ISTANBUL GELISIM UNIVERSITY

THE REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY

2019-2023
STRATEGIC PLAN

İSTANBUL GELİŞİM ÜNİVERSİTESİ

www.gelisim.edu.tr

TABLE OF CONTENTS

THE REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY

2019-2023
STRATEGIC PLAN

INTRODUCTION

Istanbul Gelisim University has aimed to be one of the most qualified universities of Turkey primarily, and then the world, since the first day it was founded in 2008. Albeit being a very young university, it has set sight on to make significant contributions to society, science and technology with the values, culture, infrastructure and resources it has since its establishment.

Prepared by ensuring participation of internal and external shareholders, our strategic plan has opened the way to examine our university's progress, and the changes, opportunities and threats both in our country and in the world thoroughly. During preparation process of the strategic plan, participation of our University's directors, academic and administrative staff, students, alumni and external shareholders has been provided through councils and committees. Having the objective of being a university working for the sake of the society, nature and humanity it has adopted the vision **"To be one of the WORLD UNIVERSITIES** that produces value for **continuous IMPROVEMENT"**. Accordingly, it has developed its physical and human resources, besides programs and number of students of each department so as to offer an education service at international standards. It has become known both countrywide and abroad, thanks to **international accreditations in 54 programs** it has accomplished. For achieving its goals, **Istanbul Gelisim University** has charted out **6 strategic objectives** having **6 strategic goals** for each of them.

Following up and realization of the strategic plan is also important as much as to complete it. To this end, we continue to prepare human and technological infrastructures. I trust, as **Istanbul Gelisim University**, that we will successfully fulfill our responsibility together with our internal and external shareholders. I am thankful for contributions of all our workmates who contributed to the preparation of the plan, and shareholders' representatives giving support to the process by attending the meetings and issuing their opinions and suggestions.

Abdülkadir GAYRETLİ
Chairman of the Board of Trustees

INTRODUCTION

Istanbul Gelisim University has accomplished significant advancements in a short time. Those advancements primarily include campus investment, increase in the number of academic units and programs, increase in the number of students and alumni, **international accreditation accomplishments**, decisive steps taken in the way of internationalization, enhancing quality of the programs and curricula, organizational capacity expanded on a solid basis in the field of educational researches, human resources and community service.

Investments made and steps taken led us to exceed our targets involved in our former strategic plan, which in turn, lost their actuality. Established upon the decision of our University Senate dated May 2018 in accordance with law no. 5018 and by taking the principles of regulations issued based on the same law and of the Strategic Planning Guidelines for Universities as basis, the IGU Strategy Board and the IGU Strategic Planning Committee have prepared the **2019-2023 strategic plan** of Istanbul Gelisim University, after intense preparations throughout 2018.

2019-2023 strategic plan is a strong manifestation of intention and responsibility of Istanbul Gelisim University to make contributions, which we will be proud of, to our country, civilization and science world. **"To be one of the WORLD UNIVERSITIES** that produces value for **continuous IMPROVEMENT"** has been adopted as the vision of the University with this intention and responsibility felt for our civilization. **6 strategic objectives**, with **6 strategic goals** for each of them, in total **36 strategic goals, and numerous performance indicators** have been determined to realize this vision.

I am thankful for participation and contribution of all my colleagues in the IGU Strategy Board and IGU Strategic Planning Committee, whose names are given at the bottom of the plan and who contributed preparing the plan, and shareholders' representatives giving support to the process by attending the meetings and issuing their opinions and suggestions.

Prof. Dr. Burhan Aykaç

Rector of
Istanbul Gelisim University

ISTANBUL
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PLANNING
METHOD AND STAGES

PLANNING METHOD AND STAGES

Preparation stages of the 2019-2023 Strategic Plan of Istanbul Gelisim University are:

1. **Making decision for Strategic Plan preparations, and preparation process**
2. **Establishment of the Strategy Development Board**
3. **Establishment of the Strategy Planning Committee**
4. **Preparation of the current situation analysis reports and assessment of the results**
5. **Determination of the mission, vision and core values**
6. **Determination of the strategic objectives and goals**
7. **Determination of the performance indicators**

New strategic plan preparations of Istanbul Gelisim University for the years 2019-2023; started upon the decision of Istanbul Gelisim University Senate in the meeting no. 2018/08 on the grounds of our University's international accreditation successes, investments made for new physical spaces, amendments in the higher education quality management system and the Rector appointment. During plan preparations, principles included in law no.5018 and regulations issued based on this law, besides Strategic Planning Guidelines for Universities were taken as the basis.

Istanbul Gelisim University Senate established and assigned the Strategy Development Board consisted of 16 members representing different units. The Strategy Development Board met 8 times throughout 2018 within the framework of preparation activities of the plan.

Strategy Development Board; performed its duties such as assigning the Strategic Planning Committee; approving the preparation schedule; steering the situation analysis and future outlook studies; giving final form to the vision, mission and core values, accepting the strategic objectives, targets and performance indicators and submitting them for the approval of Senate. The Strategy Development Board selected the Strategic Planning Committee (Team), whose member combination and number were set by the Senate, and Prof. Dr. Nail Öztaş, the President and other members of the Committee were delegated by the Rector.

The Strategic Planning Committee met 17 times for plan preparation activities throughout 2018. Expert shareholders were included to such activities by inviting them to several meetings as participants of the team, having 11 permanent members, consisted of representatives of academic units, administrative units, students and external shareholders.

The Strategic Planning Committee performed its duties such as detecting and arranging educational needs; creating the preparation schedule; carrying out current situation analysis; assessing the analysis results; ensuring shareholders' contribution, preparing alternative studies for mission, vision, core values, strategic objectives, targets and performance indicators.

Legislation Analysis; SWOT Analysis; Super Policy Documents Analysis; Internal Analysis; Academic Activities Analysis; Products, Services and Fields of Activity of the University Analysis; Higher Education Sector Analysis; Partner Analysis were completed by members of the Strategic Planning Committee by distribution of tasks between the members, and the results were reported and discussed in the committee meetings. Analysis results were submitted to the University's Senior Management and the Strategy Development Board.

In the light of current situation analysis findings and Strategy Development Board assessments, the University's mission, vision and core values were drafted. After acceptance of the Mission, Vision, and Draft values by the University's Senior Management, the Board of Trustees and the Strategy Development Board by giving their final form, determination of the strategic objectives and targets were completed in the same way, and performance indicators for each target were set out.

ISTANBUL
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CURRENT SITUATION

- Brief History of the University
- Our University in Numbers
- Organization Scheme
- Results of Current Situation Analysis

**Istanbul Gelisim University since its Establishment**

	2008	2013	2018
Number of Faculties	0	3	3
Number of Vocational Schools	1	1	2
Number of Schools	0	3	4
Number of Graduate Schools	0	3	3
Number of Programs	9	74	121
Number of Programs in English	0	8	20
Number of Associate and Undergraduate Students	198	7199	17.459
Number of Alumni	0	2615	22405
Number of Laboratories and Workshops	1	21	106
Number of Academic Staff	30	295	691
Number of Administrative Staff	17	36	347
Number of Support Staff	9	61	260
Number of International Staff	0	0	27
Number of Internationally Accredited Departments	0	0	54
Number of Patent and Design Applications	0	0	284
Closed Area (m²)	8.285	91.000	206.442

Istanbul Gelisim University was founded under the name **"Istanbul Gelisim"** as a Vocational School in accordance with Additional Article no. 2 of the law no. 2457 released by the Cabinet of Ministers on 14/07/2008, with the support of **"Gelisim Education, Health and Social Service Foundation"** established by Abdulkadir Gayretli; and since 2011 it has been continuing to provide service as **"Istanbul Gelisim University"** in the field of higher education. Adopted the vision **"To be one of the WORLD UNIVERSITIES** that produces **value for continuous IMPROVEMENT"**, the university has been taking decisive steps in order to realize its vision since establishment.

IGU, which is a very young higher education institution just being 11 years old, has come a long way in a short time; IGU, of which number of Academic Units reached up to 12 in the last eleven years, still continues to provide higher education services thanks to 3 Faculties, 3 Graduate Schools, 4 Schools and 2 Vocational Schools.

ACADEMIC UNITS

- Faculty of Engineering and Architecture
- Faculty of Economics, Administrative & Social Sciences
- Faculty of Fine Arts
- Graduate School of Social Sciences
- Graduate School of Natural and Applied Sciences
- Graduate School of Health Sciences

- School of Health Sciences
- School of Applied Sciences
- School of Physical Education & Sports
- School of Foreign Languages
- Istanbul Gelisim Vocational School
- Vocational School of Healthcare
- Services
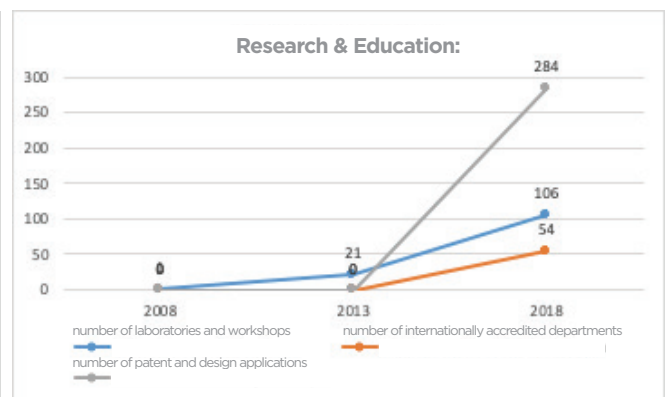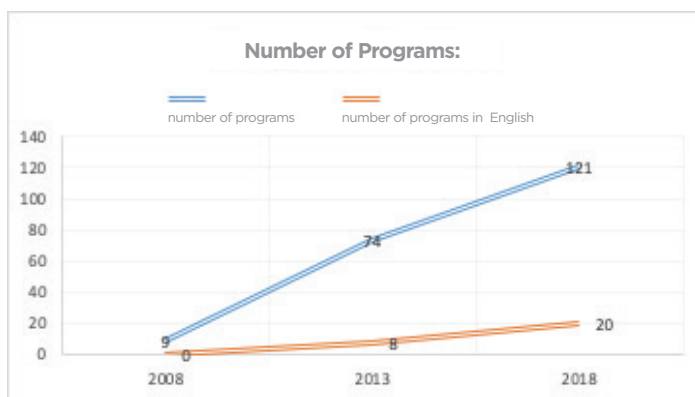
IGU makes investments in the field of research as well. Education activities in 121 programs are supported with the infrastructure of 106 workshops, laboratories, studios, etc. Providing serious incentives to the qualified academic publications, IGU became second among Turkish universities having highest number of patent applications with 284 patent and design applications in 2018.
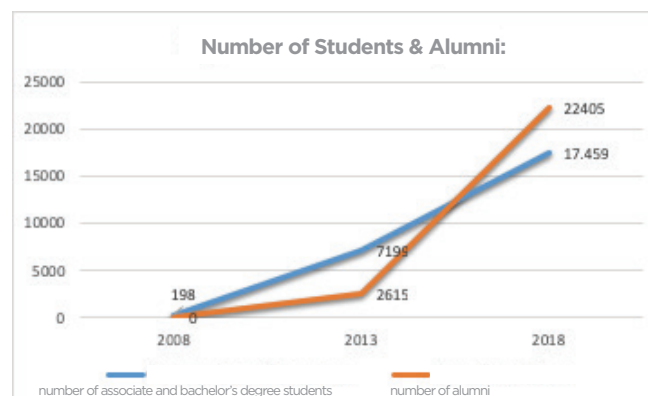
While number of students was 198 in its first academic year, this number reached up to 7,199 within the first five years and reached up to 17,459 at the end of the tenth year. IGU, of which number of alumni exceeded 22,000 together with the 2018 graduates, is on the way to become a long-standing university. The graduates are regularly contacted through communication mechanisms, as well as social and professional activities, and their success is tried to monitor and support.

Number of Staff:
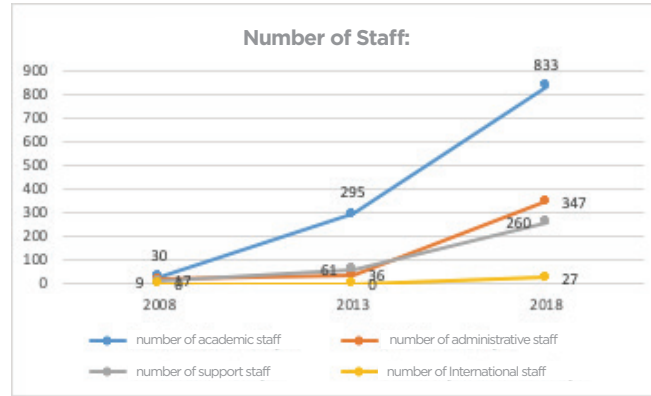
Started its academic activities with 56 personnel, 30 of them were academic staff, IGU has been carrying out its activities with a rich human resource for 11 years later. In 2018, 833 academic staff and 347 administrative staff performed their duty. Expediting its internationalization attempts, IGU has more than 600 international students from 59 countries, and has 27 international academic staff.
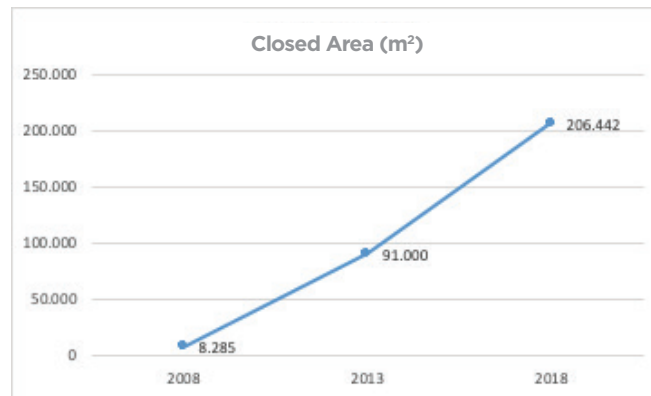
Closed Area (m²)

The university continues its educational life, which it started in a single building of 8,285 m² in Avcılar, in a closed area of 206,442 m² and open area of 85,000 m². Being the third foundation university in Turkey having highest closed area per student according to 2018 numbers, IGU has a campus area of 8 blocks, having a physical area of 291,442.3 m² in total-consisted of 85,000 m² open area and 206,442.3 m² closed area- covering 363 classrooms and lecture halls, 16 canteens and cafeterias, 106 laboratories and workshops, 10 libraries and reading rooms, 14 indoor and outdoor sports facilities.

In the academic year of 2018-2019, established on almost 48 acres land with a closed area of 280,000 m² which was acquired from Zorlu Holding, a new campus has taken into service. Construction and arrangement of new classrooms, laboratories and workshops, libraries, conference halls, social and cultural activity areas, office areas for academic and administrative staff are still continuing.

Taking decisive steps to serve the society, IGU has defined to make research and publications on economic and social sustainability, and to carry out community service as the priority areas.

ORGANIZATION SCHEME OF ISTANBUL GELISIM UNIVERSITY
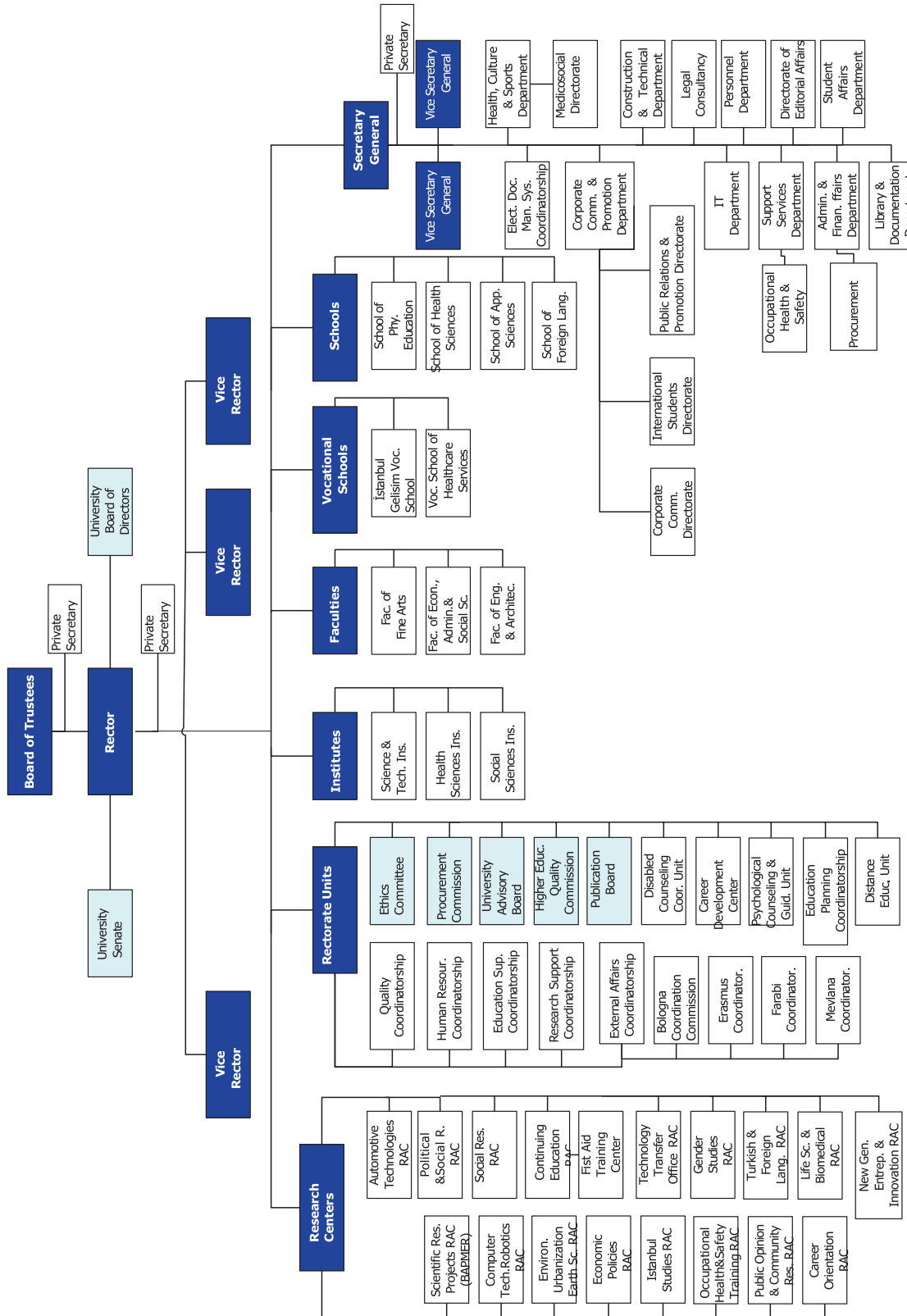
ISTANBUL GELISIM UNIVERSITY

in Numbers, be open to improvement!

Establishment Date
2008

Number of Internationally Accredited Programs:
54

Number of Academic Units
(3 Faculties, 3 Graduate Schools, 4 Schools, 2 Vocational Schools)
12

Number of Laboratories, Workshops and Studios:
106

Total Number of Associate and Bachelor's Degree Students:
17.459

Total Number of Graduate Degree Students:
1.558

Total Number of Students:
19.017

Total Number of Permanent Lecturers:
691

Total Number of Permanent Faculty Members:
368

Total Number of (Permanent and Part-Time) Lecturers:
691

Number of Students per each Faculty Member:
25,52

Rate of Full Scholarship:
%11

Total Area for Each Student:
28,37m^2

Number of Printed Books and Periodicals:
48.385

Number of E-Books and Periodicals:
207.325

Library Area:
7,610m^2

*2018 data is used.

CURRENT SITUATION ANALYSIS

An overall analysis of the current situation of the university was carried out during preparation period of the strategic plan. To this end, Legislation Analysis; SWOT Analysis; Super Policy Documents Analysis; Internal Analysis; Academic Activities Analysis; Products, Services and Fields of Activity of the University Analysis; Higher Education Sector Analysis; Partner Analysis were completed and the results were reported and discussed in the committee meetings, Board of Directors meetings and Board of Trustees meetings.

Increasing internal and foreign competition in the field of Higher education; transforming economy, society and individuals in the world; digitalization and globalization trends; political and economic fluctuations in the world; rapid decrease in half-life of knowledge; population increase of Turkey that will come to a standstill in the medium-term and aging of the population; targets of public sector to internationalize the higher education and cooperate with the real sector are the primary detections that stand out in the current situation analysis studies and taken into consideration during plan preparations. Analyses show that higher education operates in an environment where the change is fast and uncertainty is high.

From this point forth, the Strategic Planning Committee, by taking into account the developments and changes in both Turkish and world's higher education standards in the course of plan preparations, accepted education, research, community service, governance with the shareholders, quality management, human resource management, internationalization, ensuring the source diversity, expanding institutional capacity and shareholders satisfaction as target areas having priority.

Our internal and external shareholders summarize the current situation as follows according to the results of the SWOT analysis:

Strengths

- Geographical location of the University
- The visionary perspective and support of the Board of Trustees for research-development
- Strong academic staff
- International program accreditations
- Internationally updated programs
- Education processes
- Financial power
- Physical infrastructure (new building)
- IGU occupancy rates
- Scholarships granted to students
- Student satisfaction
- Erasmus Programs

Weaknesses

- Lack of faculties of medicine, law, pharmacy and dentistry
- Strategic management deficiencies
- Communication with alumni
- Institutionalization deficiencies
- Low advertising and promotion activities
- Canteen-cafe-cafeteria services
- Physical infrastructure
- Accommodation and transportation facilities

Threats

- Other universities in the same geographical area
- Unemployment and economic fluctuations in Turkey
- Turkey's aging population
- Human resource competency
- IGU occupancy rates
- Our centralized university system
- Other universities having faculties of medicine, law, pharmacy and dentistry in the same region

Opportunities

- The visionary perspective of the Board of Trustees
- Primary, secondary and high schools owned by the founders
- Dynamic and well-equipped academic staff
- Our geographical position
- International program accreditations
- Updating the program contents at international level within the scope of accreditations
- Internationalization strategy of IGU Management
- New building
- Competition with other universities in the same geographical area
- Young population in Turkey
- IGU library services
- National and international conferences organized
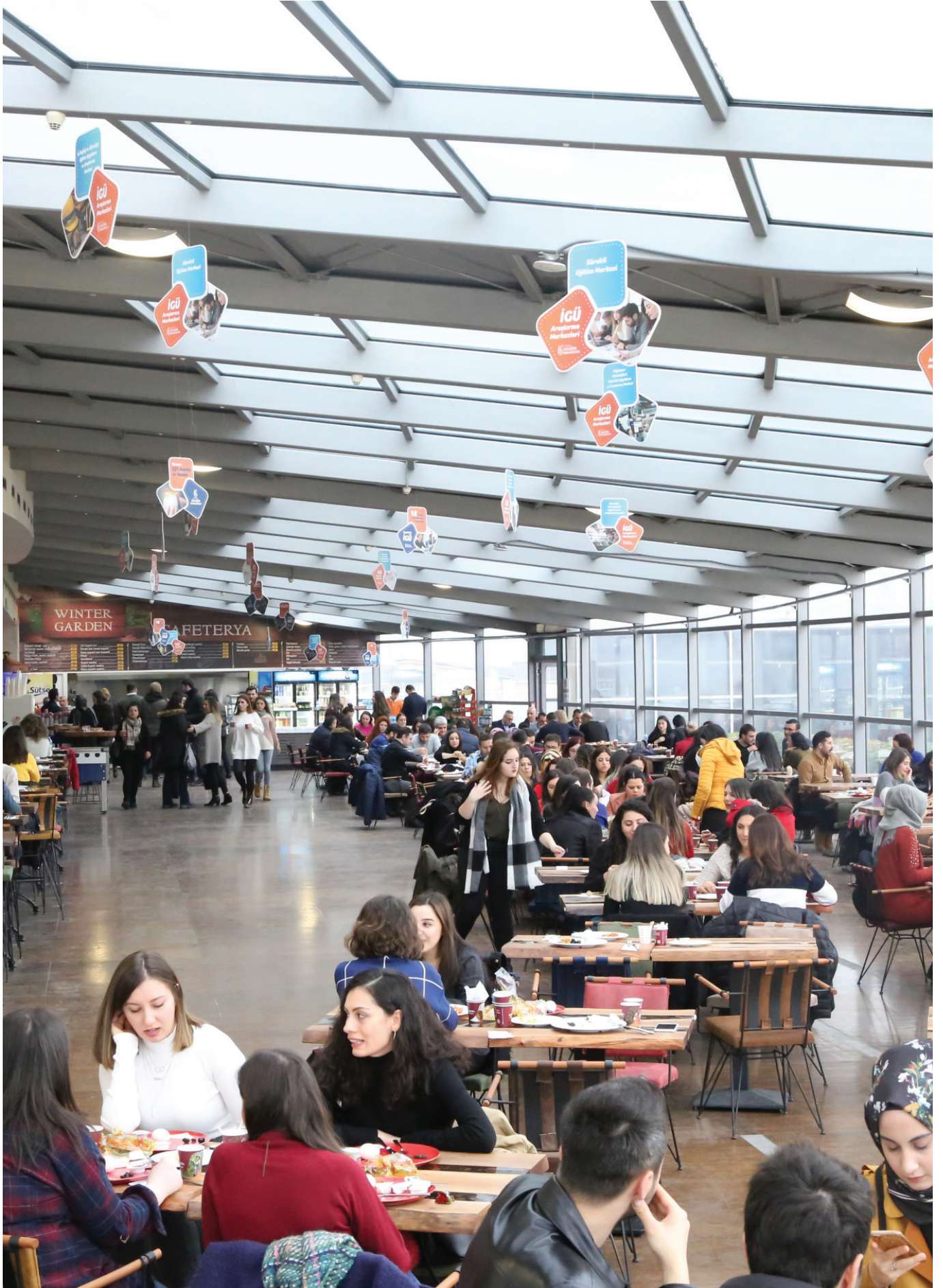
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FUTURE OUTLOOK

- Mission and Vision
- Core Values
- Strategic Objectives
- Quality Policy
- Performance Indicators
- Policies

FUTURE OUTLOOK

The Chairman of the Board of Trustees and the Senior Management of the University define the raison d'être (reason for being) of IGU as "generating value". Contributing directly to the development of our country, civilization and humanity and educating future generations to take the leadership of development; these are only possible by being an exemplary university also among the World Universities to be followed by others. Therefore: "To be one of the WORLD UNIVERSITIES that produces value for continuous IMPROVEMENT" has been adopted as the university's vision.

To achieve this vision, IGU has defined its mission as Continuous Improvement. Accepted the research, education and community service as its main fields of activity, the University has added to its mission that to achieve the goal of adding value to all humanity for a fair and sustainable world starting from the close natural and social environment of the University, without compromising the ethics of science and freedom, by the hands of qualified staff who internalize the understanding of quality, undertake the governance of physical, social, digital and psychological space, and prioritize the ecological, economic and social sustainability.

VISION

"To be one of the WORLD UNIVERSITIES that produces value for continuous IMPROVEMENT" is adopted as the university's Vision.

MISSION

The adopted mission of the University is as follows:
Being an institution;
Having the goal of adding value to the city, society and humanity,
Taking the education, research and community service activities as its main task,
A place, where people having merit, using resources effectively and accountably
Come together for a good, fair and sustainable world,
And believing in the ethics and freedom of science in its activities unconditionally,
With the prevailing culture of internalized quality and tolerance, and
With a consistently IMROVING space in physical, digital, social, cultural and psychological manner.

OUR CORE VALUES

Istanbul Gelisim University embraces the values given below as its guidelines while carrying out education, research and community service activities:

University serves humanity: The University is a structure built on universal values and purposes, and aims to contribute to humanity by producing values through its activities.

Living together by showing respect to individual differences: An understanding of living together and working together which is casted with culture of tolerance and bound by the rule of law.

Sustainability: All shareholders adopt ecological, economic and social sustainability as their top priority.

Freedom of the University, Science and Scientist: Fulfilling of the duty of serving humanity by producing value by the university is only possible by showing respect to university autonomy and freedom of science. With an unconditional devotion to the ethics of science, publication and research, such principles are applied with zero tolerance policy.

Interdisciplinary Research and Development: The involvement of faculty members of different departments and programs in research is the sole way of responding complex problems and needs of the humanity.

University and real sector collaboration: A continuous and regular collaboration is made with other actors of the society in the fields of education, research and community service.

Management with shareholders: The University defines its academic and administrative staff, students, alumni, and all society and real sector segments related to the input and output of research and education activities as its shareholders.

Openness and Transparency: The rules governing the operation of the University, the mission, vision, core values, targets, success indicators and expectations from the shareholders are announced explicitly and accessibly by the relevant units. Information and data sharing, transparency, accountability are essential.

Continuous Improvement: Continuous improvement of the physical, social, digital and psychological environment of the University is the common responsibility of all shareholders.

THE AWARDS ASIA 2019

ISTANBUL GELISIM UNIVERSITY

Community Service Strategy

Education Strategy **International Strategy** Research Strategy

Human Resources Strategy Quality Strategy Governance Strategy

ISTANBUL GELISIM UNIVERSITY 🇹🇷

23,044 Graduates

%11 Full Scholarship

24,000 Students

691 Academic Staff

12 Academic Units

3 Faculties, 3 Institutes, 4 Schools 2 Vocational Schools

255,071 Library Resources

106 Laboratories and Workshops

297,442 m² Physical Space

Founded 2008

Step 1

INSTITUTIONAL LEGITIMACY

Leading Turkish University with the Highest Number Of Internationally **Accredited Programs**

54 Accredited Programs

AQAS Pearson AHPGS

PSYCHOLOGY
POLITICAL SCIENCE
NEW MEDIA
INTERIOR ARCHITECTURE
AVIATION MANAGEMENT
NUTRITION AND DIETETICS
ECONOMY AND FINANCE
MEDIA AND COMMUNICATION
INTERNATIONAL TRADE
GASTRONOMY AND CULINARY ARTS
INTERNATIONAL LOGISTICS
SPORTS MANAGEMENT

Step 2

INSTITUTIONAL CAPACITY

Agency network 103 International Collaboration Agreements

International Students Office
11 Multilingual International Staff

International Relations Office
Erasmus+ Office
Quality Coordination Office

Education Support Coordination Office
Research Coordination Office

GERMANY
UNITED KINGDOM
THE NETHERLANDS
SWEDEN
CANADA
JAPAN
CHINA
AZERBAIJAN
HUNGARY
NIGERIA
RUSSIA
UKRAINE
TURKMENISTAN
BELGIUM
EGYPT
TUNISIA

Collaboration with 98 World Universities
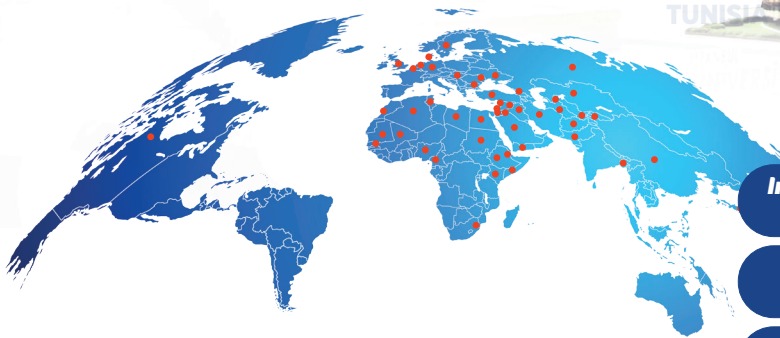
	2017	2018	%
International Students	28	664	2371
National Diversity	9	56	622
Student Tuition Revenue	38 m $	42 m $	11

STRATEGIC OBJECTIVES AND GOALS

Strategic Objectives		**Strategic Goals**
A.1.	Improvement in Education	H.1.1. Improving the Education Programs
		H.1.2. Improving the Academic Success
		H.1.3. Improving the Level of Internationalization in Education
		H.1.4. Improving the Amount of Resources Obtained from Educational Activities
		H.1.5. Improving the Institutional Capacity of Education
		H.1.6. Improving the Level of Satisfaction in Education
A.2.	Improvement in Research	H.2.1. Improving the R&D Activities
		H.2.2. Improving the Publications
		H.2.3. Improving the Level of Internationalization in Research
		H.2.4. Improving the Amount of Resources Obtained from Research Activities
		H.2.5. Improving the Institutional Capacity of Research Activities
		H.2.6. Improving the Level of Satisfaction in Research Activities
A.3.	Improvement in Community Services	H.3.1. Improving the Community Service Activities
		H.3.2. Improving the Sustainability Activities
		H.3.3. Improving the Level of Internationalization in Community Services
		H.3.4. Improving the Amount of Resources Obtained from Community Service Activities
		H.3.5. Improving the Institutional Capacity of Community Service Activities
		H.3.6. Improving the Level of Satisfaction in Community Service Activitiea
A.4.	Improvement in Human Resources	H.4.1. Improving the Human Resources
		H.4.2. Improving the Human Resources Management
		H.4.3. Improving the Level of Internationalization in Human Resources
		H.4.4. Improving the Amount of Resources Obtained from Human Resources Activities
		H.4.5. Improving the Institutional Capacity of Human Resources Activities
		H.4.6 Improving the Level of Satisfaction in Human Resources Activities
A.5.	Improvement in Quality Management	H.5.1. Improving the Quality Planning and Implementation Activities
		H.5.2. Improving the Quality Control Activities and Preventive/Corrective Actions
		H.5.3. Improving the Level of Internationalization in Quality Management
		H.5.4. Improving the Amount of Resources Obtained from Quality Activities
		H.5.5. Improving the Institutional Capacity of Quality Activities
		H.5.6. Improving the Level of Satisfaction in Quality Activities
A.6.	Improvement in Governance	H.6.1. Improving the Management with Stakeholders
		H.6.2. Improving the Leadership Activities
		H.6.3. Improving the Level of Internationalization in Governance
		H.6.4. Improving the Amount of Resources Obtained from Governance Activities
		H.6.5. Improving the Institutional Capacity of Governance Activities
		H.6.6. Improving the Level of Satisfaction in Governance Activities

PERFORMANCE INDICATORS

SA.1. IMPROVEMENT IN EDUCATION

SA.1/H.1. IMPROVING THE EDUCATION PROGRAMS

BG.1.	OVERALL OCCUPANCY RATE
BG.2.	OCCUPANCY RATE BACHELOR'S DEGREE PROGRAMS
BG.3.	PROMOTION RATES
BG.4.	NUMBER OF STUDENTS JOIINED OUR PROGRAMS WITH INTERNAL TRANSFER
BG.5.	NUMBER OF STUDENTS JOINED OUR PROGRAMS WITH EXTERNAL TRANSFER
BG.6.	RATIO OF GRADUATES WHO FOUND A JOB WITHIN A YEAR
BG.7.	NUMBER OF CURRICULUM UPDATED IN A YEAR
BG.8.	NUMBER OF COURSE CONTENTS UPDATED IN A YEAR
BG.9.	NUMBER OF PROGRAM OUTPUTS REVIEWED IN A YEAR
BG.10.	NUMBER OF COURSE OUTPUTS REVIEWED IN A YEAR
BG.11.	NUMBER OF DIFFERENT ELECTIVE COURSES OPENED
BG.12.	ACKNOWLEDGED CREDITS COMPLETED IN THE PAST (ORIENTATION PROCESSES)

SA.1/H.2 IMPROVING THE ACADEMIC SUCCESS

BG.1.	NUMBER OF BACHELOR'S DEGREE GRADUATES
BG.2.	NUMBER OF STUDENTS ACCEPTED FOR THE DOCTORAL PROGRAMS/NUMBER OF STUDENTS APPLIED FOR THE DOCTORAL PROGRAMS
BG.3.	NUMBER OF STUDENTS ACCEPTED FOR THE MASTER'S DEGREE PROGRAMS/NUMBER OF STUDENTS APPLIED FOR THE MASTER'S DEGREE PROGRAMS
BG.4.	NUMBER OF STUDENTS GRANTED WITH TUITION FEE WAIVER
BG.5.	ENROLLMENT RANKING AVERAGE FOR BACHELOR'S DEGREE PROGRAMS
BG.6.	RATIO OF STUDENTS GRADUATED IN THE PERIOD OF STUDY
BG.7.	AVERAGE SUCCESS RATE FOR BACHELOR'S DEGREE COURSES
BG.8.	AVERAGE SUCCESS RATE FOR BACHELOR'S DEGREE GRADUATES
BG.9.	AVERAGE SUCCESS RATE FOR DOCTORAL GRADUATES
BG.10.	APPLIANCE/ACCEPTANCE RATE FOR SPECIAL TALENT TESTS OF SPORTS DEPARMENTS

PERFORMANCE INDICATORS

SA.1/H.3. IMPROVING THE INTERNATIONALIZATION LEVEL IN EDUCATION

BG.1.	NUMBER OF INTERNATIONAL ACADEMIC STAFF
BG.2.	NUMBER OF BACHELOR'S DEGREE PROGRAMS OPENED IN LANGUAGES OTHER THAN TURKISH
BG.3.	NUMBER OF JOINT INTERNATIONAL EDUCATIONAL PROGRAMS CONDUCTED
BG.4.	NUMBER OF ACADEMIC STAFF JOINED THE TRAINING MOBILITY
BG.5.	NUMBER OF ACADEMIC STAFF JOINED THE TEACHING MOBILITY
BG.6.	NUMBER OF STUDENTS ACCEPTED BY INTERNATIONAL MOBILITY
BG.7.	NUMBER OF STUDENTS SENT BY INTERNATIONAL MOBILITY
BG.8.	TOTAL NUMBER OF ATTENDANCE TO INTERNATIONAL CONFERENCES (ACADEMIC & ADMIN. STAFF)
BG.9.	NUMBER OF STUDENTS ATTENDED TO INTERNATIONAL CONFERENCES

SA.1/H.4. E IMPROVING THE AMOUNT OF RESOURCES OBTAINED FROM EDUCATIONAL ACTIVITIES

BG.1.	OPERATION EXPENSE PER STUDENT
BG.2.	EDUCATIONAL INCOME OBTAINED PER STUDENT (BACHELOR'S DEGREE)
BG.3.	INCOME OBTAINED FROM OTHER ACTIVITES PER STUDENT
BG.4.	SUM OF THE TUITION FEE WAIVERS GRANTED
BG.5.	NUMBER OF STUDENTS GRANTED WITH TUITION FEE WAIVERS

SA.1/H.5. IMPROVING THE INSTITUTIONAL CAPACITY OF EDUCATION

BG.1.	NUMBER OF STUDENTS PER FACULTY MEMBER
BG.2.	ANNUAL NUMBER OF STUDENTS UTILIZING THE CAREER DEVELOPMENT CENTER
BG.3.	ANNUAL NUMBER OF STUDENTS UTILIZING THE ERASMUS COORDINATION OFFICE
BG.4.	ANNUAL NUMBER OF STUDENTS UTILIZING THE PSYCHOLOGICAL COUNSELING AND GUIDANCE UNIT
BG.5.	NUMBER OF STUDENTS UTILIZING THE INFIRMARIES
BG.6.	LIBRARY CAPACITY (m²/NUMBER OF STUDENTS)
BG.7.	NUMBER OF STUDENT CLUBS AND SOCIETIES
BG.8.	NUMBER OF STUDENTS AFFILIATED WITH STUDENT CLUBS AND SOCIETIES
BG.9.	TOTAL NUMBER OF ACTIVITES BY STUDENT CLUBS AND SOCIETIES
BG.10.	NUMBER OF PRINTED SOURCE PER STUDENT IN THE UNIVERSITY LIBRARY
BG.11.	NUMBER OF BACHELOR'S DEGREE STUDENTS PER ACADEMIC CONSULTANT
BG.12.	NUMBER OF STUDENTS GIVEN LANGUAGE LEARNING SUPPORT
BG.13.	NUMBER OF STUDENTS GIVEN PROJECT AND ACTIVITY SUPPORT
BG.14.	CLASROOM AREA PER STUDENT (m²)
BG.15.	SPORTS AREA PER STUDENT (m²)

PERFORMANCE INDICATORS

SA.1/H.6. IMPROVING THE LEVEL OF SATISFACTION IN EDUCATION

BG.1.	SATISFACTION RATE OF ACADEMIC STAFF FROM EDUCATION
BG.2.	SATISFACTION RATE OF ADMINISTRATIVE STAFF FROM EDUCATION
BG.3.	SATISFACTION RATE OF MANAGEMENT FROM EDUCATION
BG.4.	SATISFACTION RATE OF BACHELOR'S DEGREE STUDENTS FROM EDUCATION
BG.5.	SATISFACTION RATE OF ASSOCIATE DEGREE STUDENTS FROM EDUCATION
BG.6.	SATISFACTION RATE OF MASTER'S DEGREE STUDENTS FROM EDUCATION
BG.7.	SATISFACTION RATE OF DOCTORAL STUDENTS FROM EDUCATION
BG.8.	SATISFACTION RATE OF INTERNATIONAL STUDENTS FROM EDUCATION
BG.9.	SATISFACTION RATE OF GRADUATES FROM EDUCATION
BG.10.	SATISFACTION RATE OF EXTERNAL STAKEHOLDERS FROM EDUCATION
BG.11.	SATISFACTION RATE FOR COURSE EVALUATION BY STUDENTS
BG.12.	SATISFACTION RATE FOR ACADEMIC STAFF EVALUATION BY STUDENTS
BG.13.	SATISFACTION RATE FOR PROGRAMS BY STUDENTS
BG.14.	NUMBER OF COMPLAINTS AND OBJECTIONS FOR EDUCATIONAL ACTIVITIES BY STUDENTS

SA.2. IMPROVEMENT IN RESEARCH

SA.2/H.1 IMPROVING THE R&D ACTIVITIES

BG.1.	NUMBER OF RESEARCH PROJECTS APPLIED (INTERNATIONAL)
BG.2.	NUMBER OF RESEARCH PROJECTS APPLIED (NATIONAL)
BG.3.	NUMBER OF RESEARCH PROJECTS APPLIED (IN-UNIVERSITY)
BG.4.	NUMBER OF RESEARCH PROJECTS SUPPORTED (INTERNATIONAL)
BG.5.	NUMBER OF RESEARCH PROJECTS SUPPORTED (NATIONAL)
BG.6.	NUMBER OF RESEARCH PROJECTS SUPPORTED (IN-UNIVERSITY)
BG.7.	NUMBER OF CONTINUING PROJECTS BY TOTAL NUMBER OF ACADEMIC STAFF
BG.8.	NUMBER OF COMPLETED PROJECTS BY TOTAL NUMBER OF ACADEMIC STAFF
BG.9.	AVERAGE ANNUAL NUMBER OF USEFUL MODELS AND INDUSTRIAL DESIGNS PER ACADEMIC STAFF
BG.10.	AVERAGE ANNUAL NUMBER OF NATIONAL PATENT DOCUMENTS PER ACADEMIC STAFF
BG.11.	AVERAGE ANNUAL NUMBER OF INTERNATIONAL PATENT DOCUMENTS PER ACADEMIC STAFF

PERFORMANCE INDICATORS

SA.2/H.2 IMPROVEMENT IN PUBLICATIONS

BG.1.	NUMBER OF PUBLICATIONS PER ACADEMIC STAFF
BG.2.	ANNUAL NUMBER OF ARTICLES/COLLECTIONS SCANNED IN SCOPUS INDEX
BG.3.	ANNUAL NUMBER OF NEWSLETTERS/BOOK CHAPTERS/BOOKS SCANNED IN SCOPUS INDEX
BG.4.	AVERAGE ANNUAL NUMBER OF ARTICLES/COLLECTIONS IN SCI, SSCI AND A&HCI INDEXED MAGAZINES
BG.5.	NUMBER OF ARTICLES/COLLECTIONS SCANNED IN SCOPUS INDEX PER ACADEMIC STAFF
BG.6.	AVERAGE ANNUAL NUMBER OF A ARTICLES/COLLECTIONS IN SCI, SSCI AND A&HCI INDEXED MAGAZINES PER ACADEMIC STAFF
BG.7.	NUMBER OF SCOPUS INDEXED INTERNATIONAL REFERENCES RECEIVED BY THE PUBLICATIONS
BG.8.	NUMBER OF NATIONAL REFERENCES RECEIVED BY THE PUBLICATIONS
BG.9.	AVERAGE ANNUAL NUMBER OF ARTICLES/COLLECTIONS IN SCI, SSCI AND A&HCI INDEXED MAGAZINES PER FACULTY MEMBER
BG.10.	AVERAGE ANNUAL NUMBER OF ARTICLES/COLLECTIONS PRODUCED THROUGH INTERNATIONAL COLLABORATION IN SCI, SSCI AND A&HCI INDEXED MAGAZINES PER FACULTY MEMBER
BG.11.	SCIENTIFIC PUBLICATION SCORE

SA.2/H.3. IMPROVING THE LEVEL OF INTERNATIONALIZATION IN RESEARCH

BG.1.	NUMBER OF INTERNATIONAL PUBLICATIONS PER FACULTY MEMBER
BG.2.	NUMBER OF INTERNATIONAL PROJECTS CONDUCTED
BG.3.	NUMBER OF INTERNATIONAL PROJECTS ACCEPTED

SA.2/H.4. IMPROVING THE AMOUNT OF RESOURCES OBTAINED FROM RESEARCH ACTIVITIES

BG.1.	TOTAL BUDGET OF RESEARCH PROJECTS APPLIED (INTERNATIONAL) (TL)
BG.2.	TOTAL BUDGET OF RESEARCH PROJECTS APPLIED (NATIONAL) (TL)
BG.3.	TOTAL BUDGET OF RESEARCH PROJECTS APPLIED (IN-UNIVERSITY) (TL)
BG.4.	TOTAL BUDGET OF RESEARCH PROJECTS SUPPORTED (INTERNATIONAL) (TL)
BG.5.	TOTAL BUDGET OF RESEARCH PROJECTS SUPPORTED (NATIONAL) (TL)
BG.6.	TOTAL BUDGET OF RESEARCH PROJECTS SUPPORTED (IN-UNIVERSITY) (TL)
BG.7.	AVERAGE ANNUAL BUDGET OF CONTINUING EXTERNALLY SUPPORTED PROJECTS PER FACULTY MEMBER (TL)
BG.8.	AVERAGE ANNUAL BUDGET OF COMPLETED EXTERNALLY SUPPORTED PROJECTS PER FACULTY MEMBER (TL)
BG.9.	RATIO OF PROJECT REVENUES TO TOTAL REVENUES
BG.10.	TOTAL ANNUAL RAVENUES GAINED BY PROJECT OUTCOMES (PATENTS, USEFUL MODELS ETC.) (TL)

PERFORMANCE INDICATORS

SA.2/H.5. IMPROVING THE INSTITUTIONAL CAPACITY OF RESEARCH ACTIVITIES

BG.1.	NUMBER OF RESEARCH LABORATORIES
BG.2.	NUMBER OF RESEARCH CENTERS
BG.3.	RATIO OF REASEARCH AREAS TO UNIVERSITY AREA (m^2)
BG.4.	NUMBER OF STAFF WORKING IN RESEARCH SUPPORT UNITS
BG.5.	NUMBER OF RESEARCHERS UTILIZING RESEARCH SUPPORT UNITS
BG.6.	BUDGET OF RESEARCH SUPPORT UNITS (TL)
BG.7.	RATIO OF RESOURCES RESERVED FOR RESEARCH TO UNIVERSITY BUDGET

SA.2/H.6. IMPROVING THE LEVEL OF SATISFACTION IN RESEARCH ACTIVITIES

BG.1.	SATISFACTION RATE OF ACADEMIC STAFF FROM RESEARCH ACTIVITIES
BG.2.	SATISFACTION RATE OF MANAMENT FROM RESEARCH ACTIVITIES
BG.3.	SATISFACTION RATE OF MASTER'S DEGREE STUDENTS FROM RESEARCH ACTIVITIES
BG.4.	SATISFACTION RATE OF DOCTORAL STUDENTS FROM RESEARCH ACTIVITIES
BG.5.	SATISFACTION RATE OF GRADUATES FROM RESEARCH ACTIVITIES
BG.6.	SATISFACTION RATE OF EXTERNAL SHAREHOLDERS FROM RESEARCH ACTIVITIES

SA.3. IMPROVEMENT IN COMMUNITY SERVICE

SA.3/H.1. IMPROVING THE COMMUNITY SERVICE ACTIVITIES

BG.1.	NUMBER OF COMMUNITY SERVICE ACTIVITES CARRIED OUT JOINTLY WITH THE PRIVATE SECTOR
BG.2.	NUMBER OF COMMUNITY SERVICE ACTIVITIES CARRIED OUT JOINTLY WITH NON-GOVERNMENTAL ORGANIZATIONS
BG.3.	NUMBER OF COMMUNITY SERVICE ACTIVITES CARRIED OUT JOINTLY WITH PUBLIC SECTOR
BG.4.	NUMBER OF COMMUNITY SERVICE ACTIVITIES CARRIED OUT JOINTLY WITH INTERNATIONAL ORGANIZATIONS
BG.5.	NUMBER OF SOCIAL SENSIVITY PROJECTS CONDUCTED
BG.6.	NUMBER OF MONTHLY PROGRAMS IN THE CONTINUING EDUCATION CENTER
BG.7.	MONTHLY EDUCATION TIME IN THE CONTINUING EDUCATION CENTER
BG.8.	PROGRAM DIVERSITY IN THE EDUCATION CENTER
BG.9.	NUMBER OF STUDENT CLUBS CONDUCTING SOCIAL RESPONSIBILITY PROJECTS
BG.10.	NUMBER OF SOCIAL RESPONSIBILITY PROJECTS HAVING A BUDGET
BG.11.	STUDENT CLUB ACTIVITES

PERFORMANCE INDICATORS

SA.3/H.2. IMPROVING THE SUSTAINABILITY ACTIVITIES

BG.1.	NUMBER OF STUDENTS TAKING SUSTAINABILITY CLASSES
BG.2.	NUMBER OF DEPARTMENTS GIVING SUSTAINABILITY CLASSES
BG.3.	NUMBER OF ACADEMIC PUBLICATIONS ON SUSTAINABILITY
BG.4.	NUMBER OF RESEARCHES ON SUSTAINABILITY

SA.3/H.3. IMPROVING LEVEL OF INTERNATIONALIZATION IN COMMUNITY SERCIVE

BG.1.	NUMBER OF INTERNATIONAL PROGRAMS ORGANIZED BY THE CONTINUING TRAINING CENTER
BG.2.	NUMBER OF ATTENDEES FOR INTERNATIONAL PROGRAMS OGANIZED BY THE CONTINUING TRAINING CENTER
BG.3.	NUMBER OF LECTURES ORGANIZED BY TOMER
BG.4.	NUMBER OF ATTENDEES FOR LECTURES ORGANIZED BY TOMER
BG.5.	NUMBER OF CERTIFICATES HAVING INTERNATIONAL VALIDITY

SA.3/H.4. IMPROVING THE AMOUNT OF RESOURCES OBTAINED FROM COMMUNITY SERVIE ACTIVITIES

BG.1.	REVENUE OF THE CONTINUING TRAINING CENTER
BG.2.	CONTRIBUTION AMOUNT FROM SOCIAL SERCIVE ACTIVITIES TO RESEARCH ACTIVITIES (TL)

SA.3/H.5. IMPROVING INSTITUTIONAL CAPACITY OF COMMUNITY SERVICE ACTIVITIES

BG.1.	NUMBER OF PEOPLE WORKING AT COMMUNITY SERVICE ACTIVITIES
BG.2.	NUMBER OF SHAREHOLDERS JOINING TO SOCIAL RESPONSIBILITY ACTIVITIES
BG.3.	NUMBER OF PEOPLE UTILIZING COMMUNITY SERVICE ACTIVITIES
BG.4.	NUMBER OF RESOURCES OBTAINED FROM COMMUNITY SERVICE ACTIVITIES (TL)

SA.3/H.6. IMPROVING LEVEL OF SATISFACTION IN COMMUNITY SERVICE ACTIVITIES

BG.1.	SATISFACTION RATE OF ACADEMIC STAFF FROM COMMUNITY SERVICE ACTIVITIES
BG.2.	SATISFACTION RATE OF ADMINISTRATIVE STAFF FROM COMMUNITY SERVICE ACTIVITIES
BG.3.	SATISFACTION RATE OF MANAGEMENT FROM COMMUNITY SERVICE ACTIVITIES
BG.4.	RATE OF CONENTMENT OF BACHELOR'S DEGREE STUDENTS FROM COMMUNITY SERVICE ACTIVITIES
BG.5.	SATISFACTION RATE OF ASSOCIATE DEGREE STUDENTS FROM COMMUNITY SERVICE ACTIVITIES
BG.6.	SATISFACTION RATE OF MASTER'S DEGREE STUDENTS FROM COMMUNITY SERVICE ACTIVITIES
BG.7.	SATISFACTION RATE OF EXTERNAL SHAREHOLDERS
BG.8.	SATISFACTION RATE FOR COURSE EVALUATION BY STUDENTS
BG.9.	SATISFACTION RATE OF ACADEMIC STAFF FORM COMMUNITY SERVICE ACTIVITIES

PERFORMANCE INDICATORS

SA.4. IMPROVEMENT IN HUMAN RESOURCES

SA.4/H.1. IMPROVING THE HUMAN RESOURCES

BG.1.	NUMBER OF RESEARCH ASSISTANTS PER DEPARTMENT
BG.2.	NUMBER OF ACADEMIC STAFF MADE A JOB APPLICATION TO THE UNIVERSITY
BG.3.	RATE OF TURNOVER OF STAFF
BG.4.	NUMBER OF ACADEMIC STAFF PER STUDENT
BG.5.	NUMBER OF ACADEMIC STAFF GIVING LECTURE
BG.6.	NUMBER OF PART TIME ACADEMIC STAFF
BG.7.	NUMBER OF PUBLICATIONS PER ACADEMIC STAFF
BG.8.	NUMBER OF CERTIFICATES PER ADMINISTRATIVE STAFF
BG.9.	NUMBER OF ACADEMIC STAFF HAVING A PhD FROM THE WORLD'S FIRST 1000 UNIVERSITY
BG.10.	NUMBER OF ACADEMIC STAFF HAVING A PhD FROM TURKEY'S FIRST 20 UNIVERSITY (URAP)
BG.11.	NUMBER OF ACADEMIC STAFF HAVING A PhD FROM ABROAD
BG.12.	NUMBER OF ACADEMIC STAFF WITH COMPETENCE TO LECTURE IN A FOREIGN LANGUAGE

SA.4/H.2. IMPROVING THE HUMAN RESOURCES MANAGEMENT

BG.1.	TRAINING TIME PER ADMINISTRATIVE STAFF
BG.2.	TRAINING TIME PER ACADEMIC STAFF
BG.3.	TRAINING TIME PER EMPLOYEE OF THE COMPANIES WHERE SERVICES PROCURED
BG.4.	RATE OF ACADEMIC STAFF HAVING A CERTIFICATE OF TRAINING OF TRAINERS

SA.4/H.3. IMPROVING THE LEVEL OF INTERNATIONALIZATION IN HUMAN RESOURCES

BG.1.	NUMBER OF ACADEMIC STAFF WHO WENT ABROAD BY RESEARCH EXHANGE PROGRAMS
BG.2.	NUMBER OF ADMINISTRATIVE STUFF WHO WENT ABROAD BY RESEARCH EXHANGE PROGRAMS
BG.3.	NUMBER OF HIRED RESEARCHES HAVING ABROAD EXPERIENCE

SA.4/H.4. IMPROVING THE AMOUNT OF RESOURCES OBTAINED FROM HUMAN RESOURCES ACTIVITIES

BG.1.	CONTRIBUTION AMOUNT TO THE UNIVERSITY FROM THE COUNSELLING ETC. ACTIVITES CONDUCTED BY THE ACADEMIC STAFF (TL)
BG.2.	CONTRIBUTION AMOUNT TO THE UNIVERSITY FROM PATENTS ETC. OBTAINED BY THE ACADEMIC STAFF (TL)

PERFORMANCE INDICATORS

SA.4/H.5. IMPROVING THE INSTITUTIONAL CAPACITY OF HUMAN RESOURCES

BG.1.	AMOUNT OF CONTRIBUTION TO THE ACTIVITIES ORGANIZED/ATTENDED TO BRING NEW FACULTY MEMBERS TO THE DEPARTMENTS (TL)
BG.2.	SPECIALISTS HIRED TO WORK IN THE LABAROTORIES
BG.3.	BUDGET OF THE HUMAN RESOURCES ACTIVITIES (TL)
BG.4.	RATIO OF HUMAN RESOURCES BUDGET TO THE UNIVERSITY BUDGET
BG.5.	RATIO OF COURSES GIVEN BY PART TIME ACADEMIC STAFF TO TOTAL COURSE LOAD
BG.6.	NUMBER OF COURSES GIVEN BY PROFESSIONALS

SA.4/H.6. IMPROVING THE LEVEL OF SATISFACTION IN HUMAN RESOURCES ACTIVITIES

BG.1.	SATISFACTION RATE OF ACADEMIC STAFF
BG.2.	SATISFACTION RATE OF ADMINISTRATIVE STAFF
BG.3.	RATE OF EXIT INTERVIEWS MADE
BG.4.	NUMBER OF LAWSUITS FILED BY STAFF
BG.5.	RATE OF CONTRACT TERMINATION BY STAFF
BG.6.	AMOUNT OF COMPENSATION PAID TO STAFF (TL)

SA.5. IMPROVEMENT IN QUALITY MANAGEMENT

SA.5/H.1. IMPROVING THE QUALITY PLANNING AND APPLICATION ACTIVITES

BG.1.	NUMBER OF PEOPLE WHO HAVE BEEN TRAINED IN THE ACCEPTED POLICIES, PROCEDURES, INSTRUCTIONS, ETC.
BG.2.	DOCUMENT REVISION RATE
BG.3.	NUMBER OF DOCUMENTS CANCELLED
BG.4.	NUMBER OF MEETINGS CONVENED BY COMMITTEES-BOARDS-COUNCILS
BG.5.	NUMBER OF PEOPLE HAVING QUALITY CERTIFICATES
BG.6.	NUMBER OF NATIONAL QUALITY AWARDS RECEIVED
BG.7.	NUMBER OF NATIONAL ACCREDITATION

PERFORMANCE INDICATORS

SA.5/H.2. THE IMPROVING QUALITY CONTROL AND PREVENTIVE/CORRECTIVE ACTIONS

BG.1.	TOTAL NUMBER OF CORRECTIVE ACTIONS OPENED
BG.2.	TOTAL NUMBER OF CORRECTIVE ACTIONS CLOSED
BG.3.	AVERAGE CLOSING TIME OF CORRECTIVE ACTIONS OPENED (DAY)
BG.4.	NUMBER OF PDCA OPENED
BG.5.	RATE OF CLOSURE OF PDCA IN TIME
BG.6.	NUMBER OF PROGRAMS THAT CLOSED PDCA CYCLES IN NON-ACCREDITED PROGRAMS
BG.7.	NUMBER OF FEEDBACK FROM INTERNAL SHAREHOLDERS (OPINIONS, SUGGESTIONS, COMPLAINTS, THANKS ETC.)
BG.8.	NUMBER OF FEEDBACK FROM EXTERNAL SHAREHOLDERS (OPINIONS, SUGGESTIONS, COMPLAINTS, THANKS ETC.)
BG.9.	NUMBER OF FEEDBACK TO THE FEEDBACK FROM INTERNAL SHAREHOLDERS
BG.10.	NUMBER OF FEEDBACK TO THE FEEDBACK FROM EXTERNAL SHAREHOLDERS

SA.5/H.3. IMPROVING THE LEVEL OF INTERNATIONALIZATION IN QUALITY MANAGEMENT

BG.1.	NUMBER OF INTERNATIONAL QUALITY AWARDS RECEIVED
BG.2.	NUMBER OF INTERNATIONALLY ACCREDITED PROGRAMS
BG.3.	NUMBER OF INTERNATONAL CORPORATE ACCREDITATIONS
BG.4.	NUMBER OF INTERNATIONAL ORGANIZATIONS THAT A QUALITY COLLABORATION IS CONDUCTED

SA.5/H.4. IMPROVING THE AMOUNT OF RESOURCES OBTAINED FROM QUALITY ACTIVITIES

BG.1.	AMOUNT OF RESOURCE OBTAINED FROM PUBLICATIONS AND DEVELOPED POLICIES, PROCEDURES, DOCUMENT ETC.
BG.2.	THE AMOUNT OF RESOURCES OBTAINED FROM TOOLS SUCH AS QUALITY SOFTWARE, ETC.

SA.5/H.5. IMPROVING THE INSTITUTIONAL CAPACITY OF QUALITY ACTIVITIES

BG.1.	THE AMOUNT OF RESOURCES OBTAINED FROM TOOLS SUCH AS QUALITY SOFTWARE, ETC.
BG.2.	NUMBER OF PEOPLE WORKING IN THE QUALITY ACTIVITIES
BG.3.	NUMBER OF SHAREHOLDERS PARTICIPATING IN QUALITY ACTIVITIES

SA.5/H.6. IMPROVING THE LEVEL OF SATISFACTION FROM QUALITY ACTIVITIES

BG.1.	SATISFACTION RATE OF ACADEMIC STAFF FROM QUALITY ACTIVITIES
BG.2.	SATISFACTION RATE OF ADMINISTRATIVE STAFF FROM QUALITY ACTIVITIES
BG.3.	SATISFACTION RATE OF MASTER'S DEGREE STUDENTS FROM QUALITY ACTIVITIES
BG.4.	SATISFACTION RATE OF DOCTORAL STUDENTS FROM QUALITY ACTIVITIES
BG.5.	SATISFACTION RATE OF GRADUATES FROM QUALITY ACTIVITIES
BG.6.	SATISFACTION RATE OF EXTERNAL SHAREHOLDERS FROM QUALITY ACTIVITIES
BG.7.	SATISFACTION RATE OF INSTITUTION'S INTERNAL SHAREHOLDERS FROM QUALITY ASSURANCE EFFORTS CONDUCTED BY THE INSTITUTION

PERFORMANCE INDICATORS

SA.6. IMPROVEMENT IN GOVERNANCE

SA.6/H.1. IMPROVING MANAGEMENT WITH SHAREHOLDERS

BG.1.	NUMBER OF EXTERNAL SHAREHOLDERS TAKING PART IN BOARDS, COMMISSIONS AND COMMITTEES
BG.2.	NUMBER OF STUDENTS TAKING PART IN BOARDS, COMMISSIONS AND COMMITTEES
BG.3.	NUMBER OF DEFINED NATIONAL EXTERNAL SHAREHOLDERS
BG.4.	NUMBER OF INTERNATIONAL EXTERNAL SHAREHOLDERS
BG.5.	NUMBER OF MONTHLY VISITORS OF THE WEBSITE
BG.6.	NUMBER OF NEWS AND PUBLICATIONS RELATED TO IGU IN THE WRITTEN PRESS
BG.7.	NUMBER OF NEWS AND PUBLICATIONS RELATED TO IGU IN THE DIGITAL PRESS
BG.8.	NUMBER OF MEMBERS OF ALUMNI AND MEMBERS ASSOCIATION
BG.9.	NUMBER OF ANNUAL EVENTS ORGANIZED FOR GRADUATES BY THE UNIVERSITY

SA.6/H.2. IMPROVING THE LEADERSHIP ACTIVITIES

BG.1.	NUMBER OF NATIONAL AND INTERNATIONAL AWARDS RECEIVED BY THE ACADEMIC STAFF
BG.2.	AMOUNT OF NATIONAL AND INTERNATIONAL AWARDS RECEIVED BY THE ACADEMIC STAFF (TL)
BG.3.	AVERAGE TENURE OF EXECUTIVES
BG.4.	NUMBER OF STAFF PER EXECUTIVE
BG.5.	THE RATE OF LITIGATIONS WON AGAINST THE UNIVERSITY
BG.6.	NUMBER OF DISCIPLINARY PROCEEDINGS CANNOT BE COMPLETED IN TIME AND IN ACCORDANCE WITH THE PROCEDURES
BG.7.	NUMBER OF JOB REQUESTS RECEIVED (IGU-WIDE)
BG.8.	NUMBER OF INCORRECT JOB REQUESTS RECEIVED (IGU-WIDE)
BG.9.	NUMBER OF JOB REQUESTS FINALIZED (IGU NUMBER)
BG.10.	AMOUNT OF WASTE RECOVERED
BG.11.	AMOUNT OF MEDICAL WASTE DELIVERED TO THE COMPANY (KG)

SA.6/H.3. IMPROVING INTERNATIONALIZATION LEVEL IN GOVERNANCE

BG.1.	WEBOMETRICS RANKING OF THE UNIVERSITY
BG.2.	URAP RANKING OF THE UNIVERSITY
BG.3.	THE RANKING OF THE UNIVERSITY
BG.4.	QS RANKING OF THE UNIVERSITY
BG.5.	SHANGAI RANKING OF THE UNIVERSITY
BG.6.	NUMBER OF INTERNATIONAL PROGRAMS ORGANIZED BY CONTINUING EDUCATION CENTER
BG.7.	TOTAL NUMBER OF INTERNATIONAL ORGANIZATIONS COLLABORATED WITH
BG.8.	TOTAL NUMBER OF INTERNATIONAL SCIENTIFIC EVENTS HELD
BG.9.	NUMBER OF INTERNATIONAL ORGANIZATIONS REGISTERED WITH
BG.10.	TOTAL NUMBER OF INTERNATIONAL STUDENTS
BG.11.	NUMBER OF PROGRAMS GIVEN IN A FOREIGN LANGUAGE

BG.12.	NUMBER OF PUBLICATINS IN FOREIGN LANGUAGES (ARTICLE, PAPER, BOOK CHAPTER ETC.)
BG.13.	NUMBER OF BOOKS PUBLISHED IN FOREIGN LANGUAGES
BG.14.	NUMBER OF STUDIES IN FOREIGN LANGUAGES PUBLISHED IN IGU JOURNALS
BG.15.	NUMBER OF INTERNATIONAL ACADEMIC STAFF WHO IS A REFEREE IN IGU JOURNALS
BG.16.	NUMBER OF INTERNATIONAL ACADEMIC STAFF TAKING PART IN THE JURIES FOR MASTERS AND PHD THESIS
BG.17.	NUMBER OF INTERNATIONAL PROMOTION ACTIVITIES ATTENDED
BG.18.	INTERNATIONAL PROMOTION ACTIVITIES BUDGET (TL)

SA.6/H.4. IMPROVING THE AMOUNT OF RESOURCES OBTAINED FROM GOVERNANCE ACTIVITIES

BG.1.	AMOUNT OF DONATIONS AND AIDS RECEIVED (TL)
BG.2.	AMOUNT OF FOREIGN-BASED REVENUES (TL)
BG.3.	AMOUNT OF REVENUES OBTAINED FROM EDUCATIONAL ACTIVITIES (TL)
BG.4.	AMOUNT OF REVENUES OBTAINED FROM RESEARCH ACTIVITIES (TL)
BG.5.	AMOUNT OF REVENUES OBTAINED FROM COMMUNITY SERVICE ACTIVITIES (TL)
BG.6.	AMOUNT OF REVENUES OBTAINED FROM OTHER ACTIVITIES (TL)
BG.7.	TOTAL AMOUNT OF REVENUES (TL)
BG.8.	TOTAL AMOUNT OF EXPENSES (TL)
BG.9.	ANNUAL EBITDA MARGIN
BG.10.	REVENUE BUDGET REALIZATION RATE
BG.11.	EXPENSE BUDGET REALIZATION RATE
BG.12.	RATIO OF STAFF EXPENSES TO REVENUES
BG.13.	RATIO OF PURCHASED GOODS TO REVENUES
BG.14.	RATIO OF SERVICE PROCUREMENT TO REVENUES
BG.15.	SHARE OF ADMINISTRATIVE STAFF SALARIES IN THE EXPENSES
BG.16.	SHARE OF ACADEMIC STAFF SALARIES IN THE EXPENSES
BG.17.	AMOUNT OF RESOURCES ALLOCATED TO R&D ACTIVITIES (TL)
BG.18.	AMOUNT OF RESOURCES ALLOCATED TO INTERNATIONALIZATION ACTIVITIES (TL)

PERFORMANCE INDICATORS

SA.6/H.5. IMPROVING THE INSTITUTIONAL CAPACITY OF GOVERNANCE ACTIVITIES

BG.1.	EXPENSE BUDGET OF ADMINISTRATIVE UNITS (TL)
BG.2.	RATIO OF RESOURCES ALLOCATED TO ADMINISTRATIVE AND REPRESENTATION STUDIES TO THE UNIVERSITY BUDGET
BG.3.	BAND WIDTH OF THE INTERNET LINE
BG.4.	RATES OF INTERNAL AND EXTERNAL SPACES HAVING WIRELESS INTERNET ACCESS
BG.5.	DATA PROCESSING AND STORAGE CAPACITY
BG.6.	CURRENT NUMBER OF LICENSED SOFTWARE USED IN COURSES
BG.7.	NUMBER OF STAFF UTILIZING INFIRMARIES
BG.8.	NUMBER OF DISABILITY AWARENESS EVENTS
BG.9.	NUMBER OF INCIDENTS (HARASSMENT, EXCLUSION, BULLYING, SIMILAR ATTITUDES AND BEHAVIORS)
BG.10.	OPEN AREA PER STUDENT (m²)
BG.11.	NUMBER OF DISCIPLINARY PROCEEDINGS
BG.12.	NUMBER OF DOCUMENTS STORED IN THE ARCHIVE
BG.13.	NUMBER OF INFRASTRUCTURE AND PLACES COMPLYING WITH THE UNIVERSAL DESIGN
BG.14.	AREA OF THE ARCHIVE AREA (m²)

SA.6/H.6. IMPROVING THE LEVEL OF SATISFACTION FROM GOVERNANCE ACTIVITIES

BG.1.	CANTEEN AND CAFETERIA MONTHLY PERFORMANCE ASSESSMENT SCORE
BG.2.	DINING HALL MONTHLY PERFORMANCE ASSESSMENT SCORE
BG.3.	SECURITY 6-MONTH PERFORMANCE ASSESSMENT SCORE
BG.4.	DISINFESTATION 6-MONTH PERFORMANCE ASSESSMENT SCORE
BG.5.	CLEANING MONTHLY PERFORMANCE ASSESSMENT SCORE
BG.6.	SATISFACTION RATE FROM GOVERNANCE ACTIVITIES
BG.7.	GRADUATE SATISFACTION RATE
BG.8.	ADMINISTRATIVE STAFF SATISFACTION RATE
BG.9.	ACADEMIC STAFF SATISFACTION RATE

MONITORING

Numerous performance indicators have been identified to monitor the objectives and targets of the strategic plan. One of the quality system targets is to increase the number and effectiveness of these indicators. The University's Department of Information Technologies is responsible for establishing the information processing technologies infrastructure necessary for practically monitoring and assessing the strategic plan targets.

All administrative and academic units are responsible for keeping records constituting the data needed for monitoring and evaluating the strategic plan targets. The validity and reliability of data obtained from records kept and the data obtained from external sources is guaranteed by the University's top management.

The data collected is examined and analyzed with the help of the developed technological infrastructure. The results are assessed in the annual activity (monitoring) reports to determine at what degree the objectives and targets in the strategic plan have been attained by individuals, units and university wide.

Plan, Do, Check, Act (PDCA) Cycle

Istanbul Gelisim University monitor whether or not it has achieved the objectives and targets determined in the 2019 – 2023 strategic plan by the PDCA (plan, do, check, act) cycle and it plans the improvements as well. Implementation outcomes are analyzed with performance indicators that are associated with targets. Each department or unit director is the main responsible for evaluating, improving and following up the outcomes related to his/her processes.

Monitoring reports to be prepared based on annual reports;

1. The units/departments responsible for the realization of strategic objectives and targets
2. The units/departments collaborated while performing the strategic objectives and targets
3. Resources used
4. The consistency and suitability of activities conducted with the objectives and targets
5. The realization rate of the activities, and reasons of not realizing the same
6. The reasons for deviation from the strategic targets, if any are included.

ISTANBUL
GELISIM
UNIVERSITY

OUR POLICIES

- IGU Education Policy
- IGU Research & Development Policy
- IGU Community Service Policy
- IGU Internationalization Policy
- IGU Governance Policy

OUR POLICIES

EDUCATON POLICY OF IGU

Istanbul Gelisim University is a higher education institution providing academic and applied science, arts and sports education at associate, undergraduate and graduate levels. It is an institution that aims to monitor ideas, scientific knowledge, aesthetic understanding and professional practices across the world, and to convey, learn and teach these knowledge accumulations to their students.

Establishment and execution of an education understanding which is student-centered, lifelong learning based, operating in harmony with the targets and strategies of the European Higher Education Area and the Turkish Higher Education System, shaped with the participation of internal and external shareholders, accountable, integrated the tradition and the future in its program, module and course designs, innovative in the program and course learning outcomes and course contents besides methods and tools of measurement and evaluation, and which is regularly self-assessed and improved by internal and external control mechanisms, and an internationally accredited education system based on the abovementioned understanding, in which the quality assurance is at the hearth, is the University's fundamental policy.

Core Values

The core values on which the university's education policy is based are:

- **Specialization and Making a Tradition:** The University's emphasis related to its specialization area, research and education is sustainability in ecological, economic and socio-cultural areas. It is essential for each department and program to focus on training and research activities by selecting a specialization area and to provide the graduates with comparative superiority with such specialization.
- **Universality and Currentness:** Teaching contemporary and universal ideas, scientific knowledge, aesthetic understanding and professional practices.
- **Student-Centered Education:** The education philosophy and design seeing individual differences as superiority, which is not teacher- nor teaching-centered but learner-centered.
- **Lifelong Learning:** Continuous learning at any age in a world where the competition is high and the half-life of knowledge is quite short for a sustainable success.
- **Learning by Doing:** Learning and reinforcing learning, getting familiar with jobs and professions by means of internship, practice, laboratory studies, workshops, in-class practice, etc.
- **Learning by Serving:** Providing contribution to the society by serving the community, state, industry and non-governmental organizations, and knowing the society, different cultures and people by this way.

- **Qualified Trainer:** Self-improving, highly motivated, accountable education staff and assisting staff having a PhD from reputable schools.
- **Supportive Infrastructure:** A qualified and supportive infrastructure and environment with classrooms, workshops, laboratories, study areas, library, together with course and application materials and supporting staff.
- **Professional Support:** Offering institutional support to the students in the fields of library, data and research resources, and about academic guidance, career guidance, psychological counseling, and research guidance, besides international education mobility, social and cultural activities.
- **Harmony with Super-systems:** A system operating in coordination and harmony with the competencies, targets and strategies of the higher education areas of Europe and Turkey.
- **Participation:** An education system which is designed, executed, assessed and developed by continuous participation of internal and external shareholders.
- **Accountability:** An education system based on transparency and information sharing, which is monitored by 360 degrees Performance Appraisal method (students, peers and managers).
- **Education Contract:** An education contract made with the student including programs and course outputs and course contents in the curriculum booklets.
- **Validity and Reliability:** The validity and reliability of techniques of education, teaching, measurement and evaluation are provided.
- **Future with Tradition:** By integrating the tradition and future in the program, module and course designs, innovativeness ensured in program and course learning outcomes, course contents, besides in the measurement and evaluation methods and tools.
- **Quality Assurance:** An education management that has designed its targets and system by strategic planning and quality governance in line with these targets, and that is self-improving through regular self-assessment.
- **International Accreditation:** An education design and implementation whose quality assurance and standards have been confirmed by international accreditation organizations.

Education Strategy

The cornerstones of education policy formed around these values are as follows:

According to regular and systematic feedback from internal and external shareholders; the educational content is updated regularly through review of best practice examples from world universities. Opinions of internal and external shareholders are regularly collected, discussed, evaluated and resolved by regular meetings of the boards of academic units discuss, assess and agree with, and such decisions are shared.

Ensuring that educational methods, in-class techniques, educational technologies, classroom

workshop and laboratory areas, course instruments, materials and tools comply with education targets, learning outputs and student needs and that they include the current developments in science is provided by continuous improvement. The boards of academic units discuss and resolve on these matters by regular meetings.

Higher education policies published in the EU as part of the Bologna process; and the targets and policies of the Turkish higher education system and the relevant legislation are closely and carefully monitored, and requirements are fulfilled. The academic committees and the Rectorate are responsible for ensuring that this monitoring is made and compliance is provided.

For the purpose of continuous improvement, the education is supported by the plan, do, check, act (PDCA) cycle which is the university's planning and management approach.

An education support unit will be established to monitor, guide and encourage development of the university's programs, curriculum, courses and course contents as well as course techniques and technologies. To attract qualified students, the university, school, program promotions are performed adequately and professionally; tuition fee waivers and tuition discounts are provided; the processes for ensuring orientation and organizational socialization of newly enrolled students are planned, prepared, implemented, and their effectiveness is measured. Educational activities are supported institutionally by academic counselling, career counseling, psychological counseling and guidance, health support, library and research laboratories and workshop support, support for international education and internship mobility, language learning support, besides science, art and sports activities organized. Science, sports, art achievements are rewarded; trips, events, activities and meetings having the aim of learning and development are supported.

Qualified students are promoted, the student's success is monitored both during and after graduation; institutionally supported, the academic choices are guided; career guidance is provided. After graduation, it is aimed to attract successful students to Master's Degree programs and to educate the future human resources by employing them as research assistants. The rules of science and research ethics are applied without compromising the principles of academic ethics. The code of conduct and sanctions in case of violation of the same are declared explicitly.

Achievements of the graduates are monitored by ways such as alumni information system, alumni association, etc. Graduate achievement is regarded as one of the success indicators of education outputs.

Feedback on education and teaching activities is collected regularly by means of course and faculty member evaluation, student satisfaction surveys, and so on.

Institutional support is provided for ensuring research, development and continuous learning of faculty members and they are trained by specialists from Turkey and abroad.

The purpose of education activities is to educate graduates who critically think and question, and prioritize ecological, economic, socio-cultural sustainability, believe in universal values, to show respect individual differences, advocate freedom of ideas and expression, defend scientific freedom, have adopted the principle of living together with tolerance and respect the right to exist of all living beings. Coordinating the development, implementation and revision of education policies, realization of strategies, activities of performance measurement, monitoring and evaluation are ensured by the University Education Commission and the Rectorate.

Education policy targets:

1. To attract qualified students
2. To promote qualified students
3. To increase student success
4. To educate graduates with comparative advantage with current and sufficient professional and/or academic background
5. To increase the employment rate of graduates

To monitor the realization rate of these goals indicators are defined. Realization percentages are determined, corrective and improving acts are taken.

RESEARCH & DEVELOPMENT POLICY OF IGU

Istanbul Gelisim University defines education and research as its primary raison d'être. The purpose of the research is to produce value. Tangible and intangible values create culture together: The technology constitutes material element of the culture; while artworks, intellectual works, meanings, social policies, know-how, social capital, methods, understanding, philosophy and traditions constitutes non-material element of it. Every kind of research and development activity carried out to produce value in science, social sciences, health sciences, sports, art and other fields is defined as value production activity.

Producing knowledge and value besides making qualified research and publication to transform these productions into added value; improving the university's research human resource; improving the university's research infrastructure, support mechanisms and research know-how; establishing partnerships and collaborations with other research institutions in the country and abroad; increasing the university's research revenues; adhering to the principles of research, science and publishing ethics without compromise; having an ambitious position in international rankings and having a respected reputation in the real sector constitute the research strategy of IGU.

Core Values
The core values on which the university's research policy is based are:

- **The University's Raison D'être (Reason for Being):** The primary duty of the university's academic staff is to provide education and research. The primary goal of the university administration is to create a supportive and improving environment for these activities and to establish institutional support and incentive mechanisms.
- **Value Production:** Research and development activities are carried out to add value to the world of science, technology, society, humanity, thought, art and sports.
- **Production of Scientific Publications:** The results of research activities should be transformed into qualified publications. The necessary institutional publication support mechanisms are established and executed efficiently by the management.

- **Production of Economic Value-Added:** The results of research and development activities are converted into economic value-added or products that produce value. The necessary institutional support mechanisms are established and executed by the management.
- **Science, Research and Publication Ethics:** The principles of science, publication and research are applied with zero tolerance policy.
- **Interdisciplinary Research and Development:** The involvement of faculty members of different departments and programs in research is prioritized and encouraged.
- **Collaboration with Research Institutions and Universities:** Sustainable partnerships are established with national and international research institutions and universities built by research collaborations and partnerships based on the win-win understanding.
- **Thematic Research:** "Ecological, economic, technological, social and cultural sustainability", which is the strategic priority and specialization area of IGU, is the primary and supported research and development field. In addition to the goal of the university to create this "tradition/school", each department conducts research in its own area of expertise and priority.

Research & Development Strategy

The cornerstones of research and development policy formed around these values and priorities are as follows:
At least one year of research and publication targets is determined separately for each academic staff, department and school/faculty of the university. The subject matter of the research project, for which support program it is written and the estimated budget are included in this target-setting process. These targets are published as internal documents. Realization percentages of these targets are measured, monitored, assessed, reported annually, and remedial measures are taken.

Ecological, economic, technological, social and cultural "sustainability", which is the strategic priority and specialization area of the University, and the area of specialization of each department are the primary and supported research fields. It is aimed to create an academic school / tradition through specialization and concentration.

The research project proposals are written with diversification and according to programs financed by the university's own funds, financed by domestic and private institutions and financed by foreign sources.

Projects are supported through IGU BAPUM and TTO by using the equity of the university.
An encouraging project and publication promotion mechanism is established and executed. Research and publication performance is considered as an important criterion of the performance-based wage system.

Establishing an institutional support mechanism in areas of foreign language, proposal writing, budgeting, publication, patent application etc. provided for writing a research proposal and in converting the research outputs into publication and product, as well as increasing the amount

of support provided through this mechanism are the priorities of the University's senior management.

For training, attracting, promoting and developing the research human resources, an organizational culture having a human resource management, besides a fee and incentive system that support and encourage research is established.

Opening a PhD program for each department is adopted as a medium-term target, and encouraging measures required for atttracting qualified students to these programs, are taken. Measures are taken to facilitate conducting researches, writing project proposals by graduate students, producing qualified publications from their thesis, and the employment of those who are successful.

The efficiency of the output of research projects is increased. Number of qualified publications produced from research projects; number of citations received by these publications; high value-added patents, utility models, copyrights and other outputs produced from research projects; contribution of R&D activities to the society are regularly and continuously monitored, reported, and remedial measures taken. By all these ways, increasing the University's research revenues is among the primary priorities.

The vice rector responsible for research, the vice rector responsible for quality, and the research and development committee is responsible for the management and coordination of these processes and achieving the project, research, publication, citation, patent, copyright, number of doctoral students, recognition in the sector, online visibility targets aimed for international rankings.

Research & Development Targets:
- To increase the number of written and applied research projects.
- To increase the number of research projects supported.
- To increase the amount of equity support for researches.
- To strengthen the research infrastructure.
- To increase the number of joint research and development carried out together with research institutions.
- To open doctoral programs and attract qualified doctoral students.
- To increase high value-added outputs produced from research projects such as patents, utility models, copyrights, etc.
- To increase the number of qualified and indexed publications from research projects.
- To increase the number of citations in journals indexed to university publications.
- To establish institutional support mechanisms in areas of foreign language, proposal writing, budgeting, publication, patent application etc. provided for writing a research proposal and in converting the research outputs into publication and product.
- To increase university research revenues.
- To raise the university's position in international rankings.

Indicators are produced to monitor the degree of realization of these targets. Realization percentages are determined, and corrective and remedial measures are taken.

COMMUNITY SERVICE POLICY OF IGU

Working for a fair, good and sustainable world is the University's moral and scientific obligation. The raison d'être of higher education institutions is not only to produce science and knowledge, and to provide vocational education. It is also to create a good citizen, a good society; to find solutions to ecological, economic and social problems and needs at local and global levels and to improve the quality of life. The universities undertaking the task of educating and shaping the smallest building block of the society which is "human" as a social being, while producing the scientific knowledge necessary for this, also aims to create a livable society by each individual that they have contributed to be a good citizen and to have a good profession with the knowledge they produce, by transformation of this knowledge into behaviors by these individuals in the next step. Higher education institutions also play a complementary role by affecting the regions they have been established locally in demographic, economic and socio-cultural aspects. For a sustainable and better world at local and global scales, the academy should open up the added value it generates to the access of community.

With this understanding; Istanbul Gelisim University aims to contribute to the creation of a livable society at the global level, to contribute to the solution of humanity, social, economic and ecological problems of the region where it is located at the local level, besides the good of the society and the region thanks to the activities that can be carried out within the framework of social responsibility.

While carrying out educational, research, social, cultural, artistic and sports activities, it adopts providing community service as an essential duty and activity area in order to ensure what produced on the campus to be accessed by and disseminated to the society, and to serve to the humanity by this way. It develops and implements measures and incentives to this end.

Core Values

The core values on which the university's community service policy is based are:

- **University is a whole with its environment:** The University exists in its social, economic and ecological environment. The good of its environment, besides its quality and sustainability directly affects the university.
- **University serves humanity:** The University is a structure built on universal values, and aims to contribute to humanity and quality of life through its activities.
- **Community service is a social and intellectual responsibility:** Providing a sustainable contribution to the society, disadvantaged groups and ecological problems is the social and intellectual responsibility of the university.
- **University real sector collaboration:** Collaboration should be made with other actors of the society in the fields of education, research and community service.
- **Learning by doing and serving:** Students are encouraged to learn by doing and serving, to reinforce what they have learned, to become familiar with the relationships in the real sector and the society, and to establish social networks.
- **Performance Indicator:** Community service is an indicator for evaluating the performance of university, departments, staff and projects.

Community Service Strategy

The cornerstones of community service strategy formed around these values are as follows:

According to regular and systematic feedback from internal and external shareholders; the content of community service strategy is updated regularly through review of best practice examples from world universities. Opinions of internal and external shareholders are regularly collected, discussed, evaluated and resolved.

The type, scope and method of community service and collaboration activities are determined by planning and needs analysis.

In continuous improvement of the community service activities, the University's planning and management approach is supported by the "Plan, Do, Check, Act" cycle.

A Community Service Committee is established to coordinate the university's community service activities, as well as to monitor, direct and promote development of such activities.

Within the framework of learning by doing and serving approach, appropriate infrastructure is prepared by taking the necessary measures in the curricula, support and orientation services, and all students are encouraged by this way.

During community service, human rights, rights of all living beings, environmental rights, ethics, individual differences, local culture and values are respected fully without any hesitation. Sanctions in case of violation of code of conduct or legal rules are clearly specified.

Continuing Education Center being in the first place, each unit carries out community service activities to diversify University revenues.

Education policy goals:

•   To increase the number and variety of contributions to the society
•   To increase the number of students and academic staff serving to the community
•   To increase the number of collaboration and partnerships with the social actors around
•   To increase the budget of community service activities and revenues from such activities

Indicators are produced to monitor the degree of realization of these targets. Realization percentages are determined, and corrective and remedial measures are taken.

INTERNATIONALIZATION POLICY OF IGU

Higher education institutions have entered a period in which they operate in an environment where the rate of change is high and the half-life of knowledge is quite short in a world where transboundary features of ecological, social, economic and technological effects come to the fore and which is more integrated more than ever before with the effect of globalization and communication technologies. In their new environment having above mentioned features, the

impact of higher education institutions, besides their role, the competition they are exposed to, the way they measure their performance, the qualifications they need to gain for their students, the characteristics of their human resources, their education training and community service outputs, and the collaboration with real sector show significant differences compared to the first- and second-generation universities. Higher education institutions, which cannot meet the standards of this new environment of considerably increased competition together with the increased higher education costs, seem to be difficult to succeed, and even it is difficult to maintain their existence in the medium- and long-term.

Istanbul Gelisim University has adopted the mission "To be one of the WORLD UNIVERSITIES that produces value for continuous IMPROVEMENT". Internationalization is a sine qua non for achieving this mission. Istanbul Gelisim University aims to create value. In order to produce value and to ensure adoption and dissemination of what produced as values; it is necessary to have universal knowledge and knowledge accumulation; and to determine the research and education priorities by monitoring the needs as well as international developments. It is not possible to expect a higher education institution that cannot produce value to become a leading world university. Value generation is faster, superior and more effective by interdisciplinary, inter-sectoral and international collaborations and partnerships. For this reason, IGU has adopted the goal of increasing human, social, cultural, intellectual and organizational capital through internationalization. In order to achieve this goal, the strategy of building a multinational human resource, a multinational student composition, multinational research and development activities, multinational university and real sector collaborations, and a multinational community service capability and capacity is pursued.

Core Values

The core values on which the university's internationalization policy is based are:
- Multiculturalism: The person of the future is the person who can live and produce value in a multicultural world.
- Diversity is wealth: Different cultures and perspectives are not a threat but an opportunity.
- Living together by showing respect to individual differences: An understanding of living together and working together which is casted with culture of tolerance and bound by the rule of law.
- Win-win: The knowledge multiplies when shared and it increases in value. International collaborations are built to speed up of learning and producing knowledge from shareholders. International partnerships are founded on the principle of winning of both shareholders.
- International memberships and accreditation: Besides being a development method, international memberships and accreditation are tools of quality assurance, internal and external audits.

Internationalization Strategy

The cornerstones of internationalization strategy formed around these values and priorities are as follows:

Increasing the number of partnerships of international students, faculties, universities as well as the number of real sector collaborations; the actions to encourage international mobility, and target, strategy and policy revisions are determined with the participation of internal and external stakeholders. The opinions of internal and external stakeholders are collected regularly and relevant boards and units discuss, evaluate and resolve these by regular meetings.
During education planning, the international mobility window is prepared.

The corporate communication is not compromised while accessing to and contacting with the international students, academicians, universities and institutions. In the material s such as international documents, visuals, promotion movies, etc. and in the contracts made with the intermediary institutions for the international students to be contracted with, it is a priority to explain, convey and protect the University's brand value with care.
In line with the research policy targets and research strategies, by paying regard to IGÜ's sustainability and value creation targets; strategic research partners are determined from foreign universities, foreign research institutions and real sector representatives.

After making contact by related units, research activities based on win-win philosophy are carried out with these strategic partners; sustainability of these activities is essential.

For achieving the targets of multinational student combination and multinational faculty; the necessary preparation and capacity shall be established to increase the number of programs and courses taught in a foreign language; to increase the guidance and support activities for foreign students in the fields of academics, career, research, library, socio-cultural integration and health; in the issues of transportation, food, accommodation, visa, residence and/or work permit, access to city and public services for foreign instructors and academicians.

Effective international promotion of the school and programs, a capacity to access a large pool of prospective students, adequate announcement of YOS exams which are designed for foreign nationality students, attracting foreign students, selection of qualified foreign students, completing the application and enrollment procedures for foreign students fast and without bureaucratic burden, successful prep school and TOMER (Turkish and Foreign Languages Application and Research Center) education and support, guidance to enrolled foreign students by supporting their academic and social life skills are provided.

The number of multinational and multi-partner project applications to EU youth, research and implementation support programs is increased. Being the project writing and management trainings in the first rank, the STAFF are encouraged, supported and their performance is improved through necessary support, monitoring and supervision mechanisms.

Budget revenues are increased with the number of students and staff benefiting from the Erasmus programs.

Students, faculty members and administrative staff are encouraged to benefit from the mobility of learning, teaching and internship; for this purpose, introductory and contact meetings are held.

Academic and administrative staff and students receive regular and effective support and incentive to learn a foreign language; programs are opened; courses are organized. The quality of English education is monitored and managed; and it is improved through different methods and ways, especially by international accreditation.

For facilitating joint research, project and implementation studies of international universities and real sector representatives which are other solution partners (public private or voluntary organizations) with IGU, language, procedures, project and patent applications, publication, conference and panel organization supports are provided.

The University Internationalization Committee carries out coordination of the development, implementation and revision of internationalization policies, realization of strategies, besides performance measurement, monitoring and evaluation.

Internationalization Targets

- To increase the number of international students and to diversify the number of countries they come from
- To increase the number of international faculty members and to diversify the number of countries where faculty members got a PhD.
- To increase the study abroad, internship and training mobility of students, faculty members and administrative staff.
- To increase the number of partnerships and collaborations with universities abroad and the number of educational mobility, besides the number of research, scientific, cultural and social activities carried out with them.
- To increase the number and variety of activities and collaboration with real sector organizations operating abroad and internationally.
- To increase the university's international operating revenues
- To establish and develop the organizational, process and STAFF structure which will support the University's internationalization policies and objectives.
- To carry out performance monitoring, reporting, evaluation and improvement activities by developing internationalization targets and indicators.
- Indicators are developed to monitor the degree of realization of these targets. Realization percentages are determined and corrective and remedial measures are taken.

GOVERNANCE POLICY OF IGU

Istanbul Gelisim University defines its academic and administrative staff, students, alumni, and all society and real sector segments related to the input and output of research and education activities as its partners. It is essential that all shareholders of the University participate in making and implementation of the decisions, monitoring and auditing of the results and conducting necessary improvement and prevention activities to the extent permitted by laws and practical difficulties.

It is essential that all shareholders of the University are able to communicate their opinions, complaints and expectations on relevant platforms and to the relevant units and officials within the limits of the Laws, the Fundamental Human Rights and Freedoms, the Freedom of Science and Scientists, besides Ethical and Moral Measures.

Shareholders are invited to the meetings of the relevant boards, commissions and committees to the extent permitted by the legislation, and their opinions are asked in these meetings. Additionally, methods such as meetings, workshops, questionnaires, election of representatives etc. are used and developed by the University in order to gather the opinions, suggestions and expectations of the shareholders.

For effective functioning of the governance principle in the University, the rules governing the operation of the University, the mission, vision, targets, success indicators and expectations from the stakeholders are announced explicitly and accessibly by the relevant units. Information and data sharing, transparency, accountability are essential. Channels to convey their views are provided to the shareholders. Shareholders are expected to make collaborative, constructive contributions by adopting organizational citizenship.

All shareholders contribute to the University's reputation management activities.

Core Values

The core values on which the university's governance policy is based are:

- **Participation:** Decisions concerning the University are made with a participatory approach.
- **Management with shareholders:** The University defines its academic and administrative staff, students, alumni, and all society and real sector segments related to the input and output of research and education activities as its shareholders. It encourages the participation of shareholders in decisions and processes.
- **Openness and Transparency:** The rules governing the operation of the University, the mission, vision, core values, targets, success indicators and expectations from the shareholders are announced explicitly and accessibly by the relevant units. Information and data sharing, transparency, accountability are essential.
- **Open Communication:** Channels to convey their views are provided to the shareholders.

- **Constructive Partnerships:** Shareholders are expected to make collaborative, constructive contributions by adopting organizational citizenship.
- **Continuous Improvement:** Continuous improvement of the physical, social, digital and psychological environment of the University within the context of quality philosophy and policy is the common responsibility of all shareholders.
- **Sustainability:** All shareholders adopt ecological, economic and social sustainability as their top priority.
- **Protection of Personal Data:** Data security and confidentiality is essential for collection, use, protection and destruction of information and data related to all shareholders.

Governance Strategy

The cornerstones of governance strategy formed around these values are as follows:
According to regular and systematic feedback from internal and external shareholders; the content of governance strategy is updated regularly through review of best practice examples from world universities.

The opinions of the internal and external shareholders are collected regularly, and they are discussed, evaluated and resolved by regular meetings. Information is given to shareholders about the decisions made.

Collaboration of shareholders in education, research, community service and university management; to provide constructive and value-added contributions and work with this understanding and in good faith is essential.

For continuous improvement of governance activities, the Plan, Do, Check, Act (PDCA) cycle is applied which is the University's planning and management approach.

For implementation of the governance principle, Boards and Committees are established in which the shareholders will be represented in the main fields of activity of the University.

Elections in which shareholders' representatives are determined such as Senate elections, Board Member Elections, Student Council Elections, Employee Representative Elections, Professors, Associate Professors and Assistant Professors Elections are made carefully and in a transparent and legal manner, and the elected representatives constitute an important pillar of the governance mechanism. These representatives; are obliged to monitor and collect the opinions, recommendations and expectations of the partner groups that they represent.

For monitoring the changes in the world's science, art and culture; to follow the world society and real sectors; to respect the right to exist of all living beings and guiding the University's units and activities based on these sensitivities is part of the expanded governance approach.

Governance Policy Goals

- To increase the number and variety of shareholders
- To increase the number of decision-making processes in which shareholders are represented
- To establish and operate effective communication mechanisms and platforms with the shareholders
- To increase the number of collaborations and partnerships with the social actors around the university.
- To increase the number of decisions made and shared with the shareholders within the framework of transparency and information sharing
- To increase the material and intangible contributions of shareholders to the university.
- To perform reputation management.

Indicators are developed to monitor the degree of realization of these targets. Realization percentages are determined and corrective and remedial measures are taken.

STRATEGY DEVELOPMENT BOARD

Name & Surname	Title	Position
Prof. Dr. Burhan AYKAÇ	Rector	Chairman
Prof. Dr. Nail ÖZTAŞ	Vice Rector	Member
Prof. Dr. Nuri KURUOĞLU	Vice Rector	Member
Prof. Dr. Durdu Kamuran GÜÇLÜ	Dean of Fine Arts Faculty	Member
Prof. Dr. Kürşat YALÇINER	Dean of Economics, Administrative & Social Sciences Faculty	Member
Prof. Dr. Ramazan YAMAN	Dean of Engineering & Architecture Faculty	Member
Prof. Dr. Nezir Köse	Director of Istanbul Gelisim Vocational School	Member
Prof. Dr. Mustafa NİZAMLIOĞLU	Director of Vocational School of Healthcare Services	Member
Prof. Dr. İzzet GÜMÜŞ	Director of Graduate School of Health&Social Sciences	Member
Assoc. Prof. Dr. Mustafa Zahit SERARSLAN	Director of School of Physical Education and Sports	Member
Asst. Prof. Dr. Abdullah Yüksel BARUT	Director of School of Health Sciences	Member
Asst. Prof. Dr. Şahin GÖK	Director of School of Foreign Languages	Member
Asst. Prof. Dr. Serdar ÇÖP	Secretary General	Secretary

STRATEGY PLANNING TEAM

Name & Surname	Title	Position
Prof. Dr. Nail ÖZTAŞ	Vice Rector	Chairman
Prof. Dr. Kürşat YALÇINER	Dean of Economics, Administrative & Social Sciences Faculty	Member
Prof. Dr. Ramazan YAMAN	Dean of Engineering & Architecture Faculty	Member
Prof. Dr. Nezir KÖSE	Director of Istanbul Gelisim Vocational School	Member
Assoc. Prof. S. Arda ÖZTÜRKCAN	Vice Director of School of Health Sciences	Member
Asst. Prof. Dr İbrahim Halil YAŞAR	Vice Secretary General	Member
Asst. Prof. Dr Funda PEHLEVAN	Vice Director of Vocational School of Healthcare Services	Member
Asst. Prof. Dr Zekeriya ŞAHİN	Head of Administrative & Financial Affairs Department	Member
Hayrullah SEZİKLİ	Deputy Head of IT Department	Member
Elif HOŞALAY	Head of Student Affairs	Member
Eren Ali TAŞKIN	Head of Personnel Department	Member
Gizem ELLİ	Head of Corporate Communications Department	Member
Turgay KAYMAKÇI	External Stakeholder Representative	Member
Zübeyir GÜNTAÇ	Student Representative	Member
Elif AKTUĞ	Quality Coordinator	Secretary

CONTRACTED UNIVERSITIES
Within the Scope of European Union Projects

- Haute Ecole Libre de Bruxelles-Ilya Prigogine
- Haute Ecole Francisko Ferrer
- Angel Kanchev University of Ruse
- Veliko Tarnovo University
- Technical University of Sofia
- Trakia University
- National Sports Academi ¨Vasil Levski¨
- Varna University of Management
- University of Structural Engineering and Architecture ¨Lyuben Karavelov¨ Sofia
- Josip Juraj Strossmayer University of Osijek-UNIOS
- University of Rijeka
- University of Zadar
- Moravian University College Olomouc
- Private College of Economics Studies Znojmo Ltd.
- University of Sheffield
- Estonian Entrepreneurship University of Applied Sciences (EUAS)
- Tallinn University of Natural Sciences and Health
- Turun Yliopisto,University of Turku
- Aalen University
- Nuertingen-Geislingen University
- University of Vechta
- University of Applied Sciences Wedel
- University of the Peloponnese
- College of Dunaujvaros
- Edutus College

- Eötvös Jozsef College
- University of West Hungary
- Universita di Foggia
- University of Pisa
- University of Trento
- The University of Economics and Culture
- Riga Building College
- Kauna Kolegija/University of Applied Sciences
- Vilniaus kooperacijos kolegija (VKK)
- Klaipeda University
- State University of Tetovo
- University of Life Sciences in Lublin
- Vincent Pol University in Lublin
- The University of Commerce and Services in Poznan (WSHIU)
- Karkonosze College
- Nicolaus Copernicus University in Torun
- Cracow University of Technology
- Jerzy Korczak University of Pedagogy in Warsaw
- Jozef Rusiecki Olsztyn University College
- Koszalin University of Technology
- Lublin University of Technology
- Powislanski College in Kwidzyn
- The East European State University
- Tischner European State University
- University of Gdansk
- University of Opole
- University of Information Technology and Management

- University of Euroregional Economy of Josefow- Warsaw
- The John Paul ll Catholic University of Lublin
- State University of Applied Sciences in Konin
- ESAD College of Art and Design
- ESAD College of Art and Design
- Polytechnic Institute of Braganca
- Polytechnic Institute of Coimbra
- Polytechnic Institute of Guarda
- University of Politecnico De Porto
- ISAG- European Business School
- University of the Azores
- University of Beira Interior
- University of Evora
- University of Lusofona
- University of Nova de Lisboa
- Stefan Cel Mare University of Suceava
- Titu Maiorescu University
- 1 Decembrie 1918´ University of Alba Iulia
- University of Oradea
- University of Pitesti
- Comenius University in Bratislava
- Matej Bel University in Banska Bystrica
- University of Zilina
- University of Primorska
- University of EASD Segovia
- University of Autonoma de Madrid
- University of Malaga
- University of Oviedo
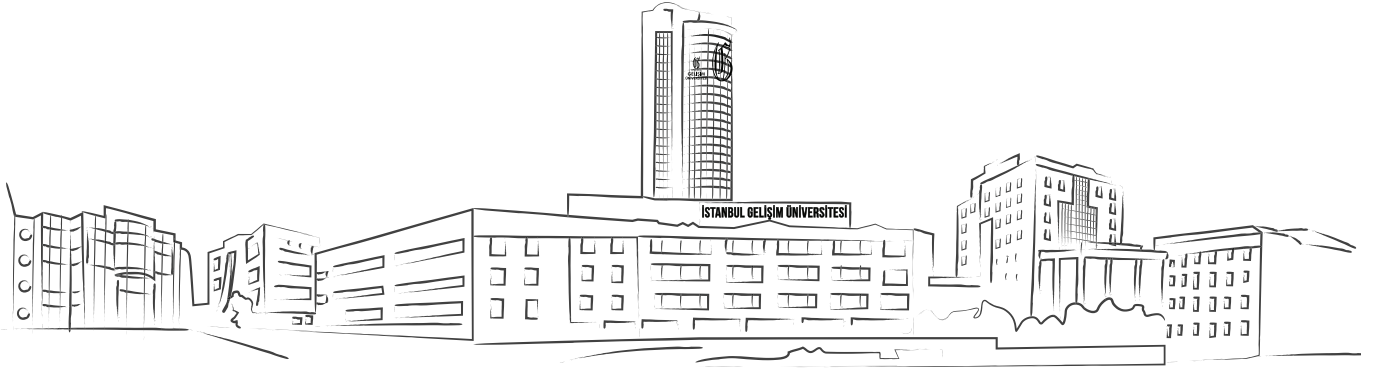- Technical University of Cartagena

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