

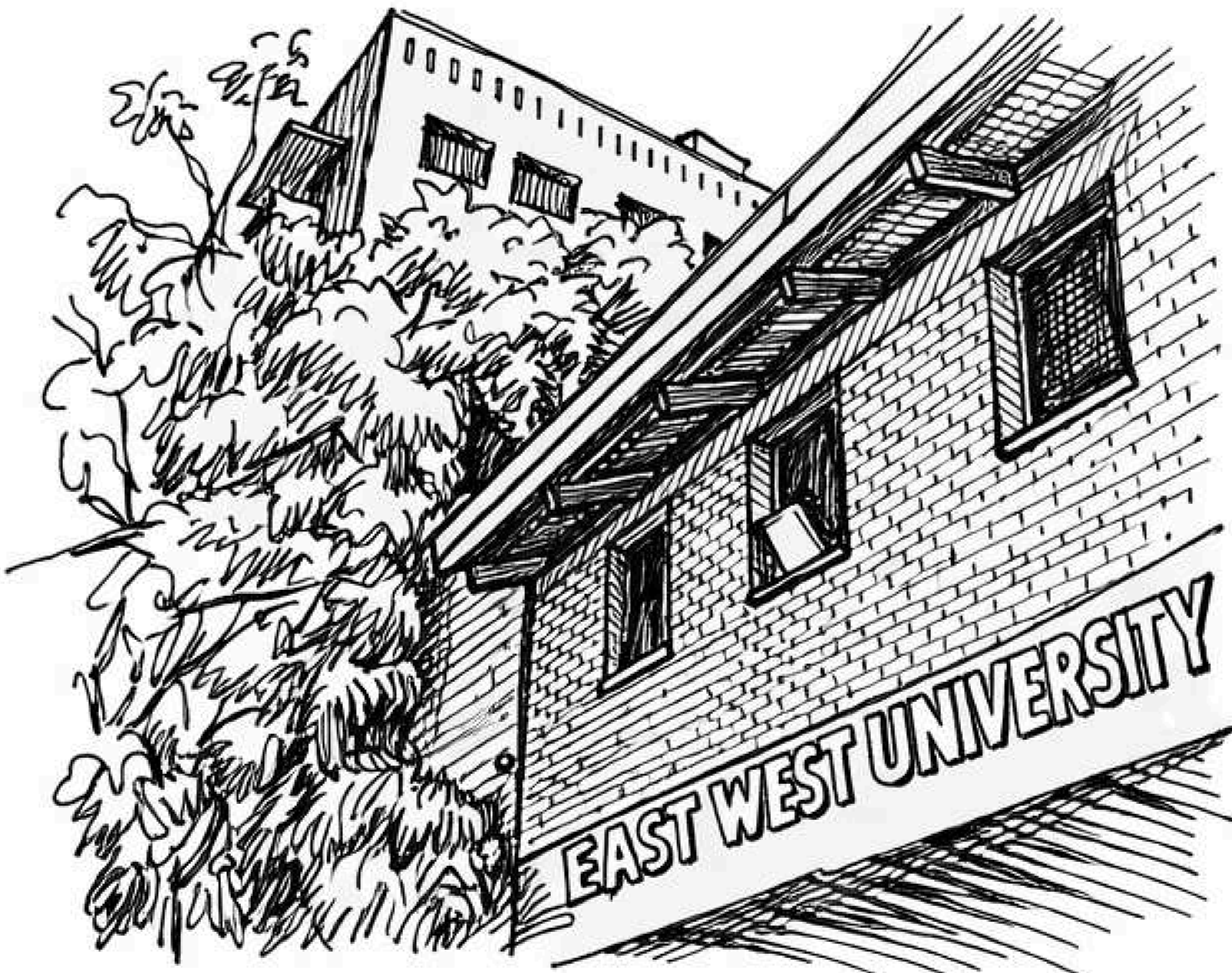


*Transforming Lives*



# EAST WEST UNIVERSITY STRATEGIC PLAN TO 2040





EAST WEST UNIVERSITY

# FOREWARD

In today's globalized, technology-driven world, the decisions we make today will shape tomorrow. At East West University (EWU), we anticipate change and act proactively to remain relevant and impactful.

Since our establishment in 1996, EWU has grown by embracing change as an opportunity to innovate. We have stayed true to our values and maintained transparency, while adapting to the evolving needs of industry and society.

EWU works closely with industry leaders, international partners, and stakeholders to create a dynamic learning environment. We strive to equip students and faculty with the skills and mindset to become global citizens, ready to contribute to society and the economy.

Looking ahead, we are committed to strengthening partnerships, expanding international collaborations, and shaping the future of education in Bangladesh and the global South.



Professor Dr. Mohammed Farashuddin  
Chairperson, Board of Trustees



Professor Dr. Shams Rahman  
Vice Chancellor



# VISION

Be a leading learning institution in the global South through blending academic excellence with social values.



# MISSION

*Excellence with Inclusion.*

We will be a center of excellence in higher education - achieving global recognition through delivery of high-quality learning that is affordable to students worldwide, especially in South Asia.

We will prepare future leaders capable of effectively addressing socio-economic and environmental challenges, for contributing to the development of a sustainable and equitable future.



# EWU by 2040



## Sustainable Growth

- Achieving net-zero carbon emissions
- 550+ fulltime faculty members
- Enhanced student support infrastructure (academic advising, career services, mental health & wellbeing centers)
- Catering to 25,000+ students with a larger capacity
- World-class Sports and Convention Centers
- Student dorms for International and Master's students



## Global Engagement

- Offering post-doctoral and visiting scholar programs
- More collaborative & value-adding international MOUs
- Increasing international faculty members
- Building capacity for more international student enrollments
- Expanding further collaboration with international research networks



## Curriculum Differentiation

- Sustainability-based programs
- Offering on-demand custom-designed programs
- Well-established PhD programs
- Introducing Micro-credit pathways for lifelong learners.
- Introducing Joint/dual degrees- 2+2 & 3+1 degree programs
- Introducing Multi-disciplinary programs
- Introducing Technology-based programs aligned with local and global markets



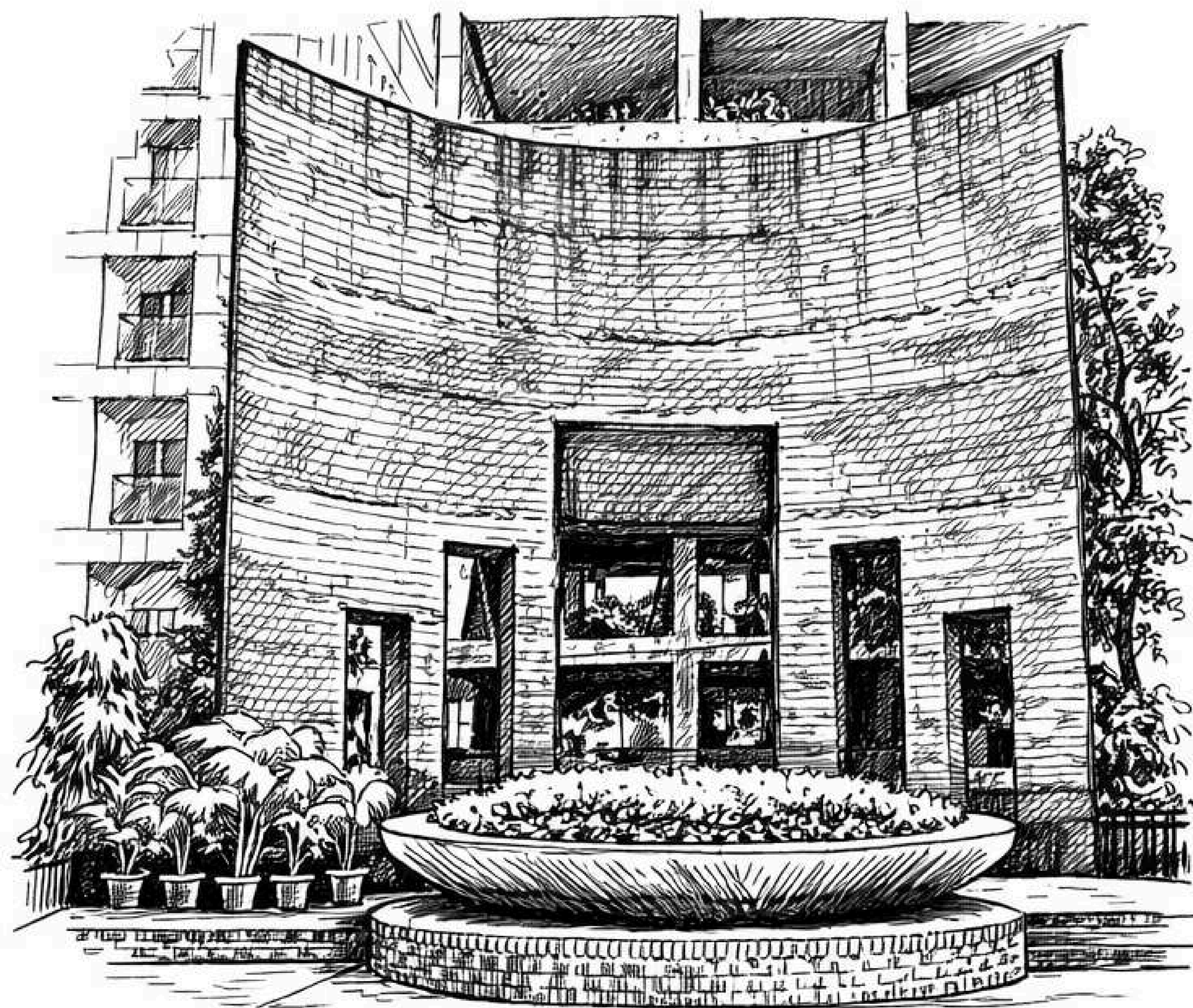
## Advanced Technology

- Hybrid learning classrooms equipped for blended and remote instruction
- A fully digitized library and knowledge hub with AI-enabled research databases and 24/7 access
- SMART campus with advanced AI-based technology



East West University aspires to become a leading SMART University - seamlessly integrating advanced technologies, offering distinctive academic experiences, and equipping students with the skills and mindsets needed to thrive in the era of the Fourth and Fifth Industrial Revolutions.

*These will be achieved step by step over the period between 2026 and 2040*



# EWU VALUES

Values are the foundation upon which East West University builds its academic integrity, community culture, and pursuit of knowledge. They guide our decision-making, goals & initiatives, shape student character, and ensure institutions contribute meaningfully to society.

**At EWU, our value system is built on Integrity, Innovation, Inclusivity, Impact, Efficiency & Sustainability, and Equity & Compassion.**

*Our Value System:*

**4Is + 2Es**



# INTEGRITY

EWU ensures that all teaching, learning, and research activities are conducted responsibly, ethically, and with full academic integrity. Beyond the academic setting, we are committed to strong governance and ethical decision-making that uphold accountability, fairness, consistency, and transparency across all university policies and operations.



# INNOVATION

Innovation is the driving factor for progression, relevance, and impact across all areas of life at EWU.

By embedding innovation in our values, we cultivate creativity, risk-taking, and problem-solving among students and staff. Innovation drives us to pursue advanced operations, whether through digital transformation, sustainable campus development, or adaptive governance.

# INCLUSIVITY

Inclusivity at EWU means bringing together individuals from diverse cultural, socioeconomic, religious, linguistic, ethnic, and intellectual backgrounds. It means having richer discussions, broader perspectives, and more unique solutions, making education more dynamic and globally relevant.

By building an inclusive campus culture, we create a space where everyone feels safe to express themselves, be heard, and participate fully in university life without fear of discrimination or exclusion.

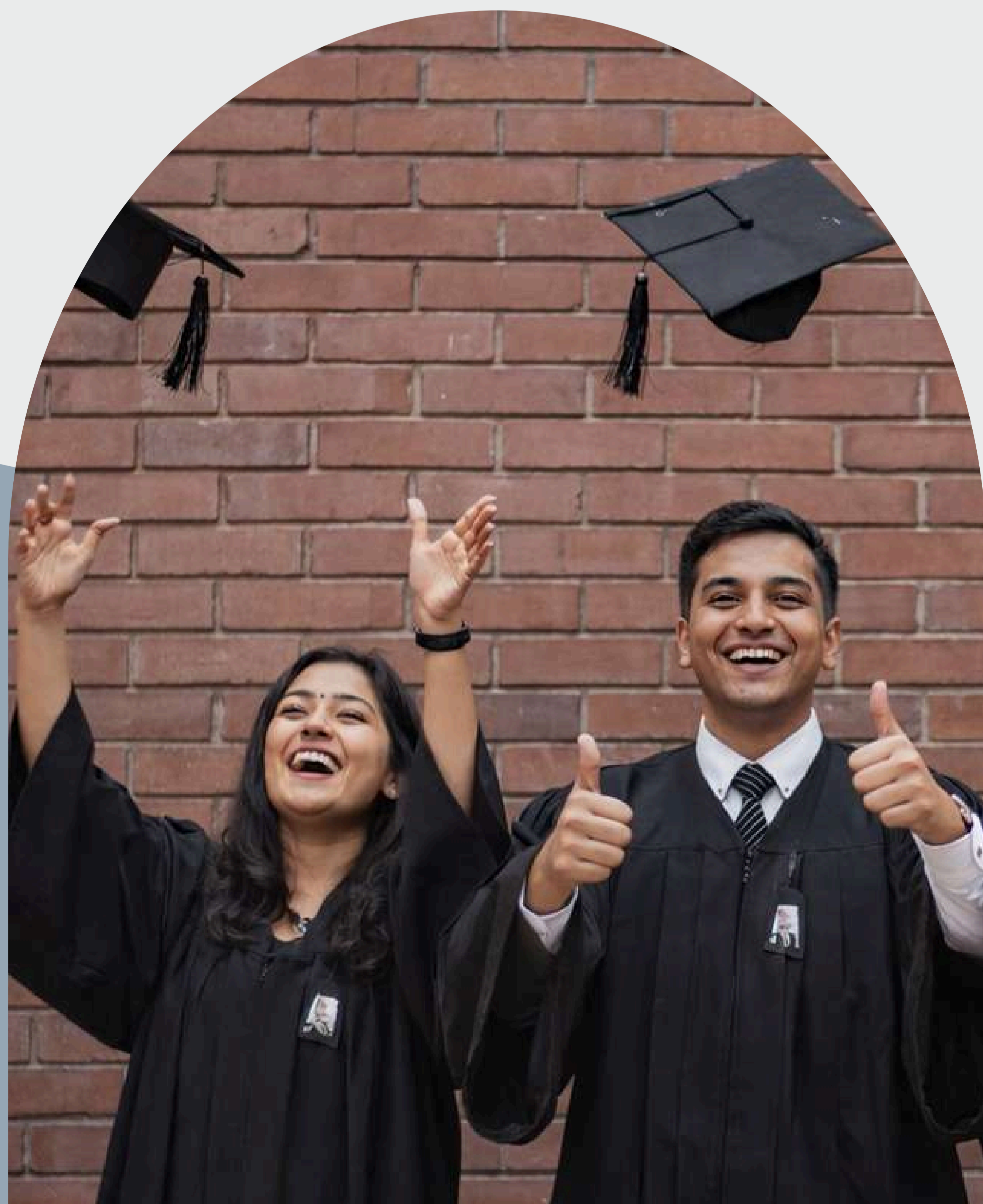




# IMPACT

Impact reflects EWU's commitment to making a difference—academically, socially, professionally, economically, environmentally, and globally.

By embedding this principle into our curricula, we cultivate graduates who are not only knowledgeable but also capable of driving industries forward, uplifting communities, and leading the nation with purpose.



# EFFICIENCY & SUSTAINABILITY

Efficiency drives EWU to manage resources—time, talent, and finances—with the greatest care. We commit to streamlined processes and smart utilization to maximize our educational impact and operational strength.

Simultaneously, we prioritize sustainability, ensuring that our practices are environmentally responsible and future-focused. This means reducing our ecological footprint, promoting green initiatives, and fostering a culture that respects the long-term health of our planet and community. In light of this, in 2025, EWU has also officially committed to achieving Net Zero carbon emissions by the year 2040.



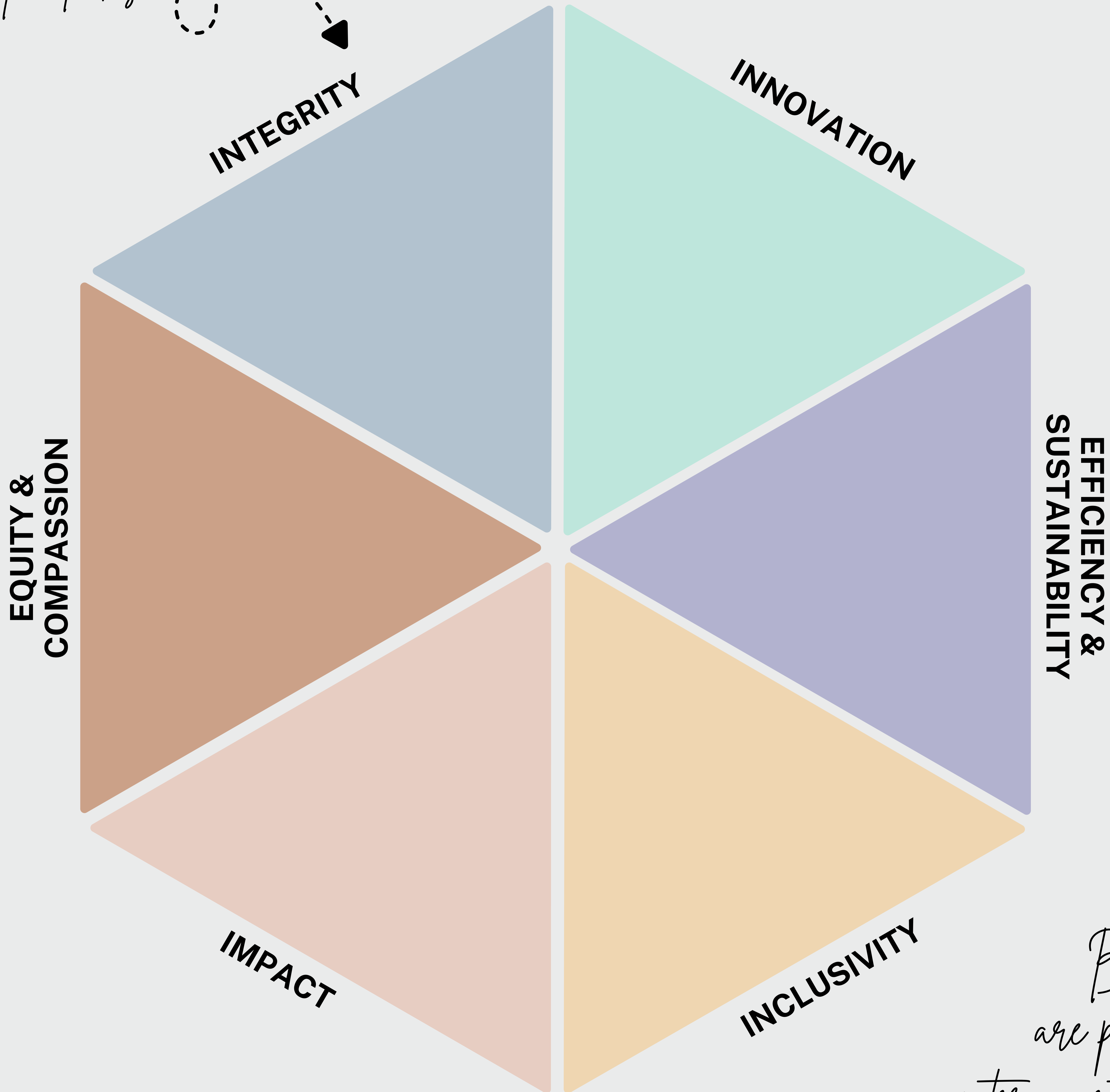
# EQUITY & COMPASSION

Equity ensures fairness, openness, and transparency in access, treatment, opportunity, and advancement for all.

Compassion fosters a supportive, respectful, and non-judgmental learning environment. Equity without compassion may lead to being bureaucratic and cold, while compassion without equity may lack consistency and sustainability. This is why, at EWU, we commit to balancing both - we acknowledge individual differences and intentionally create an equitable environment in which every member of our community can thrive.



*Our value system looks like this*



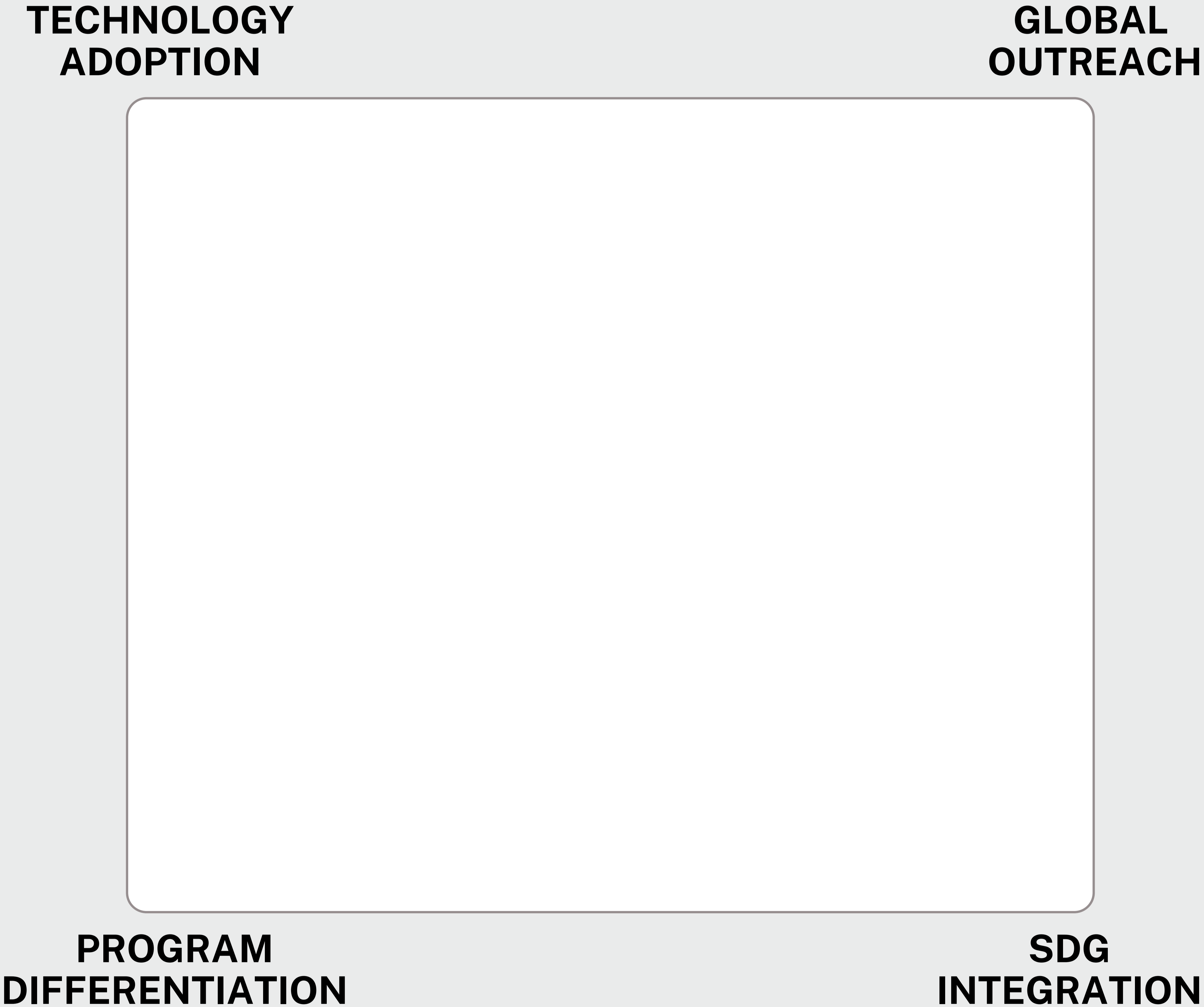
*But these values are part of a larger interconnected ecosystem....*



# STRATEGIC FRAMEWORK

The Strategic Framework is segmented into four specific components. They are: **Technology Adoption, Program Differentiation, SDG Integration, and Global Outreach.**

*This is what our Strategic Framework looks like:*



EWU strategically drives new **technology adoption** across all academic and administrative functions, achieve significant **program differentiation** through innovative and market-relevant program offerings, foster comprehensive **SDG integration** within its curricula and research to address global sustainability challenges, and expand its **global outreach** to cultivate a diverse international community and enhance its worldwide impact.

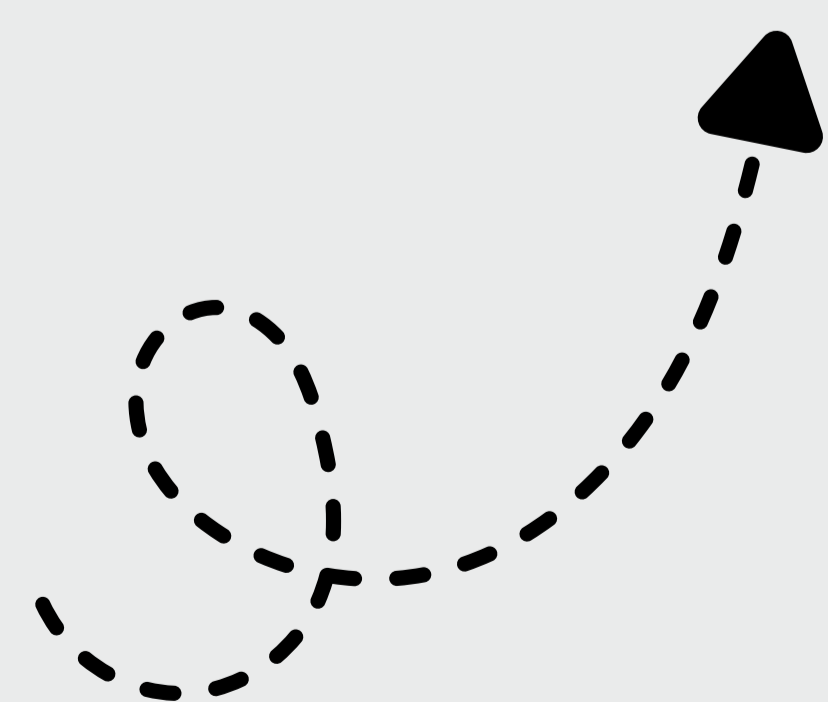
# STRATEGIC FRAMEWORK

## Component 1: Technology Adoption

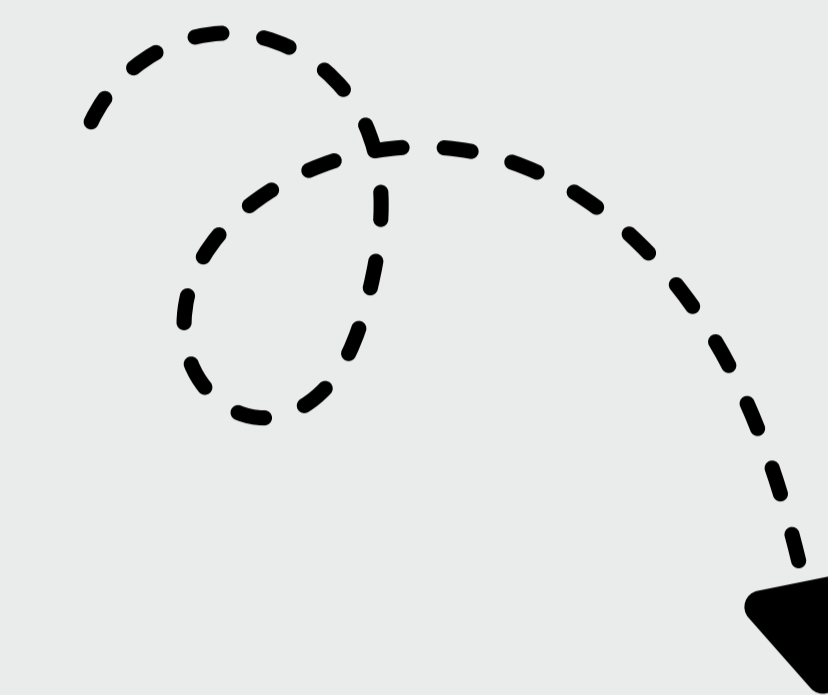
As industries transform through digitalization, automation, and data-driven decision-making, EWU ensures that teaching methods, administrative processes, and student services remain relevant and future-focused.

By prioritizing technology adoption—particularly in edtech, smart infrastructure, and digital systems—EWU positions itself to enhance learning outcomes, improve operational efficiency, and prepare students for the realities of a technology-shaped world. This transformation includes integrating AI tools for enrollment and teaching, providing high-speed internet, creating smart classrooms, and implementing an IoT-enabled campus. This reflects EWU's understanding that higher education can no longer remain static in a rapidly evolving world.

**TECHNOLOGY  
ADOPTION**



**PROGRAM  
DIFFERENTIATION**



## Component 2: Program Differentiation

To gain a competitive edge, we believe in differentiating our programs. By offering unique, industry-relevant learning experiences, we equip students with specialized skills that employers seek.

EWU differentiates itself by introducing new technology-based degrees and dual degrees. For further advancement, we intend to offer multidisciplinary customised programs, PhD degrees, and micro-credentials. This approach enhances graduate employability and fosters innovation, making the university a preferred partner for industry collaboration and talent development.

# STRATEGIC FRAMEWORK

## SDG INTEGRATION



### Component 3: SDG Integration

Our strategic framework adopts a systematic approach to incorporating the Sustainable Development Goals (SDGs) across all dimensions of education at EWU.

We develop interdisciplinary electives and promote student projects aligned with the SDGs to foster collaboration and problem-solving. We will also integrate them into experiential learning opportunities like volunteering and innovation challenges. In light of this, EWU has committed to achieving Net Zero carbon emissions by 2040, with substantial reductions targeted by then, although full realisation is realistically anticipated by 2050.

This approach produces socially responsible, solution-oriented graduates, aligning our university with meaningful global change.

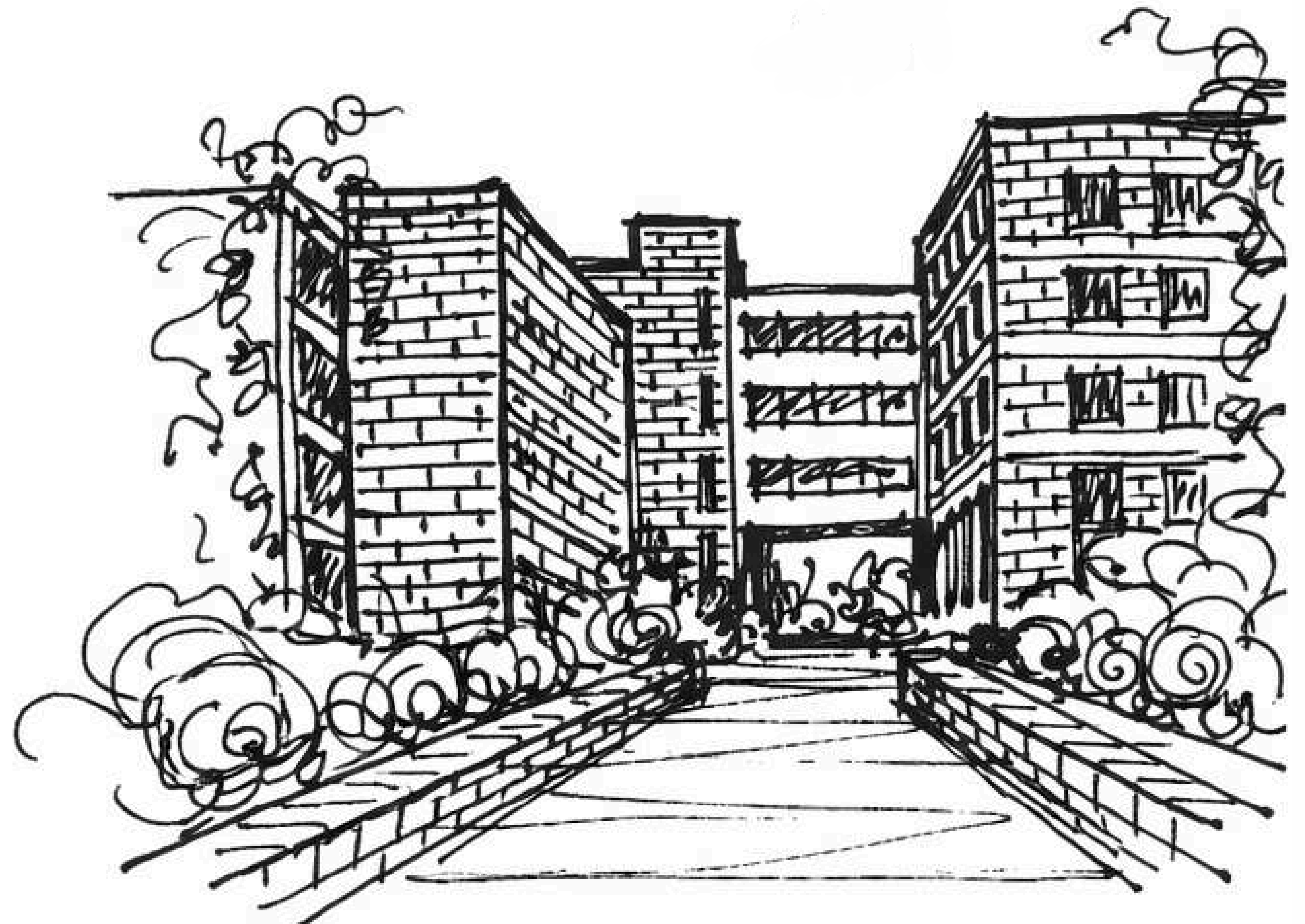
## Component 4: Global Outreach

Global outreach is vital for enhancing EWU's reputation, preparing students for a global workforce, and expanding research. By establishing international partnerships for joint degrees, research collaborations, and exchange programs, we attract global talent and secure our position as a globally recognized institution.

This strategic component, which aligns with our program differentiation component, makes EWU a globally relevant institution and ensures our alumni are recognized worldwide. EWU aims to produce graduates who can navigate and contribute meaningfully to an increasingly interconnected world.

## GLOBAL OUTREACH





# STRATEGIC FRAMEWORK ALIGNED WITH EWU VALUES

*Operationalizing our Value System*



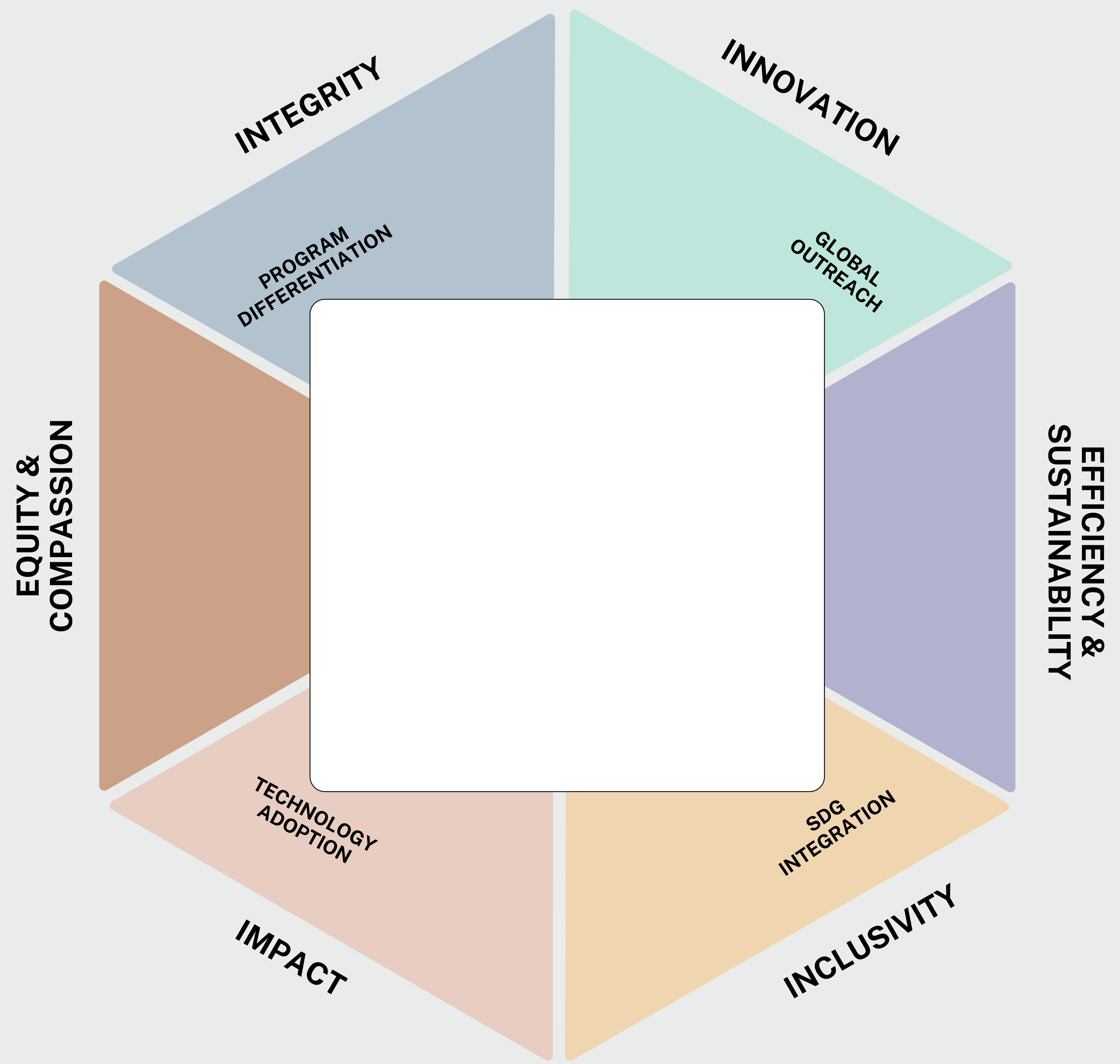
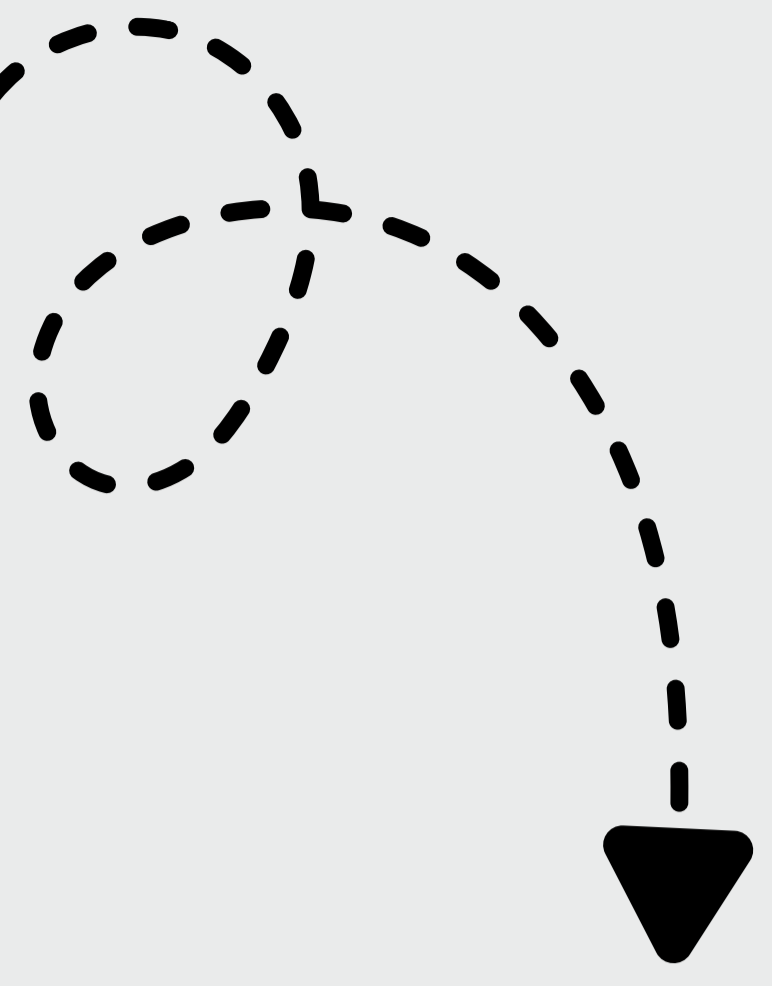
**Our Strategic Framework operationalizes our Values through measurable, future-ready initiatives across education, sustainability, and global engagement.**

*Our Strategic Framework Components*

*Our Values*

	<b>Technology Adoption</b>	<b>Program Differentiation</b>	<b>SDG Integration</b>	<b>Global Outreach</b>
<b>Integrity</b>	Ethical AI & Data Governance	Academic Rigor & Quality Assurance	Net-Zero Carbon Commitment	Value-Driven Global Partnerships
<b>Innovation</b>	AI-enabled Smart Campus Systems	Multidisciplinary & Tech-Based Programs	Modern and Efficient campus infrastructure	International Research Collaborations
<b>Inclusivity</b>	Hybrid & Accessible Learning Models	Flexible, Modular Learning Pathways	Student Wellbeing & Support systems	Diverse Global Student Community
<b>Impact</b>	Scalable Digital Learning Ecosystems	Industry-aligned Graduate Outcomes	Expanded Capacity	International Visibility
<b>Efficiency &amp; Sustainability</b>	Automation & Optimized Systems	Scalable Program Design	Green Campus Development	Strategic Global Alliances
<b>Equity &amp; Compassion</b>	Effective Digital Access Systems	Lifelong Learning Opportunities	Mental Health Support	Global-Engagement Supportive Infrastructure

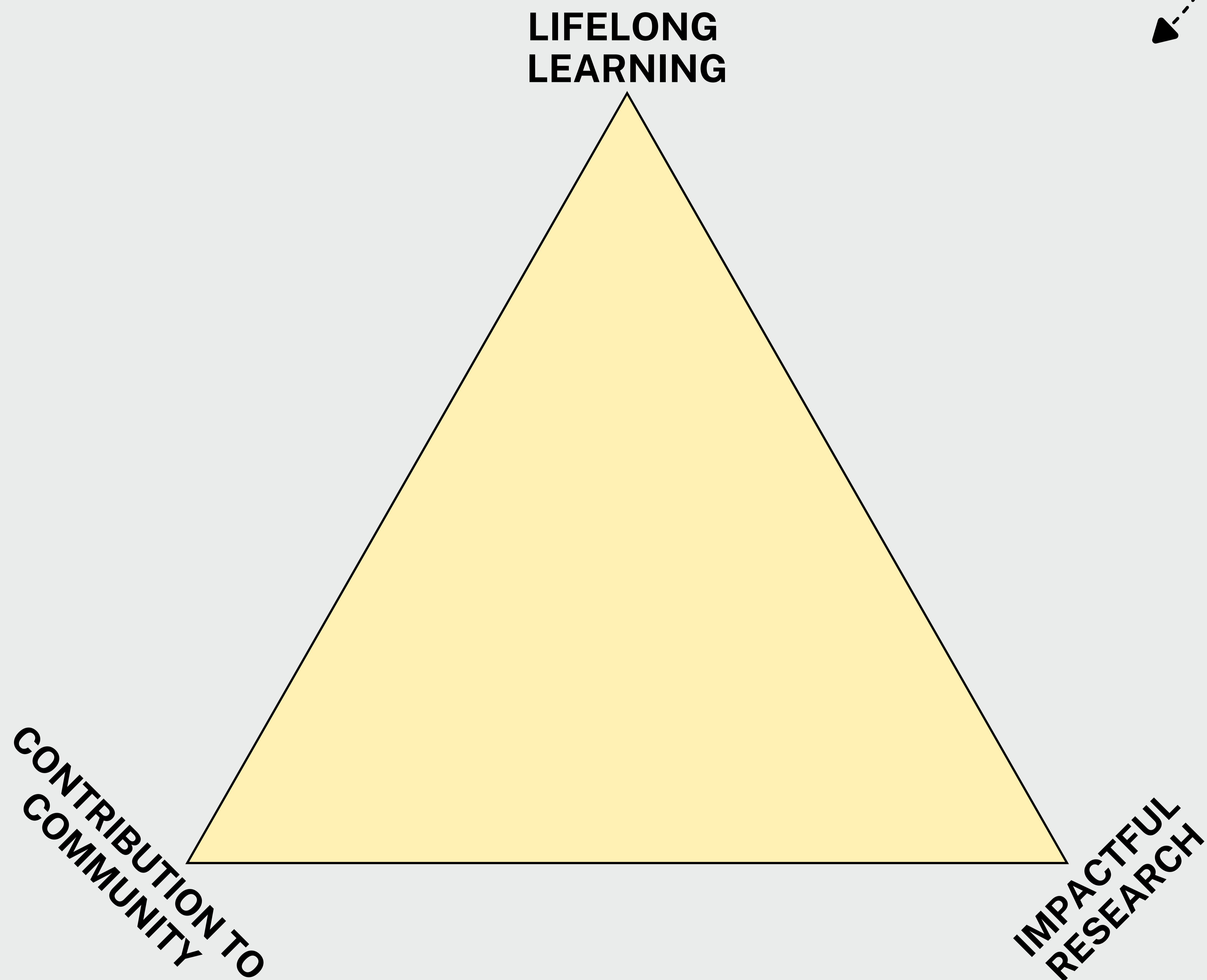
Remember our value system?  
Keeping the values in mind, the Strategic Framework is incorporated like this





# STRATEGIC GOALS

*Here are our Strategic Goals, visualised as a triangle:*



The four components of the Strategic Framework are implemented through our three Strategic Goals. They are—  
**Lifelong Learning, Impactful Research, and Contribution to Community.**

These goals are guided by three simple, practical questions. They are:

- What do we need to change?
- What do we want to achieve through change?
- How do we implement this change?

These questions help us evaluate each goal's effectiveness and practicality, and ensure alignment with our strategic framework.

The strategic goals are the three sides of the triangle that uphold the standard of EWU and works to uplift its stature in the global arena.



## What do we need to change?

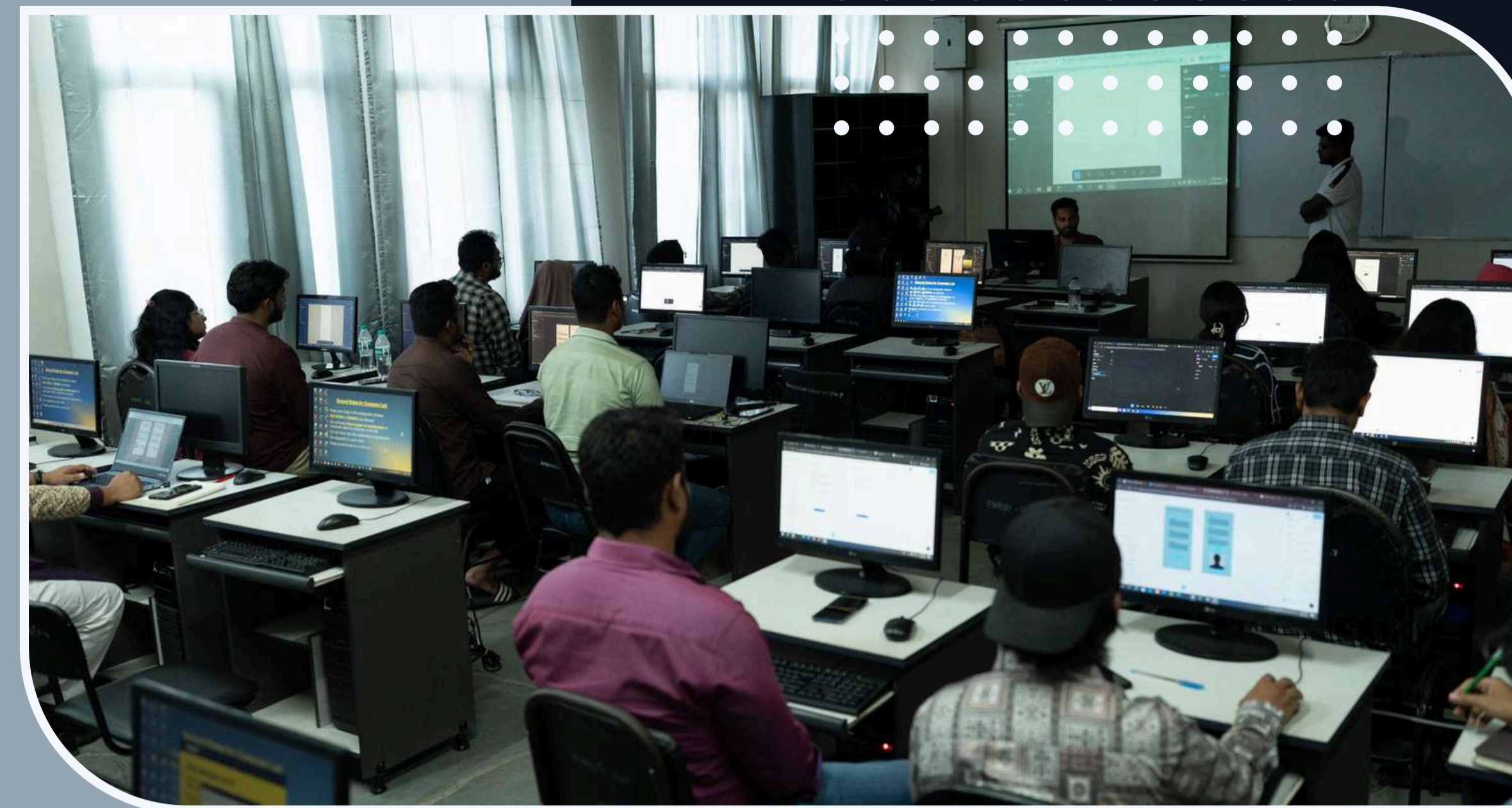
We must grow beyond traditional degree programs and offer flexible, relevant learning opportunities for people at all stages of life.

## What do we want to achieve through change?

Our goal is to create a culture of continuous growth, where learners can upskill, reskill, and stay prepared for evolving careers and societal needs.

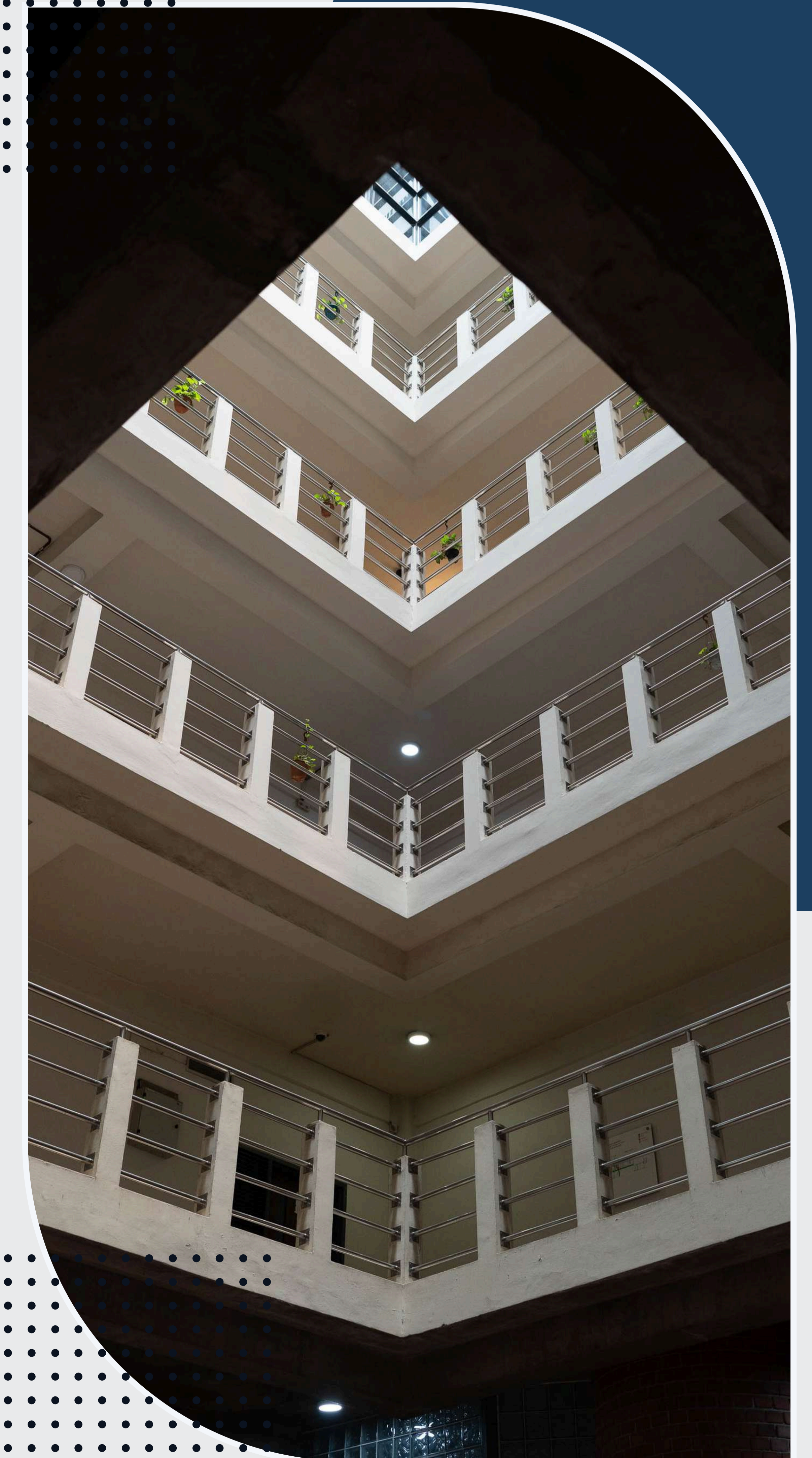
## How will we implement this change?

We will design modular programs & industry-aligned short courses, and use digital learning platforms that make education accessible anytime, anywhere. Collaboration with alumni and industry will guide our curricula to ensure real-world relevance.



In today's rapidly evolving world, where skills become obsolete frequently, EWU ensures that learning is continuous, flexible, and future-ready. We extend our impact beyond conventional degree offerings by addressing the learning needs of individuals throughout every phase of their lives. We offer education not only to fresh graduates from colleges, but also to working professionals, career changers, and adult learners.

# STRATEGIC GOAL Lifelong Learning



What do we need to change?

We must prioritize academic publications and research that addresses pressing societal and industry challenges.

What do we want to achieve through change?

Our aim is to generate knowledge and innovations that solve real problems, influence policy, and contribute to economic and social development.

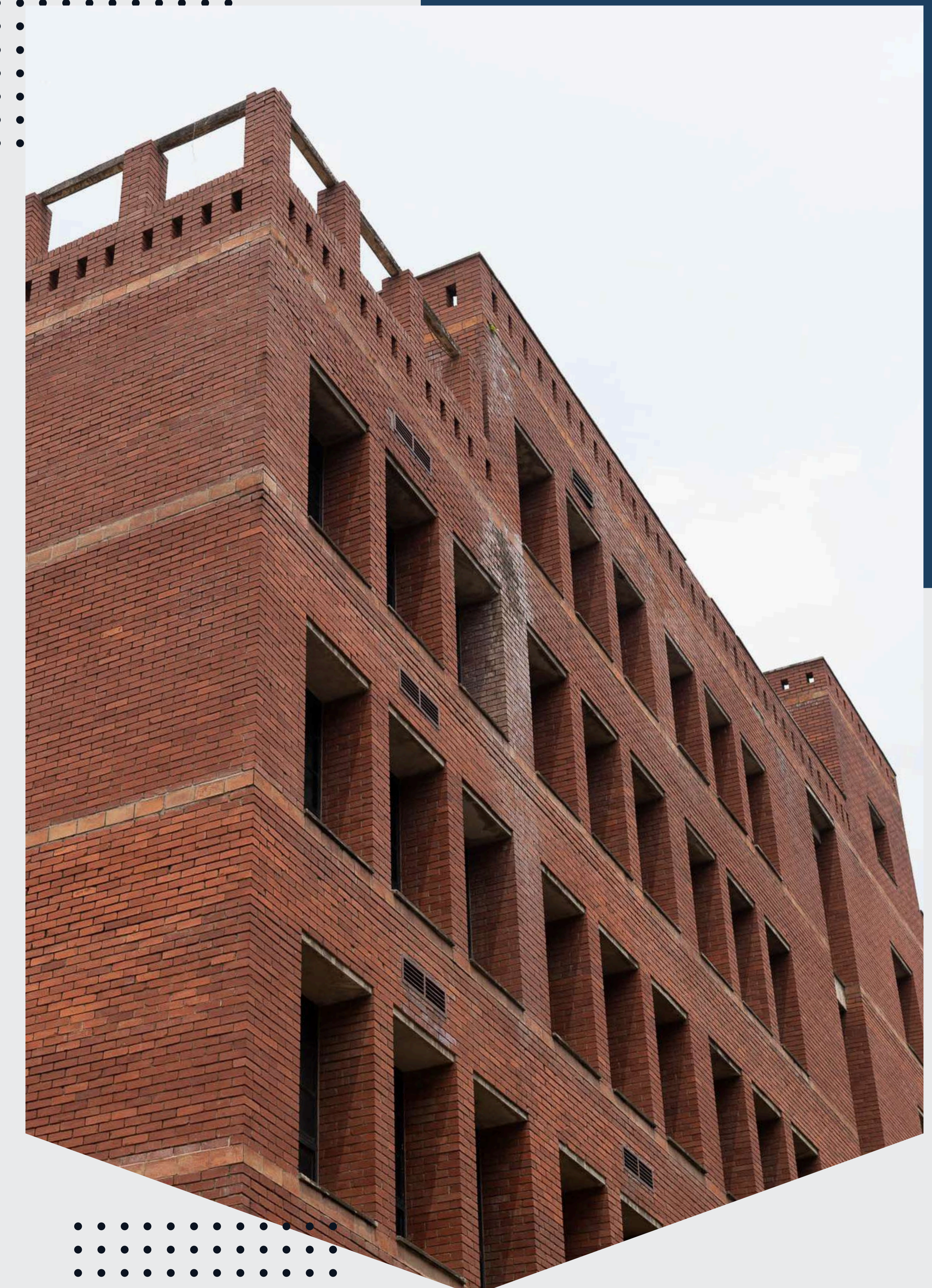
How will we implement this change?

We will strengthen our research culture, encourage interdisciplinary collaboration, and work closely with industry and government partners. We will invest in research facilities and support academics and students to translate ideas into solutions that make a difference.



To us, research is not just about discovery—it is about creating real impact. By prioritizing research that generates measurable impact—be it through policy influence, industry solutions, or community transformation—EWU strengthens its relevance and visibility on a global scale. The key idea is a shift from research as a purely academic exercise to research as a proactive force for change.

## STRATEGIC GOAL Impactful Research



## What do we need to change?

We must strengthen our role beyond the classroom and actively connect with local and global communities to understand their needs.

## What do we want to achieve through change?

Our aim is to generate knowledge and innovations that solve real problems, influence policy, and contribute to economic and social development in Bangladesh.

## How will we implement this change?

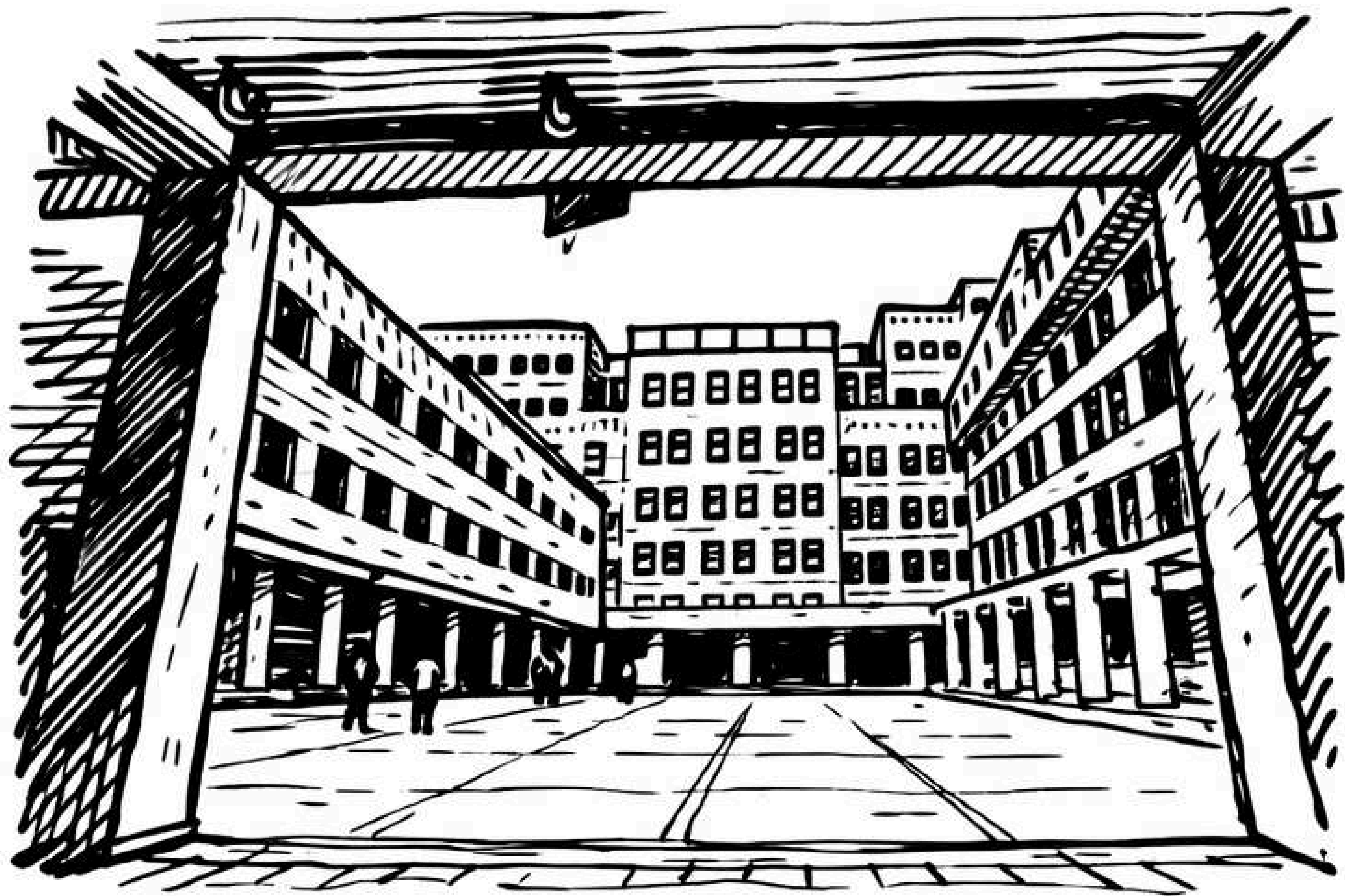
We will launch outreach programs, promote volunteerism, and collaborate with government bodies, NGOs, and industry partners to develop solutions for real-world challenges. Community projects, service-learning initiatives, and research addressing social issues will be seamlessly integrated into our academic culture.



We believe education must serve a higher purpose. By actively engaging with local and global communities, EWU empowers students to apply their knowledge in real-world settings through service learning, internships, and volunteer opportunities that strengthen leadership and teamwork skills. By integrating academic learning with lived experience, EWU prepares students to think critically, lead with integrity, act compassionately, and contribute thoughtfully as global citizens. EWU develops leaders and changemakers equipped with the ethics and practical skills to make meaningful contributions to society.

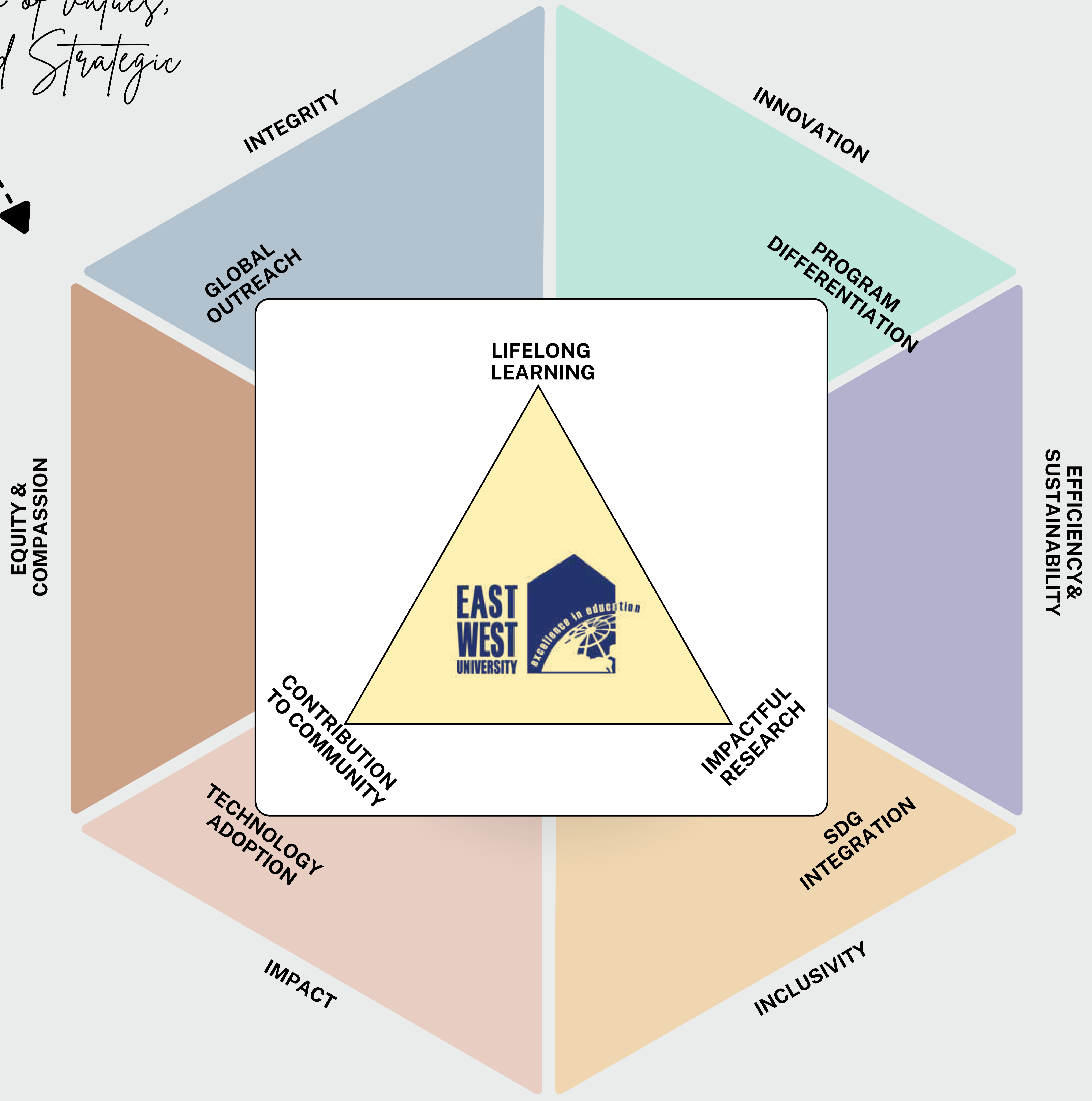
# STRATEGIC GOAL Contribution to Community

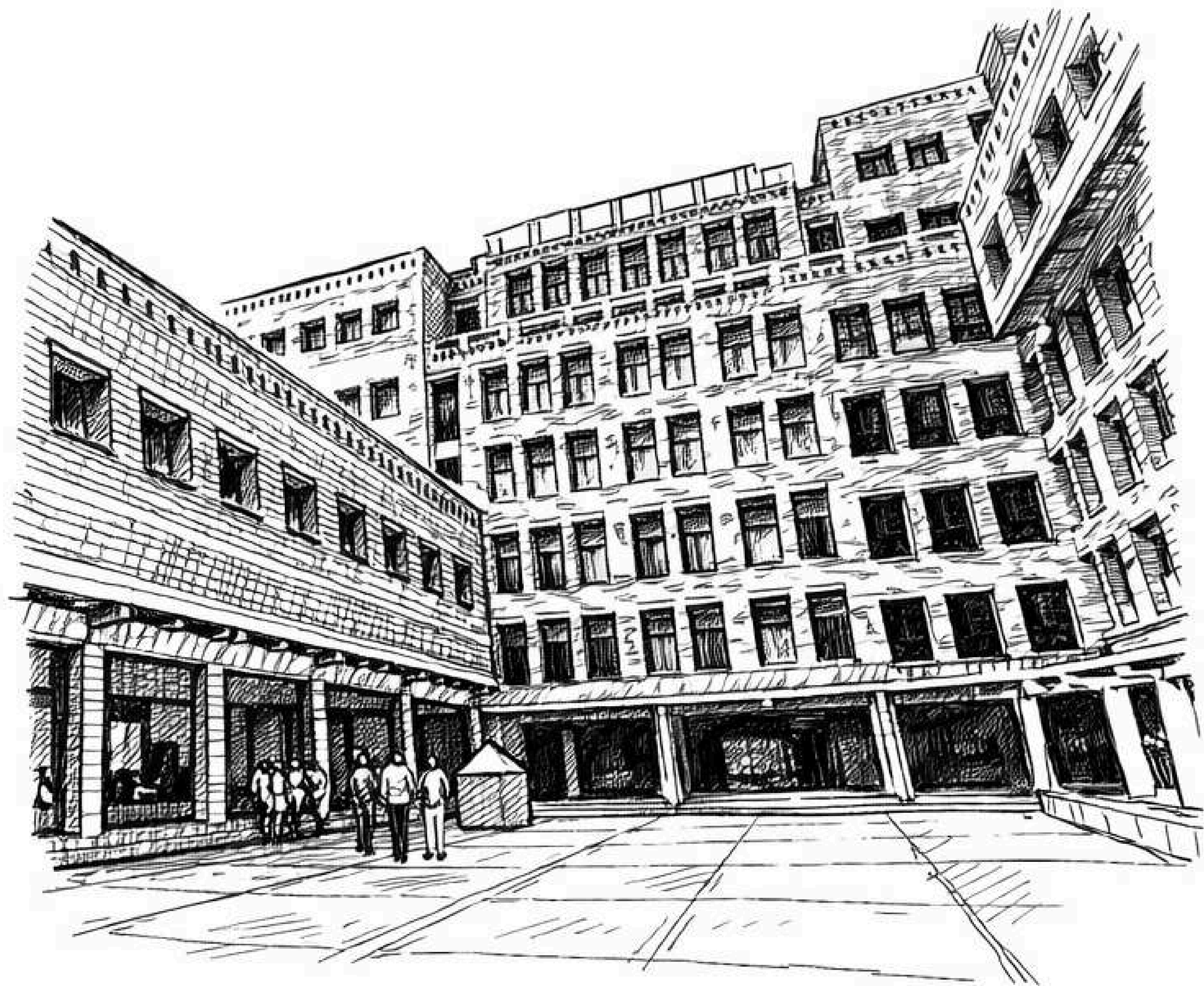




# EWU ECOSYSTEM

So, our entire ecosystem of values, strategic framework and Strategic Goals look like this





# DEVELOPMENT PHASES

To implement the strategic framework, we have a strategic horizon overlaying three Development Phases.

They are–

## Consolidation Phase

(2026–2030)

This phase focuses on strengthening EWU's existing foundation by keeping student enrollment within current capacity while enhancing the quality of intake. Emphasis will be placed on upgrading academic content, improving teaching and learning through innovative methods and practices, quality research and publications, and optimizing resources for maximum impact.

## Growth Phase

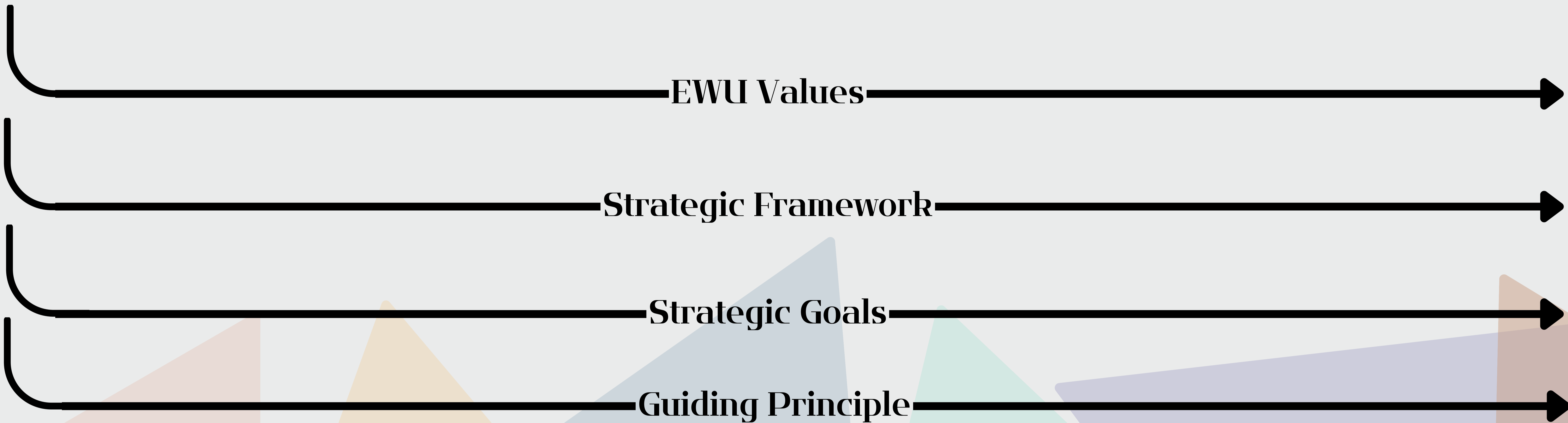
(2031–2035)

During this phase, EWU will expand student enrollment by approximately 5,000 to reach about 20,000 students. This growth will be supported by recruiting highly qualified faculty and staff, enhancing infrastructure, and strengthening student services. At the same time, EWU will foster both academic excellence and research productivity, increasing the quality and quantity of scholarly publications alongside student body growth.


## Quality-Integrated Growth Phase

(2036–2040)

This phase will combine consolidation with continued growth, emphasizing on sustained quality enhancement. Key priorities include faculty development, curriculum innovation, service excellence, and higher research output. The aim is to reach approximately 25,000 students while enhancing EWU's reputation as a center of academic distinction and societal contribution.



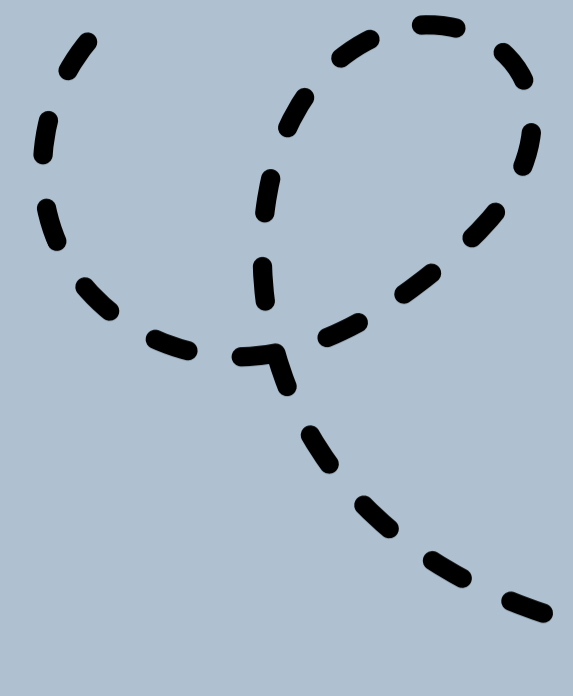
Our values, components of strategic framework, and constituents of strategic goals are shaped by our guiding principle, **“Inside-Out and Outside-In”**. In this context, the principle represents a symbiotic relationship between EWU and ‘the outside’ - it means integrating insights from industry, alumni, employers, global partners, and accreditation bodies to stay aligned with global needs, while strengthening internal academic, administrative and research quality to produce top talent and knowledge for the new world.



Our Guiding Principle is mapped to clearly contextualise how our Strategic Goals and Sub-Goals interconnect.



The 'Inside-out & Outside-in' principle guides continuous academic improvement.



## Sub-Goals Under Each Strategic Goal

### OUTSIDE-IN

The 'Outside-in' approach brings insights from industry, alumni, employers, global partners, and accreditation bodies. It keeps EWU aligned with national priorities and international academic standards.



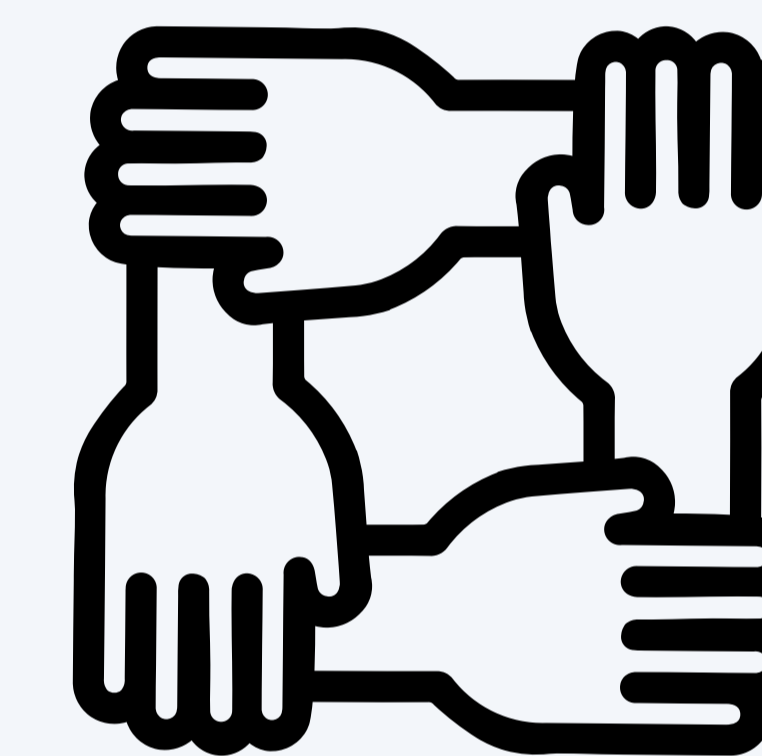
#### LIFELONG LEARNING

- Teaching & Learning
- Acceptability of the Program
- Faculty Development



#### IMPACTFUL RESEARCH

- Research & Innovation
- Industry Engagement



#### CONTRIBUTION TO COMMUNITY

- Community Service & Engagement
- Student Outcomes

The 'Inside-out' approach strengthens EWU's core faculty development, student learning, research culture, and academic systems. It ensures quality grows rooted in EWU's values and institutional strengths, and contributes to industrial growth and societal prosperity.

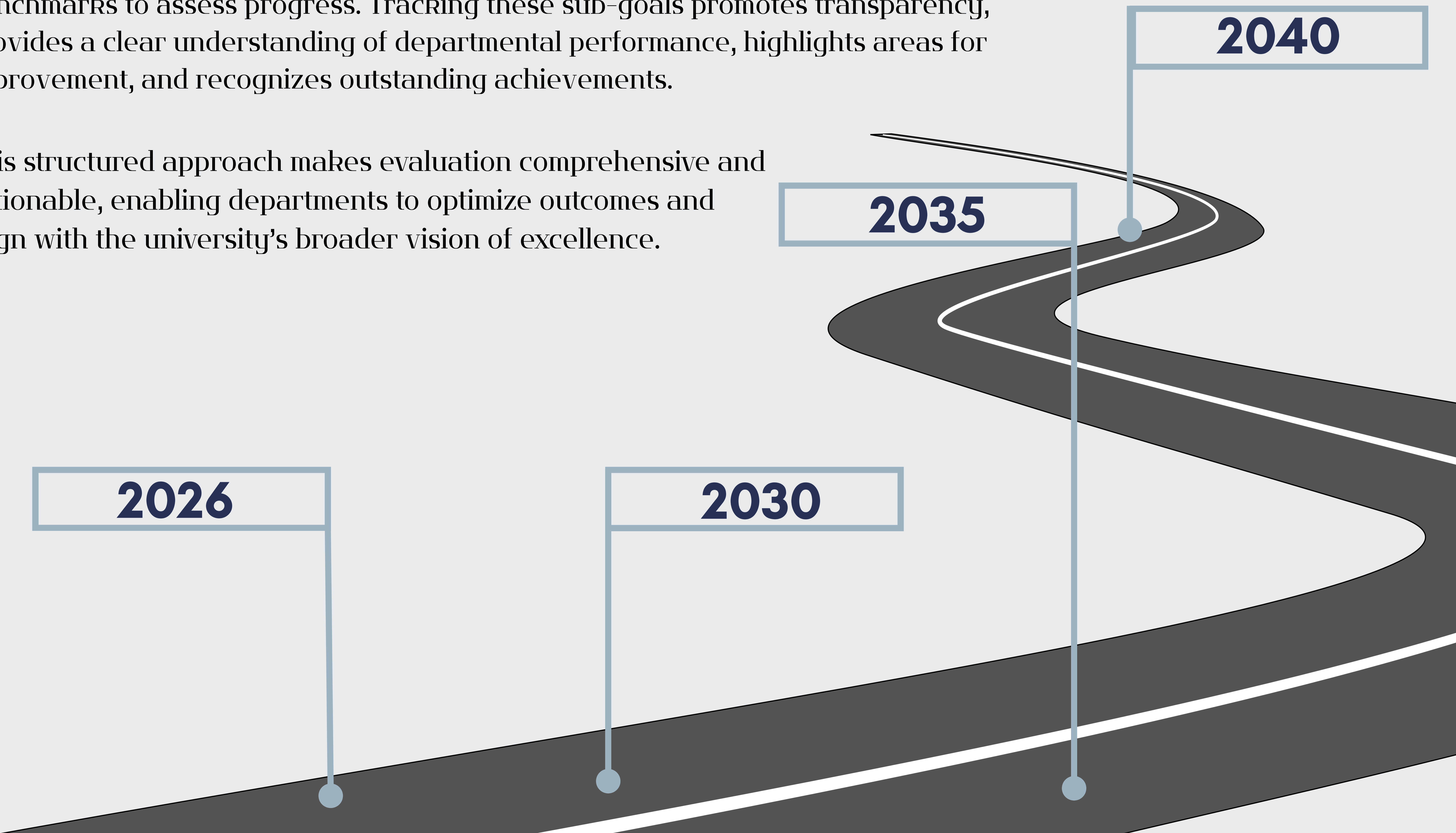
### INSIDE-OUT

Together, these two perspectives help EWU evolve as a dynamic, relevant, and knowledge-based future-focused institution.

# Operationalizing our Strategic Goals

To operationalize our Strategic Goals, we have a set of sub-goals providing objective benchmarks to assess progress. Tracking these sub-goals promotes transparency, provides a clear understanding of departmental performance, highlights areas for improvement, and recognizes outstanding achievements.

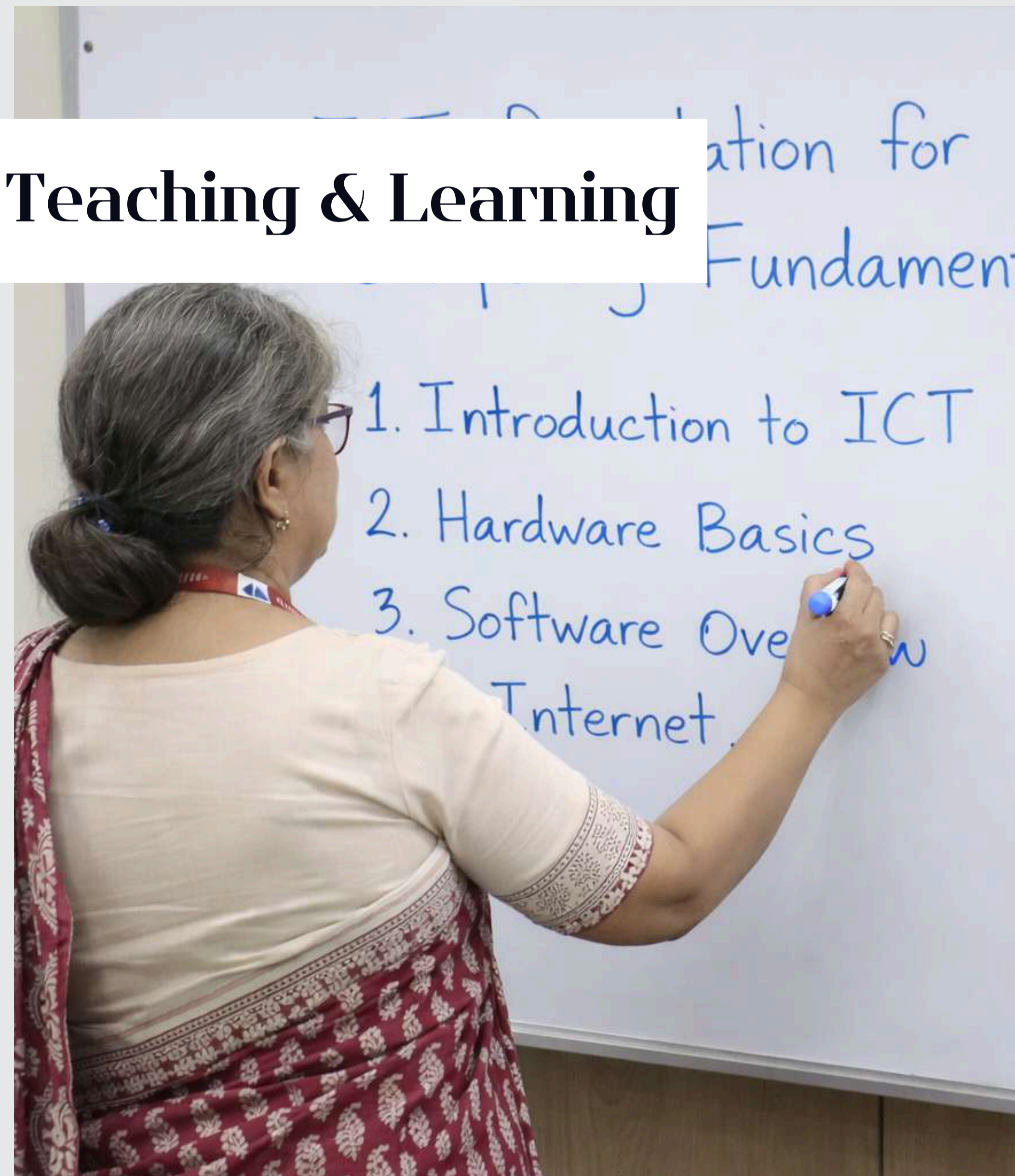
This structured approach makes evaluation comprehensive and actionable, enabling departments to optimize outcomes and align with the university's broader vision of excellence.



# SUB-GOALS UNDER STRATEGIC GOALS

These are the seven  
**SUB-GOALS**

**Teaching & Learning**



**Industry Engagement**



**Community Service & Engagement**



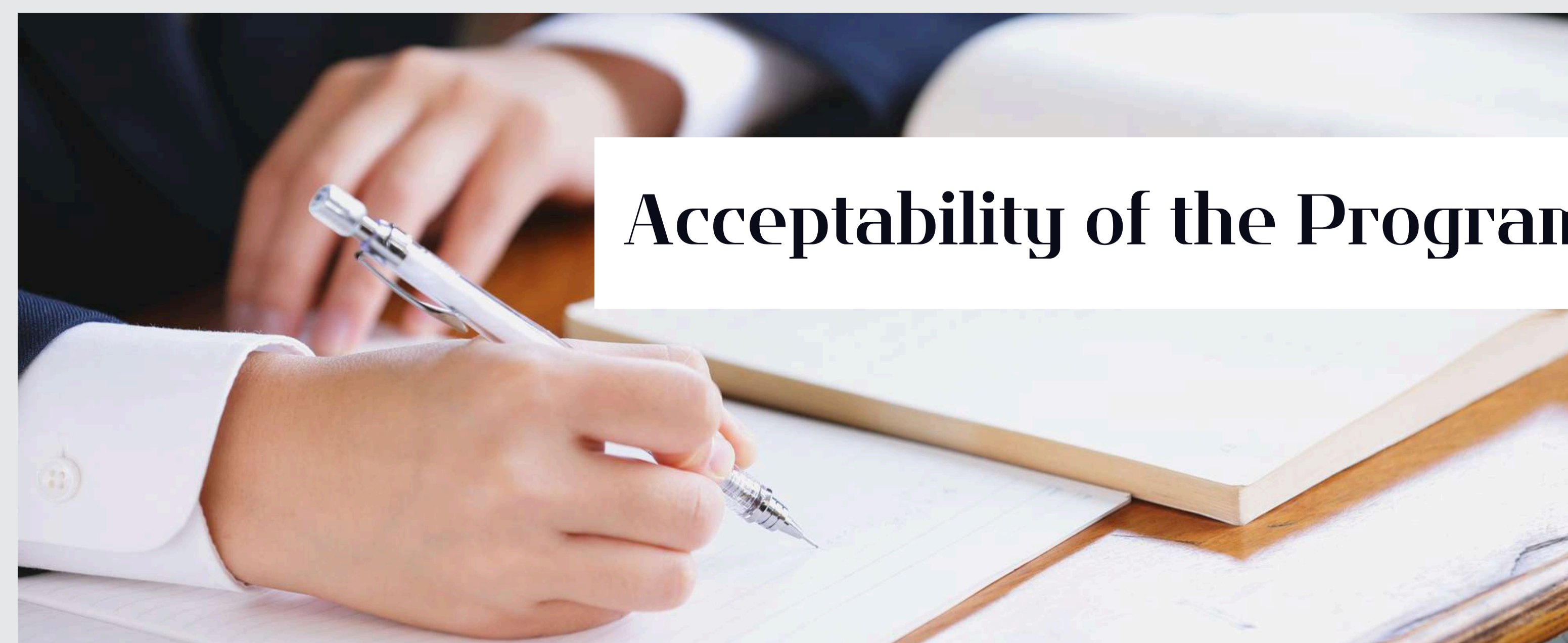
**Research & Innovation**



**Student Outcomes**

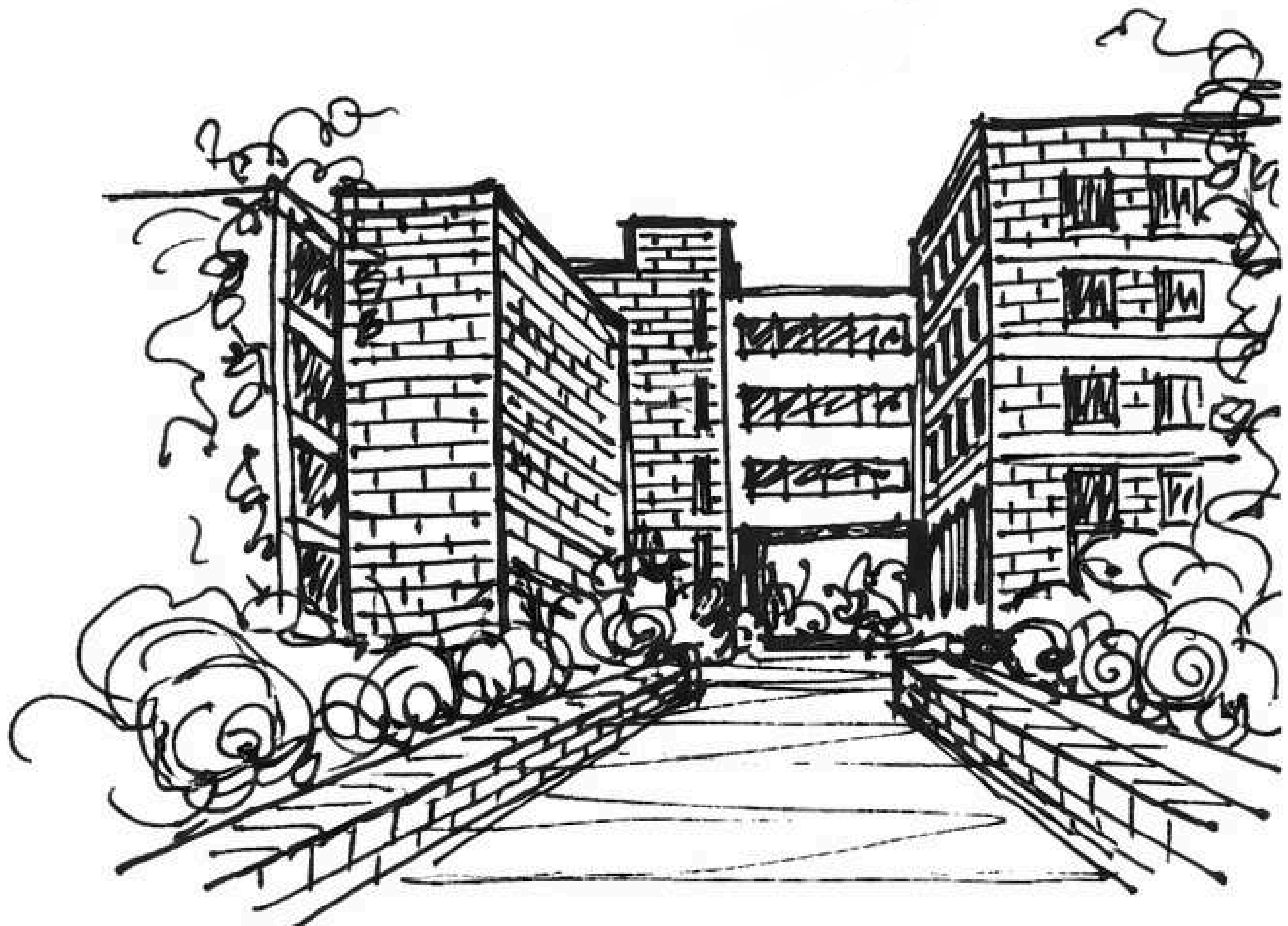


**Acceptability of the Program**



**Faculty Development**



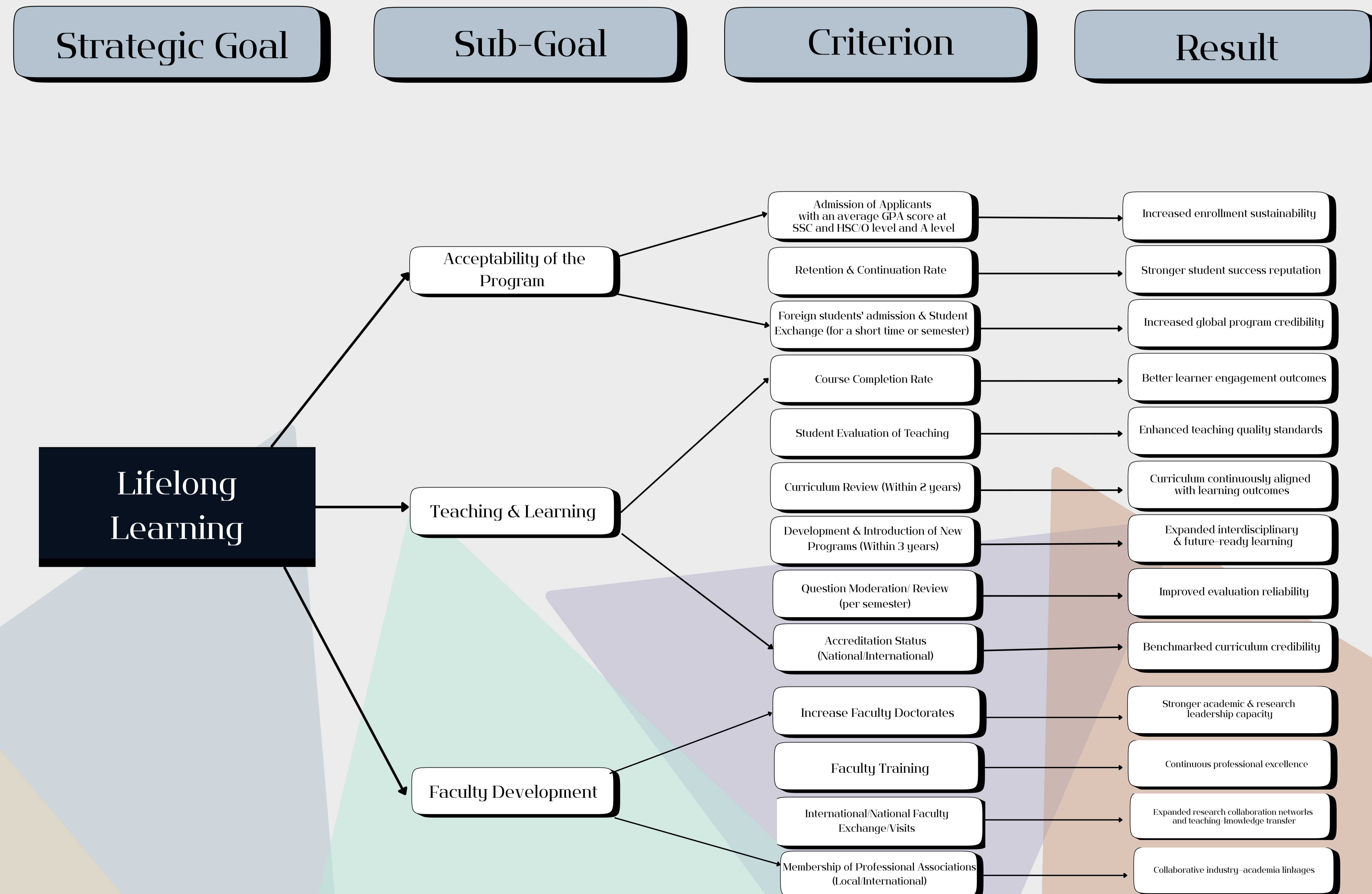
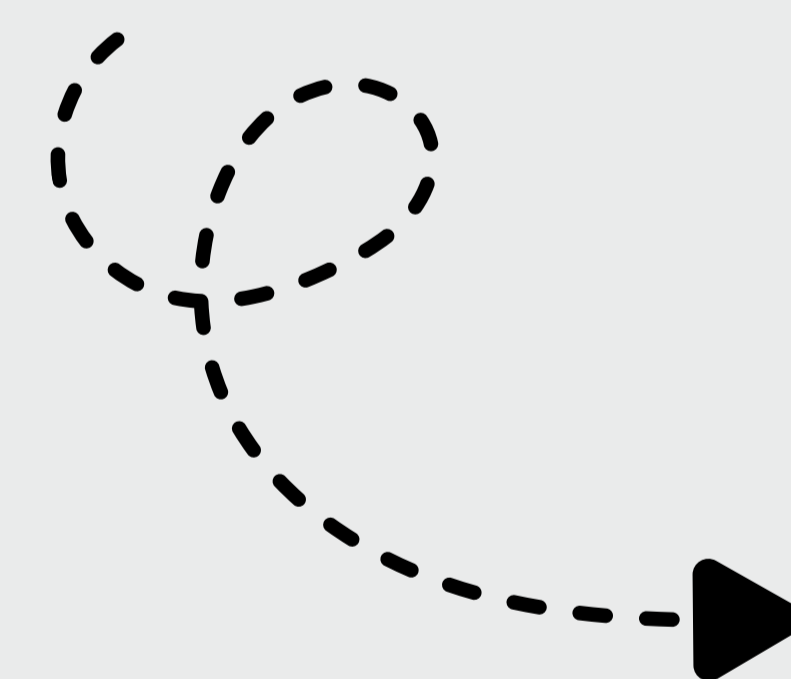


# STRATEGIC GOAL

## Lifelong Learning

	Technology Adoption	Program Differentiation	SDG Integration	Global Outreach
Integrity		Academic Rigor & Quality Assurance		Value-Driven Global Partnerships
Innovation		Multidisciplinary & Tech-Based Programs		
Inclusivity	Hybrid & Accessible Learning Models	Flexible, Modular Learning Pathways		Diverse Global Student Community
Impact				International Visibility
Efficiency & Sustainability				Strategic Global Alliances
Equity & Compassion		Lifelong Learning Opportunities		Global-Engagement Supportive Infrastructure

*Our Values and the Components of our Strategic Framework guide our Strategic Goals.*

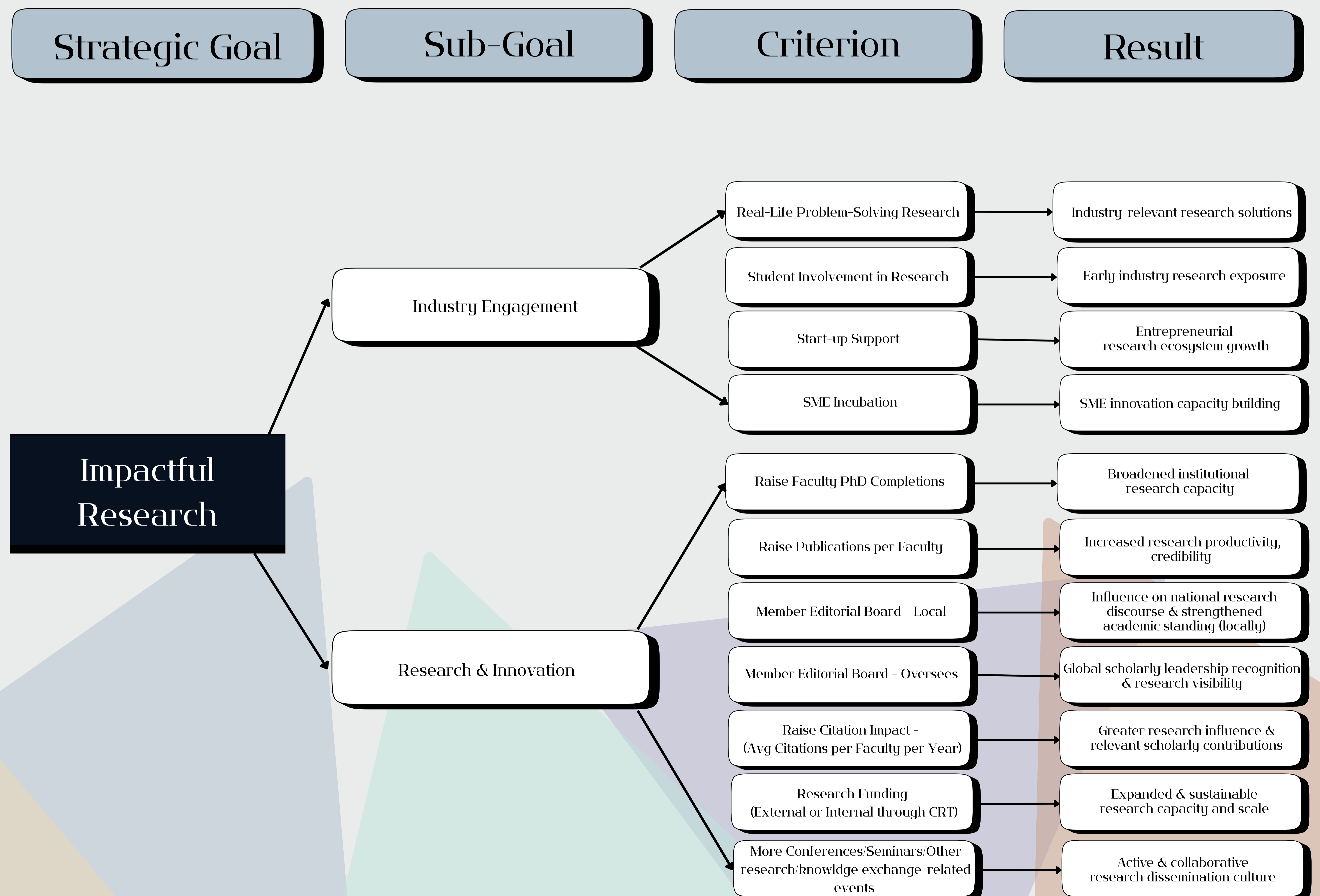


# STRATEGIC GOAL

## Impactful Research

	Technology Adoption	Program Differentiation	SDG Integration	Global Outreach
Integrity				
Innovation	AI-enabled Smart Campus Systems			International Research Collaborations
Inclusivity				
Impact		Industry-aligned Graduate Outcomes	Expanded Capacity	International Visibility
Efficiency & Sustainability				Strategic Global Alliances
Equity & Compassion				

*Our Values and the Components of our Strategic Framework guide our Strategic Goals.*

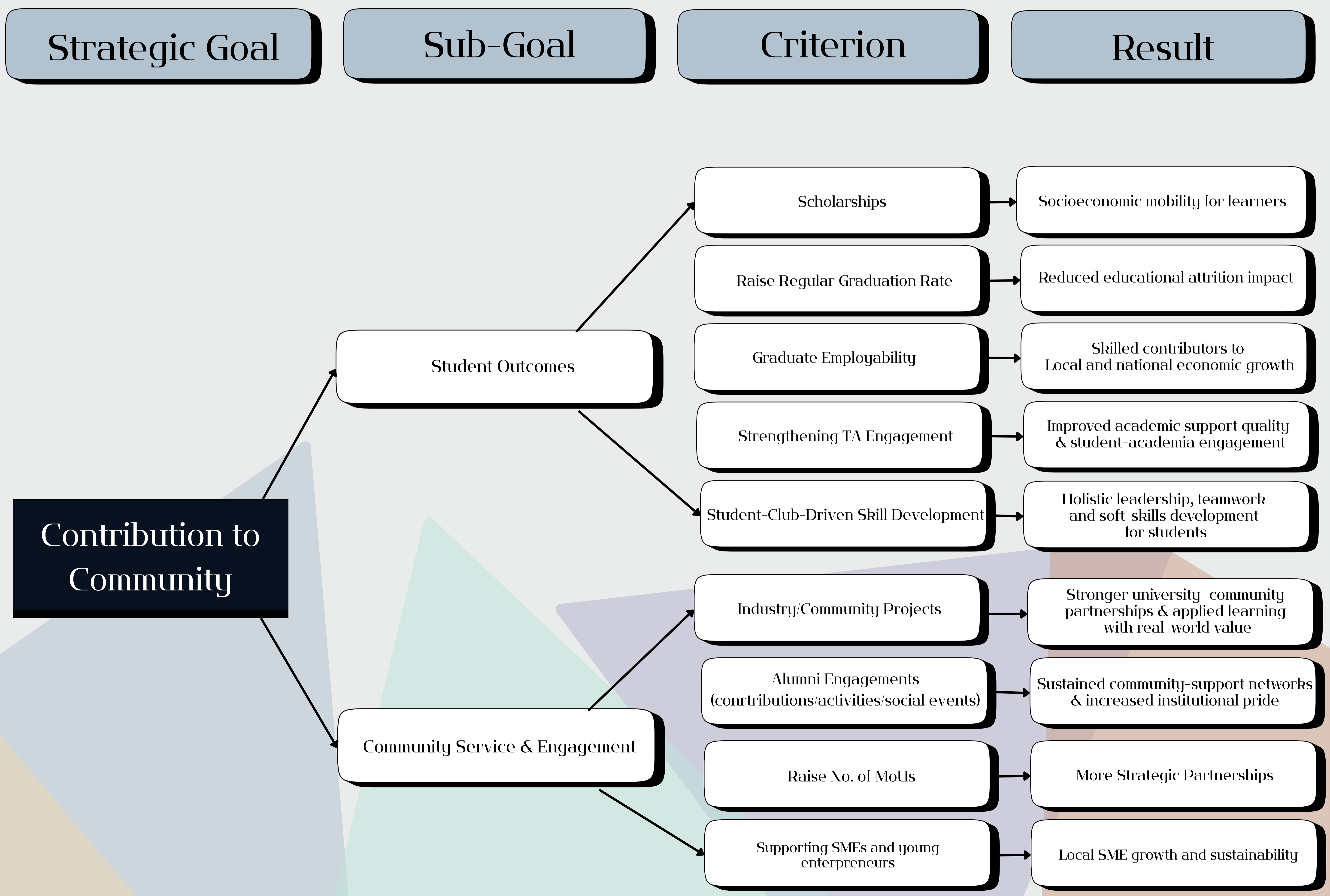


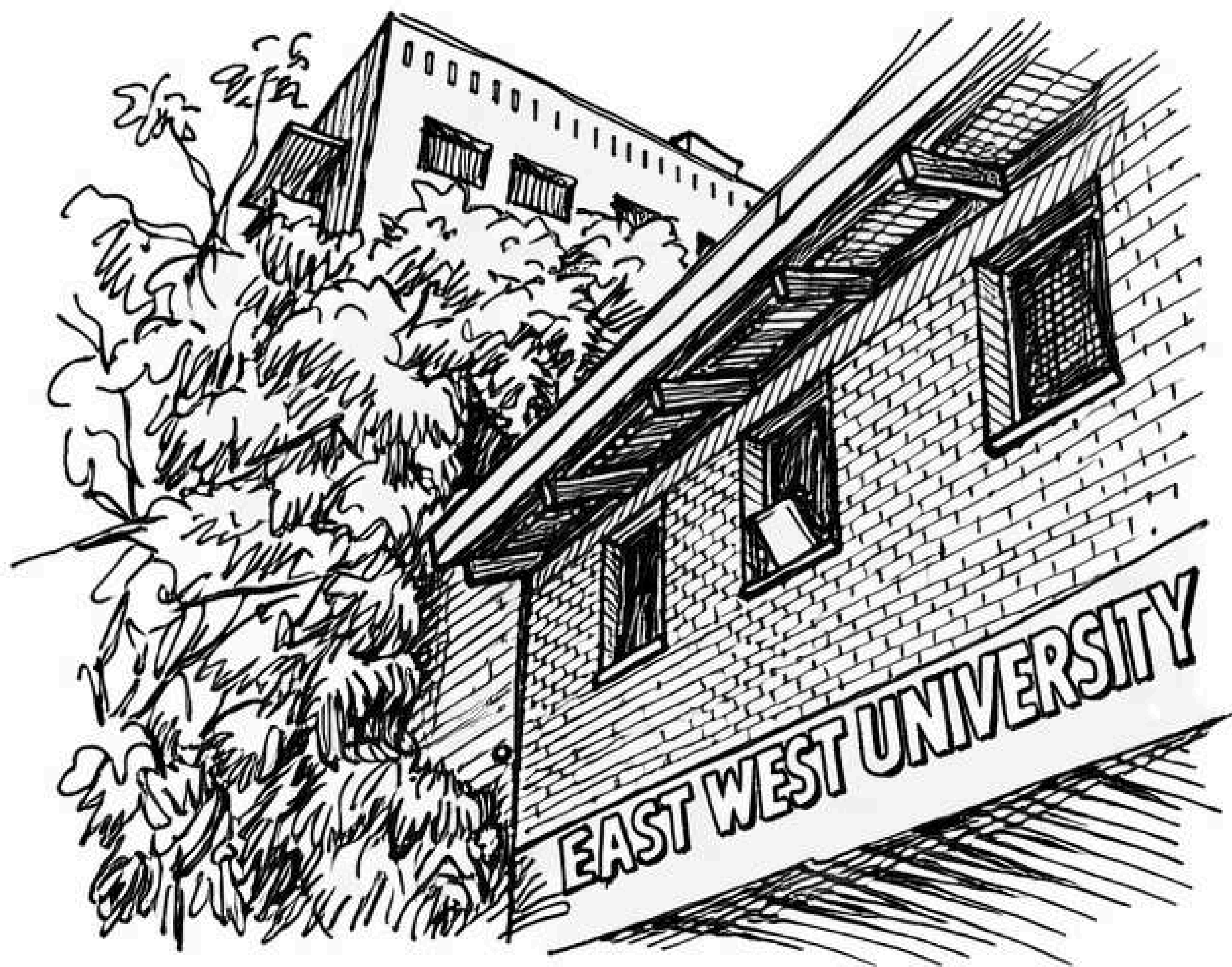
# STRATEGIC GOAL

## Contribution to Community

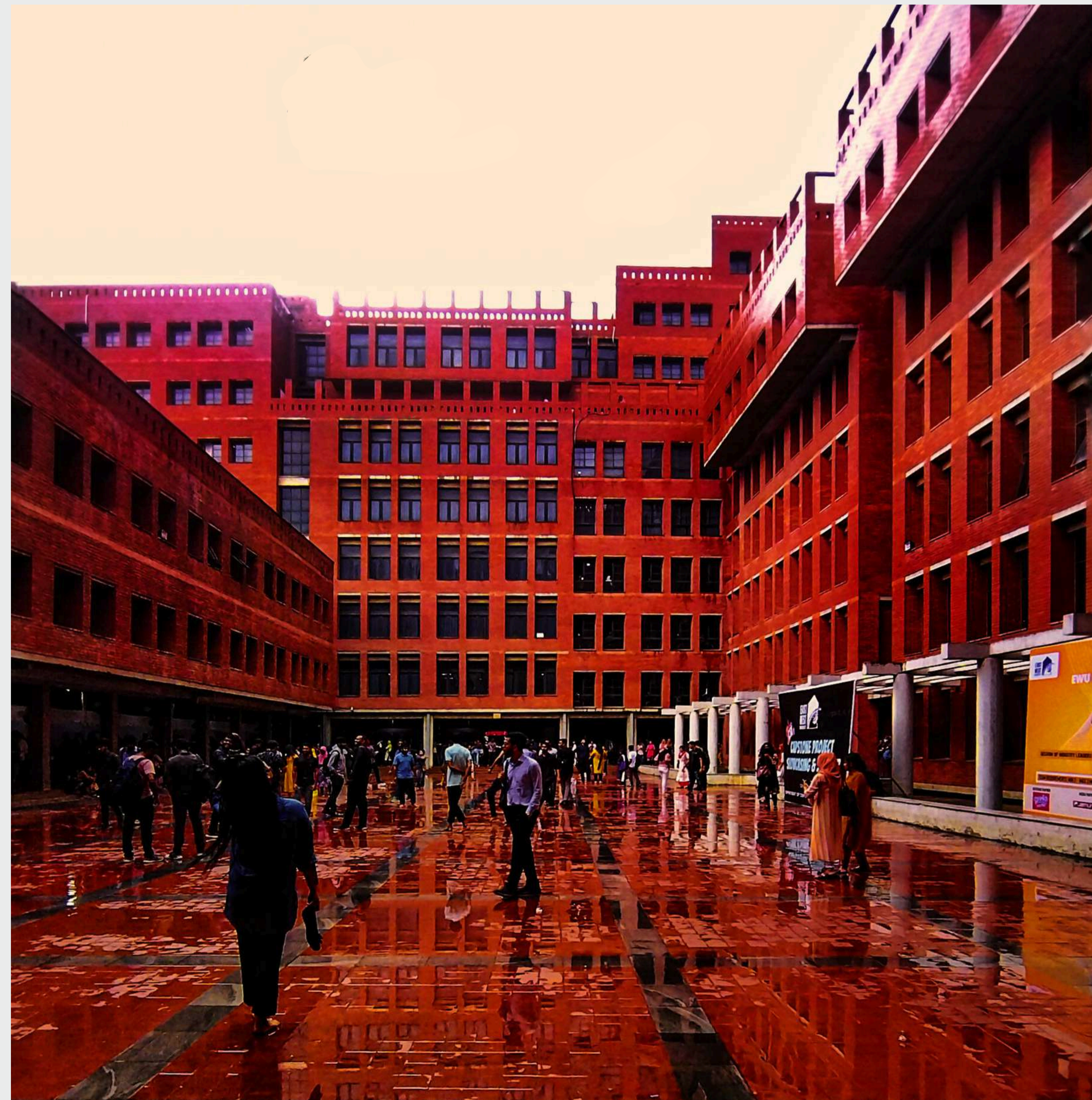
	Technology Adoption	Program Differentiation	SDG Integration	Global Outreach
Integrity	Ethical AI & Data Governance		Net-Zero Carbon Commitment	
Innovation				
Inclusivity			Student Wellbeing & Support systems	Diverse Global Student Community
Impact		Industry-aligned Graduate Outcomes		
Efficiency & Sustainability				
Equity & Compassion				

*Our Values and the Components of our Strategic Framework guide our Strategic Goals.*





# From Strategy to Action



The key elements of the East West University Ecosystem—its Values, Strategic Framework, and Strategic Goals - along with the Guiding Principle and Development Phases have been outlined. This provides a strong foundation, however, it does not end here. The University formulates yearly action plans to guide institutional priorities, while departments develop tailored development plans aligned with these directives. This ensures that departmental activities and initiatives remain fully consistent with East West University's overarching vision of excellence.

Through this coordinated approach, the University translates strategy into action and advances collectively toward a future of sustained impact and distinction.