



ISTANBUL
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UNIVERSITY

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UNIVERSITY

STRATEGIC
PLAN
2024-2028



T.R.
ISTANBUL GELISIM UNIVERSITY
DIRECTORATE OF INSTITUTIONAL COMMUNICATION AND PROMOTION

2024

DESIGN:
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Be Open To Development!





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ABBREVIATIONS

IGU	●	Istanbul Gelisim University
HEC	●	Higher Education Council
MSPC	●	Measurement, Selection and Placement Center
HEIE	●	Higher Education Institutions Exam
DMP	●	Double Major Program
URAP	●	University Ranking by Academic Performance
RUR	●	Round University Ranking
QS	●	Quacquarelli Symonds
THE	●	Times Higher Education
SDG	●	Sustainable Development Goals
OECD	●	Organisation for Economic Co-Operation and Development
TSTRC	●	Turkish Scientific and Technological Research Council
TAS	●	Turkish Academy of Sciences
SRP	●	Scientific Research Project
R&D	●	Research and Development
P&D	●	Product Development
NGO	●	Non-Governmental Organisations
OIZ	●	Organized Industrial Zone
AU	●	Academic Units
DIT	●	Department of Information Technology
ISD	●	International Student Directorate
PRPD	●	Public Relations and Promotion Directorate
IECCO	●	International Exchange and Cooperation Coordination Office
QC	●	Quality Coordinatorship
HRD	●	Human Resources Department
DS	●	Deanery of Students
AMC	●	Alumni and Members Coordinatorship
DHCS	●	Department of Health, Culture and Sports
PCGU	●	Psychological Counseling and Guidance Unit
CGARC	●	Career Guidance, Application and Research Center
LDD	●	Library and Documentation Directorate
CWTD	●	Construction Works and Technical Directorate
SRPCO	●	Scientific Research Projects Coordination Office
ARC	●	Application and Research Center
TTO	●	Technology Transfer Office
TDC	●	Technology Development Center
CEC	●	Continuous Education Center
GSE	●	School of Graduate Studies
SSD	●	Support Services Department
DPU	●	Disabled Persons Unit
DAFA	●	Department of Administrative and Financial Affairs
CCD	●	Corporate Communications Directorate
FEASS	●	Faculty of Economics, Administrative and Social Sciences
FAS	●	Faculty of Applied Sciences
FHS	●	Faculty of Health Sciences
VHS	●	Vocational High School
ODHARC	●	Oral and Dental Health Application and Research Center
SP	●	Strategic Purpose
SG	●	Strategic Goals
PI	●	Performance Indicators



MESSAGE FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES

Since its establishment, Istanbul Gelisim University (IGU) has been advancing with a determination that embraces social and universal values by developing strategies to train the highly qualified manpower that our country needs and to provide qualified education.

Always; We aimed for quality in education and training and research and development. These concepts are not only related to the university; It is a structure that requires cooperation with industry, public, non-governmental organizations and other stakeholders. We strive to create a bright future for our students with the importance we attach to academic knowledge, lifelong development and sustainability. We continue to develop our efforts to transform the scientific values and outputs we produce into social benefit.

In our 2024-2028 strategic plan, goals and targets that will enable IGU to stand out in the field of education and research have been created with a participatory approach and performance indicators have been determined.

During the strategic plan preparation process, the participation of our university's senior administrators, academic and administrative staff, students, graduates and external stakeholders was ensured through boards, commissions and committees.

Monitoring and evaluation are as important as the preparation of the Strategic Plan. We continue all the necessary improvement works within the scope of the "IGU Quality Assurance System". I have full faith that all members of the IGU family will make significant contributions to achieving the goals and objectives in the plan.

I would like to thank all stakeholders who contributed to the IGU 2024-2028 Strategic Plan studies; I hope it will be beneficial for our university and our country.

Abdülkadir GAYRETLİ
Chairman of the Board of Trustees



RECTOR'S PRESENTATION

Istanbul Gelisim University, as a young and dynamic university aiming to become a distinguished world university with the principle of quality-oriented continuous development and sustainability, has adopted as its main duty to contribute to our country and humanity in the fields of education, research and development and social service.

Our university constantly improves the quality of its academic staff, education-training, research-development and social life infrastructure in accordance with international quality standards; It strives to fulfill its responsibility of raising individuals who achieve success on a global scale, contribute to national goals in the field of science and technology, are innovative, enterprising, competitive, socially responsible, and care about social and universal values.

Preserving and developing the achievements of our university so far, especially maintaining its remarkable successes in internationalization and accreditation; It requires the establishment, implementation and monitoring of an institutional structure and quality standards in every field.

With this understanding, the 2024-2028 strategic plan of Istanbul Gelişim University is included in the upper policy documents on the basis of the vision determined with a participatory understanding as "To be an innovative and pioneering world university that produces value in education, science, technology and art and has adopted the understanding of sustainability", in the Eleventh Development Plan. The priority areas were prepared taking into account national and regional needs.

I would like to thank the members of the Strategy Development Board and Strategy Planning Commission, the Quality Coordination Staff, who continued the preparation processes of our 2024-2028 Strategic Plan with great devotion and patience, and all internal and external stakeholder representatives who supported the process by sharing their opinions and suggestions. I also hope that the strategic plan will contribute to our university, our country and humanity.

Prof. Bahri ŞAHİN
Rector



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STRATEGIC PLAN 2024 - 2028



STRATEGIC PLAN IN A NUTSHELL

The 2024-2028 Strategic Plan outlines Istanbul Gelisim University's (IGU) strategic goals, the objectives to achieve these goals, and all the strategies to be utilized in reaching them.

MISSION

To foster societal development and transformation by cultivating confident individuals with international qualities and to serve humanity through education and research activities grounded in the principle of sustainability.

VISION

To become an innovative and leading global university that drives value in education, science, technology, and the arts, all while embracing the concept of sustainability.

CORE VALUES

- Continuous Development
- Innovation and Entrepreneurship
- Academic Merit
- Commitment to Ethical Values
- Sustainability
- Social and Environmental Responsibility
- Internationalization
- Stakeholder Engagement
- Transparency and Openness



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STRATEGIC PLAN 2024 - 2028



Strategic Goals and Objectives

SP.1. To raise the quality of education by equipping individuals with professional and personal knowledge

SG.1.1. To enrich educational programs.

SG.1.2. To increase the competence of faculty members.

SG.1.3. To increase the level of internationalization in education.

SG.1.4. To increase student/graduate satisfaction and loyalty.

SG.1.5. To increase the number of qualified local/foreign students and graduates.

SG.1.6. To enrich the learning environment and educational resources.

SP.2. To increase scientific and technological research culture and competence within the framework of national and international standards

SG.2.1. To improve the capacity and quality of interdisciplinary scientific research in line with specialization priorities.

SG.2.2. To raise the level of scientific and technological research outputs with high widespread impact.

SG.2.3. To take part in the entrepreneurial and innovative university ecosystem.

SG.2.4. To increase the quantity and quality of graduate programs.

SG.2.5. To increase university-industry collaborations.

SP.3. To make multifaceted social benefit more effective by centering sustainability

SG.3.1. To increase the quality and quantity of social responsibility projects.

SG.3.2. To increase the effectiveness of the sustainable environmental management system.

SG.3.3. To increase the level of cooperation with local and regional institutions and organizations.

SG.3.4. To increase activities aimed at serving the society.

SP.4. To strengthen institutional capacity

SG.4.1. To improve the organizational structure and strategic human resources.

SG.4.2. To develop social, technological and physical infrastructure.

SG.4.3. To strengthen corporate culture and corporate reputation.





İSTANBUL
GELİŞİM ÜNİVERSİTESİ

2021 YKS TERCİHLERİNE
Özel Burs Fırsatı
50'YE VARAN
Burslu Burslu
5100 Burslu
500 Burslu

GELİŞİM ÜNİVERSİTESİ



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STRATEGIC PLAN PREPARATION PROCESS



1. PURPOSE AND SCOPE OF THE STRATEGIC PLAN

The purpose of preparing the strategic plan of Istanbul Gelisim University is to determine the long-term goals of the institution and to create action plans to achieve these goals. It is important that all stakeholders adopt the strategies to be used to achieve the goals and objectives.

2. OWNERSHIP OF THE PLAN

The initiation of the IGU 2024 – 2028 Strategic Plan preparation process was decided by the Quality Commission and notified to the Rectorate. In order to carry out the work to be carried out within the scope of the preparation of the plan effectively, the Rectorate established a Strategy Development Board and Strategic Planning Commission within the university. Strategic Planning Commission established by the decision of the Senate; In order to ensure the effective participation of all units in the studies to be carried out, the preparation of the Strategic Plan started as a result of the appointment and announcement of competent personnel from the academic and administrative units of the university.

3. ORGANIZATION OF THE PLANNING PROCESS

The Strategy Development Board evaluated the work carried out by the Strategic Planning Commission at appropriate intervals. Throughout the Strategic Plan studies, senior management support was provided with the participation of the Rector and Vice-Rectors. The Vice Rector, who is also responsible for the relevant process, assumed the leadership role in all studies carried out by the Strategic Planning Commission.

In the preparations of the Strategic Plan, relevant legislation, top policy documents and resources were examined by using the "Strategic Plan Guide for Universities". In this context; Care was taken to obtain the contributions, opinions and suggestions of the university's internal and external stakeholders at every stage under the main headings of "Situation Analysis", "Future Outlook" and "Strategy Development".

A detailed work schedule was determined during the Strategic Plan preparation process and meetings on the subject started in August 2023. This entire process was planned and organized by IGU Quality Coordinatorship. The studies were carried out with the active and intensive participation of the Strategic Planning Commission, and meetings were held regularly and face to face, two days a week, throughout the planning process. Care was taken to ensure that the opinions received during the commission meetings were reflected in the process at the highest level. The Strategic Plan preparation process was completed efficiently, in a coordinated manner and in accordance with the schedule. The draft plan, which was ready at the end of the year, was submitted to the Strategy Development Board for approval. Following the feedback and evaluations of the senior management, the draft report was given its final form by completing the relevant revision and approval stages.

The strategic plan preparation schedule is created as follows.

Table 1. Strategic Plan Work Schedule

STAGES	ACTIVITIES	DATE OF COMPLETION	RESPONSIBLE UNITS
Preparation Stage	Organization of the Planning Process	August / 2023	Senior Management
	Formation of Strategic Planning Teams	August / 2023	Senior Management
	Holding Information Meetings	August / 2023	Strategic Plan Commission Quality Coordinatorship
	Determining the Work Schedule	August / 2023	Strategic Plan Commission Quality Coordinatorship
Situation Analysis	Corporate History	August- September / 2023	Senior Management Quality Coordinatorship
	Analysis of Current Situation	August- September / 2023	Senior Management Strategic Plan Commission Quality Coordinatorship
	Legislative Analysis	August- September / 2023	Senior Management
	Analysis of Top Policy Documents	August- September / 2023	Senior Management Strategic Plan Commission Quality Coordinatorship
	Determination of Fields of Activity and Services	August- September / 2023	Strategic Plan Commission Quality Coordinatorship
	Stakeholder Analysis	October / 2023	Senior Management Strategic Plan Commission
	In-House Analysis	October / 2023	Quality Coordinatorship Senior Management
	SWOT Analysis	October / 2023	Senior Management Strategic Plan Commission
Look Into Future	Mission	November / 2023	Senior Management / IGU Senate Strategic Plan Commission
	Vision	November / 2023	Senior Management / IGU Senate Strategic Plan Commission
	Core Values	November / 2023	Senior Management / IGU Senate Strategic Plan Commission
Strategy Development	Strategic Purposes	November / 2023	Senior Management Strategic Plan Commission
	Strategic Goals	November / 2023	Senior Management Strategic Plan Commission
	Performance Indicators	November-December / 2023	Senior Management Strategic Plan Commission
	Determining Target Values	December / 2023	Senior Management Strategic Plan Commission
Preparation of the Strategic Plan, Submission for Approval and Sharing with the Public	Writing the Draft Strategic Plan	December / 2023 January / 2024	Strategic Plan Commission Quality Coordinatorship
	Approval of the Strategic Plan in the IGU Senate	January / 2024	Senior Management / IGU Senate
	Sharing the Strategic Plan with Relevant Institutions and the Public	February / 2024	Senior Management



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SITUATION ANALYSIS



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1. CORPORATE HISTORY

In 2008, an attempt was made by the founding foundation, "Gelisim Education Culture, Health and Social Service Foundation" to establish a Vocational School named "Istanbul Gelisim Vocational School".

Upon the letter of the Ministry of National Education dated 08.07.2008 and numbered 17261, the Vocational School was established by the Council of Ministers on 14.07.2008 in accordance with the Additional Article 2 of the Law No. 2547 and started education. By the decision of the Council of Ministers published in the Official Gazette dated 29 July 2008 and numbered 26951, "Istanbul Gelisim University" was established with the Law numbered 6114 dated 17.02.2011; It continues its education and training activities with 6 Faculties, 1 Institute, 2 Colleges and 2 Vocational Schools.

Adopting the principle of "Development" in every field needed by Türkiye and the world, IGU has produced graduates with competencies in line with the principles and principles of the accreditations it has so far. IGU; It motivates associate, undergraduate, master's and doctoral students to become internationally equipped. The number of students at all these levels is 38,924 as of the end of 2023.

IGU offers education and research opportunities consisting of 144 laboratories and workshops to its students as of the end of 2023, in its campus area located in Istanbul, one of the financial and trade centers of Türkiye and the world. There are 20 research centers within the university. Although there is 1 central and 4 branch libraries within the university campuses, all libraries support the education and research capacity of the university.

The faculties and departments affiliated with IGU are presented in the table below.

ACADEMIC UNITS

FACULTY OF ENGINEERING AND ARCHITECTURE

- COMPUTER ENGINEERING (TURKISH/ENGLISH)
- ELECTRICAL AND ELECTRONICS ENGINEERING (TURKISH/ENGLISH)
- INDUSTRIAL ENGINEERING (TURKISH)
- CIVIL ENGINEERING (TURKISH/ENGLISH)
- MECHATRONICS ENGINEERING (TURKISH)
- ARCHITECTURE (TURKISH/ENGLISH)
- AERONAUTICAL ENGINEERING (TURKISH/ENGLISH)



FACULTY OF FINE ARTS

- GASTRONOMY AND CULINARY ARTS (TURKISH)
- GRAPHIC DESIGN (TURKISH)
- INTERIOR ARCHITECTURE (TURKISH)
- INTERIOR ARCHITECTURE AND ENVIRONMENTAL DESIGN (TURKISH/ENGLISH)
- COMMUNICATION DESIGN (TURKISH)
- RADIO, TELEVISION AND CINEMA (TURKISH)



FACULTY OF ECONOMICS, ADMINISTRATIVE AND SOCIAL SCIENCES

- ECONOMICS AND FINANCE (TURKISH/ENGLISH)
- PUBLIC RELATIONS AND PROMOTION (TURKISH)
- AVIATION MANAGEMENT (TURKISH/ENGLISH)
- ENGLISH LANGUAGE AND LITERATURE (ENGLISH)
- BUSINESS ADMINISTRATION (TURKISH/ENGLISH)
- LOGISTICS MANAGEMENT (TURKISH/ENGLISH)
- PSYCHOLOGY (TURKISH/ENGLISH)
- RADIO, TELEVISION AND CINEMA (TURKISH)
- ADVERTISING (TURKISH)
- POLITICAL SCIENCE AND PUBLIC ADMINISTRATION (TURKISH)
- POLITICAL SCIENCE AND INTERNATIONAL RELATIONS (TURKISH/ENGLISH)
- SOCIOLOGY (TURKISH)
- TOURISM GUIDANCE (TURKISH)
- TURKISH LANGUAGE AND LITERATURE (TURKISH)
- INTERNATIONAL TRADE AND FINANCE (TURKISH/ENGLISH)
- INTERNATIONAL TRADE AND BUSINESS (TURKISH)
- NEW MEDIA AND COMMUNICATION (TURKISH)
- MANAGEMENT INFORMATION SYSTEMS (TURKISH)



SCHOOL OF PHYSICAL EDUCATION AND SPORTS

- COACHING TRAINING (TURKISH/ENGLISH)
- EXERCISE AND SPORTS SCIENCES (TURKISH)
- EXERCISE AND SPORTS SCIENCES FOR DISABLED PEOPLE (TURKISH)
- RECREATION (TURKISH)
- SPORTS MANAGEMENT (TURKISH)



VOCATIONAL SCHOOL OF HEALTH SERVICES

DEPARTMENT OF MEDICAL SERVICES AND TECHNIQUES

- OPERATING ROOM SERVICES PROGRAM
- ANESTHESIA PROGRAM
- DIALYSIS PROGRAM
- ELECTRONEUROPHYSIOLOGY PROGRAM
- PHYSIOTHERAPY PROGRAM
- FIRST AND EMERGENCY AID PROGRAM
- LABORATORY TECHNOLOGY PROGRAM
- AUDIOMETRY PROGRAM
- OPTICIANRY PROGRAM
- ORTHOPEDIC PROSTHESIS AND ORTHOSIS PROGRAM
- AUTOPSY ASSISTANCE PROGRAM
- PATHOLOGY LABORATORY TECHNIQUES PROGRAM
- RADIOTHERAPY PROGRAM
- MEDICAL DOCUMENTATION AND SECRETARIAL PROGRAM
- MEDICAL IMAGING TECHNIQUES PROGRAM
- MEDICAL LABORATORY TECHNIQUES PROGRAM

DEPARTMENT OF DENTAL SERVICES

- ORAL AND DENTAL HEALTH PROGRAM

DEPARTMENT OF CHILD CARE AND YOUTH SERVICES

- CHILD DEVELOPMENT PROGRAM

DEPARTMENT OF ELECTRONICS AND AUTOMATION

- BIOMEDICAL DEVICE TECHNOLOGY PROGRAM

FOOD PROCESSING DEPARTMENT

- FOOD QUALITY CONTROL AND ANALYSIS PROGRAM

HAIR AND BEAUTY SERVICES DEPARTMENT

- HAIR CARE AND BEAUTY SERVICES PROGRAM

DEPARTMENT OF HEALTH CARE SERVICES

- PODOLOGY PROGRAM

DEPARTMENT OF MANAGEMENT AND ORGANIZATION

- HEALTH INSTITUTIONS MANAGEMENT PROGRAM

FACULTY OF DENTISTRY

- DENTISTRY



FACULTY OF HEALTH SCIENCES

- NUTRITION AND DIETETICS (TURKISH/ENGLISH)
- CHILD DEVELOPMENT (TURKISH/ENGLISH)
- LANGUAGE AND SPEECH THERAPY (TURKISH)
- ERGOTHERAPY (TURKISH)
- PHYSIOTHERAPY AND REHABILITATION (TURKISH/ENGLISH)
- NURSING (TURKISH/ENGLISH)
- AUDIOLOGY (TURKISH)
- PERFUSION (TURKISH)
- HEALTH MANAGEMENT (TURKISH)
- SOCIAL WORK (TURKISH)



FACULTY OF APPLIED SCIENCES

- BANKING AND INSURANCE (TURKISH)
- ELECTRONIC COMMERCE AND MANAGEMENT (TURKISH)
- GASTRONOMY AND CULINARY ARTS (TURKISH/ENGLISH)
- PUBLIC RELATIONS AND ADVERTISING (TURKISH)
- AVIATION ELECTRICAL AND ELECTRONICS (TURKISH)
- AVIATION MANAGEMENT (TURKISH)
- ENGLISH TRANSLATION AND INTERPRETATION (ENGLISH)
- TELEVISION JOURNALISM AND PROGRAMMING (TURKISH)
- AIRCRAFT MAINTENANCE AND REPAIR (TURKISH)
- NEW MEDIA AND COMMUNICATION (TURKISH)
- MANAGEMENT INFORMATION SYSTEMS (TURKISH)



SCHOOL OF FOREIGN LANGUAGES

- FOREIGN LANGUAGES

IGU VOCATIONAL HIGH SCHOOL

- DEPARTMENT OF COMPUTER TECHNOLOGIES**
- COMPUTER AIDED DESIGN AND ANIMATION PROGRAM
 - COMPUTER PROGRAMMING PROGRAM
 - COMPUTER TECHNOLOGY PROGRAM
 - INFORMATION SECURITY TECHNOLOGY PROGRAM
 - WEB DESIGN AND CODING PROGRAM
- FOREIGN TRADE DEPARTMENT**
- FOREIGN TRADE PROGRAM
- DEPARTMENT OF ELECTRICITY AND ENERGY**
- ELECTRICAL PROGRAM
 - HYBRID AND ELECTRIC VEHICLES TECHNOLOGY PROGRAM
- DEPARTMENT OF ELECTRONICS AND AUTOMATION**
- ELECTRONICS TECHNOLOGY PROGRAM
 - MECHATRONICS PROGRAM
- DEPARTMENT OF FINANCE, BANKING AND INSURANCE**
- BANKING AND INSURANCE PROGRAM
- FOOD PROCESSING DEPARTMENT**
- FOOD TECHNOLOGY PROGRAM
- DEPARTMENT OF AUDIOVISUAL TECHNIQUES AND MEDIA PRODUCTION**
- RADIO AND TELEVISION PROGRAMMING
- LAW DEPARTMENT**
- JUSTICE PROGRAM
- CONSTRUCTION DEPARTMENT**
- CONSTRUCTION TECHNOLOGY PROGRAM
- DEPARTMENT OF MACHINERY AND METAL TECHNOLOGIES**
- MACHINE PROGRAM
- DEPARTMENT OF MOTOR VEHICLES AND TRANSPORTATION TECHNOLOGIES**
- AUTOMOTIVE TECHNOLOGY PROGRAM
 - AIRCRAFT TECHNOLOGY PROGRAM
- PROPERTY, PROTECTION AND SECURITY DIVISION**
- OCCUPATIONAL HEALTH AND SAFETY PROGRAM
- HOTEL, RESTAURANT AND CATERING SERVICES DEPARTMENT**
- COOKING PROGRAM
 - PASTRY AND BAKERY PROGRAM
- DEPARTMENT OF MARKETING AND ADVERTISING**
- PUBLIC RELATIONS AND PROMOTION PROGRAM
- DEPARTMENT OF TRAVEL-TOURISM AND ENTERTAINMENT SERVICES**
- TOURIST GUIDING PROGRAM
- DEPARTMENT OF DESIGN**
- GRAPHIC DESIGN PROGRAM
 - INTERIOR DESIGN PROGRAM
 - FASHION DESIGN PROGRAM
- DEPARTMENT OF TRANSPORTATION SERVICES**
- MARITIME AND PORT MANAGEMENT PROGRAM
 - CIVIL AVIATION TRANSPORTATION MANAGEMENT PROGRAM
 - CIVIL AVIATION TRANSPORTATION MANAGEMENT (ENGLISH) PROGRAM
 - CIVIL AVIATION CABIN SERVICES PROGRAM
 - CIVIL AVIATION CABIN SERVICES MANAGEMENT (ENGLISH) PROGRAM
 - FLIGHT OPERATIONS MANAGEMENT PROGRAM
- DEPARTMENT OF FOREIGN LANGUAGES AND CULTURES**
- APPLIED ENGLISH TRANSLATION PROGRAM
- DEPARTMENT OF MANAGEMENT AND ORGANIZATION**
- AIR LOGISTICS PROGRAM
 - LOGISTICS PROGRAM
 - HUMAN RESOURCES MANAGEMENT PROGRAM
 - SPORTS MANAGEMENT PROGRAM



SCHOOL OF GRADUATE STUDIES

- ADDICTION PSYCHOLOGY (MASTER'S) (WITH THESIS)
- NUTRITION AND DIETETICS (MASTER'S) (NON-THESIS)
- COMPUTER ENGINEERING (MASTER'S) (WITH / NON-THESIS)
- CHILD DEVELOPMENT (MASTER'S) (WITH / NON-THESIS)
- ECONOMICS AND FINANCE (MASTER'S) (WITH / NON-THESIS)
- ECONOMICS AND FINANCE (ENGLISH) (MASTER'S) (WITH / NON-THESIS)
- ELECTRICAL-ELECTRONICS ENGINEERING (MASTER'S) (WITH / NON-THESIS)
- ELECTRICAL AND ELECTRONICS ENGINEERING (ENGLISH) (MASTER'S) (WITH THESIS)
- PHYSIOTHERAPY AND REHABILITATION (MASTER'S) (WITH / NON-THESIS)
- GASTRONOMY (MASTER'S) (WITH / NON-THESIS)
- VISUAL COMMUNICATION DESIGN (MASTER'S) (WITH / NON-THESIS)
- SECURITY STUDIES (MASTER'S) (WITH THESIS)
- PUBLIC RELATIONS AND PROMOTION (MASTER'S) (WITH / NON-THESIS)
- MOVEMENT AND TRAINING SCIENCES (MASTER'S) (WITH / NON-THESIS)
- AVIATION MANAGEMENT (MASTER'S) (WITH / NON- THESIS)
- CIVIL ENGINEERING (MASTER'S) (WITH/NON-THESIS)
- CIVIL ENGINEERING (ENGLISH) (MASTER'S) (WITH/NON-THESIS)
- OCCUPATIONAL HEALTH AND SAFETY (MASTER'S) (NON-THESIS)
- OCCUPATIONAL HEALTH AND SAFETY (DISTANCE EDUCATION) (MASTER'S) (NON-THESIS)
- OCCUPATIONAL HEALTH AND SAFETY (MASTER'S) (WITH THESIS)
- BUSINESS ADMINISTRATION (MASTER'S) (WITH/NON-THESIS)
- BUSINESS ADMINISTRATION (ENGLISH) (MASTER'S) (WITH/NON-THESIS)
- BUSINESS ADMINISTRATION (DISTANCE EDUCATION) (MASTER'S) (NON-THESIS)
- BUSINESS ADMINISTRATION (DISTANCE EDUCATION) (ENGLISH) (MASTER'S) (NON-THESIS)
- CLINICAL PSYCHOLOGY (MASTER'S) (WITH/NON-THESIS)
- MECHATRONICS ENGINEERING (MASTER'S) (WITH THESIS)
- ARCHITECTURE (MASTER'S) (WITH/NON-THESIS)
- ARCHITECTURE (ENGLISH) (MASTER'S) (WITH/NON-THESIS)
- ENGINEERING MANAGEMENT (MASTER'S) (WITH/NON-THESIS)
- AUDIOLOGY (MASTER'S) (WITH THESIS)
- PSYCHOLOGY (MASTER'S) (WITH/NON-THESIS)
- HEALTH MANAGEMENT (MASTER'S) (WITH/NON-THESIS)
- POLITICAL SCIENCE AND PUBLIC ADMINISTRATION (MASTER'S) (WITH THESIS)
- POLITICAL SCIENCE AND PUBLIC ADMINISTRATION (ENGLISH) (MASTER'S) (WITH/NON-THESIS)
- POLITICAL SCIENCE AND INTERNATIONAL RELATIONS (MASTER'S) (WITH/NON-THESIS)
- POLITICAL SCIENCE AND INTERNATIONAL RELATIONS (ENGLISH) (MASTER'S) (WITH/NON-THESIS)
- SOCIOLOGY (MASTER'S) (WITH/NON-THESIS)
- SPORTS MANAGEMENT (MASTER'S) (WITH/NON-THESIS)
- PSYCHOSOCIAL AREAS IN SPORTS (MASTER'S) (WITH/NON-THESIS)
- TOURISM GUIDANCE (MASTER'S) (NON-THESIS)
- TURKISH LANGUAGE AND LITERATURE (MASTER'S) (WITH/NON-THESIS)
- AERONAUTICAL ENGINEERING (MASTER'S) (WITH/NON-THESIS)
- AERONAUTICAL ENGINEERING (ENGLISH) (MASTER'S) (WITH/NON-THESIS)
- INTERNATIONAL LOGISTICS AND TRANSPORTATION (MASTER'S) (NON-THESIS)
- INTERNATIONAL TRADE AND LOGISTICS (MASTER'S) (WITH/NON-THESIS)
- NEW MEDIA COMMUNICATION AND JOURNALISM (MASTER'S) (WITH THESIS)
- ECONOMICS AND FINANCE (PH.D.)
- ECONOMICS AND FINANCE (ENGLISH) (PH.D.)
- GASTRONOMY (PH.D.)
- MOVEMENT AND TRAINING SCIENCES (PH.D.)
- CIVIL ENGINEERING (PH.D.)
- BUSINESS ADMINISTRATION (PH.D.)
- POLITICAL SCIENCE AND INTERNATIONAL RELATIONS (PH.D.)
- SPORTS MANAGEMENT (PH.D.)
- AERONAUTICAL ENGINEERING (PH.D.)



Student distribution by year is presented in the table below.

Table 2. Student distribution by year

	2019	2020	2021	2022	2023
Number of Associate Degree Students	9,305	13,044	13,044	13,912	16,148
Number of Undergraduate Students	12,394	14,828	16,103	17,699	20,210
Number of Master's Students with Thesis	1,164	1,338	1,525	1,559	1,504
Number of Non-Thesis Master's Students	735	676	808	1,040	882
Number of PhD Students	141	130	132	150	180
TOTAL	23,739	30,016	31,612	34,360	38,924





2. EVALUATION OF THE 2019-2023 STRATEGIC PLAN

a. ACCREDITATION:

IGU, one of the universities with the most accredited departments in Türkiye with its international accreditation studies, has proven that its education quality is at an international level. The university's senior management has taken the lead in adopting and disseminating accreditation and quality culture in all academic and administrative units by making the necessary guidance in order to ensure that the service offered by the university is at an international level. Between 2019 and 2023, 65 departments were accredited by international accreditation organizations. Efforts are ongoing to re-accredit 13 departments whose accreditation expired in 2023.

b. RANKINGS (WEBOMETRICS / THE IMPACT / URAP / RUR / GREENMETRIC):

Moving forward with the vision of "Research University", IGU is ranked in the World Rankings category in 2022 by Webometrics, which ranks universities according to their websites; It ranked 3845th in the world and 124th in Türkiye. While it was ranked 2542nd in Webometrics World University Rankings in January 2023, it rose to rank 2329th in July 2023. Progressing with a steady rise, IGU ranked 2278th in the February 2023 world rankings. IGU, which also shows its rise in the Turkish university rankings, was listed in the 68th place in Türkiye's rankings in January 2023, moved up to the 56th place in the July 2023 Turkish Universities Rankings, and proved its success by rising to the 54th place in January 2024.

IGU, which has achieved success in rising in all categories published by Webometrics for the last four years, is in the Webometrics World Rankings;

- 1775th in Webometrics Openness (Transparency) Category,
- 1914th in the Excellence Rankings,
- 6500th in the Impact (Visibility) Rankings.



Image 1. Webometrics World Rankings

IGU was ranked 2791st in the world in the "2021-2022 World Field Ranking" data in the "World's Best Universities" list prepared by URAP, which lists the universities with the highest academic performance. In the "2022-2023 World Field Ranking" report, it rose 492 places and ranked 2299th on the list. IGU, which also shows this successful rise in world rankings in the list of Turkish universities, rose 60 places compared to the previous year's data and was ranked 73rd in Türkiye.

According to the results announced in June 2023 by RUR, one of the organizations that determine the world university rankings, IGU ranked 1122nd in the world overall ranking and 33rd among universities in Türkiye. It has risen to the "Diamond League", the most valuable of these rankings, by ranking 40th in the world in the share of "International Co-Authored Articles" and 3rd in Türkiye. IGU, which stands out in the "International Diversity" indicator in the 2023 rankings, ranked 391st in the world and 7th in Türkiye and crowned its rise over the last 3 years by reaching the "Bronze League". According to the ranking announced in the "Teaching", "Research" and "Financial Sustainability" indicators, IGU ranked 1117th in the world and 30th in Türkiye in the "Education" indicator. In the "Web visibility" share in the same indicator, it ranked 640th in the world and 11th in Türkiye in line with the digital strategies it implemented globally. In the "Research" indicator, it ranked 1116th in the world and 34th in Türkiye. In line with its success in national and international sharing with the content it produces on a social, cultural and academic basis, it is ranked 660th in the world and 27th in Türkiye in the "Social media visibility" share. In the "Financial Sustainability" indicator, it ranked 1075th in the world and 31st in Türkiye.

According to the "World University Rankings: Europe 2024" list of QS, one of the world's most respected higher education rating organizations, IGU is the 432nd best university in Europe; It has achieved a significant success by ranking 13th in Türkiye, 4th among foundation universities and 21st in the "QS Europe-West Asia" category.



Image 2. QS World University Rankings: Europe 2024

IGU, which was included in the UI GreenMetric - 2022 rankings for the first time, ranked 37th among Turkish universities in the "Energy and Climate Change" category. In 2023, it increased its score by 935 points and ranked 674th in the world with a total of 5635 points. While it ranked 58th among all universities in Türkiye, jumping 7 places compared to last year, in the total score where 6 criteria are taken into account; IGU, one of the most preferred foundation universities in Türkiye, stood out among foundation universities in the GreenMetric - 2023 ranking. IGU has risen 23 places from 37th among foundation universities and has proven its rising success by ranking 14th in the list.



Image 3. UI GreenMetric 2023 Ranking

In the world university ranking organization THE Impact Ranking 2022, among 1180 universities, Istanbul Gelisim University (IGU) was ranked between 401-600 in the world in general rankings. It ranked 16th worldwide in the "Quality Education" category within the scope of the Sustainable Development Goals (SDGs) and ranked first among universities in Türkiye in this category for three consecutive years (2019-2022). IGU's ranking for Türkiye in the 2022 ranking made in line with the 17 SDG categories determined by the United Nations is as follows:

- SDG4: 1st place in the Quality Education category,
- SDG7: 4th in the Affordable and Clean Energy category,
- SDG3: 12th in the Good Health and Well-Being category,
- SDG6: 12th in the Clean Water and Sanitation category,
- SDG17: 24th in the Partnerships for Goals category. It has proven its success in areas such as lifelong learning practices, learning opportunities offered to society, personal development opportunities, quality and sustainability of education. In the 2023 rankings, IGU made a strong debut in the "Affordable and Clean Energy" category, securing 12th place among universities in Türkiye.

Based on the 17 categories defined by the United Nations' SDGs, IGU has been ranked as follows:

- 12th in Türkiye and 201-300th in the world in the SDG7 Affordable and Clean Energy category
- 12th in Türkiye and 301-400th in the world in the SDG10 Reduced Inequalities category,
- 14th in Türkiye and 401-600 worldwide in the SDG8 Decent Work and Economic Growth category.

IGU IS AT THE TOP WITH ITS SUSTAINABILITY STUDIES TO THE COUNCIL OF HIGHER EDUCATION (YÖK) "2023 UNIVERSITY MONITORING AND EVALUATION GENERAL REPORT"

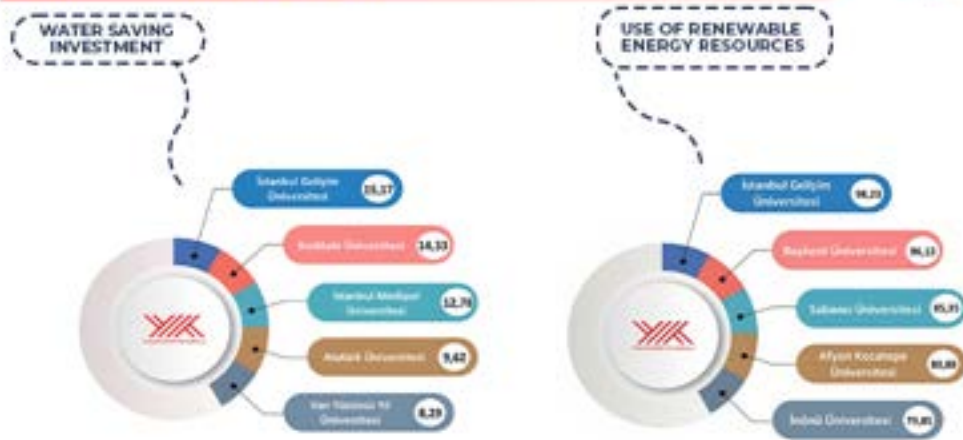


Image 4. IGU Sustainability Studies According to HEC 2023 University Monitoring and Evaluation General Report

In the SCImago 2021 world university ranking list, where the research and innovation activities of world universities between 2015-2019 and 2020 web indicators are evaluated, IGU ranked 822nd among 4126 universities in the world.

It ranked 21st among universities in Türkiye according to its research and innovation studies in the fields of Economics, Econometrics and Finance, 7th according to its research and innovation studies in the field of Environmental Sciences, and 30th in Türkiye according to its research and innovation studies in the field of Mathematics. Additionally, it has managed to rank 300th among OECD country universities and 37th among Middle Eastern universities in the field of Environmental Sciences.

In 2022, IGU was among the top 500 universities in the world in the field of Engineering and Environmental Sciences, and was ranked as the 721st best university in the world among 4364 universities in the general rankings. Among 140 universities from Türkiye, it was ranked 24th in research and innovation outputs in the fields of Economics, Econometrics and Finance, and 33rd in the field of Engineering. In the field of Environmental Sciences, IGU is ranked 16th in Türkiye, 58th among Middle Eastern universities and 351st among OECD country universities.

According to the SCImago University Rankings 2023 report, which ranks the research, innovation and social impacts of world universities according to percentages, it ranks 2nd in Law, 5th in Civil Engineering and 7th in Industrial Engineering among the universities in Türkiye. It ranks 32nd in Psychology, 9th in Engineering, 3rd in Environmental Sciences and 7th in Business Administration.

In 2023, the "Field-Based Competency Analysis of Universities" report prepared by TSTRC was published. Located in 17 of 21 main research areas and 62 of 132 sub-research areas, IGU stands out among Turkish universities in terms of both quality and research intensity in 9 of the main research areas and 26 of the sub-research areas.



Table 5. IGU Rankings in TSTRC Field-Based Competency Analysis of Universities (2023)

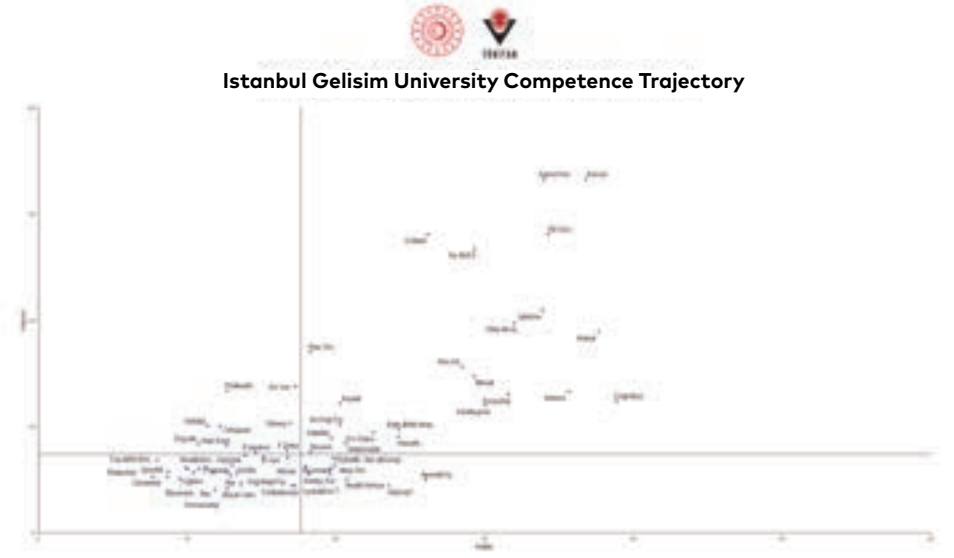


Image 6. IGU Competency Map in TSTRC Competency Analysis (2023)

Research.com, one of the world's leading research and academy portals, lists the "Best Scientists" of the world and countries in its 2023 list, and IGU academicians are shown among Türkiye's and the World's leading scientists with the degrees they have obtained in the fields of "Engineering and Technology", "Economy and Finance" and "Neuroscience". In the list prepared based on the studies created by scientists in their fields, the criteria of the list were created by taking into account the awards received by the researchers, academic publications and the number of citations, as well as the D-Index data. According to the announced ranking, 3 academicians of Istanbul Gelisim University, which progresses with the vision of "Research University", managed to be included in the "Best Scientists" list. IGU Rector Prof. Bahri Şahin ranked 17th among 47 scientists from Türkiye in the field of Engineering and Technology and 4020th in the world. Faculty member from the Faculty of Dentistry, Prof. Kemal Sıtkı Türker achieved a significant success by ranking 4th among 6 scientists from Türkiye and 5870th in the world. Faculty member from the Faculty of Economics, Administrative and Social Sciences, Assoc. Prof. Festus Victor is the only scientist from Türkiye to be ranked in the field of Economics and Finance, and is ranked 1183rd in the world.

IGU, which maintains its understanding of modern, developing, productive and quality education, has achieved another success on the international platform by being included in Stanford University's annual "World's Most Influential Scientists" list in the "Career-Long Impact" and "Annual Impact" categories in October 2023. IGU Rector Prof. Bahri Şahin is on the "Career-Long Impact" list as a scientist who has preserved his name in the lists. In the same list, faculty member from Faculty of Economics, Administrative and Social Sciences, Logistics Management Department Assoc. Prof. Festus Victor Bekun and Prof. Ahmet Cihat Baytaş from Faculty of Engineering and Architecture, Aeronautical Engineering Department was also among the "World's Most Influential Scientists".

c. SUSTAINABILITY REPORTS AVAILABLE IN OPEN ACCESS

By adopting the SDG studies, IGU attaches importance to sustainability studies in every field, especially environmental sustainability, and moves forward with a universal responsibility awareness within the scope of energy and waste management while implementing practices for the effective use of natural resources. In addition to THE SDG Reports since 2018, IGU has published a Sustainability Status Report in 2022 and a Sustainability Report in 2023 and made them available to the public in open access.

d. INTERNATIONAL STUDENT NUMBERS

As a result of its international successes and accreditations, IGU has become a university preferred by international students and increases the number of international students every year. The number of students, which was 743 in 2019, continued to increase over the years. It reached 3073 in 2020, 4476 in 2021 and 5756 in 2022, and reached 6481 in 2023.

Table 3. International Student Numbers

	2019	2020	2021	2022	2023
International Student Numbers	743	3,073	4,476	5,756	6,481

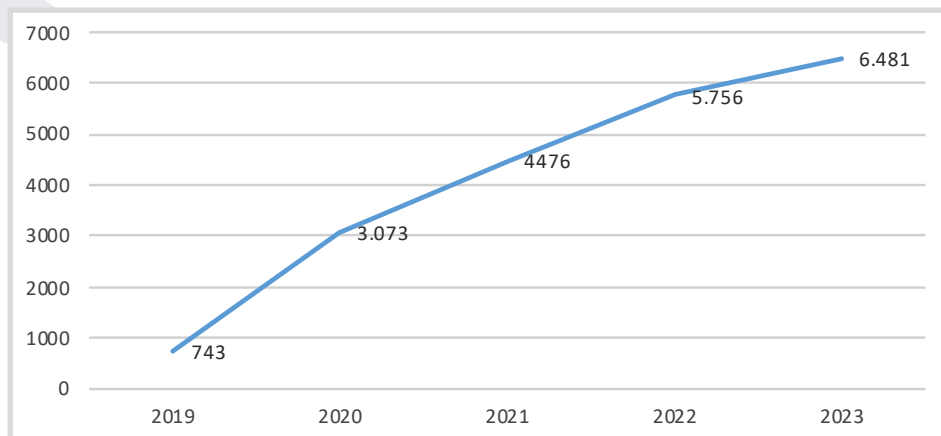


Figure 1. International Student Numbers

3. LEGISLATIVE ANALYSIS

IGU's Legislative Analysis is presented in Table 7 below.

Table 4. Legislative Analysis

LEGAL OBLIGATION	BASIS	FINDINGS	NEEDS
To train manpower in the branches and numbers needed by the country, in line with the principles and objectives of the national education policy and development plans and the plans and programs made by the Council of Higher Education; To provide education, scientific research, publication and consultancy at various levels based on secondary education, with the aim of training manpower in accordance with the needs of the nation and the country in an order based on modern education and training principles, and to serve the country and humanity.	Article 130 of the Constitution of the Republic of Türkiye and Article 12 of Law No. 2547	Operating as a foundation higher education institution, IGU operates within the framework of the Constitution and the provisions of Law No. 2547.	Compliance with relevant regulatory requirements should be constantly monitored and necessary updates should be made.
To help graduates find employment by collaborating with higher education institutions, private and public organizations.	Article 47 of Law No. 2547	There is a Career Guidance Application and Research Center that works on supporting activities regarding the employment of graduating students.	Communication with students should be increased by all units, especially the Career Guidance Application and Research Center, and the bridge role between students and external stakeholders that will provide employment should be strengthened.
To provide education and training services within the framework of legislation.	Articles 14, 43, 44, 45 and 49 of Law No. 2547	Education and Training Services are carried out within the framework of legal regulations and there are associate and undergraduate education and training examination regulations and postgraduate education and examination regulations.	Associate and undergraduate education and training examination regulations and postgraduate education and examination regulations must be constantly updated within the scope of the legislation.
To perform scientific research activities.	Higher Education Law No. 2547 (Art.12/a)	It has been determined that the functionality of Application and Research Centers should be increased.	In order for R&D studies to become more active and functional, relevant documentation and plans should be updated as needed.
To carry out internal and external correspondence in accordance with the principles of official correspondence, as a public body.	Regulation on the Procedures and Principles to be Applied in Official Correspondence.	It has been determined that the staff of the institution is generally familiar with the rules of official correspondence. It has been determined that there is a need for training for newly employed personnel.	In-house training on official correspondence rules should be organized.

4. ANALYSIS OF TOP POLICY DOCUMENTS

The analysis of top policy documents and the tasks and needs that emerged as a result of the analysis are presented in the table below.

Table 5. Analysis of Top Policy Documents and Duties and Needs Emerging as a Result of Analysis

TOP POLICY DOCUMENTS	RELATED SECTION / REFERENCE	ASSIGNED TASK / NEEDS
Eleventh Development Plan (2019-2023)	289	By increasing the qualified human resources under the horizontal field of sustainability policies, the sustainable production capacity of the country will be improved with the contributions of the workforce to high productivity rates and the investment environment; The productivity of companies and entrepreneurs will be increased by increasing their research and innovation capacities through investments in R&D and innovation and critical technology areas, and institutional structures, interfaces and supports to be created.
	331	Vocational education will be developed to increase the quality of the workforce.
	331.3.	By activating existing intern supports, companies above a certain size will be supported to employ interns in order to ensure that students in vocational education work part-time in production facilities.
	331.6.	The workforce profile needed by the industry will be determined, and the curriculum of vocational and technical education secondary schools, science high schools and higher education institutions will be updated to meet this need.
	331.12.	Industry-education cooperation will be provided to improve the educational environments of vocational and technical high schools that train human resources for priority manufacturing industry sectors, to develop curriculum and to employ graduates.
	332	The quality of the existing workforce will be increased in priority sectors, and priority will be given to training qualified human resources in these sectors.
	332.3.	A project pool will be created by the industry in areas needed in priority sectors, and if a doctoral and master's thesis topic is selected from this pool within the framework of the standards established by the HEC, students and thesis supervisor will be supported with the contribution of relevant professional organizations and companies.
	332.4.	Postgraduate programs will be created in cooperation with universities and industry to improve the human resource capacity of companies in priority sectors in the R&D and innovation processes.
	332.5.	The number and diversity of associate, undergraduate and graduate programs for priority sectors will be increased, and special importance will be given to R&D activities in this field by universities.
	332.9.	Cooperation activities will be carried out with relevant sectors to train the qualified workforce that international investors need in priority sectors.
	349.	The number and quality of research manpower in the private sector will be increased.
	349.1.	Qualified human resources with doctoral degrees needed in the industry will be trained through university-industry cooperation, and the employment of doctoral researchers in the industry will be encouraged.
	349.2.	Private sector R&D centers will be required to employ PhD researchers at rates varying according to sector and scale.

349.3.	In cooperation between universities and industry, postgraduate programs will be created to meet the needs of the industry, especially in priority sectors, and universities that offer these programs will be encouraged.
350	Support mechanisms will be implemented to increase knowledge and technology transfer through collaborations between universities, research infrastructures and the private sector, and the effectiveness of interface structures will be increased by improving their institutional capacities.
350.1.	Research universities will be matched with priority sectors, taking into account their competencies, business models based on projects created to achieve the determined goals will be put into practice and these collaborations will be supported.
350.7.	Improvements will be made in the legislation regarding the commercialization of intellectual property rights registered on behalf of higher education institutions through TTOs with different statuses, the return of the income to the university and payment to the inventor, and ensuring the financial sustainability of TTOs.
350.9.	The academic incentive system will be structured by adding criteria that take into account knowledge and technology transfer activities.
356.	Manpower capacity in critical technologies will be increased.
356.2.	Interdisciplinary undergraduate and graduate programs specializing in critical technologies will be opened to meet these skills and competencies.
364.	The necessary ecosystem will be created in our country in R&D, production, qualified human resources and legislation, especially in areas requiring high technology such as biotechnological drugs.
421.	In order to strengthen the defense industry ecosystem and ensure sustainability; Educational infrastructure will be strengthened in order to meet the need for qualified manpower.
440.	The roles of universities in the R&D ecosystem will be strengthened.
440.1.	Budget resources allocated to strengthen the R&D infrastructures of universities and to improve scientific research projects in quantity and quality will be increased.
440.2.	A coordination and support unit will be established within the Council of Higher Education in order to ensure the harmony of scientific research project budgets of universities with macro targets, to ensure that the projects are carried out effectively and efficiently, to increase coordination and cooperation between universities, and to strengthen the harmony between Plan targets and projects. A policy document will be created, and new performance-based methods will be developed for project monitoring mechanisms and resource allocation.
440.3.	The Research University program will be strengthened so that universities can carry out R&D and innovation activities that will support high value-added production, and the capacities of the universities included in this program will be increased with special supports.
440.4.	Regulations will be made to ensure that at least 1 percent of the annual student income of foundation higher education institutions is used in R&D expenditures.
441.	The effectiveness of research infrastructures in the R&D and innovation ecosystem will be increased through a structure that conducts pioneering research, employs qualified manpower, and works in cooperation with the private sector.
441.1.	In order to increase the accessibility of research infrastructures within higher education and public institutions and to prevent duplicate investments, an inventory containing up-to-date information on machinery-equipment, human resources, research activities and testing services in the infrastructures will be prepared.
441.4.	The definition of Application and Research Center in the Higher Education Law No. 2547 will be redefined to take into account the varying qualities of technological research centers within higher education institutions.
441.5.	Within the framework of the new definition, arrangements will be made to meet the budget needs regarding the maintenance of technological research centers within higher education institutions, which are not included in the scope of Law No. 6550, on a performance basis.
442.	The number and quality of R&D personnel will be increased.

443	Qualified researcher manpower capacity and research activities in basic sciences will be increased to meet the needs in priority sectors and technology fields, and special postgraduate scholarship programs will be developed for these fields.
483.	A digital transformation ecosystem will be created by improving cooperation between the public, private sector, universities and NGOs.
537.	With the aim of strengthening the human structure of our country, it is aimed to raise qualified people who can transform knowledge into economic and social benefit, who are prone to use of technology and production, through inclusive and quality education at all levels. In this context; It is aimed to ensure that all individuals have access to inclusive and qualified education and lifelong learning opportunities. During the Eleventh Development Plan period, policies will be implemented and necessary arrangements will be made in all processes in the fields of education, culture, arts and sports in order to raise productive and happy individuals.
550.3.	A quality assurance system will be established in education.
551.	Educational contents and teaching programs will be prepared in accordance with global developments and needs, based on national, spiritual and universal values.
551.1.	Curriculum will have a flexible, modular and applied structure.
559.	Production-oriented Structural Transformation and Employment Mobilization in Vocational and Technical Education will be initiated.
559.5.	Vocational high schools and higher education institutions, especially in OIZs, will be restructured to support each other in terms of program, management, human resources, financing and physical infrastructure.
559.8.	Students will be encouraged to apply for inventions, patents and utility models.
559.13.	In order to ensure up-to-date knowledge and skills, graduates will be encouraged to take certified training and courses accredited by the sector and universities.
560.	Diversity in higher education will be increased.
561.	The higher education system will be transformed into a globally competitive, quality-oriented and dynamic structure; Practices aimed at increasing the qualifications of higher education institutions will continue.
561.3.	In order for universities to keep up with the digital age and to implement open access and open science applications in accessing information, their harmonization with open access infrastructures will be ensured.
561.7.	A graduate tracking system will be established to follow the career processes of graduates and strengthen graduate-university cooperation.
563.	Our country's level of internationalization in the field of higher education will be increased.
563.1.	International access to the higher education system will be facilitated through effective promotional activities



	563.2.	The number of qualified international students in the higher education system will be increased.
	563.3.	The share of qualified foreign academics in total employment will be increased.
	571.	Young people's active participation in the labor market will be supported and their employment will be facilitated.
	571.1.	In order to ensure the transition of university students to the labor market, university-private sector collaborations, especially joint projects, will be developed.
	794.	Public accountability will be strengthened by providing reliable information to the public about the efficiency, effectiveness and economy of resource use through performance audits.
	838.	Medium and long-term strategies will be created to make Turkish higher education a center of attraction for countries with which our international development cooperation is strong.
Medium Term Program	Main Purposes	It is aimed that employment and workforce, which have reached historical high levels, will continue to increase with the stable course of economic activity during the Program period, and that our workforce potential will be used to the maximum extent through vocational training, qualified employability and productivity enhancing policies to meet the developing needs in the economy, especially active workforce policies.
	Growth	Technology and product development processes will be encouraged with large-scale platform and network supports based on the "co-success together" approach, where companies, universities, research infrastructure and public R&D centers come together in areas of strategic importance, and patented technologies will be transferred to the industry.
		Supports that will increase the cooperation of central and thematic research infrastructures within universities with industry will be implemented.
		Research and development activities in social sciences and humanities will be supported to support sustainable development.
	Employment	In order to develop a qualified workforce, regional and sector-focused training needs analyzes will be conducted, and vocational training programs will be updated to meet the requirements of digital and green transformation.
		Cooperation activities will be carried out with the sector to train qualified workforce in the fields of agriculture, defense industry, artificial intelligence, cyber security, clean and sustainable energy, aviation and space technologies.
		Practices will be implemented to increase the participation of young people who are not in education or employment in the workforce.
		Distance learning methods will be encouraged, allowing individuals to obtain certificates, and training programs that will ensure quality, effectiveness and efficiency will be developed by establishing a national lifelong learning monitoring system.
		Leaders and young researchers who will carry out projects that aim to provide groundbreaking developments in the field of science and technology and have the potential to make important discoveries or inventions will be supported.
		In order to facilitate young people's transition to the labor market, internship, part-time and flexible working models will be expanded, and emphasis will be placed on training, programs and activities that will increase their career awareness.

		Vocational qualification, examination and certification legislation will be developed in order to ensure the national and international validity of professional qualifications and to increase the number of employees with qualification certificates.
Medium Term Financial Plan		Policies will continue to be implemented to strengthen human capital, promote inclusive growth, and extend prosperity to all segments of society.
	1.2. Basic Policies Regarding Budget Expenditures	In public investments, priority will be given to the priority manufacturing industry sectors of the Eleventh Development Plan and horizontal areas such as R&D, digitalization, human resources, logistics and energy, as well as agriculture, tourism and defense industry areas that will strengthen the human and physical infrastructure for these sectors.

5. DETERMINATION OF FIELDS OF ACTIVITY AND SERVICES

IGU's areas of activity and the services it provides within these areas are given in the table below.

Table 6. Field of Activity and Service List

FIELD OF ACTIVITY	SERVICES
EDUCATION	<ul style="list-style-type: none"> • Associate/Undergraduate Education Programs • Postgraduate Education Programs • Major and Minor Education Programs • Distance Education Programs • Foreign Language Education Programs
RESEARCH and DEVELOPMENT	<ul style="list-style-type: none"> • Scientific Research Projects • University-Industry Cooperation Projects • Scientific Publications, Patents and Industrial Design Activities • Scientific Events • Product Development and R&D Services • Consultancy Services
SOCIAL CONTRIBUTION	<ul style="list-style-type: none"> • Social responsibility projects • Culture, Art and Sports Events • Events such as Conferences, Symposiums, Seminars etc. • Social Activities (Scholarships, Dean of Students Office, Disability Advisory Unit) • Continuing Education Services • Health Service • Library Services
INTERNATIONALIZATION	<ul style="list-style-type: none"> • Student Exchange Programs • Academic and Administrative Staff Exchange Programs • International Projects

6. STAKEHOLDER ANALYSIS

Participation is one of the most fundamental elements of strategic planning. Within the scope of the preparation of IGU's 2024-2028 Strategic Plan, importance was given to identifying and prioritizing the stakeholders with whom the university interacts and evaluating the contributions, opinions and suggestions of the stakeholders at every stage, within the framework of stakeholder analysis, in order to direct the future with a participatory method.

Within the scope of the studies, all internal and external stakeholders who are related to the services offered by IGU, who are directly or indirectly affected by its activities and who have the power to influence the university have been analyzed and prioritized to ensure the identification of internal and external stakeholders. In this direction, the IGU Stakeholder List has emerged as seen below. The opinions, needs and expectations of internal and external stakeholders were reflected in the Strategic Plan through participatory methods during the work process.

Stakeholders and its classification are provided below:

Table 7. IGU List of Stakeholders

NAME OF THE STAKEHOLDER	INTERNAL STAKEHOLDER	EXTERNAL STAKEHOLDER
Academic and Administrative Staff	X	
Academic Units	X	
Administrative Units	X	
Technology Transfer Office (TTO)	X	
Scientific Research Projects Coordination (SRPC)	X	
Distance Education Application and Research Center (IGUDEARC)	X	
Continuing Education Center (CEC)	X	
IGUCEC	X	
Application and Research Centers	X	
Student Clubs	X	
Development Education Culture Health and Social Service Foundation	X	
Students		X
Student Families		X
Graduates		X
Presidency and Ministries		X
Higher Education Council (HEC)		X
Higher Education Quality Council (HEQC)		X
Interuniversity Board (IUB)		X
Turkish Scientific and Technological Research Council (TSTRC)		X
Turkish Academy of Sciences (TUAS)		X
Measurement, Selection and Placement Center (MSPC)		X
Gökkuşığı College Educational Institutions		X
Technology Development Center (TEKDC)		X

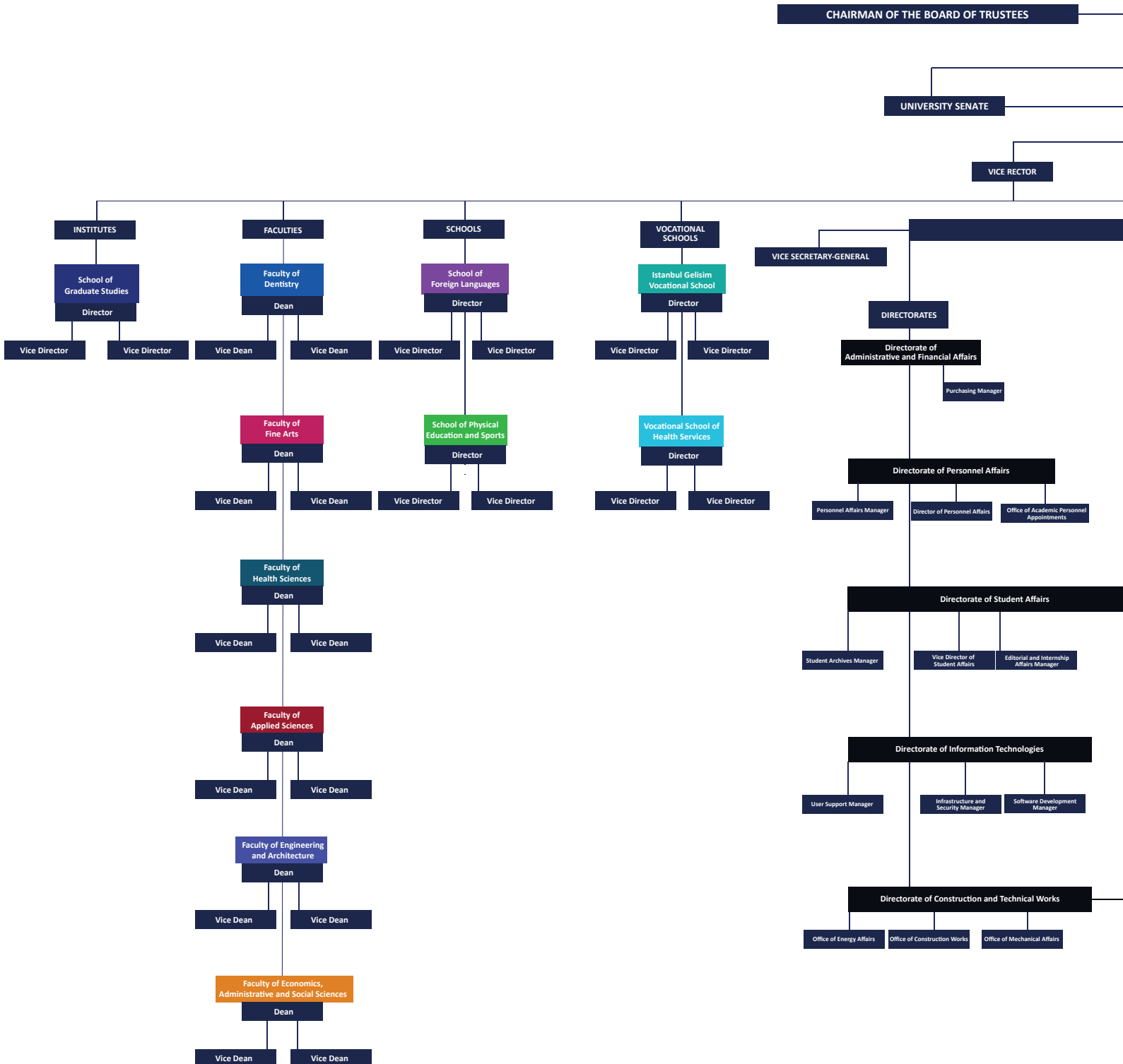
National Agencies		X
Small and Medium Enterprises Development Organization (KOSGEB)		X
Istanbul Governorship		X
Ministry of Education		X
Istanbul Metropolitan Municipality		X
Avclar Municipality		X
Avclar District Governorship		X
Accreditation and Quality Assurance Bodies		X
Istanbul Chamber of Commerce (ITO)		X
Chamber of Shipping		X
Public Economic Enterprise		X
Private Sector Organizations		X
Media Organizations		X
Istanbul Development Agency (ISTDA)		X
Development Agencies		X
Other Universities Domestic and International		X
Municipalities		X
Non-Governmental Organizations		X
Suppliers		X
Society/Environment		X
Public Institutions and Organizations		X
Domestic and International Collaborations		X





7. IN-HOUSE ANALYSIS
a. Organization Chart

ISTANBUL GELISIM UNIVERSITY RECTORATE
ORGANIZATIONAL CHART



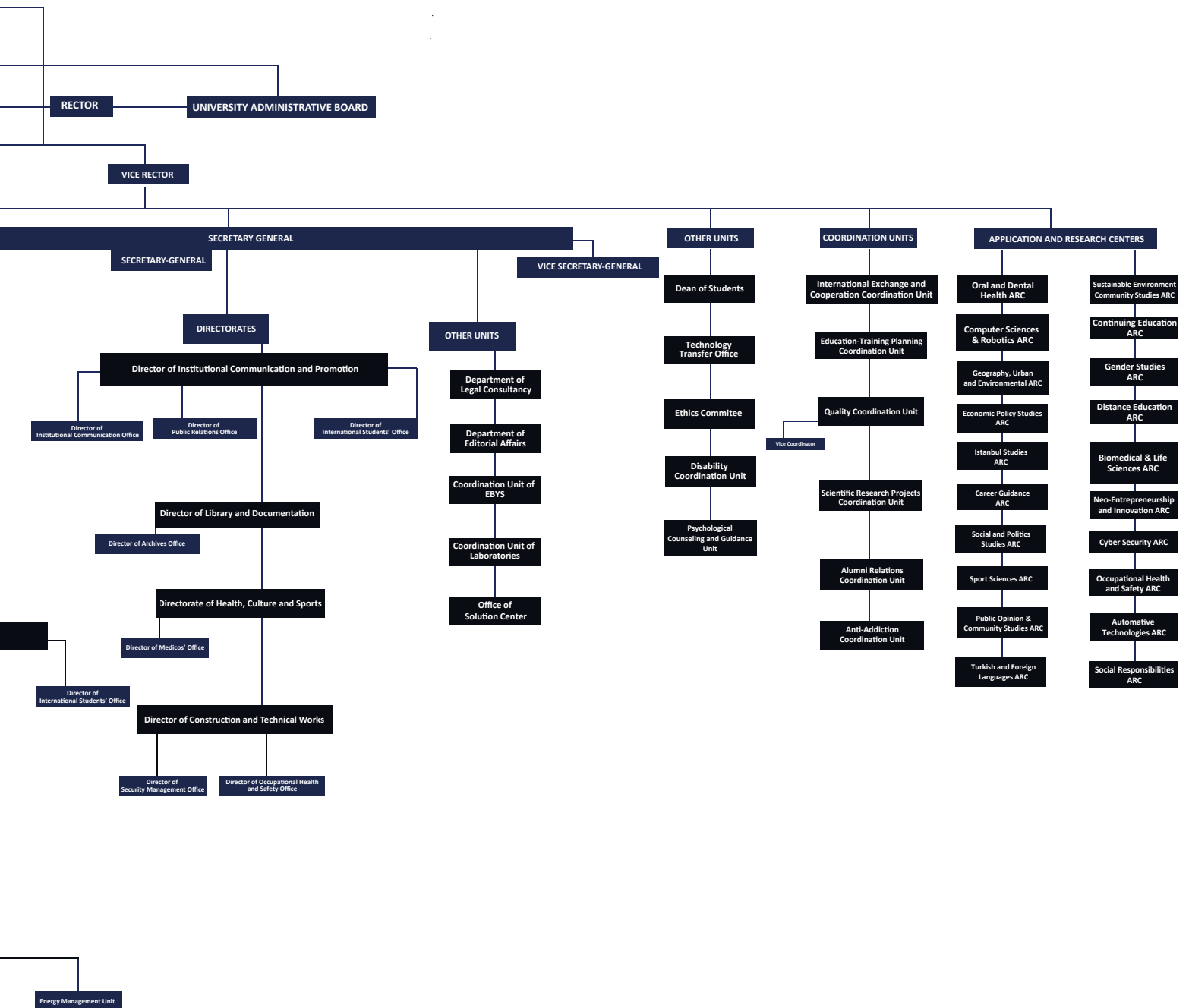


Image 7. İGÜ Organization chart

b. COMPETENCY ANALYSIS IN HUMAN RESOURCES

As of 2023, it reached 1029 academic staff. The distribution according to academic titles is given in the table below.

Table 8. IGU Number and Ratio of Academic Staff by Title

ACADEMIC TITLE	NUMBER	RATIO
Professor	93	%9
Assoc. Prof.	56	%5,4
Asst. Prof.	378	%36,8
Lecturer	355	%34,5
Research Assistant	147	%14,3
TOTAL	1029	%100

As of 2023, the number of foreign academic personnel has reached 46 personnel. The distribution numbers and rates of their titles are given in the table below.

Table 9. IGU Number and Ratio of Foreign Academic Staff

ACADEMIC TITLE	NUMBER	RATIO
Professor	2	%4,4
Assoc. Prof.	3	%6,5
Asst. Prof.	28	%60,9
Lecturer	13	%28,3
Research Assistant	0	%0
TOTAL	46	%100

The distribution of academic and administrative staff by year is as shown in the table below.

Table 10. Year-Based Distribution of IGU Academic and Administrative Staff

	2019	2020	2021	2022	2023
Academic Personnel	612	826	852	910	1029
Foreign Academic Personnel	76	70	66	51	46
Administrative Staff	569	420	448	412	442
TOTAL	1181	1246	1300	1322	1471

c. PHYSICAL RESOURCE ANALYSIS

While IGU had a closed area of 212,381 m² in 2019, it reached 240,960 m² as of 2023. Its distribution by blocks is presented in the table below.

Table 11. Closed Area Distribution Based on Blocks

Campus Name	Name Of The Building	Total Closed Area(m ²)	Purpose of Closed Area Use (Square metres) /m ²						
			Education	Research	Management	Health Service	Library	Social Area	Sports Area
A Block	Rectorate	39114,3	6476,1	121,28	12209,3	544,03	1062	8299,76	806,04
B Block	Faculty of Health Sciences	11756	3267,17	959,76	993,24	756,85		1112,7	
C Block	Vocational School of Health Services	10445,5	3786,91	1549,1	759,84	13,61		1817,32	
D Block	Faculty of Engineering & Architecture	14753,3	3857,78	2563,21	799,16			4636,64	622,65
E Block	Faculty of Fine Arts	9836,18	2061,86	1101,94	1455,24	18,07	255,89	886,77	
F Block	School of Foreign Lang.	8285,94	2846,42	961,33	880,24	8,82	95	1485,79	
G Block	Istanbul Gelisim Vocational School	30688,4	7868,89	2317,39	1281,01	15	177	8649,81	
Tower		116080	21942,55	13792,1	3663,7	3651,07	8438	23510,3	6457
TOTAL		240960	52107,68	23366,1	22041,7	5007,45	10028	50399,1	7885,7

d. TECHNOLOGY AND INFORMATION INFRASTRUCTURE ANALYSIS

The primary policy of the Information Technology Department (IDT), in line with the strategic goals of the university, is to move the university to an end-to-end electronic environment. A procedure that will cover all processes in accordance with this policy has been prepared and continues to be developed. As a result, it is aimed to make information assets related to education-training and administrative organization activities measurable and traceable. ISO 27001 Information Management System Certificate has been obtained for information security, which is the primary subject of all business and business. Apart from this, precautions are taken by paying attention to the guidance from the Information and Communication Technologies Authority (ICTA) and the National Cyber Incident Response Center (NCIRC). The entire infrastructure is monitored 24/7 by tracking systems, and the system notifies you of unusual situations. In addition, risk screening is conducted with external stakeholders every year and precautions are taken for possible risks.

Most of the software used at the university was developed by the IDT Software team and these software are managed through a common database. All requests, requests, etc. submitted to IDT. It is managed with a "ticket system" and all requests are monitored and tracked instantly.

All software prepared by IDT and purchased from external stakeholders and used at the university can be accessed from the E-Door address. The description of each application is placed under the (i) symbol in the right corner of the icon.



In total, 28 applications are available, including 7 Web Applications, 1 Prospective Student, 4 Student and 16 Personnel categories. At the same time, a total of 133 web page services are provided, including 16 Academic Units, 41 Administrative Units, 20 Research Centers, 24 Conference Congress pages, and 32 Form categories. Through E-Door, all password transactions can be carried out securely and uninterruptedly from a single point.

e. APPLICATION AND RESEARCH CENTERS

20 Application and Research Centers continue their activities within IGU. Application and Research Centers are listed below.

- Oral and Dental Health Application and Research Center
- Computer Sciences and Robotics Application and Research Center
- Geography, Urban and Environmental Studies Application and Research Center
- Economic Policy Studies Application and Research Center
- Istanbul Studies Application and Research Center
- Career Guidance Application and Research Center
- Political and Social Studies Application and Research Center
- Sports Sciences Application and Research Center
- Public Opinion and Community Studies Application and Research Center
- Turkish and Foreign Languages Application and Research Center
- Sustainable Environment and Community Studies Application and Research Center
- Continuing Education Application and Research Center
- Gender Studies Application and Research Center
- Distance Education Application and Research Center
- Life Sciences and Biomedical Application and Research Center
- Neo-Entrepreneurship and Innovation Application and Research Center
- Cyber Security Application and Research Center
- Occupational Health and Safety Application and Research Center
- Automotive Technologies Application and Research Center
- Social Responsibilities Application and Research Center



8. SWOT ANALYSIS

STRENGTHS

- High number of internationally accredited programs.
- Solution-oriented and inclusive approach of the senior management.
- The central location of the university campus and ease of transportation.
- High preference rate by national and international students.
- Variety of opportunities provided to the student (scholarship, internship, major, minor, foreign language, etc.).
- International effective promotion strategy.
- High international student and staff mobility.
- Determination to become a development-oriented research university.
- Providing incentives for national and international scientific studies.
- Having competent academic and administrative staff.
- Physical spaces conducive to development.
- Being ranked high in sustainability themes in international impact rankings.
- The systematic transfer of technology transfer to relevant sectors has begun.
- Availability of equipped training laboratories.

WEAKNESSES

- Lack of medical, law and pharmacy faculties.
- Low communication with graduate students.
- The diversity of postgraduate doctoral programs is low.
- Poor guesthouse and student dormitory facilities.
- Lack of diversity in opportunities for disabled individuals.
- Poor communication with external stakeholders.
- Existing research laboratories need development.
- The need to increase interdisciplinary scientific studies.
- Not increasing the commercialization rate of patents received.

OPPORTUNITIES

- Our country has a high potential to attract international students.
- The practices of the Council of Higher Education regarding the mission differentiation of universities.
- Increasing requirements and incentives for public-private sector-university collaborations.
- Society's education, health, technological and socioeconomic etc. increasing needs.
- Increasing need for qualified personnel on a sector basis.
- Increasing the amount of support for domestic, international and European Union projects.
- New legal regulations that facilitate R&D, patent and project production.
- Increasing national/international cooperation opportunities, agreements and funds.
- The opportunity to provide education to large communities through the widespread use of information and communication technologies.
- Istanbul is a cultural, historical, economic and social center of attraction.
- Developments in the field of sustainability gain importance in the world and in our country.
- Our country's successes in artistic and sports activities set an example for young people.
- Our country's effective soft power and public diplomacy.
- The support given to universities for R&D, innovation and technology development activities in our country's Development Plans.

THREATS

- Increasing negative competition between universities due to the high number of universities in Istanbul.
- Housing, nutrition, transportation and traffic problems in Istanbul.
- Economic fragility and exchange rate fluctuations.
- The negative impact of the widespread use of remote access opportunities on formal education.
- Negative effects of natural disasters and global epidemic risks on education.
- It becomes difficult to retain and supply qualified human resources.
- Aging population in our country and in the world.



ISTANBUL
GELISIM
UNIVERSITY

ISTANBUL GELISIM UNIVERSITY
STRATEGIC PLAN 2024 - 2028





A LOOK TO THE FUTURE



ISTANBUL
GELISIM
UNIVERSITY

ISTANBUL GELISIM UNIVERSITY
STRATEGIC PLAN 2024 - 2028



MISSION

To foster societal development and transformation by cultivating confident individuals with international qualities and to serve humanity through education and research activities grounded in the principle of sustainability.

VISION

To become an innovative and leading global university that drives value in education, science, technology, and the arts, all while embracing the concept of sustainability.

CORE VALUES

- Continuous Improvement
- Innovation and Entrepreneurship
- Academic Merit
- Commitment to Ethical Values
- Sustainability
- Social and Environmental Responsibility
- Internationalization
- Stakeholder Engagement
- Transparency and Openness



ISTANBUL
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**ISTANBUL GELISIM UNIVERSITY
STRATEGIC PLAN 2024 - 2028**

STRATEGY DEVELOPMENT



1. PURPOSES

SA1. To Increase the Quality of Education by Equipping Individuals with Professional and Personal Knowledge

As IGU, with the excitement that comes from adopting excellence and innovation in education as a principle, providing students with a broad perspective and comprehensive experience is among the main goals. In this direction; Educational programs are constantly reviewed and developed with a focus on accreditation in order to raise the quality and quality of education in line with the requirements of the age in order to raise students with universal competencies. It is aimed to provide students with a different perspective on human knowledge and education with updated course curricula, rich course contents and new undergraduate/graduate programs. While achieving these, one of the priorities of the university is to increase the competence of local/foreign faculty members to international standards, increase the quality and quantity of international scientific studies, monitor the satisfaction of qualified local and foreign students, and enrich educational resources by improving the learning environment.

For the professional development of students both nationally and internationally during their educational life and afterwards; It is aimed to continue providing them with opportunities to strengthen their motivation by recognizing and rewarding their achievements, as well as academic and career counseling services, diversity of learning resources, guidance services, foreign language support and project support. In order to maintain the bond of belonging of IGU graduates with the university, monitoring the employment and career success of IGU graduates, supporting business start-ups and supporting their academic careers at the university are among the principles adopted by the university.

SA2. To Increase Scientific and Technological Research Culture and Competence within the Framework of National and International Standards

With the vision of being a research university, it is a fundamental duty of IGU as a higher education institution to work to ensure that our country ranks at the top in the global arena in today's world where technological and scientific developments are a versatile and rapid transforming factor for countries. In order to fulfill this duty, it is among the priorities of the university to contribute to the production of technology and innovation through interdisciplinary R&D studies carried out for the needs of society, taking into account the national priority areas and specialization highlighted in our country's development plans. In addition, as in many exemplary universities in the world, increasing the quantity and quality of postgraduate programs is considered an important milestone on the way forward.

Aware that increasing the potential for cooperation, circulation and interaction in science and technology production with stakeholders is a necessity of the current digital age, one of the main objectives of IGU is to see forward-looking concrete outputs in the service and industry sectors by effectively carrying out the necessary studies in the field of science, technology and innovation.

SA3. To Make Multifaceted Social Benefit More Effective by Centering Sustainability

IGU, with its understanding of ecological sustainability, prioritizes green campus and environmental awareness in all its activities; It has created a growth and development plan that carries out environmental activities in this direction and aims to make sustainability a culture of life for its students and employees throughout and after the education and training process.

In this direction; Increasing the quality and quantity of social responsibility projects in order to raise individuals who are conscious and competent in sustainability, and placing among the priority targets the students' awareness of social problems and actively producing solution-oriented projects. Likewise, by applying sustainability principles in its infrastructure and operations, it supports more effective use of resources and environmental sustainability by developing innovative solutions in areas such as energy efficiency, waste management and water saving by increasing the use of renewable energy.

It aims to increase social benefit by collaborating with local and national stakeholders on sustainability. In this context, it will implement sustainability projects and produce solutions for the needs of society by collaborating with non-governmental organizations, local governments and industrial partners. It will continue to contribute to local and regional development and environmental sustainability by creating an interactive and sustainable cooperation network with stakeholders through training programs, consultancy services and joint projects in order to strengthen environmental awareness, support sustainable practices and provide social benefit.

SA4. To Strengthen Institutional Capacity

In order to make the university a more sustainable, effective and innovative institution and to strengthen institutional resources, it is primarily aimed to support the vision of being a pioneer in education and research and to make change and transformation in a wide area of influence. Therefore, by supporting the training and development of existing human resources, it is aimed to strengthen their skills and at the same time encourage them to participate in educational processes that provide diversity in leadership skills, planning and organization. In order to develop strategic human resources, it is primarily aimed to adopt the learning organization principle. In order for the principle to be adopted, academic and administrative staff are encouraged to receive in-house and external training to keep themselves up to date. It is important that this principle is adopted by employees, for whom it is a symbol of the organizational culture. Strengthening the organizational culture within the framework of actions to be taken for employees by strengthening the existing social capital, making it shared among all employees, and increasing the number of events and activities in this regard will serve to further develop corporate commitment. Creating a strong culture within the university and taking actions that will strengthen the reputation of external stakeholders will allow IGU to emerge with a stronger institutional capacity.

By creating an effective governance structure, it is aimed to create a more transparent and participatory environment to improve decision-making processes and to produce functional processes to carry out studies in cooperation with relevant stakeholders. Adopting the roadmap to improve institutional processes by encouraging technological infrastructure, digitalization and automation by making more use of information technologies, IGU creates supportive policies and programs to increase institutional capacity in the field of research and development.

2. STRATEGIC GOAL - UNIT - PERFORMANCE INDICATOR RELATIONSHIP

The tables below include IGU's objectives, indicators and relationships with responsible units regarding the Strategic Goals.

Table 12. The Relationship of performance indicators-unit-goal for IGU Strategic Purpose 1

SP 1. To raise the quality of education by equipping individuals with professional and personal knowledge		
Strategic Goal 1	Responsible Unit	Performance Indicator
To enrich educational programs	AU	Student retention rate (%)
	Rectorate	Number of active students per faculty member
	Rectorate	Number of students per faculty member
	AU	Number of students placed in programs through horizontal transfer
	AU	Number of students placed in programs through vertical transfer
	AU	Number of undergraduate students doing Double Major
	AU	Rate of undergraduate students doing Double Major (%)
	AU	Course success rate (%)
	AU	General occupancy rate of programs (%)
	AU	Number of updated curricula
	AU	Updated course content rate (%)
	Rectorate	Number of new programs
	Rectorate	Rate of students benefiting from education scholarships provided by the university (%)
	Rectorate	Number of undergraduate programs stated to be accredited in the YKS Higher Education Programs and Quotas Guide
	DIT	Rate of accessible course information packages (%)
Strategic Goal 2	Responsible Unit	Performance Indicator
To increase the competence of faculty members	AU	Number of face-to-face education programs
	AU	Number of online training programs
	Rectorate	Number of faculty members receiving training within the scope of the 'Training of Trainers' program at the institution
	Rectorate	Number of faculty members who are qualified to teach in foreign languages
	Rectorate	Ratio of faculty members who are qualified to teach in a foreign language (%)
	AU	Two-term average of the number of weekly lesson hours of permanent faculty members teaching courses
Strategic Goal 3	Responsible Unit	Performance Indicator
To increase the level of internationalization in education	AU	Number of international joint programs
	AU	Number of foreign students
	AU	Rate of foreign students (%)
	Rectorate	Number of foreign faculty members
	ISD-PRPD	Number of international promotional events
	Rectorate	Number of programs conducted in English
	IECCO	Number of students coming within the scope of international exchange programs
	IECCO	Number of students attending international exchange programs
	IECCO	Number of faculty members coming within the scope of international exchange programs

	UDIOK	Number of faculty members who went within the scope of international exchange programs
	UDIOK	Number of international exchanges and cooperation organizations
	UDIOK	Number of international exchange and cooperation programs
Strategic Goal 4	Responsible Unit	Performance Indicator
To increase student/graduate satisfaction and loyalty	AU-QC	Student overall satisfaction rate (%)
	AU-QC	Satisfaction rate of the student with the program he is registered in (%)
	AU-QC	Student's instructor and course evaluation satisfaction rate (%)
	AMC	Number of graduates in the graduate tracking system
	AMC	Number of events held with graduates
	PCGU	Number of students benefiting from psycho-support services
	SD	Satisfaction rate with the complaint resolution process (%)
	HRD	Number of IGU graduates working in the administrative unit
	DHCS	Number of students participating in events organized by student clubs
	AMC	Graduate satisfaction rate (%)
Strategic Goal 5	Responsible Unit	Performance Indicator
To increase the number of qualified local / foreign students and graduates	PRPD	Rate of students enrolled with the first 5 choices (%)
	PRPD	Number of students benefiting from the Come to Development scholarship
	AU	Rate of students graduating within the education period (%)
	AU	Number of students doing voluntary internships with university support
	CGARC	Number of graduates placed in jobs
	CGARC	Satisfaction rate of the business world regarding the qualifications of graduates (%)
	MMK	Number of graduates working in their field registered in the graduate tracking system
	PRPD	Number of people in the top 10,000 in the relevant score type in YKS
	PRPD	Number of students in the top 10,000 in the last five years
	CGARC	Number of activities carried out by the Career Center
Strategic Goal 6	Responsible Unit	Performance Indicator
To enrich the learning environment and educational resources	Rectorate	Open area per student (m ²)
	Rectorate	Closed area per student (m ²)
	LDD	Number of (printed) resources available in the institution library
	LDD	Number of (printed) resources available in the institution library per student
	LDD	Number of e-resources
	LDD	Number of e-resources per student
	LDD	Library area per student (m ²)
	LDD	Number of library seats
	LDD	The ratio of the budget allocated to library publication purchases to the general budget (%)
	CWTD	Number of newly opened classrooms, laboratories and workshops

SP 2. To increase scientific and technological research culture and competence within the framework of national and international standards		
Strategic Goal 1	Responsible Unit	Performance Indicator
To improve the capacity and quality of interdisciplinary scientific research in line with specialization priorities	SRPCO	Number of national and international research scholarships awarded by TSTRC
	SRPCO	Number of national and international support programs provided by TSTRC
	SRPCO	Number of completed externally supported projects
	SRPCO	The ratio of the budget used for R&D activities to the total budget (%)
	SRPCO	Number of associate/undergraduate student projects eligible for support (TSTRC, SRP, etc.)
	SRPCO	Number of completed associate/undergraduate student projects (TSTRC, SRP, etc.)
	SRPCO	Number of international symposiums, congresses and artistic exhibitions held
	SRPCO	Number of institution-supported BAP projects
Strategic Goal 2	Responsible Unit	Performance Indicator
To raise the level of scientific and technological research outputs with high widespread impact	AU	Number of publications per faculty member published in national refereed journals
	AU	Number of publications cited in the top 10%
	AU	Q1+Q2 number of publications (WOS) rate (%)
	AU	Annual number of publications in SCI, SSCI-Expanded and AHCI indexed journals per faculty member
	AU	Number of publications per faculty member published in SCI, SCI-Expanded, SSCI and AHCI indexed journals
	AU	Total number of citations (WOS)
	AU	Number of papers (oral, poster, full text, etc.) presented at international congresses and symposiums
	AU	Number of papers (oral, poster, full text, etc.) presented at national congresses and symposiums
	AU	Number of faculty members with TAS and TSTRC awards (TAS translation award is excluded)
	AU	Number of international awards
	AU	Number of publications made in international collaboration
Strategic Goal 3	Responsible Unit	Performance Indicator
To take part in the entrepreneurial and innovative university ecosystem	SRPCO	Number of national and international patents, utility models or designs applied for
	SRPCO	Number of finalized national and international patents
	SRPCO	Number of resulting national and international utility models or designs
	TDC	Number of active companies established within TDC
	TTO	Number of students involved in Technology Transfer Office (TTO) projects
	SRPCO	Number of projects carried out jointly with universities, institutions or organizations abroad
	SRPCO	Number of internationally funded projects
	TDC	Number of active faculty member technology companies

	SRPCO-TTO CGARC -CEC	Number of events that bring together entrepreneurs and supporters
	AU	Number of innovation and entrepreneurship themed courses
	TTO	Number of projects participating in entrepreneurship competitions
	Rectorate	Number of researchers employed
Strategic Goal 4	Responsible Unit	Performance Indicator
To increase the quantity and quality of graduate programs	GSE	Number of doctoral programs
	GSE	Number of doctoral graduates
	GSE	Number of doctoral students
	GSE	Number of master's programs (Thesis + Non-thesis)
	GSE	Number of master's degree graduates
	GSE	Number of interdisciplinary master's programs
	GSE	Number of interdisciplinary doctoral programs
	GSE	Number of national publications produced from postgraduate theses
	GSE	Number of international publications produced from postgraduate theses
Strategic Goal 5	Responsible Unit	Performance Indicator
To increase university-industry collaborations	CGARC -AU	Number of internship/practice protocols
	SRPCO	Number of projects carried out jointly with industry
	SRPCO	Project budget carried out jointly with industry
	GSE	Number of industry-supported master's and doctorate degrees
	SRPCO - TTO	Number of publications made in university-industry collaboration
	AU-KK	Number of improvement efforts made with employer feedback



SA 3. To make multifaceted social benefit more effective by centering sustainability		
Strategic Goal 1	Responsible Unit	Performance Indicator
To increase the quality and quantity of social responsibility projects	SRPC	Number of social responsibility projects carried out by students
	SRPC	Number of research projects aimed at social responsibility
	SRPC	Number of social responsibility projects with a duration of at least two months and a certain budget
	SRPC	Number of social responsibility projects carried out by the institution itself
	DHCS	Number of social responsibility activities carried out by students
Strategic Goal 2	Responsible Unit	Performance Indicator
To increase the effectiveness of the sustainable environmental management system	Rectorate	The university's ranking in the green, environmentally friendly university index (Türkiye)
	Rectorate	The university's ranking in the green, environmentally friendly university index (World)
	CWTD	Electrical energy consumption (kw.hour)
	CWTD	Water consumption (m ³)
	CWTD	Annual amount of recycled water (m ³)
	SSD	Total amount of waste (kg)
	SSD	Amount of waste recycled (kg)
	SSD	Amount of organic waste (kg)
	SSD	Hazardous waste amount (kg)
	CWTD	Green area ratio (%)
	CWTD	Smoke-free airspace rate (%)
	CWTD	Capacity of renewable energy resources (kw.hour)
	SSD-KK	Number of awards in the fields of zero waste, green campus and environmentalism
	SRPC	Number of scientific publications on sustainability
	DHCS	Number of events related to sustainability
	CWTD	Water saving investment (TL)
	CWTD	Amount of recycled water (m ³)
	CWTD	Direct carbon footprint
	CWTD	Energy efficiency investment (\$)
	SSD	Total number of Zero Emission Vehicles (ZEV) divided by total campus population
Rectorate	Number of events and projects carried out through cooperation with institutions	
Strategic Goal 3	Responsible Unit	Performance Indicator
To increase the level of cooperation with local and regional institutions and organizations	CEC	Number of training provided to external stakeholders
	AU	Number of meetings held with external stakeholders
	CEC	Number of consultancies provided to institutions
Strategic Goal 4	Responsible Unit	Performance Indicator
To extend community-related activities	CEC	Number of certificates issued by the Continuing Education Center and Language Center
	CEC	Number of people receiving annual training from the Continuing Education Center
	CEC	Annual training hours provided by the Continuing Education Center
	LDD	Number of open access resources
	DC	Number of activities organized for disadvantaged groups

SA 4. To strengthen institutional capacity		
Strategic Goal 1	Responsible Unit	Performance Indicator
To improve the organizational structure and strategic human resources	HRD	Rate of female academic staff (%)
	HRD	Satisfaction rate with working environment and conditions (%)
	HRD	Satisfaction rate with social facilities (%)
	HRD	Satisfaction rate with transportation services (%)
	HRD	Satisfaction rate with food facilities (%)
	HRD	Academic staff commitment rate to the institution (%)
	HRD	Administrative staff's commitment rate to the institution (%)
	HRD	Academic staff satisfaction rate (%)
	HRD	Administrative staff satisfaction rate (%)
	HRD	Accessibility rate to senior management (%)
HRD	Staff turnover rate (%)	
Strategic Goal 2	Responsible Unit	Performance Indicator
To improve social, technological and physical infrastructure	DAFA	Number of processes integrated into the WOC ERP system
	DIT	Number of support personnel competent in information technologies
	EDKB	Number of barrier-free buildings
	Rectorate	Sociocultural area per capita (m2)
	DIT	Internet access rate in campus living areas (Indoor/Outdoor) (%)
	HRD	Number of social and cultural events held for staff
Strategic Goal 3	Responsible Unit	Performance Indicator
To strengthen corporate culture and corporate reputation	CCD	Number of news on the university website
	SRPCO	Number of academic staff who have completed AVESIS login
	PRPD	Number of external events promoting the university

3. KEY PERFORMANCE INDICATORS

Purpose 1 (SP 1)		To raise the quality of education by equipping individuals with professional and human knowledge					
Goal 1 (SG 1): To enrich educational programs		Plan Starting Value 2023	2024	2025	2026	2027	2028
1.1.1	Student retention rate (%)	87	87	88	90	91	92
1.1.2	Number of active students per faculty member	30	29	28	27	26	25
1.1.3	Number of students per faculty member	58	58	56	54	52	50
1.1.4	Number of students placed in programs through horizontal transfer	800	800	850	900	950	1000
1.1.5	Number of students placed in programs through vertical transfer	135	135	145	150	160	170
1.1.6	Number of undergraduate students doing Double Major	1120	1120	1150	1180	1200	1220
1.1.7	Rate of undergraduate students doing Double Major (%)	6	6	6	6	6	6
1.1.8	Course success rate (%)	81	81	82	83	84	85
1.1.9	General occupancy rate of programs (%)	83	85	87	88	89	90

Purpose 1 (SP 1)		To raise the quality of education by equipping individuals with professional and human knowledge					
Goal2 (SG 2): To increase the competence of faculty members		Plan Starting Value 2023	2024	2025	2026	2027	2028
1.2.1	Number of face-to-face education programs	237	240	245	250	255	260
1.2.2	Number of online education programs	3	4	5	6	7	8
1.2.3	Number of faculty members receiving training within the scope of the 'Training of Trainers' program at the institution	152	165	170	175	180	185
1.2.4	Number of faculty members qualified to teach in foreign languages	230	235	240	245	250	255
1.2.5	Ratio of faculty members who are qualified to teach in a foreign language (%)	26	27	28	29	30	31
1.2.6	Two-term average of the number of weekly course hours of permanent faculty members teaching courses	11	11	10	10	10	10

Purpose 1 (SP 1)		To raise the quality of education by equipping individuals with professional and human knowledge					
Goal 3 (SG 3): To increase the level of internationalization in education		Plan Starting Value 2023	2024	2025	2026	2027	2028
1.3.1	Number of international joint programs	0	1	2	3	4	5
1.3.2	Number of foreign students	6481	6750	7000	7250	7500	8000
1.3.3	Rate of foreign students (%)	17	17	18	18	19	20
1.3.4	Number of foreign faculty members	46	48	50	54	58	62
1.3.5	Number of international promotional events	70	80	85	90	95	100
1.3.6	Number of programs conducted in English	41	41	45	48	52	58
1.3.7	Number of students coming within the scope of international exchange programs	41	45	50	55	60	65
1.3.8	Number of students attending international exchange programs	64	70	75	80	85	90
1.3.9	Number of faculty members coming within the scope of international exchange programs	59	60	63	65	67	70
1.3.10	Number of faculty members who went within the scope of international exchange programs	98	98	100	103	105	107
1.3.11	Number of international exchanges and cooperation organizations	190	195	200	205	210	215

Purpose 1 (SP 1)		To raise the quality of education by equipping individuals with professional and human knowledge					
Goal 4 (SG 4): To increase student/graduate satisfaction and loyalty		Plan Starting Value 2023	2024	2025	2026	2027	2028
1.4.1	Student overall satisfaction rate (%)	82	83	85	87	89	91
1.4.2	Satisfaction rate of the student with the program he is registered in (%)	86	86	87	88	89	90
1.4.3	Student's instructor and course evaluation satisfaction rate (%)	73	73	75	77	78	80
1.4.4	Number of graduates in the graduate tracking system	5000	7000	10000	13000	16000	20000
1.4.5	Number of events held with graduates	2	3	4	5	6	7
1.4.6	Number of students benefiting from psycho-support services	114	130	150	160	170	180

Purpose 1 (SP 1)		To raise the quality of education by equipping individuals with professional and human knowledge					
Goal 5 (SG 5): To increase the number of qualified local/foreign students and graduates		Plan Starting Value 2023	2024	2025	2026	2027	2028
1.5.1	Rate of students enrolled with the first 5 choices (%)	82	82	82	83	83	84
1.5.2	Number of students benefiting from the Come to Gelisim scholarship	11	20	25	35	40	50
1.5.3	Rate of students graduating within the education period (%)	59	60	61	62	63	65
1.5.4	Number of students doing voluntary internships with university support	258	260	270	280	290	300

Purpose 1 (SP 1)		To raise the quality of education by equipping individuals with professional and human knowledge					
Goal 6 (SG 6): To enrich the learning environment and educational resources		Plan Starting Value 2023	2024	2025	2026	2027	2028
1.6.1	Open area per student (m ²)	3,53	3,53	3,54	3,55	3,56	3,58
1.6.2	Closed area per student (m ²)	13,55	13,55	13,55	13,58	13,62	13,65
1.6.3	Number of (printed) resources available in the institution library	188500	189000	190000	192000	195000	200000
1.6.4	Number of (printed) resources available in the institution library per student	6,1	6,2	6,3	6,4	6,5	6,5
1.6.5	Number of e-resources	3967208	4000000	4100000	4200000	4300000	4500000
1.6.6	Number of e-resources per student	128	130	132	134	136	138
1.6.7	Library area per student (m ²)	0,41	0,41	0,43	0,43	0,45	0,45
1.6.8	Number of library seats	1561	1600	1700	1700	1800	1800
1.6.9	The ratio of the budget allocated to library publication purchases to the general budget (%)	0,21	0,21	0,22	0,22	0,25	0,25

Purpose2 (SP 2)		To increase scientific and technological research culture and competence within the framework of national and international standards					
Goal 1 (SG 1): To improve the capacity and quality of interdisciplinary scientific research in line with specialization priorities		Plan Starting Value 2023	2024	2025	2026	2027	2028
2.1.1	Number of national and international research scholarships awarded by TSTRC	8	8	9	9	10	10
2.1.2	Number of national and international support programs provided by TSTRC	1	2	2	3	3	4
2.1.3	The ratio of the budget used for R&D activities to the total budget (%)	2,78	3	3,25	3,50	3,75	4
2.1.4	Number of associate/undergraduate student projects eligible for support (TSTRC, SRP, etc.)	74	80	82	85	87	90
2.1.5	Number of completed associate/undergraduate student projects (TSTRC, SRP, etc.)	2	5	10	15	20	25
2.1.6	Number of international symposiums, congresses and artistic exhibitions held	10	12	14	16	18	20
2.1.7	Number of institution-supported SRP projects	14	17	20	23	25	29

Purpose 2 (SP 2)		To increase scientific and technological research culture and competence within the framework of national and international standards					
Goal 2 (SG 2): To raise the level of scientific and technological research outputs with high widespread impact		Plan Starting Value 2023	2024	2025	2026	2027	2028
2.2.1	Number of publications per faculty member published in national refereed journals	0,14	0,14	0,15	0,15	0,16	0,16
2.2.2	Number of publications cited in the top 10%	27	30	33	35	37	39
2.2.3	Q1+Q2 number of publications (WOS) rate (%)	0,60	0,63	0,65	0,66	0,67	0,68
2.2.4	Annual number of publications in SCI-Expanded, SSCI and AHCI indexed journals per faculty member	0,52	0,55	0,58	0,60	0,62	0,65
2.2.5	Number of publications per faculty member published in SCI, SCI-Expanded, SSCI and AHCI indexed journals	0,29	0,31	0,33	0,36	0,38	0,39

2.2.6	Total number of citations (WOS)	7675	7700	7800	7900	8000	8100
2.2.7	Number of papers (oral, poster, full text, etc.) presented at international congresses and symposiums	341	350	360	370	380	390
2.2.8	Number of papers (oral, poster, full text, etc.) presented at national congresses and symposiums	75	77	80	82	85	87
2.2.9	Number of faculty members with TUSA and TSTRC awards (TUSA translation award is excluded)	0	1	1	1	2	2
2.2.10	Number of international awards	6	7	7	8	8	9
2.2.11	Number of publications made in international collaboration	128	132	136	140	144	149

Purpose2 (SP 2)	To increase scientific and technological research culture and competence within the framework of national and international standards						
Goal 3 (SG 3): To take part in the entrepreneurial and innovative university ecosystem	Plan Starting Value 2023	2024	2025	2026	2027	2028	
2.3.1	Number of national and international patents, utility models or designs applied for	76	78	82	86	90	95
2.3.2	Number of finalized national and international patents	2	4	6	8	9	10
2.3.3	Number of resulting national and international utility models or designs	2	3	4	5	6	7
2.3.4	Number of active companies established within TDC	14	15	17	19	22	25
2.3.5	Number of students involved in Technology Transfer Office (TTO) projects	40	42	44	46	49	52
2.3.6	Number of projects carried out jointly with universities, institutions or organizations abroad	4	5	5	6	6	7
2.3.7	Number of internationally funded projects	6	7	7	8	8	9
2.3.8	Number of active faculty member technology companies	10	11	12	13	14	15
2.3.9	Number of events that bring together entrepreneurs and supporters	1	2	3	3	4	4
2.3.10	Number of innovation and entrepreneurship themed courses	74	76	78	80	82	84

Purpose 2 (SP 2)		To increase scientific and technological research culture and competence within the framework of national and international standards					
Goal 4 (SG 4): To increase the quantity and quality of graduate programs		Plan Starting Value 2023	2024	2025	2026	2027	2028
2.4.1	Number of doctoral programs	9	12	15	18	20	25
2.4.2	Number of doctoral graduates	19	20	25	28	30	32
2.4.3	Number of doctoral students	180	205	245	300	350	400
2.4.4	Number of master's programs (Thesis + Non-thesis)	77	80	85	90	95	100
2.4.5	Number of master's degree graduates	1018	1050	1100	1150	1250	1300
2.4.6	Number of interdisciplinary master's programs (Thesis + Non-thesis)	4	4	5	5	6	6
2.4.7	Number of interdisciplinary doctoral programs	0	0	1	1	2	2
2.4.8	Number of national publications produced from postgraduate theses	0	10	20	30	40	50
2.4.9	Number of international publications produced from postgraduate theses	0	1	3	5	7	10

Purpose 2 (SP 2)		To increase scientific and technological research culture and competence within the framework of national and international standards					
Goal 5 (SG 5): To increase university-industry collaborations		Plan Starting Value 2023	2024	2025	2026	2027	2028
2.5.1	Total number of internship/practice protocols	18	19	20	21	22	23
2.5.2	Number of projects carried out jointly with industry	2	3	4	5	6	7
2.5.3	Number of industry-supported master's and doctorate degrees	6	7	8	9	10	11

Purpose 3 (SP 3)		To make multifaceted social benefit more effective by centering sustainability					
Goal 1 (SG 1): To increase the quality and quantity of social responsibility projects		Plan Starting Value 2023	2024	2025	2026	2027	2028
3.1.1	Number of social responsibility projects carried out by students	6	7	8	8	9	10
3.1.2	Number of research projects aimed at social responsibility	1	2	2	3	3	4
3.1.3	Number of social responsibility projects with a duration of at least two months and a certain budget	6	7	7	8	8	9
3.1.4	Number of social responsibility projects carried out by the institution itself	11	12	13	13	14	15

Purpose 3 (SP 3)		To make multifaceted social benefit more effective by centering sustainability					
Goal 2 (SG 2): To increase the effectiveness of the sustainable environmental management system		Plan Starting Value 2023	2024	2025	2026	2027	2028
3.2.1	The university's ranking in the green, environmentally friendly university index (Türkiye)	58	55	50	48	45	40
3.2.2	The university's ranking in the green, environmentally friendly university index (World)	674	650	625	600	575	550
3.2.3	Electrical energy consumption (kw.hour)	3.901.005	3.900.000	3.800.000	3.700.000	3.600.000	3.500.000
3.2.4	Water consumption (m ³)	51683	51500	51000	50500	50000	50000
3.2.5	Annual amount of recycled water (m ³)	110	110	115	120	125	125
3.2.6	Total amount of waste (kg)	43031	43000	42750	42500	42400	42300
3.2.7	Amount of waste recycled (kg)	21423	21500	22000	22500	23000	23500
3.2.8	Amount of organic waste (kg)	14471	15000	15000	15000	15000	15000
3.2.9	Hazardous waste amount (kg)	186	200	210	220	220	220
3.2.10	Green area ratio (%)	26	26	26	26	27	27
3.2.11	Smoke-free airspace rate (%)	99,7	99,7	99,7	99,7	99,7	99,7
3.2.12	Capacity of renewable energy resources (kw.hour)	3.915.000	4.000.000	4.000.000	4.000.000	4.000.000	4.000.000

Purpose 3 (SP 3)		To make multifaceted social benefit more effective by centering sustainability					
Goal 3 (SG 3): To increase the level of cooperation with local and regional institutions and organizations		Plan Starting Value 2023	2024	2025	2026	2027	2028
3.3.1	Number of training provided to external stakeholders	150	175	200	225	250	275
3.3.2	Number of meetings held with external stakeholders	540	560	580	600	620	640

Purpose 3 (SP 3)		To make multifaceted social benefit more effective by centering sustainability					
Goal 4 (SG 4): To increase activities aimed at serving society		Plan Starting Value 2023	2024	2025	2026	2027	2028
3.4.1	Number of certificates issued by the Continuing Education Center and Language Center	301	350	400	450	500	600
3.4.2	Number of people receiving annual training from the Continuing Education Center	1353	1500	1600	1750	1900	2000
3.4.3	Annual training hours provided by the Continuing Education Center	2725	2750	2950	3100	3300	3500
3.4.4	Number of open access resources	6400	6500	6600	6700	6800	6900

Purpose 4 (SP 4)		To strengthen institutional capacity					
Goal 1 (SHG 1): To improve the organizational structure and strategic human resources		Plan Starting Value 2023	2024	2025	2026	2027	2028
4.1.1	Rate of female academic staff (%)	50	50	50	50	50	50
4.1.2	Satisfaction rate with working environment and conditions (%)	78	80	82	85	88	90
4.1.3	Satisfaction rate with social facilities (%)	61	65	70	75	80	85
4.1.4	Satisfaction rate with transportation services (%)	53	55	60	70	75	80
4.1.5	Satisfaction rate with food facilities (%)	33	40	50	60	70	80
4.1.6	Academic staff commitment rate to the institution (%)	87	88	89	90	91	92
4.1.7	Administrative staff's commitment rate to the institution (%)	80	82	84	86	88	90
4.1.8	Academic staff satisfaction rate (%)	79	80	82	84	86	88
4.1.9	Administrative staff satisfaction rate (%)	80	82	84	86	88	90
4.1.10	Accessibility rate to senior management (%)	88	89	90	92	93	94
4.1.11	Staff turnover rate (%)	20	18	16	14	12	10

Purpose 4 (SP 4)		To strengthen institutional capacity					
Goal 2 (SG 2): To improve social, technological and physical infrastructure		Plan Starting Value 2023	2024	2025	2026	2027	2028
4.2.1	Number of processes integrated into the WOC ERP system	1	1	2	2	3	3
4.2.2	Number of support personnel competent in information technologies	10	12	14	16	18	20
4.2.3	Number of barrier-free buildings	2	3	4	5	6	7
4.2.4	Sociocultural area per capita (m ²)	1,8	2	2,1	2,2	2,3	2,4
4.2.5	Internet access rate in campus living areas (Indoor/Outdoor) (%)	90/70	91/72	92/73	93/74	94/75	95/76

Purpose 4 (SP 4)		To strengthen institutional capacity					
Goal 3 (SG 3): To strengthen corporate culture and corporate reputation		Plan Starting Value 2023	2024	2025	2026	2027	2028
4.3.1	Number of news on the university website	451	500	550	600	650	700
4.3.2	Number of academic staff who have completed AVESIS login	429	500	600	800	1000	1200
4.3.3	Number of external events promoting the university	4118	4150	4200	4300	4400	4500





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