

IE UNIVERSITY PARTNERSHIP AND ENGAGEMENT STRATEGY

In an ever-evolving global landscape, academic and strategic partnerships and meaningful engagements lie at the heart of IE University's mission. This document outlines IE's comprehensive strategy for partnership development and engagement, guided by the Office of the Provost. This strategy is a roadmap towards expanding IE's global footprint, reinforcing the brand and reputation, and aligning efforts with the broader global agenda. The strategy is based on IE's vision, mission, values, and objectives, as well as on a set of criteria that define the ideal profile of IE's partners and allies, and it is implemented through a variety of actions and initiatives that involve collaboration and coordination with academic and non-academic institutions worldwide.

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1. THE OFFICE OF THE PROVOST

The Office of the Provost supports the long-term strategic planning of IE University. It manages academic partnerships and alliances, while further developing other strategic partnerships with non-academic institutions, such as the United Nations and other international organisations. The primary goals of the Office are:

- Lead and coordinate with the good of everyone in mind.
- Leverage partnerships and strengths across the University to benefit all units.
- Reinforce the University's values and brand for internal and external stakeholders through a commitment to internationalisation and diversity.

Vision

The Office of the Provost aims to be the drive behind IE University by leveraging the strengths of each of its constituent Schools to create new projects, initiatives, and partnerships. Through these endeavours, the Office of the Provost seeks to foster the growth of the four pillars of IE University's DNA: technological innovation, an entrepreneurial character, the humanities, and diversity.

Mission

- Expand IE University's global reach.
- Reinforce IE University's visibility and reputation.
- Connect to the global agenda.
- Understand emerging challenges.

Inside the Office of the Provost, two departments are in charge of managing and developing IE's partnership strategy:

- The Department of Global Academic Partnerships and Alliances (GAPA), managing academic partnerships.
- The Department of Strategy & Development (S&D), managing relationships with non-academic strategic stakeholders at large.

1.1. Global Academic Partnerships and Alliances (GAPA)

Through the creation of opportunities worldwide for the IE community, GAPA reinforces IE University's commitment to internationalization and diversity and supports the training & development of reflective leaders with a global mindset who are prepared to make a meaningful contribution to society.

GAPA leads and manages a diverse portfolio of partnership development activities with academic institutions and networks worldwide. This includes student and faculty exchange with close to 300 academic institutions around the globe, joint and dual degree degrees, summer and study abroad programs, global immersion modules, strategic alliances, and other purpose-driven collaborations.

1.2. Strategy & Development (S&D)

S&D seeks to promote internal collaboration through transversal, strategic initiatives, and to establish collaborations and strategic alliances with non-academic institutions, such as the United Nations and other international organisations, supporting the long-term strategy of IE University.

2. PARTNERSHIP CRITERIA

With a steadfast commitment to values of diversity, innovation, entrepreneurship, and the humanities, IE University seeks collaborations that not only enrich the academic ecosystem but also drive positive societal change. This notion is translated into the following criteria:

Values

IE University is built over the pillars of diversity, innovation, entrepreneurship, and humanities. The university seeks to engage with organizations that embrace similar values and culture and with those that support the University in solidifying such values.

Excellence

IE University is committed to excellence in education, research, and innovation, expressed through its world-class faculty, innovative curriculum, and global focus. IE's partnership strategy aims to collaborate with those institutions and organisations that contribute to this commitment.

Mutually Beneficial Partnerships

IE University does not frame strategic partnerships as a service provision contract, but as genuine partnerships to co-assess, co-design, and co-implement initiatives that promote positive change through education, research, and social impact.

Global outlook

IE University was born with an international projection and a drive to have a global impact. The University seeks to join forces with organisations with similar drive and values, expanding IE's global reach, connecting to the global agenda, understanding emerging challenges, attracting world-class talent, and training a new generation of leaders with a global mindset.

Diversity

Being diversity a pillar, IE University seeks to enrol students, professors and staff who bring demographic, experiential and cognitive diversity, supporting this effort through a variety of initiatives such as scholarships and fellowships. By fostering a diverse environment, the University aims to provide a transformative experience for students, exposing them to other perspectives and realities, and eventually helping them develop their critical thinking, interpersonal, and innovation skills. The University seeks partners who demonstrate commitment to fostering diversity in their own community, and who can contribute to IE's diversity efforts.

Sustainability

IE University aims to mainstream sustainability into all aspects of the University, fostering environmental and ethical stewardship as well as promoting increased awareness and public understanding. Partnerships must be built with an overarching goal of sustainability in mind, especially with those contributing to the objectives of the 2030 Agenda for Sustainable Development.

3. OBJECTIVES

The goal of IE University is to empower future generations to build a brighter tomorrow by preparing them for change. To do so, IE University aspires to be a place for forward-thinking visionaries to learn in a transformative environment, nurturing an innovative vision and entrepreneurial spirit, fuelled by academic rigour and a strong focus on the humanities.

IE University's partnership strategy is conceived to support this overarching goal, outlining the actions to take towards it.

3.1. Expand IE's global reach and impact

IE University was born with an international projection and a drive to have a global impact. Thus, the University joins forces with academic institutions and multilateral international organizations with similar drive and values, expanding IE's global reach, understanding emerging challenges, attracting world-class talent, and training a new generation of leaders with a global mindset.

Actions:

- Develop and implement a comprehensive network to strengthen ties with renowned, fully recognized and accredited international academic institutions globally, growing academic partnerships in quality and quantity.
- Foster collaborative programs that promote student and faculty exchanges, joint degrees, and study abroad opportunities, with a special focus on those that add value to IE's overarching geographical diversity goals.
- Identify and cultivate strategic partnerships with non-academic institutions to further IE University's global impact.
- Foster collaborations with organizations that share IE University's values, mission and vision, and are committed to positive societal change.

3.2. Connect to the global agenda

IE University is committed to aligning its efforts with the global agenda, through initiatives such as the 2030 Agenda for Sustainable Development. This objective encompasses partnerships with multilateral international organizations and a special focus on the United Nations partnership. These collaborations expand IE's global reach, foster cross-cultural understanding, and contribute to positive societal impact.

Actions:

- Continue to develop and implement initiatives in collaboration with the United Nations that drive positive change through education, research, and social impact. This collaboration is guided by the MoU signed in March 2021 by the UN Deputy Secretary-General and the President of IE University to jointly promote the co-development and use of new innovative and technological solutions for the implementation of the 2030 Agenda. The agreement contemplates several areas of collaboration, including (1) the provision of executive training, advisory services and project support, (2) the creation of learning platforms and knowledge products, (3) the promotion of social entrepreneurship, (4) the development of new technological applications and innovative services for scalable solutions, and (5) the promotion of collaborations and alliances for the transfer and application of knowledge and technologies for sustainable development.
- Foster an environment of shared learning and mutual support between IE University and the United Nations, in which the initiatives carried out jointly not only have a direct impact on society but also help further develop in-house capacities within the UN System.
- Strengthen existing partnerships with international organizations and explore new avenues for collaboration.

- Build bridges with other stakeholders, especially the youth, the private sector, and other academic institutions, to expand their voices, foster common understanding and cocreate effective innovative solutions for global challenges.
- Actively engage in initiatives that align with IE University's mission and values.

3.3. Galvanize IE's environment and local communities

While IE University maintains a global outlook, it also assumes a significant role in its immediate environment by actively engaging and collaborating with local stakeholders. This relationship acts as a conduit, channelling global perspectives into the community around the campuses of Madrid and Segovia, ultimately extending its impact across Spain. In doing so, IE University not only enriches its local communities but also projects their vibrancy, culture, richness, and diversity to a broader international audience.

Actions:

- Partner with complementary local academic and research institutions to leverage knowledge, resources, and economies of scale for a broader and deeper impact.
- Identify and pursue opportunities for joint projects and initiatives with local stakeholders that align with IE University's strategic priorities and contribute to the development and well-being of the local community, supporting its efforts towards sustainability and its transformation to adapt to continuously evolving conditions.
- Connect local and global stakeholders through collaborative projects and initiatives.
- Create platforms and forums that facilitate the exchange of knowledge and ideas between local stakeholders and global partners, further integrating the local community into the University's global network.

3.4. Contribute to excellence in teaching, research and innovation

Partnerships enhance academic distinction and the quality of programs, playing a key role in solidifying IE University's commitment to excellence in education, research, and innovation.

As part of this objective, the University seeks to engage with alliances and associations of like-minded organizations, such as CIVICA –the European University of Social Sciences. Since its founding in 2019 by leading European social science universities, CIVICA has worked to establish a truly European inter-university campus. In doing so, it has piloted the EU's flagship initiative to enhance strategic partnerships in European higher education and research.

Actions:

- Contribute to the positioning of CIVICA Alliance as a leading global reference in Social Sciences research and higher education, fostering collaborative initiatives that drive positive societal impact and contribute significantly to the broader landscape of education and research.

3.5. Enhance visibility and reputation

IE University recognizes the importance of visibility and reputation in the global arena. This is a cornerstone to attracting the most talented students, faculty, and staff worldwide, which in turn works towards the goal of excellence that the University pursues.

Actions:

- Seek partnerships that create and promote forums, conferences, events, and knowledge dissemination initiatives that bring visibility to the IE brand.
- Create platforms and forums to highlight academic excellence in teaching, groundbreaking research, and innovative educational practices at IE University.
- Carry out initiatives to disseminate research findings and educational innovations to a global audience.
- Communicate and disseminate the impact and outcomes of IE University's partnerships and alliances with local stakeholders.
- Ensure ongoing participation in relevant global rankings and provide regular updates on progress.
- Identify and cultivate strategic relationships with relevant government bodies and funding agencies.
- Develop alumni engagement initiatives that promote IE University's global impact and achievements.

3.6. Foster diversity, inclusion and belonging

IE University places a strong emphasis on fostering diversity, inclusion and belonging within its community. This objective seeks to create an inclusive environment where students, faculty, and staff from diverse backgrounds feel valued and empowered.

IE University is dedicated to enrolling students, professors, and staff who bring a rich tapestry of demographic, experiential, and cognitive diversity. This diversity is crucial in providing a transformative educational experience and preparing students to thrive in a globalized world.

Actions:

- Implement initiatives in collaboration with partners, including scholarships and fellowships, to support and encourage diversity, inclusion and belonging in IE University's community.
- Liaise with the IE Foundation to mobilise resources from instruments such as its co-matching fund to maximise the contribution from partners.
- Create bridges between global and local stakeholders and the [IE Foundation research centers](#) dedicated to promoting diversity and multidisciplinary knowledge. These include, among others, the [China Center](#), the [Africa Center](#), the [Saudi-Spanish Center for Islamic Economics and Finance](#) (SCIEF), and the [IE University Center for Diversity in Global Management](#).
- Promote IE's educational resources on diversity, inclusion, and belonging in those partnership agreements involving training and capacity development.

3.7. Strengthen institutional capacity

This objective focuses on building and enhancing the institutional capacity of IE University to effectively implement global engagement initiatives.

Actions:

- Implement a central partner database detailing all collaborations by partner institution.
- Provide systemic coordination and collaboration with all IE's schools and departments.
- Provide strategic support for the internationalization strategy of IE, across all schools and programs.
- Develop a data-driven partnerships and academic internationalization strategy using a Data Area for benchmarking, mapping of exchange demand, Power BI reports, and market for immersion modules.