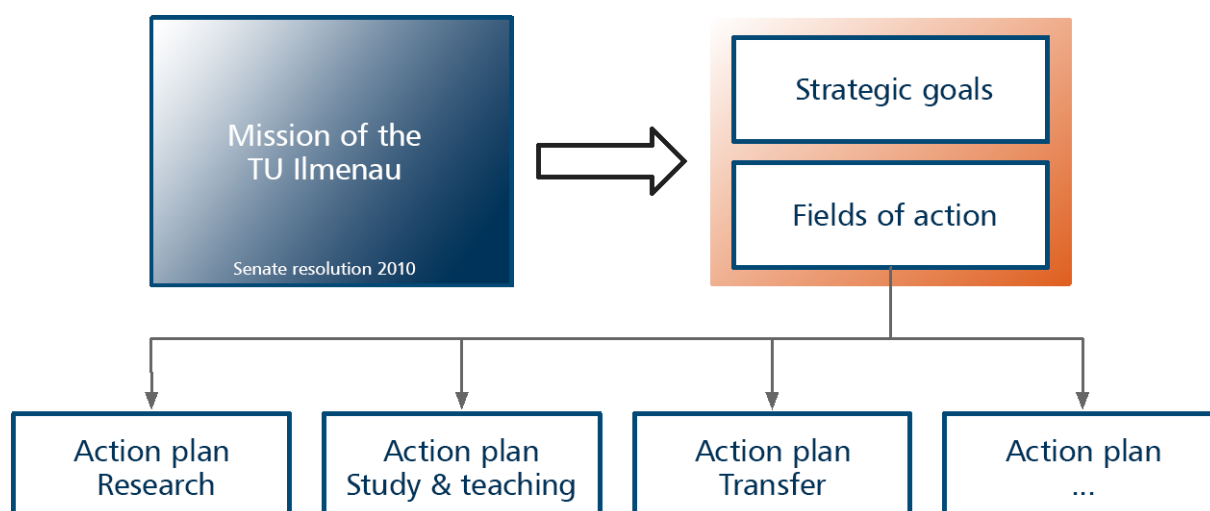
TU Ilmenau follows the ideas of Humboldt's educational vision and simultaneously is aware of its crucial role as a driver of innovation for the region. It combines fields of research in engineering, technology, mathematics, natural sciences, economics, and social sciences and promotes interdisciplinary study programs in particular. The university places equal bearing on research and the academic training of young talent as a central task in securing the demand for skilled professionals in the spheres of economy, science, and society. With a commitment to its societal responsibility and equal opportunities in science, it places particular emphasis on lifelong learning and the transfer of its scientific and technological achievements to the economy, society, culture, and politics. It also regards interaction with stakeholders in these areas as an important societal task, constituting its third mission alongside research and teaching.

In accordance with its ⇨ mission statement, one of the principal goals of TU Ilmenau is to further increase its attractiveness as center for internationally recognized science, research and education.

As institutions of the scientific, educational and cultural system, universities focus on important contributions to societal development and democracy formation. TU Ilmenau therefore aligns its actions with the principles of an open society and liberal democracy. It advocates for academic freedom and open discourse.

We do not view compliance as a restriction of academic freedom, but as its foundation. Compliance with legal regulations and internal guidelines is a prerequisite for maintaining institutional freedom as a state university in Thuringia.

Based on mission statement of TU Ilmenau, this document defines the strategic goals and the resulting fields of action of the university, which are used to determine focus areas and priorities for the development. These are accompanied by specific measures and success criteria for each area. The measures and their impact are regularly evaluated and revised if necessary and are therefore described in separate action plans.



2 Strategic goals

2.1 Research and young scientists

We contribute to solving societal challenges through cutting-edge research and help to secure prosperity in line with the UN Sustainable Development Goals. Through the scientific achievements of our researchers, we aim to make TU Ilmenau more visible internationally as an excellent science location and increase its appeal to researchers from around the world. As a medium-sized technical university, we focus on our strengths while taking into consideration new scientific findings and developments. With a view to the innovative value of a lively interdisciplinarity, we also support the diversity and openness of critical scientific thinking in our impact on societal discourse.

We offer doctoral candidates and early career researchers an excellent scientific environment for cutting-edge research and support a successful start to their professional careers through mentoring, counseling and leadership programs.

2.2 Study and teaching

TU Ilmenau is committed to the principle of unity and freedom of academic research and teaching as well as to the principle of an on-campus university as a place of personal interaction between teachers and students. We enable students to take part in a comprehensive academic and personal education. Our study programs are guided by the principle of education for sustainable development. This refers to an education that enables students to think and act in a sustainable way, understand the impact of their actions on the world, and equips them to engage in independent critical thinking, apply scientific knowledge and methods independently, and act responsibly based on ethical standards in a transformative society. To facilitate this, we create attractive, science-oriented course content, innovative and student-centered teaching and learning methods, as well as options for national and international mobility. Our modern study programs are characterized by high academic quality, interdisciplinarity, excellent supervision, very good studyability, and the promotion of students' personal development. Additionally, comprehensive, inclusive, and technology-supported

knowledge transfer creates the basis for lifelong learning and autonomous continuing professional development for our graduates.

2.3 Transfer

As a technical university, we embrace our significant responsibility in the innovation system. Through the continuous expansion of transfer initiatives, we aim to make a more substantial contribution to sustainable development in Thuringia, Germany, and globally and are acutely aware of our special responsibility for the region. To increase our innovative strength, we particularly want to expand our start-up activities and strengthen the public perception of our scientific research through intensified science communication. The further development of service-oriented transfer structures is intended to improve the university's internal conditions for (technology) transfer. These improvements should also contribute to the intensification of transfer relationships with companies and other research partners.

2.4 Cross-sectional goal: Internationalization and openness to the world

TU Ilmenau stands for openness to the world and considers internationalization as an ongoing process that encompasses all areas of the university. We aim to expand our visibility and attractiveness for students and academics from all regions of the world. We are particularly aware of our role in the European research and education area and actively seek to shape it. Through the consistent integration of interculturality, international exchange, and multilingualism across all levels of the university, our university community develops competencies that empower them to advance sustainable development in our globally connected world.

2.5 Cross-sectional goal: Sustainability

As TU Ilmenau, we commit ourselves to the 17 global goals for a better future developed by the world community under the umbrella of the United Nations (UN). As an internationally focused hub for education, research and work, TU Ilmenau sees itself responsible for assuming a role model function and for advocating the achievement of these goals. TU Ilmenau is committed to a robust sustainability concept that prioritizes the protection of the natural foundations of life, recognizing that a good life for all is only possible when our natural resources are preserved and, building on this, social peace is ensured.

TU Ilmenau has set itself the strategic goal of developing into a "sustainable community" at all levels of university life. Following the "Whole Institution Approach", all members of the university - and students in particular - should be motivated and enabled to participate in the development, implementation, evaluation and further development of the university's sustainability strategy. To contribute to intragenerational justice, TU Ilmenau integrates the diverse experiences and perspectives of its international students and employees into its sustainability concept.

The sustainability measures address all areas of the university. In addition to teaching, research, and transfer, this also includes governance, infrastructure, and campus management.

2.6 Cross-sectional goal: Learning organization

TU Ilmenau sees itself as a constantly learning organization in all areas of its operations. It is organized as a Group University. That is, all members and affiliates contribute to organizational development in their respective areas with the aim of effectively and efficiently organizing decision-making, work, and communication processes across all committees and structural units. It is a continuous task of the "learning university" to review and improve existing processes and, where necessary, abandon them and/or establish new ones to promote organizational resilience. The benchmarks for this endeavor include the optimal support of learning, teaching, and research, the values embedded in the mission statement, costs, and the minimum bureaucracy required for a public institution. In this way, TU Ilmenau positions itself as an attractive study location and employer with excellent study and working conditions, state-of-the-art service and administrative processes, and efficient study organization and planning.

3 Fields of action – Research and young academics

3.1 Field of action 1: Relationship between basic and applied research

Mission statement: At TU Ilmenau, basic research and knowledge-driven applied research stand side by side on equal footing, forming a symbiotic unit.

TU Ilmenau sees itself as a research-strong university. It recognizes the importance of both basic and applied research, as only through their interplay can research overall contribute to sustainable development. A focused promotion and strengthening of basic research underline TU Ilmenau's self-conception as a university. It fulfills its role as a driver of innovation - not only but also for the region - through application-oriented research in proven areas. To this end, it maintains a wide range of cooperation relationships with partner institutions, affiliated institutes, as well as companies, ensuring the transfer of scientific knowledge into commercial applications.

To further finance their scientific work, the researchers at TU Ilmenau have been successfully addressing the funding formats of nearly all funding bodies for many years. To further enhance its visibility and strengthen its research profile, TU Ilmenau significantly intensifies its efforts to secure larger structured research projects from the German Science Foundation (DFG), the German federal government, and the European Union (e.g. Collaborative Research Centers/Transregios, national and international Research Training Groups and graduate schools, Priority Programs and Research Units, ...). The Technology Centers and interdepartmental institutes play an important strategic role in this context (see Field of action 4).

3.2 Field of action 2: Research fields and research profile

Mission statement: The university defines research profile lines as interdisciplinary thematic areas in basic research distinguished by exceptional research strength, thereby supporting the overall reputation of the university.

The foundation for gaining scientific knowledge and achieving international recognition in university research is laid by excellent independent research of TU Ilmenau's researchers in their respective research groups. The university ensures that the research groups have the necessary freedom for research and, in particular, that they are well equipped with human, material, and spatial resources.

Through clear profile building and vibrant international cooperation, we strive for a visible position in the national and international research landscape. Strategic research priorities not only allow for the consolidation of scientific expertise for interdisciplinary work and the efficient use of resources, but also sharpen the external image of the university. A outwardly clear and prominently presented research profile facilitates scientific collaborations, which are increasingly necessary given societal challenges and the diversification of science.

The acquisition of publicly and privately funded research projects is essential for securing the university's academic performance. The university therefore offers its researchers support in acquiring funding from all suitable formats. The motivation for high research performance and quality is recognized and promoted.

3.3 Field of action 3: Recruitment and support of young scientists

Mission statement: TU Ilmenau regards young scientists and academic mid-career staff as the heart of the institution and, therefore, strives to provide excellent conditions for cutting-edge international research to foster the development of scientific careers.

TU Ilmenau encourages early career researchers to engage in independent research activity at an early stage and offers doctoral and postdoctoral researchers a gateway to a successful national and international career in academia. It ensures excellent and reliable supervision of doctoral and post-doctoral projects and is committed to offering attractive working conditions for early career researchers. In the supervision of early career researchers, including within the context of doctoral supervision, the implementation of academic quality standards plays a crucial role.

TU Ilmenau supports the faculties and departments in the organization of interdisciplinary and inter-university qualification measures for early career researchers. In addition to fostering networking among doctoral candidates, special attention is given to the active involvement, integration and supervision of international doctoral candidates.

Research-oriented course content, profile development, and enhanced international visibility contribute to increasing the attractiveness of TU Ilmenau for young scientists from abroad. By involving students early in the work of the research groups, TU Ilmenau promotes the recruitment of future talent for scientific careers.

The TU Ilmenau is committed to equal opportunities in academia. The incorporation of diverse perspectives and the experiences and characteristics of all those engaged in scientific activities are prerequisites for excellent science. Increasing the proportion of female academics is a central goal of TU Ilmenau and is actively promoted structurally.

To ensure the attractiveness of TU Ilmenau as a living and working place for researchers, welcome and onboarding programs are being expanded and developed.

3.4 Field of action 4: Research infrastructure

Mission statement: By pooling and interdisciplinary use of the research infrastructure in Technological Centers, TU Ilmenau creates excellent conditions for top international research.

Technological Centers and inter-departmental institutes make a special contribution to the interdisciplinary research profile of TU Ilmenau. The Technological Centers, serving as tool/equipment core facilities, provide a platform for bundling technological resources and support the research groups in the collaborative scientific use, maintenance, and expansion of infrastructure. They ensure the efficient use and optimal capacity of technological-scientific infrastructure and stimulate interdisciplinary cooperation with internal and external partners. The Technological Centers serve to secure the long-term preservation of technological and experimental competencies, facilitate access to the scientific use of technologies for all members of TU Ilmenau, and create synergies to holistically explore new fields of research.

Together with the involved research groups, the Technology Centers coordinate technological services for all institutions of the university and third parties. We strengthen the existing Technological Centers:

- I3TC – Ilmenau Interactive Immersive Technologies Center,
- ZET – Center for Energy Technology,
- ZMF – Thuringian Innovation Center for Innovation in Mobility (ThIMo) and
- ZMN – Center of Micro- and Nanotechnologies,

which undergo regular evaluation.

Inter-departmental institutes are voluntary and possibly temporary alliances of research groups for the purpose of interdisciplinary research project collaboration, resource pooling, brand development, without the provision of additional university resources. They serve to establish focal points within the research strategy of TU Ilmenau.

4 Fields of action – Study and teaching

4.1 Field of action 5: Science orientation and interdisciplinary competence development

Mission statement: We enable our students to work scientifically, collaborate across disciplines, think critically and independently develop their skills and competencies for a transformative society.

We offer a high-quality, science-oriented study program that impart both theoretical knowledge and scientific methods. Additionally, it offers students various opportunities

for research-based learning, including scenarios typical of professional fields. All our programs integrate content from different knowledge areas and departments, aiming to provide students with basic and advanced knowledge and skills, including communication skills in more than just one discipline. Our teaching staff are themselves researchers and experts in their respective fields. Our study and teaching programs challenge and support students in reflecting on acquired knowledge, active participation, and discourse. Through inter-university collaborations, among other initiatives, we broaden the spectrum of knowledge to include socially relevant topics and opportunities to complete additional certificate programs. We support students in developing methods and pathways for independent acquisition or continuous expansion of knowledge, skills, and competencies. This ensures an academic education that significantly contributes to the transformation of our society towards greater sustainability.

4.2 Field of action 6: Demand-oriented course content, innovative forms of teaching and learning

Mission statement: High-quality teaching is realized through state-of-the-art knowledge generation and sharing and a variety of innovative teaching and learning methods.

TU Ilmenau is a campus-based university. Personal, respectful interactions between teachers and students are highly valued by us in achieving our educational goals. Teaching content is continuously developed and updated, taking into account feedback from teachers, students and external experts. We promote and support the development, testing and implementation of new forms of teaching and learning in terms of content, organization and location. We support teaching staff at all qualification levels by offering a continuous and quality-assured offering of further education. We encourage regular exchange among lecturers as well as the continuous dissemination of information on current developments in university teaching, including corresponding funded project formats in which TU Ilmenau lecturers would like to participate.

We enrich onsite, face-to-face teaching with student- and competency-oriented digital and hybrid teaching and learning formats. This aims to facilitate contemporary, more individualized, and flexible learning, impart relevant digital skills to students, and consider diversity criteria in teaching. We competently utilize the possibilities of digital teaching and examination formats, focusing on intended learning objectives, didactic requirements, technological possibilities, as well as legal and ethical frameworks. We use digital formats for targeted internationalization and to complement physical mobility. To achieve this, we provide both the required technical infrastructure and targeted support and qualification offerings for teachers and students to acquire the necessary competencies for a digital teaching and learning environment. We see ourselves not only as users of modern technologies, but also as those who contribute to knowledge creation on technological, economic, and societal aspects of digitization.

4.3 Field of action 7: Future-focused study programs

Mission statement: We develop our range of study programs along the university's profile lines and align them proactively with socially relevant requirements for science and research.

Our study programs capitalize on our disciplinary excellence. We regularly analyze the development of our study programs in national and international comparisons. We create space for testing new program concepts. By evaluating the range of Bachelor's and Master's degree programs and reviewing degree programs that are in low demand, at least as independent programs, we gain resources for the development of new degree programs and new majors within these programs.

We aim for Bachelor's programs that provide a solid and broad foundation in a discipline. On the Master's level, in line with available resources, we offer specialized programs which have the potential due to their academic excellence, to attract the best Bachelor's graduates. We clearly articulate the contributions of all study programs to sustainable societal development. Our study programs gain attractiveness and value because students can see the relevance of their studies beyond their individual careers.

4.4 Field of action 8: Internationalization of the curriculum, national and international mobility

Mission statement: We promote international and intercultural exchange on both a professional and personal level as part of individual personal development.

We pursue strategic internationalization to strengthen our competitiveness as a leading academic location. To achieve this, we promote national and international mobility for domestic students by consciously structuring curricula. Additionally, we organize our programs and courses in a way that they enable internationalization "at home". Furthermore, we aim to attract qualified students, especially from other European countries, to our programs and as skilled workers for Germany. We strive for the professional and social integration of international and domestic students, actively fostering an inclusive community of learners and teachers. Studying at TU Ilmenau should also provide opportunities for international and intercultural experiences, both in an academic context and through personal encounters, fostering the development of individual cross-border and cross-cultural relationships and networks.

4.5 Field of action 9: Student-centeredness, self-determination and personal development

Mission statement: Student-centered teaching, an open learning culture and room for personal development are benchmarks for designing our degree programs and courses.

Degree programs at TU Ilmenau are based on the principle of individual, flexible, and self-directed learning. We target interested, qualified, and motivated prospective

students. Our degree programs ensure studyability, provide excellent study and examination conditions, and offer transparent information on all aspects of the study program. Our study programs include elective areas as well as majors and areas of specialization that allow students to pursue their personal interests and to develop individual qualifications. Diversity criteria in teaching and learning are intertwined with competences and qualification goals to be achieved.

We support students in their health self-care. Students with disabilities are offered both counseling and personal assistance in the individual organization of their studies, e.g. through compensation for disadvantages. Our teaching staff are capable of handling various aspects of student diversity in a competent and respectful manner. We foster open and constructive communication with each other. A lived feedback culture and student participation help us build on our strengths and continuously develop the quality of our teaching and learning offer in line with our educational mission as a public university.

As part of our comprehensive educational mission, we encourage and support the academic and societal commitment of our students.

4.6 Field of action 10: Fostering individual educational pathways

Mission statement: To support lifelong learning, we promote individuals' motivation to take up studies as well as personal training based on our study programs.

Targeted advice, guidance and support as well as a moderated transition from school to the university help current and prospective students to increase their motivation to study. We offer prospective students orientation programs to help them getting familiar with their degree program, relevant learning methods and social aspects in order to support their personal learning experience and to enable them to study successfully. We consciously structure study entry phases to respond to heterogeneous prerequisites, educational backgrounds, to students with and without a traditional higher education entrance qualification, to different educational careers and transitions, exits and re-entries to the university. We support the idea of lifelong learning by developing target group-oriented offers for additional or further academic qualifications depending on the demand for further academic education and the development of the associated legal frameworks.

5 Fields of action - Transfer

5.1 Field of action 11: Information and knowledge transfer

Mission statement: The contents and results of the research at TU Ilmenau are presented to the public in a transparent and target audience-oriented manner.

The publication of research results in renowned academic journals and at scientific conferences is an important indicator for assessing the performance of our

researchers. Open and unrestricted access to research results is a crucial prerequisite for maintaining and intensifying scientific exchange. We are therefore committed to the principles of "Open Access" concerning scientific publications as outlined in the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities.

We promote the responsible handling of research data to ensure good scientific practice. The university management supports the implementation of these guidelines through central measures such as legal and organizational advice on all aspects of research data management.

The visibility of our research results for an interested public is improved through regular contributions and information in various media and other channels. This way, the main research areas and activities of the scientists at TU Ilmenau are presented and made accessible for the target groups in economy, society, culture, and politics.

In cooperation with regional companies, business networks, and associations, topic-specific transfer events are designed and conducted. Central contact persons at TU Ilmenau are available for companies to facilitate communication with the university and transfer the latest developments from the university to the business sector.

The topic of science communication - with various objectives - is considered a shared, centrally coordinated task involving scientists, institutes, departments, and service units.

Scientists at TU Ilmenau are encouraged to contribute to societal discourse through various formats such as lecture series, panel discussions, practice forums, or media activities.

Major industry trade fairs as well as relevant specialist trade fairs, conferences, and other types of meetings with industry participation, e.g. annual conferences of professional societies, provide opportunities for scientific exchange, the strengthening of cross-regional visibility, and the initiation of transfer activities.

5.2 Field of action 12: Collaborative research and strategic partnerships

Mission statement: Research in alliances represents a direct form of transfer.

Our scientists, as key players in transfer activities, are supported in their transfer efforts by internal service units. TU Ilmenau provides support for researchers in the early stages of initiating research collaborations at both national and European levels.

The scouting of research activities at TU Ilmenau aims to identify and promote project ideas suitable for transfer at an early stage and it seeks to raise awareness, especially regarding research cooperation (targeted initiation of cooperation projects).

The exchange with strategic partners from industry and academia to strengthen research activities is facilitated through our presence in relevant (regional) associations, clusters, and other networks that align with our research profile. Cooperation with our affiliated institutes and non-university research institutions in the

vicinity of the university is particularly important. These are included as strategic transfer partners in TU Ilmenau's transfer activities.

To support long-term cooperation with companies, we aim to conclude framework and cooperation agreements with strategic partners.

5.3 Field of action 13: Proprietary rights and other intellectual property

Mission statement: The protection of inventions constitutes an important basis for successful spin-offs and increases the visibility of TU Ilmenau for the industry.

We decide on the protection of our research results before they are published. Transfer strategies, patent searches, and patent statistical analyses form the basis for the registration and exploitation strategy of inventions. In this context, intellectual property applications and rights can be understood both as transfer objects and as means for initiating collaborations. In consideration of subject-specific characteristic and strategic importance for the university, the principle is upheld: "Quality before quantity".

The handling of inventions and proprietary rights is set out in separate ⇔ guidelines. The development of software plays an increasingly important role in many scientific fields. TU Ilmenau is developing specific guidelines for handling software development, which regulate both the use of open-source software and the possibility of software out-licensing.

5.4 Field of action 14: Spin-offs

Mission statement: TU Ilmenau spin-offs are drivers of regional growth and represent potential research partners.

TU Ilmenau is part of the regional network for supporting start-ups and thus also contributes to the strengthening of the region. The technology region receives continuous innovative impulses through technology-oriented spin-offs. Regional entrepreneurial activities are promoted in cooperation with start-ups, established companies, and other network stakeholders. The existing close cooperation with the Technology and Business Incubation Center Ilmenau is actively maintained. Regional entrepreneurs are involved as mentors or experts in assessing the opportunities and market potential of start-up projects.

A prerequisite for increasing spin-off activities is raising awareness among students and (early career) researchers about entrepreneurship. The training of entrepreneurially thinking and acting individuals is promoted during the course of study. The topic of entrepreneurship is integrated into the degree programs at TU Ilmenau. Interdisciplinary exchange between those interested in founding a company, e.g. with the aim of complementing skills in potential founding teams, is facilitated by means of suitable meeting formats.

6 Fields of action - Cross-sectional goals

6.1 Field of action 15: Improving the international visibility and reputation of TU Ilmenau

Mission statement: TU Ilmenau successfully asserts itself in the international competition among higher education institutions.

Cutting-edge research and innovation are measured against international standards. We actively engage in international competition and view internationalization as a potential driver for further enhancing the quality of research and teaching. In order to attract the best talents and partnerships, it is essential to significantly strengthen the international visibility of TU Ilmenau. Successful collaborations are to be expanded, and new symmetrical partnerships are actively pursued.

6.2 Field of action 16: Strengthening the role and participation in the European Research and Education Area

Mission statement: As a cosmopolitan international research university, TU Ilmenau is committed to a united Europe and is an active part of the international research community.

Research and science have been important drivers for European integration in the past and will continue to be so in the future.

The European Research and Education Area in particular provides a high-quality basis and attractive support formats for free scientific exchange and partnerships. By increasing our participation, we support its diversity with regard to university partnerships and student nationalities and take into account the growing importance of European research and innovation funding. To this end, we will increase the attractiveness of our study programs, especially for students from Europe, including offering more programs and courses in English, and aim for a more institutionalized collaboration with European partner institutions to improve continuity, permeability, and exchange.

In addition, we actively contribute to shaping the European Research and Education Area, for instance, through participation in European networks such as the European University Alliance, in order to continue to offer research, teaching, and innovations at the highest level of quality in the future.

6.3 Field of action 17: Securing young talent and global citizenship education

Mission statement: Graduates of TU Ilmenau are excellently prepared for the national and international job market.

Research and innovation form the basis for sustainable development and addressing global challenges. TU Ilmenau is aware of its role in the regional innovation system

and aims to continue providing for the need of highly qualified young talents for research and the economy.

The shortage of skilled professionals in Thuringia and Germany is accelerated by demographic changes. For this reason, TU Ilmenau is striving to attract international talents. In addition to attractive study programs, creating a welcoming culture for international students and researchers, as well as their integration is a key element. Student satisfaction and targeted preparation for the (regional) job market are further building blocks.

Due to globalization and the interconnectedness of international economy and academia, there is a need for graduates who, in addition to specific field knowledge, possess language and intercultural skills and are aware of their responsibility for sustainable development. To achieve these goals, TU Ilmenau aims to increase “outgoing” mobility and create a connected international campus with European partner institutions.

6.4 Field of action 18: Professorial appointments

Mission statement: Appointments to professorships are an essential element for TU Ilmenau’s substantive and structural development.

In the interest of the performance and critical mass of personnel in research, TU Ilmenau aims to maintain the overall number of professorships. At the same time, it is essential that new developments in science can be addressed. Determining the denomination of a newly advertised professorship is a key factor. In general, calls for applications and denominations are made considering the research and teaching profile. The Presidential Board examines the future viability and suitability for the university’s strategic direction in research and teaching. Previous orientations and departmental boundaries do not constitute a limitation. Advertisements should address a sufficient breadth of expertise to do justice to the scope of university professorships and potentially address a larger pool of applicants in the appointment process.

We use joint appointments and the establishment of endowed professorships to strengthen the university's profile. Joint appointments, for example, with non-university research institutions have the potential to expand collaboration opportunities. Endowed professorships, often temporary in nature, provide the necessary scope to respond to current trends and establish innovations in study and teaching. We always assess joint appointments and the establishment of endowed professorships in terms of their contribution to strengthening or expanding the university's strategic profile.

In competition with other universities, we see the greatest opportunities in attracting academics at early career stages, such as in the initial appointment to a full professorship (a so-called W3 German academic rank). In addition to the assessment of academic performance, particular consideration is given to commitment and innovation in teaching, international and language skills and/or practical experience. The option of tenure-track professorships, including targeted mentoring and defined interim evaluations, ensures the continuing professional development of our

academics. Early integration into collaborative teaching and research activities can also strengthen the bond to TU Ilmenau.

Another focus is on the recruitment of female professors. By appointing women, we aim not only to promote diversity in research teams, especially in engineering fields, but also to serve as a "role model", making TU Ilmenau more attractive to female early career researchers and prospective students.

Fair and transparent appointment procedures are an additional key element in successfully recruiting suitable candidates for the advertised professorships. All university stakeholders, including members of the appointment committee, decision-making bodies, appointment officers, and university management, are committed to conducting quality-oriented, transparent, and efficient procedures from the announcement to the conclusion of the appointment negotiations.

6.5 Field of action 19: Sustainability

Mission statement: Sustainability aspects are an integral part of university life.

At the core of the university's sustainability concept are its members. The sustainability goals of "gender equality", "health and well-being" and "high-quality education" have been integral to campus life at TU Ilmenau for many years and are addressed and further developed through established structures. By aligning its strategy with the sustainability goals, the university commits to creating a healthy environment and the social and economic conditions for excellent research, study, and working conditions.

The continued development of TU Ilmenau into a "sustainable community" is only possible through the active participation of university members. TU Ilmenau creates the conditions for both employees and students to actively contribute to achieving the sustainability goals.

In research, TU Ilmenau focuses in particular on the Sustainable Development Goals (SDG) "affordable and clean energy", "industry, innovation and infrastructure" and "responsible consumption and production", thereby reinforcing areas where it is particularly successful.

In line with the ideal of unity between research and teaching, the SDGs mentioned above are also of particular importance for teaching. Moreover, the comprehensive principles of education for sustainable development are implemented in all degree programs.

The campus with its infrastructure, the university grounds, administrative processes, mobility, and, not least, the campus life, is being developed in such a way that TU Ilmenau, as an organization, lives up to its role model function for achieving the sustainability goals. We are increasingly dedicated to climate protection, biodiversity on campus grounds, and water conservation. A particular focus is on energy conservation and the development and expansion of own renewable energy generation.

The university management establishes a continuous improvement process of stocktaking, goal setting, measure definition, implementation, and evaluation of the mentioned sustainability areas.

6.6 Field of action 20: Culture of quality and service orientation

Mission statement: TU Ilmenau promotes a respectful, appreciative, and fair interaction among all its members and affiliates. A culture of feedback, discussion, and the responsible, constructive participation of all form the basis of the university's work.

TU Ilmenau aims to employ staff in research, teaching, technology and administration who are satisfied and motivated in their roles. Therefore, positions are offered where job requirements and freedom to make decisions, commitment and recognition are appropriately balanced. Trust is placed in the competence of each individual in their field and professional decisions are respected. Managers recognize and promote the strengths of employees and advocate for family-friendly working conditions, professional development opportunities, and modern work processes to retain employees. The short distances existent at a university like TU Ilmenau are utilized to communicate continuously, purposefully, and respectfully with each other.

Decisions are communicated transparently, and the necessary information to carry out working processes can be easily located and is provided in an accessible format. Fully digital administrative processes contribute to attractive and contemporary workplaces. A lived feedback, evaluation, and discussion culture, as well as the responsible, constructive participation of everyone involved in the achievement of research, teaching, service and administration objectives, form the basis for continuous reflection and development of their work in the interest of the university. The university promotes a productive culture of learning from mistakes, allowing space for testing and the discussion of unintended effects.

Acceptance and implementation of academic quality standards are essential for university research. We respect the diversity of our disciplines and their different standards for the evaluation of research performance. In order to ensure comparability not only internally, but particularly in a national and international academic environment, the assessment of research quality, for the purpose of positioning in international competition and further profiling, is primarily based on published research results and their academic quality.

The study and teaching offerings are continuously reviewed and proactively developed with regard to relevance, studyability, quality, and societal resonance, taking into account external requirements. The effects of teaching and examination formats, aligned to learning objectives, are regularly assessed.

TU Ilmenau strengthens the academic success of its students and the attractiveness of the university as a study location through needs-based and service-oriented offers, end-to-end digital administrative processes, and transparent information services throughout the entire study cycle. Informed and individual counseling on studying,

teaching, and quality management is equally offered and accessible to all members of the university in their respective area of need.

The employees in Service and Administration (S&A) enable, accompany, and support with their work academia and teaching as the core of the university's mission. We promote a working environment in which employees perceive a lived service culture as the foundation of an efficient, high-performing university that is regularly reviewed and further developed.

6.7 Field of action 21: Efficiency in service and administration

Mission statement: An efficient administration requires clear tasks, processes, structures, and agreed rules.

We aim to maintain and expand the efficiency of our university administration without increasing personnel. To achieve this, the tasks of each structural unit in the S&A area are strategically distributed and documented in a description based on uniform standards. Since tasks are expected to continually increase, either due to internal needs or external requirements, we will regularly review and, if necessary, further focus the task descriptions and their distribution.

Administrative processes are uniformly and transparently designed and implemented. Processes are documented in the process portal, published on the intranet, regularly evaluated, and adjusted and digitized, as required.

We aim for lean and efficient administrative structures. Central structures simplify processes due to greater uniformity, avoid personnel duplications at different levels, simplify mutual staff representation in larger administrative units, and enable better professional specialization. Task execution should, therefore, be gradually centralized where possible and useful.

We value open communication in the centralization process. Through transparent goals and the opportunity for active participation, we support employee motivation and acceptance.