MIDDLE EAST TECHNICAL UNIVERSITY

STRATEGIC PLAN

2011 – 2016

June 2011

METU Strategic Plan 2011 – 2016
**was approved at the
University Senate – University Executive Board
joint meeting
held on June 28, 2011**

**Middle East Technical University
Dumlupınar Blv. No.1
06800 ANKARA**

(Translated by Naz Dino and Işık Arıkan from the original text in Turkish)

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FOREWORD

Dear METU Faculty and Members of Staff, METU Students, Alumni and Friends of METU,

Middle East Technical University is launching its second five-year strategic plan in 2011, the year coinciding with the 55th anniversary of its foundation. *METU Strategic Plan 2011 – 2016* was approved in the joint meeting of the University Senate and Executive Board on June 28, 2011.

Our University has successfully pursued its strategy of expanding its graduate programs and advancing its research and technology development activities in accordance with the Strategic Plan 2005 – 2010. This strategy, which stems from our vision of establishing METU as a research-intensive university, serves our country's pressing demand for faculty members and research personnel, it has also contributed to the development of our human and physical resources and thus to our competitiveness. The rise in the demand for graduate and post-doctoral studies in our country, the recent increase in national and international funding of research and development, as well as the growing demand from national industry for university collaboration have all supported this strategic choice. In this effort, our primary interest has been to further develop our human resources – already highly qualified academic and administrative staff, well-trained undergraduates -- and our research and teaching environment, all of which, as we well know, are the key to our success in education and research.

The rising number of our international publications, portfolio of scientific and applied research projects, and the statistics showing its industry collaboration reflect the ever increasing performance of our University. The number of publications per faculty has been on a constant rise. Spending made through research funds amount to 1/3 of our University's total expenditure, including payroll payments. Our scientific research and development capacity will further grow and the services we offer will increase when our excellence centers established during the last three years become fully functional.

The increase in our graduate programs and graduates has been continuing. Within the previous year, the graduate diploma numbers exceeded 1,200 while the PhD diploma numbers were over 200 for the first time, exceeding 250 in 2012.

The success of our University is rooted not only in the area of graduate studies and research, but also in its leading position in undergraduate education. For this reason, it is crucial that our leadership in undergraduate studies be upheld while the strategy of expanding in the areas of graduate studies and research is pursued. The support provided for the continuous improvement of our undergraduate education, and in particular, the extensive campaign for the renewal of our teaching laboratories has been a significant institutional priority during the past term, and this support must continue as a priority in the coming term.

I believe we can also be proud of the levels METU has reached in 55 years towards in fulfilling its mission in education, research, community services, and in institutional governance. In step with its increasing performance in education and research, METU's international recognition of our University has been on the rise. METU was listed among leading universities within the past year as reflected in many rankings of world universities, to include Times Higher Education, QS, URAP, Leiden, HEEACT, and Webometrics.

In the years to come, increasing globalization is to be expected in the sectors of higher education and research. International competition and collaboration will increasingly affect every university in the country. The recent additions to university numbers in Turkey and the change in the balance of supply and demand will bring about changes to the conditions of competition and heightened sensitivity about quality. We believe that 'restructuring of the higher education system

in Turkey', the work on which was initiated by the Council of Higher Education in 2011, will bear great significance both for our universities and our country. The report on restructuring of the higher education system prepared by a METU committee was made public in July 2011, and we will continue to work on the subject.

METU Strategic Plan 2011 – 2016 comprises seven Strategic Programs which aim at further increasing our University's performance within the anticipated national and international higher education and research environment.

Among these seven Strategic Programs, entitled 'Education', 'Research', 'Public Engagement and Outreach', 'Institutional Development', 'Workforce', 'Technopolis' and 'Northern Cyprus Campus', the last two programs target the increased contribution of these two very special initiatives of our University.

Moreover, the first five Programs comprise, in essence, supporting our quality assurance systems in undergraduate teaching and ensuring a planned development in our graduate programs, strengthening our scientific research competitiveness and impact, integrating our graduate education and R&D activities, safeguarding our intellectual property rights and converting IP into economic value, enriching our human resources, further institutionalizing our public outreach programs, and improving the infrastructure of our communication channels and organizational governance. Creating a number of new administrative units while improving the existing physical infrastructure and organizational capacity are objectives under the heading 'Institutional Development'.

METU Strategic Plan 2011 -2016 has been drawn up with large scale participation. I extend my sincere thanks to all faculty and staff members, students and alumni who contributed in the planning process, and in particular, to the "Research Policies Commission" and the "Educational Policies Commission", both of which spent long hours on preparatory work.

Continuous success of our University and realization of the *METU Strategic Plan 2011 – 2016* objectives will only be possible with the ownership and active support of our staff, students, alumni, and indeed all METU Friends. I hereby invite the entire *METU Family* to actively support and closely monitor the implementation of *METU Strategic Plan 2011 – 2016*.

 With my best wishes and regards,

                                                          Prof. Ahmet Acar
                                                            President

A. PREAMBLE:

The Strategic Plan covering the period 2005 – 2010 was based on the *METU Strategic Planning Model* approved by the University Senate in April, 2002. The model enabled the direct involvement of each academic unit during the processes of planning and implementation, and with a bottom-up approach in the first stage, the 'mission-vision-goals-setting objectives and proposing strategies' studies which were initiated at the level of Departments/Graduate Programs were integrated at the level of Faculties, Graduate Schools and Schools and transferred to the level of University. During the second stage of the process, setting out from the reports prepared by units, the University Strategic Planning Committee (USPC) was established, assuming the task of preparing the Strategic Plan of the University and submitting it for the Senate's approval. The USPC drew up the draft Strategic Programs basing them on the goals-objectives-strategy proposals prepared by the seven task forces consisting of 90 members who represented our University's internal and external stakeholders and who were delegated with the approval of the University Senate and Executive Board. During the joint meeting of the University Senate and Executive Board on March 8, 2005, these initiatives were approved and it was decided that *METU Strategic Plan 2005 – 2010* be implemented so as to include every unit of the University.

METU's aspiration in Strategic Plan 2005 – 2010 was summarized as 'leadership in the development of the community and contribution to international scholarship'. In addition to the initiatives of improvement and development of and support for existing practices, Strategic Plan 2005 – 2010 aimed at a set of novel structures and implementations.

With the realization of the novelties in Plan 2005 – 2010, METU has achieved significant progress. The headings listed below present a summary of the proposals and implementations introduced by this plan:

Research:

- Enhancing the technical and administrative support provided for large-scale research projects: The Research Projects Coordination Office was restructured, The METU Projects Support Office was founded, and with the aim of supporting international project proposal preparation and related administrative issues, the Technopolis Project Office was established.

- Improving the research infrastructure: Significant improvement has been achieved in the research infrastructure of the University with the establishment of large-scale research centers. (MEMS- MicroElectroMechanical Systems Center, MODSIMMER- Modeling and Simulation Research and Development Center, BİLTİR-Nondestructive Collisions Test Laboratory, GÜNAM-The Center for Solar Energy Research and Applications, BIOMATEN-Biomaterials and Tissue Engineering Excellence Center, RÜZGEM-The Center for Wind Energy Technologies Research and Applications)

- Strengthening interdisciplinary synergy: 'Contribution to interdisciplinary programs' was determined as a performance criterion in the performance budget allocations for departments.

- Providing support for the registration of intellectual property and transformation of this into a product: The Technology Transfer Office under METU Technopolis Co. was established.

- Establishing mechanisms to determine and support the 'primary areas in interdisciplinary research' within the University: Renewable Energy, Information Technologies, Defense and Aerospace, Biomedical, Risk, Disaster and Safety were determined as primary areas. The Program for Renewable Energy, Ecosystems and Sustainability (I-REES) was set up and priority was given to the support of its work.

- Strengthening the support provided for research activities and increasing rewards given to their outcomes: Rewards have been diversified (second publication award, etc.) and amounts have been increased. A support fund (Deposit Accounts Fund) has been created for contribution to international travels aiming at seeking support for research projects.

Education:

- Establishment of the METU Learning and Student Development Office which would help improve teaching methods, support the students' academic, social and personal development, and serve as a 'novelty center' in the area of education: The Learning and Student Development Office (LSDO) was founded and started to offer support geared towards the social and personal development of students and to provide technical support to faculty.

- Ameliorating the educational infrastructure: The comprehensive program implemented in 2009, 2010 and 2011 regarding the renewal of the student laboratories will continue in the coming term.

Public Engagement and Outreach:

- Providing support for activities aiming at solving the community's top priority problems and for services open to the public: Having been established in 2006, the Research and Applications Center for Science and Society started to support projects regarding public engagement, applied science activities and research and development projects towards top priority problems the community encounters.

Workforce:

- Drawing up and periodically revising the criteria concerning the recruitment, appointment, promotion and rewarding of faculty so as to increase the quality of academic personnel: The appointment and promotion criteria have been re-devised after an intensive study conducted in 2009.

- Carrying out studies in all academic units towards academic workforce planning, its recruitment and maintenance of its high quality: Faculty Human Resources Commissions were established and work on human resources planning was realized.

- Fostering the professional and personal growth of faculty and increasing their productivity: The orientation program and support activities devised for newly recruited academic personnel have been restructured and preparations for initiating the 'Academic Growth Program' in September 2011 have been completed.

- Expanding the performance-based award / bonus practices implemented for academic and administrative personnel: The awards have been diversified (young academicians, administrative staff, etc.) and amounts have been increased.

- Regularly measuring workforce satisfaction and their attitude towards the institution: LSDO has been carrying out assessment and evaluation studies to this end.

Institutional Development:

- Developing a METU Integrated Information System: The work on setting up an Integrated Information System started in 2008 under the responsibility of an advisor to the President. Currently, comprehensive work is continuing under the responsibility of a Vice President.

- Enhancing written and visual promotional material: Work on enhancing institutional identity and institutional communication was realized through obtaining relevant services.

- Establishing the METU Institutional Development and Planning Office: the METU Institutional Development and Planning Office has been established.

Certain changes are envisaged in the conditions under which our University will operate during the 2011 -2016 term and beyond. We expect the globalization pursued in the sectors of higher education and research to increasingly continue. International competition and collaborations experienced among universities and research institutions in order to attract students, academicians, researchers and research funds will be the main theme in five years to come. Our universities will have to adapt to international standards and expectations so that they can compete and become members of collaboration networks.

The important changes that have occurred in recent years within the higher education system in our country may require consolidations during the forthcoming term. Due to the reversed supply-demand balance resulting from the addition of newly founded universities and the expansion of student quotas, each and every university will be affected by the soaring demand for academicians, the surfacing of problems related to standards which were, until now, concealed by the surplus in demand, and particularly, the increasing competition to attract undergraduate students. With increasing university numbers, difficulties will emerge in sustaining the allocation of funds for state universities and expectations regarding closer collaboration with industry, 'transfer of knowledge' and 'diversification of incomes' may gain significance.

It is difficult to presently foresee what impact the studies initiated by the Council of Higher Education with regard to the 'restructuring of higher education' will have on the sector. Nonetheless, the possible changes – if implemented and to the extent that they are implemented – may bring about significant changes to university administration, financing models, performance measurements, accountability and the structure of the higher organs in the sector. Such arrangements, which could be spread over a long period of time, will call for the creation of new institutional structures and the development of new policies upon the modification of the legal framework. It will be vital for us, as METU, to monitor the process closely and to share our views and suggestions on every occasion.

B. THE STRATEGIC PLANNING PROCESS:

As with the previous plan, a 'bottom-up' approach to specifying objectives and strategies was employed in drawing up the 2011 – 2016 Strategic Plan. However, in the light of the lessons learned from the development and implementation of the previous plan, the strategic planning process was designed differently. When compared with the previous term, two distinct features come to the fore in the development process of the 2011 – 2016 Strategic Plan. The first of these is that the work on 'specifying the mission and vision' was not replicated in the 2011 – 2016 Strategic Planning process. It was considered that the dimensions of the University mission and vision were still valid, and so the work on prioritization among the dimensions, development of a performance measurement framework and specification of aims were not updated. It was targeted that the 2011 - 2016 Strategic Plan bear the features of an 'implementation plan' which would facilitate not only devising the action plans comprising objectives and initiatives in varied areas but also the specification of related tasks.

The second difference between the planning processes was that, rather than setting up a single Strategic Planning Committee which would develop suggestions regarding every dimension of the vision, during the 2011 – 2016 planning process, different committees at the University level were set up for each key dimension of the mission. In order to determine the objectives and initiatives in the area of education and research, separate committees were established representing the University's concerned internal stakeholders (faculty, staff, students, etc.) and units (academic and administrative). In order to enable the share the Committees' work, committee web pages were designed and meeting minutes and documents that were produced were made accessible. The drafts drawn up by the Committees were updated in accordance with the feedback obtained from stakeholders, and thus, the strategic programs were finalized. The Strategic Programs in the areas of public engagement and institutional development were developed within the framework of the views and reports obtained both from experts in the field and from the related units.

The 2011 – 2016 strategic planning process was formally initiated by starting the work in the area of 'research'. The METU Research Policies Committee (RPC) was established in accordance with the University Senate's decision (2010/1-5, February 23, 2010) in order to develop proposals with regard to METU's research objectives and initiatives. The first meeting of the RPC, which had 12 members representing different academic units in the university and whose names are provided in ANNEX 1, was held on March 17, 2010. The Committee held 24 meetings within the period covering March 2010 and May 2011. During the studies of the committee, the previously prepared strategy documents and evaluation reports as well as the performance information and suggestions included in the *METU Research and Development Activities Evaluation Report* (2009) were taken into consideration. In order to have the program proposals reviewed in detail, a sub-committee was established for each of the 3 headings of the program proposal so that they could be reviewed in detail, namely, the sub-committees for creating funds for research activities and their effective spending, increasing the impact of research outcomes, and developing an evaluation-assessment system that would enable sustainable improvement in research performance. The findings of the groups were discussed in the RPC meetings and the draft program was drawn up. The meeting minutes of the RPC and the related documents were made visible through the web page (www.apk.metu.edu.tr) and shared within the University. The Committee's report titled *The Draft Report on the Strategic Program for Research* was submitted for the opinion of the University in December 2010. The report was reviewed by the RPC and finalized in May 2011 in the light of the comments and suggestions provided by the faculty.

Work towards developing the proposal regarding the 'Strategic Program for Education' to be included in the 2011 – 2016 Strategic Plan started in June 2010. An assessment report was required from each Faculty and Graduate School comprising issues on their agenda which they considered

crucial and called for improvement, as well as educational inputs, educational process, the outcomes and impacts of educational activities and the quality assurance procedures. The reports which were completed in September 2010 were pieced together and discussed during a University Executive Board meeting in November 2010. The agenda based on the reports prepared by the academic units was presented to the members of Senate on December 8, 2010 for their views and suggestions.

Upon consideration of the breadth of the issues related to the improvement and development of educational activities, the establishment of a single committee to develop strategic initiative proposals was not found practical. Instead, the procedure adopted was to set up 9 sub-committees and have the upper-committee integrate their proposals in order to achieve not only participation appropriate to the broadness and far-reaching domain of the issue but also the necessary depth and speed in the studies. In this sense, the Educational Policies Committee consisted of 9 sub-committees, namely the Sub-Committees for:

1. English Language Education
2. the Assessment of the Services Provided by the Registrar's Office
3. Competency Levels of Undergraduate Admissions
4. the Improvement of Educational Facilities and Support Facilities such as Information Technologies and the Library
5. Instructional Technologies
6. Academic Success Levels of Students
7. Student, Faculty and Staff Behaviors
8. Programs and Courses
9. Graduate Education

The sub-committee members indicated in ANNEX 1 were appointed in line with the opinions of the Deans' Offices, Directorates of Graduate Schools / Schools and directors of administrative units. A representative from the President's Office relevant to the area of concern (Vice President, Secretary General or Assistant to the President) participated in the work carried out by each sub-committee. These representatives acted as observers but also provided information for the committee when required.

The Sub-Committees for Educational Policies held their meetings between February – May 2011 and their studies were shared within the University through the web address www.egitimpol.metu.edu.tr. The *Educational Policies Committee Integrated Joint Report* was presented to the opinion of the University in May 2011. The joint report was drawn up by the Upper-Committee comprising members from the Sub-Committees and necessary updates were made in accordance with the feedback obtained from faculty.

In the course of the development of the 2011 – 2016 Strategic Plan, in addition to the studies mentioned above regarding *Research* and *Education*, the reports prepared by the units directly involved in 'Public Engagement and Outreach', 'Institutional Development', 'METU Northern Cyprus Campus' and 'METU Technopolis' constituted grounds for working out the related strategic initiatives. More than 100 METU members participated either as part of a committee or as a unit representative in the strategic planning process.

Committee proposals and unit reports were integrated and the Strategic Program texts were put together by the Office of Research Coordination and Industrial Liaison. The draft *METU Strategic Plan 2011 -2016* was made visible at the web address www.sp2011-2016.metu.edu.tr to obtain opinions and suggestions. A presentation and sharing meeting was held on June 16, 2011 so as to inform the University of the strategic planning process and the content of the initiatives. The Strategic Plan was revised in the light of the feedback provided by those who attended the sharing

meeting and the feedback obtained through the website from 25 academic and administrative personnel.

METU Strategic Plan 2011 – 2016 will be implemented and monitored through annual implementation programs. Academic units as well as existing and newly generated administrative units will prepare annual implementation programs within the framework of the initiatives and sub-initiatives under their responsibility. The implementation procedure and performance will be monitored by the concerned units and the President's Office, and to this end, the necessary infrastructure will be created within the Institutional Development and Planning Office (IDPO). Implementation results and changes in conditions will be monitored, and if deemed necessary, modifications will be made in the content of *Strategic Plan 2011 – 2016* with the approval of authorized bodies.

C. METU STRATEGIC PROGRAMS 2011-2016: GOALS AND STRATEGIES

METU Strategic Plan 2011 – 2016 comprises the 7 Strategic Programs indicated below:

STRATEGIC PROGRAM # 1: EDUCATION

STRATEGIC PROGRAM # 2: RESEARCH

STRATEGIC PROGRAM # 3: PUBLIC ENGAGEMENT AND OUTREACH

STRATEGIC PROGRAM # 4: INSTITUTIONAL DEVELOPMENT

STRATEGIC PROGRAM # 5: WORKFORCE

STRATEGIC PROGRAM # 6: METU TECHNOPOLIS

STRATEGIC PROGRAM # 7: METU NORTHERN CYPRUS CAMPUS

The following breakdown has been employed in *METU Strategic Plan 2011 – 2016*:

Strategic Program >
    Sub-Strategic Program >
        Goal >
           Objective >
             Strategy >
               Sub-Strategy >

STRATEGIC PROGRAM #1:
EDUCATION

SUB-PROGRAM 1.1   CONTINUOUSLY INCREASING STUDENT QUALITY IN ADMISSIONS TO UNDERGRADUATE PROGRAMS

GOAL 1   Having students whose background knowledge and abilities are at increasingly higher levels (i.e. who come from the highest rankings in the existing University Entrance Exam system—YGS/LYS) prefer our University

Str 1.1   Intensifying promotion activities

Sub-Str 1.1.1   Maintaining and expanding the efforts to reach potential students upon the announcement of University Entrance Exam results and convincing them to prefer METU

Sub-Str 1.1.2   Establishing new set-ups at the levels of the President's Office and the academic units regarding the promotion of METU (**Re. Str 4, Sub-P 4.1, Goal 5, Str. 5.9**)

Sub-Str 1.1.3   Sharing the studies and activities carried out by METU with the public through all sorts of mass media tools

Sub-Str 1.1.4   Enabling the presence of METU in social network sites and carrying out effective promotion towards potential students by having METU's academic and cultural activities posted on such sites

Sub-Str 1.1.5   Having promotional news about METU take more place in the media

Sub-Str 1.1.6   Making METU's Publicity and Promotion Fair more effective, increasing the public's awareness and turnout

Sub-Str 1.1.7   Having professional groups devise the promotional tools, and particularly, construct the websites of METU's faculties, departments and programs; making sure such tools are periodically updated

Sub-Str 1.1.8   Planning promotional visits and seminars geared towards counseling units of private courses and high schools

Sub-Str 1.1.9   Arranging science camps and project competitions for high-achieving students in high schools

Sub-Str 1.1.10 Enabling the more effective involvement of alumni and their achievements in promoting the University

Sub-Str 1.1.11 Initiating a promotional program directed to families so as to inform parents of METU's programs and campus life

Sub-Str 1.1.12 Having alumni associations trace high-achieving students in their regions and refer them to METU

Str 1.2   Making arrangements that would increase student interest in METU

    Sub-Str 1.2.1   Investigating the reasons behind the decrease in interest for some departments at METU and devising strategies towards restoring interest

    Sub-Str 1.2.2   Carrying out work towards and devising relevant strategies for determining the expectations and backgrounds of prospective/new METU students

    Sub-Str 1.2.3   Improving the 'Personal Information Form' which is completed by students through the student information system in such a way that it will help obtain data regarding students' academic, social and personal attributes as of their admission to the university; determining the support to be provided for students in the light of such information

    Sub-Str 1.2.4   Increasing the number of minor programs in current issues and establishing departments in such fields

    Sub-Str 1.2.5   Developing new mechanisms that would be attractive for high-achieving students so as to eliminate the socio-economic conditions that pose obstacles for students during the stage of preferring METU's programs and to convert these into encouraging factors; increasing the opportunities offered and making the opportunities provided for students visible to the public **(Re. StrP 5, Sub-P 5.1, Goal 7)**

    Sub-Str 1.2.6   In the process of having qualified students prefer METU programs, making use of the opportunity of involvement in educational programs that are financially supported by the European Union (Erasmus, Erasmus-Mundus) as an incentive and stressing this in promotional activities

GOAL 2   Making METU undergraduate programs a top priority preference for international students

    Str 2.1   Increasing employment, scholarship and internship opportunities for high-achieving international students

    Str 2.2   Revising the promotional materials prepared in various languages and having these materials sent to institutions and universities in countries where there are potential METU students

    Str 2.3   Making our University more favorable by lowering tuition fees for foreign students

    Str 2.4   Strengthening connections with universities in the same league, signing agreements for undergraduate programs, continuing with dual-degree program agreements; rendering student exchange programs effective

    Str 2.5   Arranging the admissions calendar so that admission results are announced in the month of January

Str 2.6   Devising a calendar for international promotion activities, carrying out effective planning

Str 2.7   Upgrading the web pages of our University by taking international students into consideration

Str 2.8   Improving legislation concerning foreign students (visas, residence and work permits, scholarships, etc.) through efforts at the level of the government

Str 2.9   Obtaining funds from the government for activities aiming at attracting foreign students to METU

Str 2.10   Increasing relations with the education branches of our country's foreign missions

Str 2.11   Having METU's foreign faculty members contribute to the planning and implementation of promotional activities targeting foreign students

SUB-PROGRAM 1.2   INCREASING THE EFFECTIVENESS OF EDUCATIONAL PROGRAMS

GOAL 1   Revising educational programs and developing programs comprising multi-optional and complementary courses with balanced credit loads and distributions

Str 1.1   By taking into consideration the hours students spend studying, restructuring course credits within the credit system applied in our university so that hours needed for theoretical and applied courses and other activities aspired for students are met

Sub-Str 1.1.1   Converting the 'non-credit courses' in the existing system into 'credit courses', namely, 'Principles of Kemal Atatütk' and 'History of the Turkish Revolution' as well as 'Turkish' which offered to every department but is a 'credit course' only in the Faculty of Education; with the exclusion of seminars, rendering each course a 'credit course'

Sub-Str 1.1.2   Allocating realistic credits for such practices as 'recitation' and 'laboratory work' which are implemented by some departments but are apparently non-credit

Sub-Str 1.1.3   Improving the existing credit system in our University, if deemed necessary, taking the European Credit Transfer System (ECTS) stipulated in the Bologna Process as a model; rendering the credit loads and courses within our educational programs compatible with equivalent national and international programs

Str 1.2   Re-assessing Freshman courses through joint departmental meetings and re-designing these courses in the light of the students' secondary education backgrounds

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Str 1.3   Enabling English Language Preparatory Course students who have attained a certain level in the first term to take a limited number of Freshman courses (e.g. Math 119) in their second term

Str 1.4   Being supportive of students' taking non-field courses

Str 1.5   Encouraging enrollment in second foreign language courses

Str 1.6   Encouraging practicum courses and internship; in cases where internship is compulsory, integrating the evaluation process and outcomes of internship into education

Str 1.7   Incorporating content regarding social responsibility, rules of law and ethics into the curriculum as a theme, project or course

GOAL 2   Increasing the flexibility and effectiveness of minor and double-major programs

Str 2.1   Enabling students to follow the programs they wish to by enhancing internal transfer and double major opportunities

Str 2.2   Promptly carrying out assessments on the current state of minor and double-major programs in the light of student and advisor opinions

Str 2.3   Redefining and expanding the target population and functionality of minor and double-major programs taking into consideration the current-state assessment results

Str 2.4   Rendering minor programs interdisciplinary in nature and determining new program demands according to needs

Str 2.5   Increasing the number of elective courses in minor programs; suggesting courses geared towards application

Str 2.6   Transferring the coordination of interdisciplinary minor programs from faculties to the related departments

Str 2.7   Having units at all levels support minor and double-major programs and ensuring the necessary flexibility in implementation

Str 2.8   Rendering course acceptances within the scope of double-major programs more flexible

GOAL 3   Eliminating the existing problems related to prerequisites, elective and non-departmental must /multi-section courses

Str 3.1   Having the departments look into prerequisites and prerequisite courses and specify justifications for these; abandoning prerequisites for which sufficient justification cannot be provided; describing prerequisite courses in a less stringent manner or increasing the number of equivalent courses

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Str 3.2   Unless unavoidable (e.g. being abroad within the framework of the ERASMUS program), enabling the students to take their non-departmental must / multi-section courses without delay

Str 3.3   For minimal coordination, preparing departmental and non-departmental multi-section course contents and program outcomes with a joint opinion achieved through the contribution of all academicians giving the course; for full coordination, if possible, having all academicians giving the course formulate a joint opinion on course content, program outcomes, teaching methods and the procedure and techniques of assessment and evaluation

Str 3.4   Having the departments devise their programs in such a way that their courses, exams, practicum sessions etc. do not coincide with non-departmental multi-section courses

Str 3.5   Offering departmental and non-departmental courses that are rich in variety, and that will enable students to improve themselves in different fields

Str 3.6   Taking into consideration stakeholder views and contribution to industry and society in the specification of the course contents of elective courses aiming at contributing to the students' career development

Str 3.7   Standardizing lecture halls in terms of technological and physical setting so that similar class environments can be offered to students taking multi-section courses

Str 3.8   Obtaining statistics on the elective courses undergraduate students enroll in; identifying the most preferred elective courses, looking into the reasons for this and making necessary arrangements

Str 3.9   Ensuring the inclusion of information on courses of all categories offered to students (must, elective etc.) in the 'Online Academic Catalog'; informing students of the 'Online Academic Catalog' and ensuring its extensive use by them

GOAL 4   Increasing the students' interest and motivation by enabling them to effectively contribute to the process of education

Str 4.1   Restructuring courses so as to enable the existence of activities that are not based on rote-learning but on critical thinking, research, and discussion, sharing and team production

Str 4.2   Decreasing the weight of lecturing and taking measures to promote the design of interactive courses

Str 4.3   Having academicians assign open ended problems / project work / research topics through which students can collaboratively work in small groups during lessons; ensuring that the selected problems and topics are linked to those that the students will encounter in their careers after graduation

Str 4.4   In order for a student-centered approach to be effectively implemented, making arrangements so as to keep the number of students enrolled in a course at the lowest level in accordance with the features of the course

Str 4.5   Making attempts for the cessation of the unbalanced quota expansions and raising our educational infrastructure and human resources to a level compatible with quotas

Str 4.6   Employing technology-based education (such as the e-learning platform) and discussion environments with the aim of supporting classroom-based instruction

Str 4.7   Quantitatively and qualitatively assessing educational processes in terms of interest and motivation through scientific research projects

GOAL 5   For each undergraduate program, describing in the Department / Unit mission, revising, sharing, assessing, evaluating and improving the Program Educational Objectives by taking into consideration scientific, societal and career needs

Str 5.1   Having the related Department / Unit overtly express in its mission what undergraduate students are expected to achieve (Program Educational Objectives – e.g. become a manager, pursue an academic career etc.) within 1 or 2 years after graduation in the light of scientific, societal and career needs; regularly revising the existing objectives

Str 5.2   Obtaining views from internal, and in particular, external stakeholders through means such as advisory committees in order for the faculty implementing the program to specify and periodically revise their program's educational objectives

Str 5.3   Sharing the program's educational objectives with stakeholders and the society by making them public in an easily accessible manner

Str 5.4   Developing and implementing assessment, evaluation and improvement procedures that are, in particular, based on external stakeholder views so that it can be determined whether the 'program educational objectives' have been achieved, and if not, necessary measures are taken

GOAL 6   For each undergraduate program, describing, revising, sharing, assessing, evaluating and improving the Program Outcomes (what students are expected to know and do after graduation) by taking into consideration scientific, societal and career needs

Str 6.1   For each undergraduate program, describing the program outcomes so as to enable its graduates to acquire a foundation that will support the achievement of the program's educational objective, by taking into consideration scientific, societal and career needs and aligning them to the *National Qualifications Framework for Higher Education in Turkey*; revising the existing program outcomes

Str 6.2   In order to determine the expected program outcomes and conduct periodical reviews, obtaining views from both external (through means such as advisory committees etc.), and in particular, internal stakeholders

Str 6.3   Clearly expressing the connections between expected program outcomes and undergraduate courses; specifying how which course supports which outcome

Str 6.4   Sharing the educational outcomes with stakeholders and the society by making them public in an easily accessible manner

Str 6.5   Developing and implementing assessment, evaluation and improvement procedures that incorporate external stakeholder views (through means such as advisory committees etc.) and in particular, views obtained from internal stakeholders in order to determine whether program outcomes have been achieved

Str 6.6   Employing methods that enable the assessment of student success in a multi-faceted manner (self, peer and teacher contribution)

Str 6.7   Having the Learning and Student Development Office (LSDO) provide the necessary training for applying diverse assessment techniques (diversified with techniques such as open-ended, self-prepared and answered during exams, questions that require application, case studies, etc.) in the evaluation of academic success

Str 6.8   Conducting self-assessment following the assessment and evaluation process in order to understand the level of student gains and obtaining students' opinions; in the light of these opinions, reviewing the effectiveness of the employed teaching strategies and assessment and evaluation techniques

GOAL 7   Making use of some common 'program outcomes' for undergraduate programs throughout the University

Str 7.1   For undergraduate programs, specifying the Common Program Outcomes concerning personal growth which can serve all METU graduates in their professional lives

Str 7.2   In order to equip students with common program outcomes, incorporating courses that cover topics such as history of science, philosophy of science, history of art, ethics, research/professional ethics and rules of law in curriculums; designing such courses and establishing the academic structure (program/unit) required for making these courses available throughout the University

GOAL 8   Rendering the course preparation and planning process more efficient

Str 8.1   Introducing a standard to every syllabus implemented within the University; at least allowing for significant dimensions such as course description, content, student gains, assessment and evaluation

Str 8.2   Having LSDO provide support services to faculty who require aid in expressing general and specific learner gains in syllabi and consequently drawing up these syllabi (e.g. conducting seminars, sharing electronic documents)

Str 8.3   Handing the syllabi to students within the first week of each course and ensuring that they are also shared electronically (METU-Online, departmental Web pages etc.) throughout the term

Str 8.4   Encouraging the academicians offering a course prepare detailed lesson plans comprising specific learner gains for each topic within the course content and the appropriate instructional strategies (lectures, discussions, group work, Q&A, etc.); if aid is requested regarding this issue, having LSDO offer support services (e.g. conducting seminars, sharing electronic documents)

Str 8.5   Formulating specification tables containing topics and specific learner gains to be utilized in the assessment and evaluation process; if aid is requested regarding this issue, having LSDO offer support services (e.g. conducting seminars, sharing electronic documents)

Str 8.6   Obtaining feedback towards the improvement of course content through course evaluation surveys

GOAL 9   Reviewing programs/fields and if deemed necessary shaping them in accordance with new developments worldwide

Str 9.1   Shifting the main pivots of existing programs or increasing the number of minor programs on current topics with the aim of transferring new technologies and scientific developments to teaching

Str 9.2   In cases of initiating new undergraduate programs, structuring the new programs under a department close to the topic (e.g. Molecular Biology and Genetics under the Department of Biology) instead of establishing new departments so that existing university resources are used more effectively and efficiently

SUB-PROGRAM 1.3   RAISING ENGLISH PROFICIENCY LEVELS

GOAL 1   Increasing student awareness throughout the University regarding the significance of English within the educational process

Objective 1.1 Raising the awareness of Department of Basic English students regarding the importance of English

Str 1.1.1   Having the Department of Basic English conduct informative seminars for its students towards the role and significance of English during their studies at university

Objective 1. 2 Raising the awareness of undergraduate and graduate students regarding the importance of English

Str 1.2.1 Having LSDO and the Academic Writing Center conduct seminars and/or informative sessions for undergraduate and graduate students throughout their education regarding the importance of English

Str 1.2.2 Getting the students acquire information on the role of English in undergraduate programs during all kinds of informative meetings organized by the University (Adjustment and Orientation courses, Promotion Fair, Career Days etc.)

Str 1.2.3 Having the Career Planning Office conduct work on informing the students about the significance of English in professional life and thus raise their awareness

GOAL 2 Creating learning environments that will make possible the improvement of students' English

Objective 2.1 Having students acquire the basic language skills they will need during their studies in their departments at the Department of Basic English

Str 2.1.1 Decreasing the number of daily contact hours and extending the period of education for beginner level students so as to pave the way for internalization of knowledge

Str 2.1.2 Conducting educational seminars on Effective Language Learning Strategies

Str 2.1.3 Providing extra-curricular opportunities for learning English

Str 2.1.4 Employing alternative assessment methods to enable students to monitor their own learning

Str 2.1.5 Developing programs and assessment systems that will lead to the better development of students' writing and speaking skills

Str 2.1.6 Utilizing information technologies in and out-of class

Objective 2. 2 Enabling the sustainable development of the students' English proficiency throughout their undergraduate studies

Str 2.2.1 Providing opportunities for students to use the foreign language in effective communication both in written and spoken form throughout their education in their departments

Str 2.2.2 Depending on the faculties of students, providing flexibility in the programs of the compulsory English courses offered by the Department of Modern Languages

Str 2.2.3 Increasing the numbers and types of the elective English courses offered by the Department of Modern Languages and encouraging students to take these courses

Str 2.2.4 Creating e-learning environments in order for students take responsibility in learning English outside class

Str 2.2.5   Promoting the use of English by both faculty and students in every undergraduate course

Str 2.2.6   Increasing opportunities that will enable students to join exchange programs and thus spend a part of their educational lives abroad and encouraging participation in such programs

Objective 2. 3 Improving English language skills in graduate programs

Str.2.3.1   Having graduate students directed to the Academic Writing Centre by their advisors immediately after they start their studies

Str 2.3.2   Offering the courses ENG 401 and ENG 402 not only to students within the scope of the Scientific HR Development Program (ÖYP) but also to all graduate students

Str 2.3.3   In collaboration with the Academic Writing Center, designing the courses 'Writing Theses' and 'Academic Writing in the English Language'

GOAL 3   Providing support for faculty regarding teaching in English

Str 3.1   Ensuring collaboration between academicians from SFL and the departments by employing the method 'Content and Language Integrated Learning' in undergraduate programs

Str 3.2   Having academicians from the departments and SFL give feedback to students in the name of improving the use of English in undergraduate courses and providing support for the evaluation of student output

SUB-PROGRAM 1.4   INSTITUTIONALIZATION OF QUALITY ASSURANCE IN EDUCATION

GOAL 1   Subjecting undergraduate programs to external evaluation

Str 1.1   Urgently developing mechanisms required for the external evaluation of academic programs at both national and international levels and making attempts to this end; obtaining national and international accreditations (quality assurances)

Str 1.2   Providing central administrative support for departments / programs subjected to external evaluation **(Re. StrP4, Obj.4.1, Goal 5, Str.5.6)**

Str 1.3   Providing funds from University resources for external evaluation

Str 1.4   Having the University fulfill, as a priority, the resource needs specified in the process of external evaluation

GOAL 2   Creating a performance assessment and evaluation system which will enable sustainable improvement in teaching performance

Str 2.1   Reviewing the existing course evaluation forms and the way evaluation is implemented, and if deemed necessary, conducting revisions; taking measures towards increasing student participation

Str 2.2   Abandoning the practice of using course evaluation forms as the sole criterion; enabling the preparation of an 'Instruction Self-Evaluation Report'; obtaining student views and suggestions when deemed necessary

Str 2.3   Obtaining feedback on courses from graduates a certain period after their graduation

Str 2.4   Moving towards arrangements in appointment and promotion criteria that will encourage the design of courses in diverse topics, the introduction of novelties to teaching systems and the use of technology in education, and thus enable the evaluation of teaching practices more effectively

Str 2.5   Creating environments for sharing samples of best practices of effective teaching within the University

    Sub-Str 2.5.1   Having experienced members of faculty become mentors for newly hired academicians; rewarding members of faculty (appointment criteria, funding research activities and travels, etc.) who actively take part in mentoring; enabling experienced academicians from each faculty renowned for their teaching excellence share their experiences with young academicians

    Sub-Str 2.5.2   Having experienced academicians give seminars particular to faculties or departments

    Sub-Str 2.5.3   Providing support for / Rewarding academicians whose courses undergo voluntary 'peer assessment'

    Sub-Str 2.5.4   Creating on-line discussion environments for effective teaching

    Sub-Str 2.5.5   Arranging seminar days during which members of faculty who have earned the 'Educator of the Year' award share their experiences

    Sub-Str 2.5.6   Having the LSDO provide support services in accordance with the needs of newly hired academicians (e.g. conducting seminars, sharing electronic documents, etc.)

    Sub-Str 2.5.7   Enlarging library resources (print, electronic, video) on diverse teaching methods

GOAL 3   Constant monitoring of the academic success levels of students and conducting evaluation at the level of departments

Str 3.1   Filing all data belonging to METU students in a way that they are easily accessible when required and making arrangements so that these data are readily available for departments and commissions upon request

Str 3.2   For each department, conducting detailed annual analyses, particularly on the success levels in Freshman courses and developing strategies accordingly

SUB-PROGRAM 1.5   ENHANCING THE INFRASTUCTURE SUPPORT FOR EDUCATIONAL PROGRAMS AND THE SERVICES RELATED TO EDUCATION

GOAL 1   Improving the usage intensity of classrooms

Objective 1.1   Enhancing the use of existing classrooms

Str 1.1.1   Identifying the capacity for courses and exams, as well as the physical features of existing classrooms and drawing up an inventory

Str 1.1.2   Obtaining classroom inventories from departments before the beginning of each academic year and, if applicable, identifying changes

Str 1.1.3   Updating the classroom inventory prepared for the entire University and using it to allocate classrooms for courses offered by departments that do not have buildings of their own and for interdisciplinary program courses

Str 1.1.4   Putting into use the Geographical Information System where the geographical locations and capacities of classrooms will be available and preventing the placement of consecutive courses in locations too much apart from one another

Str 1.1.5   Initiating a counter-ring service which will run between the center and off-center departments (leaving non-educational facilities, that is for example, dormitories, off-route) as an alternative to the existing ring system so that in addition to central classrooms which are used densely, other service classrooms (those in off-center departments) can be used

Str 1.1.6   Taking into account that 8:40 classes do not prove to be effective, conducting an evaluation study as regards having classes start at 9:00

Str 1.1.7   Broadening the use of smart classes

Str 1.1.8   Overhauling (or redesigning) the classrooms throughout Campus to accommodate new technological equipment and enable the effective use of technology in teaching processes; in every classroom, setting up the technological infrastructure (computers, audio visual and recording systems, etc.) appropriate to the objective of effective teaching

Objective 1.2   Obtaining new classrooms in addition to the existing ones

Str 1.2.1   If constructing annexes to existing buildings is possible, annexing classroom wings

Str 1.2.2   Constructing a building with classrooms only belonging to the President's Office; allocating these classrooms for common use

Objective 1.3 Using the common classrooms where non-departmental compulsory multi-section courses are held more efficiently

Str 1.3.1   Determining the classrooms allocated for such courses and obtaining updated information regarding their use

Str 1.3.2   Creating a medium of correspondence and information that will enable the Registrar's Office (RO) to communicate with departments not directly, but over the President's Office, when problems such as a department not allocating its classrooms for non-departmental compulsory multi-section courses or closing classrooms arise

Str 1.3.3   Having the departments draw up a schedule for the use of the classrooms allocated for non-departmental compulsory multi-section courses beforehand, thus preventing changes to the schedule according to demands coming from faculty

GOAL 2   Using common computer laboratories more efficiently

Objective 2.1 Structuring the common computer laboratories as facilities having an adequate rate of usage and whose technical and administrative maintenance is provided by the departments or administrative units they belong to

Str 2.1.1   Having departments arrange for, renovate, maintain and provide the technical staff for the computer laboratories which are necessary for their own courses and educational needs

Str 2.1.2   Having the Computer Center (CC) arrange for, renovate, maintain and provide the technical staff for the central computer laboratories, which all students need

Str 2.1.3   Having the CC specify the needs of the central computer laboratories; having the departments decide on the location and capacity of the computer laboratories they themselves operate by obtaining consultancy from the CC

GOAL 3   Creating / Arranging for study areas for students

Objective 3.1 Providing alternative study areas for students by creating new study environments within departments / units

Str 3.1.1   Creating study halls within departments; if the building is suitable, creating study areas on corridors and making it possible for students to study after working hours

Objective 3.2 Rearranging study environments so as to enable students to study in groups

Str 3.2.1   Creating study areas that will stay open throughout the night (in the cafeteria, at the departments)

Str 3.2.2   Inspecting the study halls in dormitories and enabling their improvement

Str 3.2.3   Working towards extending the hours that the University Library Building is open **(Re. StrP.4, Sub-P.4.2, Goal 1, Str.1.4)**

GOAL 4   **Continuing work on the renovation and maintenance of the Student Laboratories**

GOAL 5   **Improving and developing the Student Affairs Information System (SAIS)**

Str 5.1   Enabling the monitoring of students' academic status through the system

Str 5.2   Adding to the system new programs which will facilitate the services of the RO

Str 5.3   Within the RO and the CC, establishing a unit in charge of the SAIS

Str 5.4   Updating the contact information of students and broadening means of communication with them

Str 5.5   Rendering the SAIS user friendly and informing users of updates

Str 5.6   Rendering the approval program for advisors more effective in advisory services

Str 5.7   Aligning the SAIS with METU's existing systems

Str 5.8   Preparing a new SAIS program which will cover every process pertaining to education, or, examining such existing programs and if appropriate, purchasing and adapting these

GOAL 6   **Improving the facilities of and services provided by the Registrar's Office (RO)**

Objective 6.1 Qualitatively and quantitatively enhancing the RO staff and administrators

Objective 6.2 Improving the RO staff's working conditions

Objective 6.3 Providing a facility which will accommodate all units affiliated to the RO

Objective 6.4 Bringing improvements to the existing RO facility

Objective 6.5 Improving the communication between academic units and the RO

Objective 6.6 Improving the services provided for students (providing information to students in a readily and easy manner, providing services readily and efficiently, etc.)

Objective 6.7 Improving the organizational procedures under the responsibility of the RO regarding course schedules and classroom allocations

GOAL 7 Improving the services and resources of the Library (Re. StrP.4, Sub-P.4.2, Goal 1)

SUB-PROGRAM 1.6   SUPPORTING INNOVATIONS IN THE USE OF INSTRUCTIONAL TECHNOLOGIES

GOAL 1   Raising awareness regarding the scope of instructional technologies and the competency in their employment

Str 1.1   Obtaining the opinions and suggestion of both faculty and students regarding the use of instructional technologies through a survey conducted under the leadership of LSDO

Str 1.2   Organizing mandatory training seminars for newly hired academicians so as to provide them with the competency required in the effective use of instructional technologies in education

Str 1.3   Incorporating item(s) related to the in-class use of instructional technologies into the instructor / course evaluation forms,

Str 1.4   Offering seminars for academicians so that they can conduct their lessons more effectively and efficiently with support from technology

Str 1.5   Developing the Instructional Technologies Support Office as an instructional technologies support/service unit and improving it

Str 1.6   Establishing instructional-technologies support units within faculties / departments, or, appointing staff competent in instructional technologies

Str 1.7   Having the concerned units (CC, Instructional Technologies Support Office) constantly explore and evaluate new technologies, and if necessary, develop such technologies

GOAL 2   Constantly updating instructional technologies and supporting faculty members

Str 2.1   Developing sample syllabi that can be implemented in courses that will be supported with instructional technology and sharing these with the academic units

Str 2.2   Securing communication, collaboration and coordination among service units such as LSDO, Instructional Technologies Support Office, RO and CC, and drawing up their job descriptions within this framework

Str 2.3   Having the Instructional Technologies Support Office conduct at least one research per year on innovations in instructional technologies and their applications; evaluating the results of these surveys

Str 2.4   Organizing an annual 'Instructional Technologies Fair' on Campus under the coordination of the Department of Computer Education and Instructional Technology and with contribution from concerned units

Str 2.5   Rendering the structure of the Learning Management System (LMS) compatible with new technologies and the Bulletin Board System (BBS)

Str 2.6   Conducting usability tests for existing or future instructional support systems at the METU-CC Human Computer Interaction Laboratory so as to render them more usable and then, putting them into service

Str 2.7   Providing support for setting up a website for each course

Str 2.8   Setting up the infrastructure of and putting into use a digital repository so as to render all of our intellectual property accessible

Str 2.9   Examining the infrastructure of METU TV and rendering it more active; producing video-based course material and broadcasting these via METU TV (Webcast/Podcast)

Str 2.10   Setting up the necessary infrastructure to enable the use of mobile technologies (e.g. SMS, MMS) to support our instructional system

Str 2.11   Setting up the Webinar system in our University

Str 2.12   With educational and communication purposes, setting up the technologies Web 2.0 (social networks, and in more general terms, social media) and Web 3.0 (cloud computing)

GOAL 3   Expanding the production and sharing of instructional materials

Str 3.1   Filming videos for applied courses (laboratories)

Str 3.2   Filming videos for foundation courses having high enrollment numbers

Str 3.3   With the aim of transferring teaching out-of class, conducting needs analysis towards the preparation of technology supported instructional materials

Str 3.4   Preparing 2 or 3 dimensional simulations for the laboratory work of foundation courses

Str 3.5   Conducting pilot simulation studies on courses other than foundation courses

Str 3.6   Enabling in- and out-of campus sharing of the produced materials via the digital repository

Str 3.7   Live broadcasting and recording of seminars

Str 3.8   Live broadcasting and recording of jury meetings

Str 3.9   Enhancing graduate programs via synchronous and asynchronous technologies

Str 3.10   Developing online, lessons, workshops and courses such as 'psychological counseling/guidance', 'creativity', 'innovativeness', 'entrepreneurship', 'negotiation' that students can take as an elective or undertake as an extracurricular activity

Str 3.11   Employing mobile technology (SMS, MMS) for educational purposes (as a pilot implementation, teaching vocabulary to English Language Preparatory Year students)

Str 3.12   Organizing meetings and seminars through which faculty who have developed successful applications by employing instructional technologies can display these applications within their departments, faculties and the university as a whole

Str 3.13   Providing the technical and administrative support that may be needed by faculty who wish to share their lessons/seminars synchronously with internal and external users

Str 3.14   Recording Webinars and saving these in the digital repository

Str 3.15   Including the Audio-Visual Systems Research and Application Center (GİSAM) videos in the digital repository

Str 3.16   Conducting work towards establishing meaningful connections between the Web materials of courses that concern more than one discipline (e.g. in the Junior Year course 'Aerodynamics' of Aerospace Engineering, establishing a connection to the related section of the Freshman course 'Calculus')

GOAL 4   Establishing new structures and mechanisms in order to support innovativeness in the use of instructional technologies

Str 4.1   Having the Vice President or Advisor to the President delegated by the President collaborate with Persons in Charge of Faculty Instructional Technologies, Department Instructional Technologies Coordinators and the concerned service units (LSDO, Instructional Technologies Support Office, RO, CC) as the 'Instructional Technologies Advisory and Steering Committee'

Str 4. 2   Having the Committee submit to the President's Office and Senate an annual report comprising the use of instructional technologies, demands, needs and the necessary arrangements

Str 4. 3   Developing mechanisms that will lead to a willingness to employ instructional technologies; supporting faculty who produce examples of best practice (e.g. the 'Reward for Best Employment / Employer of Technology', funding from 'Scientific Research Projects' and other resources)

GOAL 5   Developing open instructional materials so as to share lessons with other higher education institutions

Str 5.1   Supporting the "Open CourseWare" system

Str 5.2   Including open lesson deliveries as additional points or a requirement in the appointment and promotion criteria

SUB-PROGRAM 1.7   ENHANCING GRADUATE EDUCATION

GOAL 1   Attracting top quality students to graduate programs

Str 1.1   Effectively promoting graduate programs (improving websites, preparing catalogs and promotional documents, etc.)

Str 1.2   Improving financial support for graduate students

Sub-Str 1.2.1 Establishing a 'Graduate Scholarship Committee' and providing support such as scholarships, accommodation, funding for food from diverse sources (Technopolis etc.)

Sub-Str 1.2.2 Making effective use of programs that will provide financial support for graduate students (SAN-TEZ, BIDEB, EU Projects, etc.) and developing new programs that will support graduate students during the period of their thesis studies (the 'Program for Training Researchers for Industry', etc.)

Str 1.3 Reviewing the requirements for graduate admissions (Examining admissions based on the 'Academics and Graduate Education Admissions Exam – ALES' and the 'English Proficiency Exam – EPE', and reconsidering English proficiency exams accepted in admissions; discussing whether varying criteria can be applied for METU graduates and graduates of other universities)

Str 1.4 Carrying out groundwork in order to attract, in particular, successful METU graduates to graduate programs

GOAL 2   Attracting qualified foreign students to the programs

Str 2.1 Developing research scholarship opportunities for foreign students and making attempts at the level of the Ministry of National Education and the Council of Higher Education so as to have them reconsider admission requirements

Str 2.2 Signing partnership agreements in order to attract high quality students from some select universities abroad (particularly from neighboring countries); broadening the implementation of exchange programs (e.g. Erasmus)

Str 2.3 Participating in educational fairs abroad and carrying out effective promotion with booklets/fliers etc.; providing information regarding support opportunities (scholarships, accommodation, etc.)

Str 2.4 Establishing a separate unit to deal with the problems foreign graduate students encounter (a sub-unit under the International Cooperation Office)

Str 2.5 Creating programs similar to the Post-Doc Research Program (DOSAP) and the Scientific HR Development Program (ÖYP) for foreign students

Str 2.6 Bringing solutions to the accommodation problems of foreign students (allocating quotas in dormitories to this end, finding flats with reasonable rents which are close to Campus for foreign students, etc.)

Str 2.7 Creating part-time job opportunities in the private sector (e.g. Technopolis firms)

Str 2.8 Having the Graduate Schools organize workshops, conferences, summer schools during summer months and attracting graduate students from different countries to these

Str 2.9 Supporting the realization of meetings of national and international professional organizations and student club meetings at METU

Str 2.10　　Enhancing both the websites for foreign students and the English content of important documents

GOAL 3　Providing information for and supporting students enrolled in graduate programs in an effective manner

Str 3.1　　Effectively providing information regarding procedures and programs (preparing a "student manual / handbook", informing through e-mail, a separate bulletin for graduate students, etc.)

Str 3.2　　Providing support as regards writing theses / project reports

Sub-Str 3.2.1　Rendering the services of the Academic Writing Center more effective (reviewing in terms of English and content, workshops on writing theses, etc.)

Sub-Str 3.2.2　Having the Graduate Schools and the Academic Writing Center organize biannual (in February and June) workshops on writing theses and project reports and issuing certificates to the participants; having the students present these certificates upon graduation

Str 3.3　　Rendering more effective the thesis supervisor scheme

Sub-Str 3.3.1　Reconsidering the number of thesis students per faculty (evaluating the number of students per thesis supervisor by calculating the averages of departments / programs)

Sub-Str 3.3.2　Defining the course contents of the courses coded 800-900 and scheduling the weekly conferences between students and thesis supervisors

Str 3.4　　Establishing a unit/center which will provide consultancy on statistical analysis methods for all graduate students and other researchers

GOAL 4　Improving the procedures concerning graduate education

Str 4.1　　Ameliorating the procedure of determining the thesis supervisor and topic

Sub-Str 4.1.1　Having thesis supervisors organize meetings/workshops in their fields of research at the beginning of a term

Sub-Str 4.1.2　Having the thesis topics/ fields of thesis supervisors published on the Web

Sub-Str 4.1.3　In applicable graduate programs, enabling students to determine their thesis supervisors and topics at the end of their first term and take courses accordingly in their second term

Str 4.2　　Holding the meetings of thesis supervisory committees in a timely manner and in a way that will influence the work of students (Keeping minutes during

thesis supervisory-committee meetings and handing over copies to both the student and the concerned department; enabling access to the meeting minutes and the student's progress report through the Web)

Str 4.3   Examining the diversity of graduate courses on a departmental basis; increasing the number of graduate courses where there is limited diversity and reviewing the graduate courses in the catalog every 5 years

Sub-Str 4.3.1 Facilitating enrollment in courses offered by other universities so as to increase the number/diversity of graduate courses (To this end, aligning registration and grade submission periods with other universities; encouraging enrollment in on-line courses offered by universities abroad, etc.)

Sub-Str 4.3.2 Deliberating over incentives for increasing the number of graduate courses offered by Departments (Specifying the number of graduate courses offered as an indicator of performance in the allocation of a department's performance budget)

Sub-Str 4.3.3 Drawing up the contents of graduate courses in a way that will stress the qualifications and competencies which students will be equipped with and the potential impact of these courses on their careers, etc.; enabling access to this content on the Web, organizing departmental websites accordingly

Sub-Str 4.3.4 In graduate programs, having students enroll in courses geared towards enhancing their research capacity; specifying a certain number of 'research credits' and not allowing graduation unless an adequate number of 'research credits' are ensured

Str 4.4   Examining the doctoral comprehensive exam system

Sub-Str 4.4.1 Examining doctoral comprehensive exams by investigating best practices within universities (reconsidering issues such as when to give the exam, its stages and objectives, which competencies and skills are to be assessed, etc.); drawing up comprehensive assessment rubrics that are geared towards research competencies for oral and written exams

Sub-Str 4.4.2 For admissions to PhD programs, evaluating the issue of giving an exam which will assess field knowledge

Sub-Str 4.4.3 Encouraging candidates to take the doctoral comprehensive exam at an earlier stage (the 3rd semester or upon completion of compulsory doctoral courses)

Str 4.5   Ameliorating/improving the thesis evaluation system

Sub-Str 4.5.1 Creating a web-based system which will enable the submittal of theses to the jury members on time (having the thesis sent to the jury members 15 days - 1 month prior to the jury date, having the jury members confirm the receipt of the thesis and having the advisor check the confirmations)

Sub-Str 4.5.2 Developing a national and international peer-assessment system: financially supporting qualified foreign researchers outside METU whose participation is desired in assessments and juries; in cases where direct participation is not possible, particularly in doctoral thesis juries, encouraging the contribution of foreign researchers via video conferencing

Sub-Str 4.5.3 Developing an effective announcement and incitement system so as to increase observer participation in doctoral thesis juries from within and outside the University (particularly, from concerned industrial and public institutions)

Sub-Str 4.5.4 Arranging special rooms/classrooms in which doctoral thesis juries will be conducted and making congratulatory ceremonies for awarded doctoral degrees a part of thesis juries

GOAL 5 Converting thesis studies to Economic Value and Social Benefit (Re. SP2, Sub-P.2.2, Goal 3)

Str 5.1 Making arrangements for increasing the number of national and international publications based on theses

Sub-Str 5.1.1 Having the concerned Graduate Schools keep a record of, announce and encourage publications based on thesis studies (articles, projects, books, chapters in books, papers presented in conferences, etc.),

Sub-Str 5.1.2 Initiating and encouraging, in particular within the fields of social sciences and architecture, the practice of a 'Working Paper Series' for work authored by the student either individually or jointly with the thesis supervisor; setting up an editorial board comprising program representatives from each Graduate School for the evaluation of the work to be published in the 'Working Paper Series'; having these articles published on-line or as hard-copies.

Sub-Str 5.1.3 Evaluating the issue of requiring/recommending students to have at least one thesis-based article ready for international publication or produce a 'working paper' prior to their doctoral jury (separately evaluating the publication requirement for theses with classified or proprietary content)

Sub-Str 5.1.4 Setting a requirement of at least 1 national/international conference paper for graduate theses and creating mechanisms for financial support to this end

Sub-Str 5.1.5 Encouraging the production of Turkish publications from thesis studies

Sub-Str 5.1.6 In order to encourage publications generated from graduate theses, having their formats shaped in such a manner that they might be converted into articles (ready to be presented to a journal for evaluation)

Str 5.2 In fields appropriate, increasing theses studies which are directed to application and aim at the needs of the industry and society

Sub-Str 5.2.1 Effectively promoting programs like SAN-TEZ, the program for training researchers for industry

Sub-Str 5.2.2 Realizing 'thesis markets' similar to 'project markets' aiming at corporations

Str 5.3 Monitoring the status of graduate students (competencies bestowed, career information, etc.) and the rate of theses made beneficial after graduation by setting up a data gathering system

GOAL 6   Increasing the diversification of graduate programs

Objective 6.1 Supporting interdisciplinary programs

Str 6.1.1 Rewarding/Supporting departments and faculty who promote interdisciplinary programs (when calculating course loads, accepting a certain proportion of interdisciplinary courses within the minimum course load for faculty and increasing the performance budgets of departments promoting such courses, etc.)

Str 6.1.2 Solving the problem of available faculty available in interdisciplinary programs

Str 6.1.3 In order to increase the demand coming from industry, making arrangements so that courses in suitable programs are offered on-line

Str 6.1.4 Reviewing the admission requirements for interdisciplinary programs

Objective 6.2 Enhancing the success of international joint PhD programs

Str 6.2.1 Offering scholarships/financial support to students in joint PhD programs in order to increase enrollment

Str 6.2.2 Supporting overseas contacts which aim to create a joint program

Objective 6.3 Enhancing the success of MA/MSc Integrated PhD programs

Str 6.3.1 Considering the issue of returning to the practice of granting an MA/MSc diploma to a student who wishes to quit an MA/MSc Integrated PhD program

Objective 6.4 Enhancing the success of evening education programs

Str 6.4.1 Reconsidering the criteria for launching an evening education program

GOAL 7   Developing quality assurance systems in graduate education

Str 7.1 Defining, evaluating and announcing the program outcomes, the qualifications and competencies students will be equipped with in graduate programs

Str 7.2 Subjecting graduate programs to external assessment

Str 7.3 Creating mechanisms for assessing the success and ensuring the continuous improvement of interdisciplinary programs (self-assessment, closing programs,

establishing an 'Interdisciplinary Programs Committee', having programs undergo external assessment)

SUB-PROGRAM 1.8   EXPANDING LIFELONG EDUCATION SERVICES

GOAL 1   Expanding the scope of activities of the Continuing Education Center (CEC) so as to reflect METU's entire accumulation

Str 1.1   Providing services for demand sectors outside Ankara, in particular, offering face-to-face programs in İstanbul and Northern Cyprus

Str 1.2   Developing distance education programs through the utilization of e-learning technologies

Str 1.3   Meeting the demands of existing user groups for education in different fields and offering refresher courses

GOAL 2   Developing a quality assurance system for the activities of the CEC

Str 2.1   Assessing the effectiveness of CEC programs and establishing in-house mechanisms for continuous improvement (internal assessment)

Str 2.2   Establishing an external assessment system in collaboration with the Council of the Directors of the Continuing Education Centers of Turkish Universities (TÜSEM) and European CEC networks; having METU CEC undergo external evaluation

GOAL 3   Ensuring that CEC collaborates more effectively with the Directorate of Personnel Affairs to meet the educational needs of the METU staff (Re. StrP. 5, Sub-P. 5.2, Goal 4, Ob. 4.2)

GOAL 4   Increasing the physical resources and workforce capacity of CEC up to the level which its mission calls for

SUB-STRATEGIC PROGRAM 1.9   DEVELOPING DISTANCE EDUCATION PROGRAMS

GOAL 1   Developing the University's distance education strategy and its infrastructure

Str 1.1   Exploring distance education systems by forming a task force guided and supported by the Distance Education Center; determining the best models and the most appropriate educational strategies for our university

Str 1.2   Determining and establishing the distance education infrastructure necessary for educating target groups with different educational needs

GOAL 2   Developing distance education certificate programs directed towards meeting the needs of industry and society

Str 2.1   Designing and offering distance education certificate programs in line with the needs of alumni and by utilizing the opportunities technology offers

Str 2.2   Transferring the seminars given by faculty via the Continuing Education Center to the distance education system with the support of the Distance Education Center

Str 2.3   Developing joint distance education programs with other universities and state and private sector institutions

GOAL 3   Carrying out evaluations for the development of undergraduate and graduate distance education programs

STRATEGIC PROGRAM #2
RESEARCH

SUB-STRATEGIC PROGRAM 2.1   CREATING AND MAKING EFFECTIVE USE OF RESOURCES FOR RESEARCH ACTIVITIES

GOAL 1   Enhancing human resources

Str 1.1   Making qualified researchers and R&D support staff available

Sub-Str 1.1.1   Carrying out a study on the existing situation and determining the need for R&D support staff

Sub-Str 1.1.2   Making arrangements and taking steps aimed at increasing the number of research assistants per faculty in departments/units so as to increase the research potential

Sub-Str 1.1.3   Developing mechanisms that would facilitate the recruitment of 'technical staff and pollsters' not bearing a researcher qualification for projects

Sub-Str 1.1.4   In the staffing and distribution of qualified and permanent administrative personnel within the university, taking into consideration the needs of the research units and their research potential

Sub-Str 1.1.5   Enabling the recruitment of expert researchers by specifying various researcher categories that do not exist in the staffing structure of the university (For instance, researchers who take part in projects as expert researchers and give courses in their areas of expertise and postdoctoral researchers may greatly contribute to the research and educational environment in the university)

Sub-Str 1.1.6   Actively utilizing the Technopolis, Foundations and other similar mechanisms in bringing solutions to the problem of researcher recruitment

Sub-Str 1.1.7   Bringing solutions to problems (some of which stem from the state personnel regime) regarding employee rights of, particularly, postdoctoral researchers and researchers recruited at the university on a contractual basis; making arrangements that would encourage post-doc research

Sub-Str 1.1.8   Setting up new programs aimed at promoting the mobility of researchers in the country and enhancing the effectiveness of the already existing programs (Postdoctoral Research Program – DOSAP, etc.)

Sub-Str 1.1.9   Developing strategies for attracting qualified postgraduate students to the university **(Re. StrP.1, Sub-StrP.1.7, Goal 1)**

Sub-Str1.1.10   Making arrangements so as to enable undergraduate students to participate in research processes (e.g., Setting up 'Research Project Program for Undergraduate Students'; receiving support for this program

from the State Planning Organization-DPT and the Scientific and Technological Research Council of Turkey-TÜBİTAK)

Str 1.2   Having qualified young academicians become members of staff **(Re. StrP.5, Sub-Str.I.5.2, Goal 1)**

Sub-Str 1.2.1   Encouraging qualified academicians to apply for posts through active publicity abroad and within the country; having academicians who have received the Scientific and Technological Research Council of Turkey (TÜBİTAK), the Turkish Academy of Sciences (TÜBA**)** and **the** Young Scientists Award Program (GEBİP) awards join our university's academic workforce

Sub-Str 1.2.2   Implementing an active academic workforce search and development strategy by determining the needs at the level of faculties and institutes; establishing an institutionalized mechanism at the faculty and institute level towards this end

Sub-Str 1.2.3   Establishing a support program to attract qualified young academicians to the University and to assisting them in terms of career development after recruitment

Sub-Str 1.2.4   Allocating funds in order to incite departments to attract qualified young academicians

Sub-Str 1.2.5   Informing potential faculty members about the opportunities at the university

Strategy 1.3   Encouraging qualified foreign researchers to work for our university

Sub-Str 1.3.1   Making attempts towards the necessary amendments to the legislation and allocation of financial resources so that a greater number of foreign academicians can be employed

Sub-Str 1.3.2   Attracting postdoctoral foreign researchers to our university (providing financial resources, etc.)

Sub-Str 1.3.3   Making arrangements for increasing the mobility of foreign researchers within the scope of international projects

Sub-Str 1.3.4   Having the University grant PhD scholarships, though few, to foreign honors students **(Re. StrP.1, Sub-StrP.1.7, Goal 2)**

Sub-Str 1.3.5   Attracting visiting scholars to our university (creating opportunities in collaboration with Fulbright and other similar institutions; allocating budgets to the departments/units for inviting visiting scholars, etc.)

GOAL 2   Developing financial resources for research purposes and managing their effective utilization

Str 2.1   Having the University create alternative resources to support research

Sub-Str 2.1.1   At regular intervals each year, informing alumni about the successful research projects which have been carried out at the university via bulletins and brochures, and asking them to contribute through donations (to be used for research)

Sub-Str 2.1.2   Through the establishment of a unit which can undertake the fundraising tasks of the University, arranging lobbying and promotional activities aimed at private sector institutions and individuals for large scale donations to be used in research activities (e.g. the Neurodegeneration Foundation established at Boğaziçi University in 2005 which was also supported by the Suna and İnan Kıraç Foundation)

Sub-Str 2.1.3   Making necessary arrangements for the utilization of all the facilities and revenues of METU Technopolis with the purpose of increasing the university's R&D potential in particular **(Re. Str.I.6, Goal 1)**

Sub-Str 2.1.4   Obtaining funding for R&D projects by making arrangements to increase the university-industry-public collaboration; utilizing SAN-TEZ (the program for training researchers for industry) and other similar mechanisms more effectively

Str 2.2   Enabling researchers to make increasing use of research funds

Sub-Str 2.2.1   Strengthening the units which facilitate and encourage access to national and international resources; having these units play an active role in applications to project and subsequent stages, provide continuous support and bear the load of bureaucratic procedures

Sub-Str 2.2.2   In units that support researchers, creating posts that will provide consultancy for researchers, especially about contracts and legal issues

Sub-Str 2.2.3   Minimizing, to the extent legislation permits, the bureaucratic procedures involved in project application and implementation

Sub-Str 2.2.4   Creating a rapid support fund for researchers to be used during research project preparation and initiation

Sub-Str 2.2.5   Gathering special information about domestic and overseas resources in areas of top priority; providing incentives to research groups who reach these resources (e.g. matching funds, allocating research assistants, providing support from the Scientific Research Projects (BAP) budget, reducing the teaching load of faculty, etc.)

Sub-Str 2.2.6   Identifying areas of top priority in order to step forward in competition; providing guidance by directly contacting concerned research groups

Sub-Str 2.2.7   Developing guided projects by setting up research teams (encouraging research teams to apply for projects at points where a 'critical' mass is achieved in certain areas of expertise in our university)

Str 2.3   Ensuring the more effective utilization of research funds

Sub-Str 2.3.1 Allocating more resources to those wanting to work in areas of top priority

Sub-Str 2.3.2 In situations where an institution share is allocated to the institution in which the research is implemented, determining policies on departmental basis as to how that share is to be spent

Sub-Str 2.3.3 Making ameliorations to Scientific Research Projects (BAP) (creating an electronic applications system, announcing evaluation criteria beforehand and increasing the provision of information, etc.)

Sub-Str 2.3.4 Registering the intellectual property rights originating from the R&D activities carried out through METU's resources and ensuring the return of the generated value to METU

Sub-Str 2.3.5 Making attempts to secure tax exemptions and/or conveniences for the expenses pertaining to R&D projects

GOAL 3   Enhancing physical resources and ensuring their effective use

Str 3.1   Making arrangements for the more efficient utilization by units of the existing research infrastructure in our university

Sub-Str 3.1.1 Compiling an inventory of the University's research infrastructure; regularly monitoring the percentage of use of the equipment listed in the inventory and creating mechanisms/incentives for the adoption of a sharing culture

Sub-Str 3.1.2 Setting up a Laboratory Management System at the university level for the effective use of the Central Laboratory and departmental laboratories

Sub-Str 3.1.3 Developing mechanisms for the extensive and effective use of the Central Laboratory infrastructure

Str 3.2   Eliminating the space shortage for research activities; constructing a 'Research Building/Science Park' which will accommodate interdisciplinary research groups and centers

SUB-STRATEGIC PROGRAM 2.2   ENHANCING THE IMPACT OF RESEARCH OUTCOMES

GOAL 1   Carrying out field-specific, interdisciplinary and multi-disciplinary research activities which will direct future studies and contribute to the public

Str 1.1   Identifying the objectives and areas of top priority in field-specific, interdisciplinary and multi-disciplinary research

Sub-Str 1.1.1 Organizing workshops with stakeholder participation in order to identify the problems/areas of top priority

Sub-Str 1.1.2   With regard to interdisciplinary research, enabling faculty to exchange opinions and identify possible interdisciplinary research topics by creating an online discussion platform on the Web

Str 1.2   Providing opportunities for the development of multi-partner projects in areas of top priority

Sub-Str 1.2.1   Utilizing the university-industry collaboration and the opportunities provided by Technopolis as a means to develop multi-partner projects

Sub-Str 1.2.2   Establishing joint-project development platforms and updating the *Areas of Interest* website

Sub-Str 1.2.3   Creating incentives for the development of a culture of collaboration (e.g. increasing the support provided for interdisciplinary projects)

Str 1.3   Rendering more effective the level of the activities of the Centers for Research and Application

Sub-Str 1.3.1   Categorizing the Centers for Research and Application operating under the President's Office according to their goals / areas of activity; specifying relevant performance indicators, and assessing their performance regularly

Sub-Str 1.3.2   Defining the criteria for opening and closing Centers for Research and Application; closing inactive centers; taking steps towards solving the problems threatening the sustainability of the Centers

Sub-Str 1.3.3   Providing the required resources (e.g. spatial facilities, staff, etc.) for the Centers of Research and Application so as to enable them to reach the targeted performance; keeping track of their benefit/cost ratios

Sub-Str 1.3.4   Actively publicizing the Centers for Research and Application so as to ensure their sustainability; encouraging their utilization by different institutions/units; setting up programs directed to promoting collaboration with industry

Str 1.4   Enhancing interdisciplinary interaction

Sub-Str 1.4.1   Encouraging multi-authored interdisciplinary publications

Sub-Str 1.4.2   Providing/Enhancing spaces that will enable face-to-face exchange of opinions and information among researchers from different disciplines in interdisciplinary research activities

Sub-Str 1.4.3   Opening new research centers and relevant graduate programs in order to increase interdisciplinary research and educational activities in areas of top priority

Sub-Str 1.4.4   Offering additional funds from the performance budget to the departments supporting interdisciplinary programs and centers in order to

provide financial and human resources support to interdisciplinary centers and graduate programs and to minimize the impeding effects of the traditional structures

Sub-Str 1.4.5 Meeting the staff needs of the centers where interdisciplinary research activities are carried out in areas of top priority, and building a performance-based dynamic research staff

Str 1.5 Building an institutional information management and performance assessment system directed to assessing not only the numbers but also the impact of institutional research activities and their outcomes

Sub-Str 1.5.1 Creating an information gathering and performance evaluation system that will also take into account products other than publications (patents, etc.)

Sub-Str 1.5.2 Evaluating and scoring, through a 'peer review' mechanism, the value, social benefit and impact created as a result of the research; securing the presence of more than one referee from different disciplines who are qualified to evaluate the whole project

Sub-Str 1.5.3 Creating external assessment mechanisms for the assessment of the performance of interdisciplinary activities (graduate programs, research activities, etc.)

Sub-Str 1.5.4 Assessing interdisciplinary research performance through the design of the data storage system so that it can differentiate interdisciplinary research activities (theses-projects-publications)

Sub-Str 1.5.5 Creating a publication/product/impact and project matching system

Sub-Str 1.5.6 Considering, as a performance criterion, the conversion ratio of supervised theses into publications/products

Str 1.6 Developing a system in which the research outcomes and performances will be taken into account in evaluating candidates for academia

Sub-Str 1.6.1 Creating a mechanism that will take into account the department's needs and the candidate's qualifications, and enable broad participatory decision making in recruitments

GOAL 2 Increasing researcher motivation

Str 2.1 Developing reward and recognition mechanisms to increase motivation

Sub-Str 2.1.1 Considering the reduction of the teaching loads of faculty with high research potential (in a manner that the project budget is not the sole determiner)

Sub-Str 2.1.2 In gatherings with broad participation and attended by top administrators of the University such as graduation ceremonies and academic year

opening ceremonies, presenting a plaque/'Research Leadership Certificate' to faculty who have received awards

Sub-Str 2.1.3 Having the success achieved become news in the magazine *ODTÜLÜ*, be publicized in the media and take place in the weekly bulletin *Bu Hafta*

Sub-Str 2.1.4 Enabling the effective utilization of tools such as university publishing, METU Publishing etc.

Sub-Str 2.1.5 Providing extra support from resources such as Scientific Research Projects (BAP); granting additional rights for travels abroad, etc.

Sub-Str 2.1.6 Emphasizing teamwork and studies that have brought about social benefits, and thus, increasing the recognition of such studies and researchers

Sub-Str 2.1.7 Increasing awareness of external reward mechanisms; having faculties and departments encourage applications

Sub-Str 2.1.8 Creating a mechanism for the 'Innovative/Creative Research Activity Award'

Sub-Str 2.1.9 Creating 'Distinguished Lecturer / Researcher' series / programs generated through the participation of successful METU researchers

Sub-Str2.1.10 Providing financial support for graduate and postgraduate students working with faculty and making primary contributing to research activities in order to enable them to present in scientific conferences

Sub-Str2.1.11 Making new arrangements regarding the use of the *Dual Publication Award* (spending the reward on all kinds of scientific activities, etc.)

Sub-Str2.1.12 Creating posts for expert staff in the Public Relations Unit so that interviews with faculty are realized and articles are written and published in popular scholarly journals, newspapers and on websites to publicize the research activities carried out in our university and to share research outcomes

Sub-Str2.1.13 Making visible promotional information about successful projects and researchers on the websites of the university, faculties and departments/centers

GOAL 3   Increasing research outcomes having high economic and social benefits

Str 3.1   Assessing the situation regarding thesis outcomes and encouraging thesis work directed to meeting a need / having a strong impact / generating economic and social benefits (**Re. StrP.1, Sub-Str.I.1.7, Goal 5**)

Str 3.2   Encouraging the conversion of R&D studies into intellectual property rights (patents, etc.)

Sub-Str 3.2.1 Setting up a mechanism and unit in the University that will provide information on technology transfer mechanisms and intellectual property rights and offer support to faculty **(Re. StrP.4, Sub-StrP.4.1, Goal 5, Str.5.8)**

Sub-Str 3.2.2 Establishing a structure to manage relations and conduct collaborative activities with industry and government institutions

SUB-STRATEGIC PROGRAM 2.3   DEVELOPING AN ASSESMENT AND EVALUATION SYSTEM WHICH WILL FACILITATE CONTINUOUS IMPROVEMENT IN RESEARCH PERFORMANCE

GOAL 1   Specifying dynamic criteria for evaluating the strategic program activities directed to increasing research potential and quality

Str 1.1   Setting up a system for the assessment of research performance on university basis

Sub-Str 1.1.1 Evaluating the effect of the research strategies, methods used (appointment criteria, etc.) and the programs developed on the research performance of the University in the course of time

Sub-Str 1.1.2 While evaluating the research performance of the departments/units, taking into account the different needs and research outcomes of the disciplines; while utilizing bibliometric data, taking such differences and the infrastructure opportunities into consideration

Sub-Str 1.1.3 Periodically evaluating the alignment of the department/unit mission with the research vision of the university

Sub-Str 1.1.4 Preparing and sharing the 'University Research Self-Assessment Report' annually; in addition to numerical assessment, including productivity and impact analysis results, national and international benchmarking and information on the research agenda in the report

Str 1.2   Setting up a research performance assessment system on a departmental/unit basis

Sub-Str 1.2.1 Determining performance indicators which will be used in evaluating departments/units and reveal the impact/quality of the research activities and outcomes; rendering mandatory the preparation of a 'Research Self-Assessment Report', and within this context, preparing forms to be used for this evaluation

Sub-Str 1.2.2 Indicating in the 'Research Self-Assessment Report' the research agenda (research groups, projects, etc.) of the department/unit

Sub-Str 1.2.3 Emphasizing interdisciplinary R&D activities and issues such as the excellence of these activities, their contribution to areas of top priority and cooperation with other institutions/universities

Sub-Str 1.2.4   In the 'Research Self-Assessment Report', evaluating the position of the department/unit through benchmarking with national and international institutions

Sub-Str 1.2.5   Avoiding the use of bibliometric data as the sole criterion in performance assessment and/or reducing its weight in evaluation; when utilizing biblometric data, including data such as completed projects, doctoral dissertations, number of papers, citation numbers, impact factors of the journals where papers are published, h-index and g-index

Sub-Str 1.2.6   In addition to bibliometric data, taking into account long-range activities; attaching importance to the quality, originality and integrity of topic in scholarly studies rather than their quantity

Sub-Str 1.2.7   Including the productivity and impact analysis of the research activities (the input-output ratio and the ratio of conversion into a product, etc.) in the 'Research Self-Assessment Report'

Sub-Str 1.2.8   Including the academic stature of the researchers in the department/unit (awards, editorships, academy memberships, number of invitations as a presenter, conference convenorships, etc.) as an effective evaluation criterion

Sub-Str 1.2.9   Establishing the necessary infrastructure for determining the independent bodies/institutions/committees that will perform the external the assessment of the departments/units and carrying this out periodically

Str 1.3   Periodically evaluating the research performance of faculty

Sub-Str 1.3.1   When assessing the performance of faculty, taking into account criteria such as the quality/impact of their publications, the nature of the national and international conferences they were invited to or they participated in, the outcomes of the projects they contributed to or carried out, their contributions to industry and society, their collaboration with other institutions/universities, their contributions to their field of research, the awards they received, their editorships, etc.

Sub-Str 1.3.2   Allocating resources towards research by also taking into consideration the research performance assessment and evaluation system intended to be developed

Sub-Str 1.3.3   When using bibliometric data in performance assessment, including data such as impact factors of the journals where papers are published, h-index and g-index, in addition to the number of articles and citations

STRATEGIC PROGRAM#3
PUBLIC ENGAGEMENT AND OUTREACH

SUB-STARTEGIC PROGRAM 3.1   CARRYING OUT EDUCATION, RESEARCH ACTIVITIES AND APPLICATIONS ON ISSUES TOWARDS THE SOLUTION OF TOP PRIORITY PROBLEMS OF THE SOCIETY

GOAL 1   Developing research and application activities within the scope of public engagement

Str 1.1   Determining social issues of top priority by setting up a 'METU Public Engagement and Outreach Committee' and developing guided research and application projects

Str 1.2   By setting up a 'Fund for Public Engagement', providing financial support from the university resources for research and application projects towards problems of top priority as identified by the METU Public Engagement and Outreach Committee

Str 1.3   Establishing new research units (e.g. Higher Education Studies Unit) which will develop suggestions/policies with the aim of identifying and meeting the society's needs

Str 1.4   Providing the support (financial, human resources, etc.) required for the Research and Applications Center for Science and Society to render its activities more effective

Str 1.5   Determining various tools and methods (bulletins, web-based tools, etc.) through which the outcomes of the University's research activities can be shared with the public's concerned sectors

Str 1.6   Periodically publishing the *National Science and Technologies Evaluation Report* to be prepared by the Research and Applications Center for Science and Society and the Science and Technology Policies Research Center

GOAL 2   Arranging educational programs and activities so as to enhance their public engagement dimension

Objective 2.1 Offering courses on social responsibility in educational programs

Str 2.1.1   Carrying out pilot studies on the basis of faculties and supporting applications directed to this end through the 'Fund for Public Engagement and Outreach'

Str 2.1.2   Integrating to educational programs, a 'Public Engagement Applications' course

Str 2.1.3   Allowing participation from the public in the courses designated by the METU Public Engagement and Outreach Committee which aim at raising public awareness on priority issues

Objective 2.2 Developing educational programs directed to meeting the need for qualified manpower in areas related to the society's priority issues

Str 2.2.1 Offering new certificate programs, non-thesis graduate programs, evening education programs, etc. directed to the society's priority needs

Str 2.2.2 Making the activities of the Continuing Education Center more effective **(Re. StrP.1, Sub-StrP.1.8)**

Objective 2.3 Supporting the educational programs of other universities

Str 2.3.1 Utilizing e-learning technologies in supporting the educational activities of other Turkish universities

Str 2.3.2 Broadening the applications of 'METU Open CourseWare' and establishing national and international cooperation to this end

Objective 2.4 Supporting student activities related to social responsibility

Str 2.4.1 Supporting and rewarding the social responsibility activities of student clubs; allocating resources from the 'Fund for Public Engagement and Outreach' in order to extend such activities out-of campus

SUB-STRATEGIC PROGRAM 3.2   DEVELOPING METU'S NEW CREATIVE APPLICATIONS FOR THE HIGHER EDUCATION SECTOR AS PUBLIC OUTREACH PROJECTS AND SHARING EXPERIENCES

GOAL 1   Sustaining applications such as METU Northern Cyprus Campus, Technopolis, Scientific HR Development Program, Central Laboratory, and the Science and Technology Museum as public outreach projects

GOAL 2   Developing new models/applications to set examples for Turkey's higher education sector

Str 2.1 Launching the 'METU Sustainable/Environment Friendly Campus' program and publicizing the best practices on METU campus regarding the built environment, natural environment, and sustainability management through a Web page designed for this purpose;   ensuring that METU becomes a leader in the society's transformation in sustainability **(Re. StrP.4, Sub-StrP.4.1, Goal 5, Str.5.11)**

Str 2.2 Sustaining the 'METU Without Barriers' program and sharing experiences with other institutions

Str 2.3 Developing joint projects with national and international institutions (other universities, educational and research institutions, non-governmental organizations, local governments, etc.) in the area of public engagement, and ensuring the provision of the required administrative support by an office/unit set up to this end

Str 2.4   Establishing cooperation networks with other universities at the level of administrative units and sharing experiences

GOAL 3   Creating an 'Information Sharing Platform' on the METU Web page, where the society can share their expectations from the University and their views regarding social development

SUB-STRATEGIC PROGRAM 3.3   DEVELOPING MECHANISMS AND ACTIVITIES FOR INFORMING THE PUBLIC OF THE ISSUES RELATED TO SCIENCE AND TECHNOLOGY

GOAL 1   Making the public engagement activities more effective

Str 1.1   Expanding the public engagement activities carried out by the Research and Applications Center for Science and Society and designing new activities (activities such as summer schools, olympiads, panels, chats, conferences open to public, Researchers' Nights)

Str 1.2   Making the physical improvements necessary for increasing and enhancing the activities carried out via the Applied Sciences Center and the Science and Technology Museum; reinforcing the team carrying out those activities

Str 1.3   Ensuring that the Directorate of Public Relations conducts an active promotion of the public engagement activities

Str 1.4   Increasing METU's book publication activities; enhancing scientific awareness within the society through popular science books in Turkish

Str 1.5   Rendering METU TV broadcasts more effective and widespread in terms of publicity and public engagement

Str 1.6   Intensifying the sharing of the knowledge generated at the university and its applied science activities (e.g. the experiments performed at the *Applied Sciences Center*) on the Web

GOAL 2   Enabling increased public access to the METU campus and activities on campus

Str 2.1   Arranging social and cultural activities (Concerts, art activities, tree-planting festivals, etc.) open to public access

Str 2.2   Having the public visit the campus on certain days by arranging scientific and cultural activities at the university

STRATEGIC PROGRAM#4
INSTITUTIONAL DEVELOPMENT

SUB-STRATEGIC PROGRAM 4.1   ENHANCING THE ORGANIZATIONAL STEWARDSHIP PROCESSES IN THE UNIVERSITY

GOAL 1   Enhancing information sharing and participation within the university

Objective 1.1 Ensuring the involvement of the academic staff in the managerial, academic and administrative decision making mechanisms

Str 1.1.1   Setting up ad hoc research and evaluation sub-committees/commissions with the participation of the academic staff from different disciplines in order to provide input for the managerial, academic and administrative decision making procedures

Str 1.1.2   Increasing the visibility of the commissions that have worked and are working in the University in various areas; increasing the monitoring of such work within the University; ensuring access to commission names, members and outcomes via one single address

Str 1.1.3   Launching applications such as an 'ombuds office', which might contribute to generating solutions at times when the practices and system in the university come to a deadlock

Objective 1.2   Facilitating access to information about the rules adopted, decisions taken by the University and their results

Str 1.2.1   Making accessible to all concerned sectors, updated information about the university regulations and directives, decisions of authorized bodies, promotions/appointments and resource allocations, performance data and statistics, etc. via the electronic environment

Objective 1.3 Enhancing communication, information sharing and interaction among units

Str 1.3.1   Organizing social activities and establishing social networks among units

Str 1.3.2   Creating opinion sharing platforms (on-line, etc.) and mechanisms

Str 1.3.3   Creating a system so as to more effectively inform the University opinion about the significant developments at the Presidency level (recently signed national-international agreements, subjects on the agenda, new applications, etc.)

GOAL 2   Improving the institutional performance assessment and evaluation processes

Str 2.1   Improving the systematics of Institutional Performance Assessment and Evaluation

Str 2.2   Enabling access to performance data through a single database and utilizing the same database in all reports prepared within the university (activity reports,

Academic Evaluation and Quality Improvement Commission (ADEK) reports, etc.)

Str 2.3   Allocating funds for the academic/administrative units wanting to apply for external assessment and providing the administrative support necessary in the preparatory stage **(Re. StrP.4, Sub-Str.I.4.1, Goal 5, Str.5.6)**

GOAL 3   Improving services regarding institutional communication and publicity

Str 3.1   Improving the printed and visual material promoting METU; enhancing the Web pages in terms of content and design

Str 3.2   Establishing an institutional communication strategy

Str 3.3   Initiating a restructuring that will enable institutional communication and publicity services to run effectively

GOAL 4   Encouraging institutional learning and innovativeness

Str 4.1   Having METU develop its own models for managerial, academic and administrative practices; carrying out evaluation studies on models and previously developed programs and sharing results

Str 4.2   Designing practices which will boost learning from in- and out-of house experiences (sharing and making widespread best practices within the university; piloting best practice models from other institutions in designated units/departments of the university)

Str 4.3   Developing mechanisms for the more effective utilization of the experiences of retired faculty members in the areas of research, education and administration

Str 4.4   Making the creation of quality circles widespread throughout the university

Str 4.5   Establishing an 'Innovation Fund' for academic units (having academic units develop projects for intended new programs, applications, collaborations, etc.; distributing the funds in a competitive manner among units after having a commission evaluate their feasibility and impact)

Str 4.6   Initiating new and creative practices for the Turkish higher education sector in the fields of research, education and public engagement by establishing strategic inter-institutional collaboration (research and educational institutions, industry, etc.)

GOAL 5   Establishing new units to offer the required services of expertise; restructuring the existing programs and units

Str 5.1   Integrating all support offered for the 'enlightenment' and 'growth' of the METU academic staff within the framework of the 'Academic Development Program' (AGEP) to be implemented under the coordination of the Vice President Responsible for Academic Affairs **(Re. StrP.5, Sub-Str.I.5.2, Goal 1, Str.1.2)**

Str 5.2   Integrating all support provided for the orientation and adjustment of the students arriving at METU within the framework of 'First Year at METU Program' to be initiated under the coordination of the Vice President Responsible for Student Affairs

Str 5.3   Setting up the 'Administrative Staff Support Unit' under the coordination of the Secretary General for the orientation and career development of the administrative staff

Str 5.4   Putting the 'Institution Improvement and Planning Office' into service with its new organization

Str 5.5   Restructuring the 'METU Without Barriers Office' **(Re. StrP.5, Sub-StrP.5.1, Goal 9, Str.9.1)**

Str 5.6   Establishing the 'Program and Institutional Assessment Support Unit' which will provide technical support for the academic and administrative units that will go through internal and external assessment processes

Str 5.7   Establishing the 'Office of the Institutional History of METU' in order to safeguard the printed and visual documents (books, short films, etc.) related to the history, values and cultural development of the University and support the studies and research to be carried out within this context

Str 5.8   Setting up a unit which will conduct the relationships with industry and offer consultancy services in technology transfer and intellectual property rights

Str 5.9   Reorganizing the existing Directorate of Public Relations, Media Office and the Career Planning Center as the 'METU Institutional Communication Office' in order to enhance the communication and interaction within and outside the university

Str 5.10   Bringing continuity to the research activities in higher education by establishing the 'METU Higher Education Studies Unit'

Str 5.11   Enhancing, within the scope of the 'Sustainable METU Campus Project', the environmental, societal and economic sustainability efforts initiated to enable METU to maintain the ownership of a model sustainable campus, and, to this end, establishing the 'Sustainable METU Campus Project Office'

GOAL 6   Ensuring the more effective functioning of the administrative units under the coordination of "Administrative Staff Support Unit"

Str 6.1   Drawing up the job description of each administrative unit of the university so as to ensure a smoother workflow and flow of information

Str 6.2   Rendering international quality certification applications widespread throughout administrative units

Str 6.3   Annually planning the in-service training programs of administrative personnel and ensuring their continuity

Str 6.4   Announcing the job descriptions, processes and job owners on the Web pages of the units

Str 6.5   Increasing the number of staff that can build a career and developing a skills pool in every unit

Str 6.6   Educating and preparing prior to promotion, the staff to be promoted to a level above in accordance with the requirements of the new position

Str 6.7   Describing the qualifications and other relevant requirements pertaining to duties (legal requirements and those that might be required by the university) and making them visible via the electronic environment

Str 6.8   Ensuring that the staff that are to leave their job submit to the relevant unit head, the documents and a report of the work they have done within the unit prior to their departure, and thus, transfer documents to those who will be replacing them

GOAL 7   Enhancing the institutional management quality of the university in every field through the utilization of the leverage effect of Information Technologies (IT)

Objective 7.1 Completing the setup of the Integrated Information/Informatics System (IIS)

Str 7.1.1   Compiling the inventory of the institutional and implicit knowledge assets of the university as the 'Repository of Knowledge Assets' and rendering it accessible through the electronic medium

Str 7.1.2   Compiling the inventory of the processes of the university as 'Repository of Process Assets' and rendering it accessible through the electronic medium

Str 7.1.3   Compiling the inventory of the institutional data of the university as the 'Data Dictionary' and rendering it accessible through the electronic medium

Str 7.1.4   Offering the information security, data/information support and application support services provided by the Computer Center as the 'Information Security' services

Str 7.1.5   Describing 'Research' processes and supporting them with IT

Str 7.1.6   Describing 'Support' service processes within the framework of IT and supporting them with automation

Str 7.1.7   Describing 'Institutional Management and Support' processes and making them automated

Str 7.1.8   Describing 'Education' processes and supporting them with IT

Str 7.1.9   Describing 'Application/Service' processes and supporting them with IT

Str 7.1.10 Supplying all information and running all services in an integrated manner and enabling access to them via the METU Portal

Objective 7.2 Ensuring that the IT infrastructure (the academic and administrative units responsible for the IT services) is structured and run in accordance with the strategic programs and goals of the university and within the framework of IT governance criteria

Str 7.2.1 Ensuring that the university has a technologically efficient, reliable and extensible IT architecture and subsystems; extending the wireless network so as to cover the entire campus

Str 7.2.2 Offering user-focused IT services which are up to modern standards and consistent with guides

Str 7.2.3 Ensuring that the IT infrastructure supports the information security system of the University

Str 7.2.4 Setting up and sustaining an IT group which will realize, offer and maintain all of the above

SUB-STRATEGIC PROGRAM 4.2 DEVELOPING THE INSTITUTIONAL INFRASTRUCTURE AND INTERIOR AND EXTERIOR SPACES

GOAL 1 Improving the library infrastructure and services

Str 1.1 Enlarging the display areas for printed collections

Str 1.2 Making improvements directed to the efficient use of the study areas

Str 1.3 Investigating the spatial needs of the library and developing solutions

Str 1.4 Extending the library working hours till 1 a.m. as a first step, and later, keeping the library open 24 hours

Str 1.5 Carrying out an evaluation on the library's book stock

GOAL 2 Improving the resources and services of the Computer Center

Str 2.1 Making arrangements directed to the use of portable computers in areas outside computer labs

Str 2.2 Having the Computer Center ensure the necessary equipment and high disc capacity for the provision of instructional technologies services

GOAL 3 Expanding and improving the support services and areas on campus in accordance with the changing and developing needs

Str 3.1 Obtaining a user demand profile for support services (transportation, food, support units – banks, etc.) in 2011 and implementing improvement projects by 2013

Str 3.2 Preparing an in-campus and city-to-campus transport plan in connection to the METU Sustainable Campus Project and implementing it

Str 3.3   Developing rules for the good use of campus facilities and providing the faculty/staff, students and visitors with the necessary information about these

Str 3.4   Improving the spatial and service quality of the canteens

Str 3.5   Creating common areas that enable social interaction and that faculty, administrative staff and students can jointly make use of

GOAL 4   Improving the adequacy of the campus physical infrastructure and superstructure

Str 4.1   Making the necessary detections for the improvement of physical spaces and standardizing the physical conditions (illumination, acclimatization, equipment) of the study areas and common spaces

Str 4.2   Designing and constructing buildings and exterior spaces in accordance with 'universal/inclusive design principles with the purpose of creating a sustainable environment without barriers at METU

Str 4.3   Constructing a 'Science Park' complex incorporating research centers and interdisciplinary research groups **(Re. Str.I.2, Sub-Str.I.2.1, Goal 3, Str.3.2)**

Str 4.4   Supporting and increasing the capacity of the 'Directorate of Construction and Technical Works'; utilizing alternative procedures for construction works to be realized through tender

Str 4.5   Completing the construction of the 'Student Center'

Str 4.6   Renovating/Reconstructing the electricity, water and heating/cooling systems and the rainwater collection infrastructure on campus

Str 4.7   Preparing reinforcement projects for all buildings and dealing with the task in a planned way

Str 4.8   Inspecting all buildings in terms of energy efficiency and having the necessary insulation work done and modifications made

Str 4.9   Preparing a master plan for Lake Eymir and, within this framework, implementing the plan in phases

Str 4.10   Preparing a master plan for the Erdemli Campus and, within this framework, implementing it in phases

Str 4.11   Setting up a co-generation unit within the heating center; evaluating the possibility of using alternative energy sources (solar, wind, biomass, etc.) on campus

Str 4.12   Having the electricity infrastructure inspected by means of the scada system

Str 4.13   Ensuring the remote monitoring and control of the water tanks and reservoirs

GOAL 5   Ensuring the protection of the art collection belonging to our university and developing opportunities for its exhibition

STRATEGIC PROGRAM #5
WORKFORCE

SUB-STRATEGIC PROGRAM 5.1   **IMPROVING THE OPPORTUNITIES OFFERED FOR THE ACADEMIC SUCCESS AND THE SOCIAL AND PERSONAL DEVELOPMENT OF METU STUDENTS**

GOAL 1   **Improving the support provided for students who have been placed in a program at METU regarding their adjustment to the university environment during their first year on campus**

Str 1.1   Having the METU Learning and Student Development Office evaluate the effectiveness of the activities carried out to facilitate the academic, social and personal adjustment and address the needs of the students who have newly arrived at the university; integrating these activities within the framework of the 'First Year at METU Program'

Str 1.2   Providing information about the university for students who have newly arrived at METU by means of the information pack sent to them and the 'Mentoring' application carried out with the support of Alumni Associations

Str 1.3   Prior to registration, calling the students who have been placed into a program at METU and informing them about the mentoring system and their mentors

Str 1.4   Continuing by improving the "Hand-in-Hand" peer (education) program carried out by the METU Learning and Student Development Office

Str 1.5   Following the implementation of the orientation course, 'Becoming a University Student', which will be launched at METU Northern Cyprus Campus and assessing the feasibility of adopting a similar implementation for the Ankara Campus

Str 1.6   Assessing the effectiveness of the orientation courses offered by departments to new students and introducing the necessary improvements

Str 1.7   Arranging programs in order to enable students to blend into the departments and disciplines they have been placed into

Sub-Str 1.7.1   Grouping the students of the Department of Basic English according to their main fields of study, if not according to their specific departments, and enabling them to be trained within these groups

Sub-Str 1.7.2   Having the departments hold chat and discussion meetings in order to bring together their students at the Department of Basic English with their junior and senior students

Sub-Str 1.7.3   Having the departments hold meetings where students at the Department of Basic English will be acquainted with their fields of study and follow current issues related to their fields

GOAL 2   Improving the services offered to support the academic success of METU students

Objective 2.1 Offering support to the students so that they can develop their study skills

    Str 2.1.1   Taking the necessary measures to eliminate the factors decreasing student motivation

    Str 2.1.2   Looking into the reasons for low participation (attendance) and taking remedial measures

    Str 2.1.3   Doing research into and determining students' study habits and skills

    Str 2.1.4   Highlighting the importance of the concept of 'time management'; offering courses on this issue

    Str 2.1.5   Organizing study groups and seminars directed to the development of effective study skills

    Str 2.1.6   Introducing the implementation of a peer study program on the basis of departments/courses

Objective 2.2   Creating and strengthening tools and processes that will improve communication and interaction with students in the departments

    Str 2.2.1   Having faculty attach more importance and spare more time to out-of class office meetings (increasing the functionality of the "office hour" system)

    Str 2.2.2   Basing the relationship between faculty and students on the idea of the relationship/interaction between two equal individuals; ensuring a sharing and participatory educational environment

    Str 2.2.3   Having the faculty members provide prompt and constructive feedback

    Str 2.2.4   Carrying out scientific assessments of the academic supervision system and ameliorating the system based on the results of the assessments

    Str 2.2.5   Organizing activities to acquaint new students with the procedures of academic supervision; announcing such activities in print and online

    Str 2.2.6   Having the announcements intended for students made on faculty/department bulletin boards and through e-mail, in addition to printed material

    Str 2.2.7   Having departments and administrative units regularly update information intended for students on their web pages

    Str 2.2.8   Increasing the intellectual interaction between faculty and students through social-cultural activities organized at the departments

    Str 2.2.9   Conducting work towards having the University Student Council operate effectively and increasing student participation in the process

Objective 2.3 Providing the necessary medium and tools for students to develop the habits of reasoning, making evaluations, arriving at decisions and behaving in accordance with ethical principles

Str 2.3.1 Developing codes of good conduct and announcing them

Str 2.3.2 Developing methods and procedures for acquainting new students with plagiarism and cheating (incorporating such issues into course contents, publishing booklets, organizing seminars, etc.)

Str 2.3.3 Organizing personal development activities (seminars, meetings, etc.) aimed at students in order to help them develop traits such as critical thinking, sensitivity and ethical principles

GOAL 3 Developing Psychological Counseling and Guidance services offered to students

Str 3.1 Upon their arrival at the university, offering students the necessary environment to enable them to actively make use of the counseling services offered by the Health and Psychological Counseling Center

Str 3.2 Preparing online or printed brochures or booklets aimed at the psychological needs of the students

GOAL 4 Providing institutional support for the personal development of students

Objective 4.1 Having the students gain insight into public engagement and increase their participation in community service projects

Str 4.1.1 Encouraging participation in community services, volunteer activities, and work related to their future career in non-governmental organizations

Str 4.1.2 Having students work on campus either on a paid or voluntary basis during their education

Str 4.1.3 Developing social responsibility projects in which students can actively participate; sharing these projects with the university opinion and the society

Objective 4.2 Increasing the social and cultural interaction of the students

Str 4.2.1 Planning social orientation camps at the beginning of the academic year

Str 4.2.2 Facilitating student participation in projects which will support their social and personal development by utilizing the funds provided by European Union projects (e.g. EU Youth, Leonardo da Vinci)

Str 4.2.3 Organizing social and cultural activities free of charge on campus, providing as many tickets or invitations as possible for activities outside of campus, and effectively publicizing this

Str 4.2.4 Providing a certain number of free tickets for scholarship students for the social and cultural activities held at the CCC

Str 4.2.5   Encouraging student participation in student clubs and setting up support mechanisms

Str 4.2.6   Promoting student participation in out-of class activities (seminars, shows, concerts, student club presentations and applications, etc.) at the level of departments, faculties and the university

GOAL 5   Increasing additional support towards increasing students' professional competency

Str 5.1   Encouraging and supporting student participation in national and international professional competitions

Str 5.2   Sharing the processes and outcomes of internships

Str 5.3   Having departments organize undergraduate-student conferences (e.g. Conference of Psychology Students) with the participation of undergraduate students from other universities; sharing student projects in these conferences

Str 5.4   Creating opportunities for joint projects, and the like with students abroad

Str 5.5   Teaching new generation programming languages and up-to-date software to students within the scope of elective courses or by offering free training for students

Str 5.6   Having short-term courses which offer certificates and proposals for education/application programs developed and conducted by METU Learning and Student Development Office

Str 5.7   Developing support programs which promote undergraduate student participation in conferences, exhibitions and seminars

Str 5.8   Frequently organizing interviews to bring students together with METU alumni (executives, business people, scholars, etc.) who have moved up the career ladder

AMAÇ 6   Improving the accommodation and nourishment services, sports facilities and means of transport provided for students

Objective 6.1 Improving the living conditions in the dormitories

Str 6.1.1   Renovating the dormitory buildings within a schedule; ensuring that regular inspections are carried out by the concerned unit of the University in the selection of quality material suitable for intensive use and during the construction period (workmanship)

Str 6.1.2   Increasing the area-per-student ratio through the construction of new dormitory buildings

Objective 6.2 Improving the nourishment facilities provided for students

Str 6.2.1   Improving the fully-equipped open kitchens which support healthy eating habits and where students can cook for themselves in the dormitories

Str 6.2.2   Having the 'Health and Psychological Counseling Center' organize seminars and programs aimed at raising student awareness in and providing them with knowledge about healthy eating habits

Str 6.2.3   Making arrangements for increasing the contribution of the cafeteria to the access of students to a healthy and economical diet; offering menus for students with special dietary needs; promoting the extensive use of the cafeteria

Objective 6.3 Improving the sports opportunities and facilities offered to students and increasing their number

Str 6.3.1   Increasing the capacity and extending the operation hours of the sports centers; allocating funds for the construction of new sports centers

Str 6.3.2   Organizing sports competitions among departments/faculties

Str 6.3.3   Encouraging students to take up sports starting from their first year at university (English preparatory classes); rendering the use of sports facilities suitable for students

Str 6.3.4   Increasing the number of sessions offered in sports courses (Sports for Health, Pilates, yoga, tennis etc.)

Objective 6.4 Improving the means of transport used by students

Str 6.4.1   Ensuring that the in-campus ring service runs on a regular schedule; increasing the number of late night and weekend ring services

Str 6.4.2   Ensuring that additional municipality bus services (EGO) are provided between the city center and campus

GOAL 7   Increasing the financial support provided for our students in need

Str 7.1   Continuing with the campaign carried out to increase the scholarships provided for our students in need; within legal limits, increasing the financial aid provided by the university for food and dormitory expenses

Str 7.2   Making arrangements to create mechanisms for providing a scholarship-with-obligation to all demanding students in amounts which will meet their needs

Str 7.3   Creating opportunities for helping our students placed in our programs purchase laptop computers on easy terms

Str 7.4   Increasing the number of on-campus job opportunities for students and the capacity for student assistantships

GOAL 8 **Developing services intended for increasing the employment opportunities of our students after graduation**

Str 8.1   Increasing the capacity (staff, activities, sustainability, etc.) of the Career Planning Center so as to meet the students' individual career development needs

Str 8.2   Increasing and diversifying the guidance and career counseling services offered by the Psychological Counseling and Guidance units

GOAL 9 **Minimizing the conditions which create disadvantages to our disabled students so as to be the first choice of disabled students who want to receive university education in Turkey**

Str 9.1   Restructuring the METU Without Barriers Office and coordinating the support offered to disabled students in academic units with this office

Str 9.2   Ensuring that the physical environment and means of transport on campus are designed in accordance with universal principles so as to provide accessibility for disabled students; having MATPUM (METU Faculty of Architecture, Center for Research, Design and Planning) provide guidance to this end

Str 9.3   Designing a program that will enable disabled students to receive peer support from other students; training the program participants and providing the necessary resources

Str 9.4   Providing the educational materials, software and technologies needed by disabled students

Str 9.5   Arranging the environments for education and research and designing the websites in order to meet the needs of disabled students

Str 9.6   Improving the services offered to disabled students by equipping METU staff with the necessary training

GOAL 10 **Developing the opportunities provided for our international students**

Str 10.1   Improving employment, scholarship and internship opportunities for high-achieving international students **(see StrP.1, Sub-Str.I.1.1, Goal 2 and Str.I.1, Sub-Str. I.1.7, Goal 2)**

Str 10.2   Encouraging support to foreign students (providing them with information about the campus, courses, city life, etc., act as their interpreters when necessary, giving them guidance, etc.); providing contribution to ESN (Erasmus Student Network)

Str 10.3   Increasing the intercultural social activities which will promote the interaction of foreign students with other students

Str 10.4   Developing orientation programs and social and academic support programs for foreign students

SUB-STRATEGIC PROGRAM 5.2   SUPPORTING METU'S ACADEMIC AND ADMINISTRATIVE WORKFORCE

GOAL 1   Gaining qualified workforce into METU's academic and administrative staff

Str 1.1   Implementing an active program for the employment of qualified faculty through needs planning on the basis of academic units

Str 1.2   Implementing the Academic Development Program (AGEP) for the orientation of newly hired academic staff through the utilization of the opportunities provided for the faculty members at METU

Str 1.3   Implementing an active program for the employment of qualified administrative staff through needs planning on the basis of academic and administrative units

Str 1.4   Carrying out the necessary planning to increase the number of research assistants for the purpose of enhancing the quality of education and research; developing the support intended for research assistants

Str 1.5   Contributing to the work on the draft law pertaining to civil servants

GOAL 2   Enhancing the salaries and personal rights of the METU personnel

Str 2.1   Maintaining the initiatives carried out at the level of concerned authorities regarding the pay rise for the academic and administrative personnel

Str 2.2   Taking initiatives to increase the financial support provided for the academic and administrative personnel through the employment of other resources than their existing salaries

Str 2.3   Making the necessary attempts to abandon the practice of 'payment netting' between the Revolving Funds payments made to administrative staff for their contributions and the sum of payments additional to salaries the following year

GOAL 3   Improving the services and the work environment offered by METU to its staff

Str 3.1   Increasing the capacity of the university lodgings and guest houses in order to offer accommodation services to a greater number of academic and administrative staff

Str 3.2   Searching for opportunities to increase the support provided for the children of academic and administrative staff by the METU Development Foundation Private Schools

Str 3.3   Monitoring the implementation of the housing project initiated in Yapracık for METU personnel, and developing similar projects for their future needs

Str 3.4   Maintaining the initiatives aimed at having the Health and Psychological Counseling Center continue to offer its services

Str 3.5   Offering after school study opportunities until the end of their parents' working hours for the staff's children at primary education level

GOAL 4   Supporting the personal and career development of METU staff

Objective 4.1 Increasing the support provided for the personal and career development of faculty

Str 4.1.1   Designing and implementing academic development programs for faculty in different stages of their careers

Str 4.1.2   Providing guidance to faculty in subjects/fields where they can support the development of the English proficiency of their undergraduate students

Str 4.1.3   Increasing the opportunities for providing full support to faculty in having them participate in national and international conferences which will enable their technical enhancement

Str 4.1.4   Having the Learning and Student Development Office offer support services to faculty on learner-centered teaching methods such as project-based learning, problem-based learning, cooperation-based learning and experience-based learning, etc.

Str 4.1.5   Effectively informing the academic staff on issues related to research through training, seminars, project writing workshops and information days organized by the METU Research Coordination Office

Str 4.1.6   Offering training in leadership and administration to faculty who will act as administrators (department chair, director of a center, etc.)

Str 4.1.7   Having experienced academicians from every faculty who are reputable in their fields share their experiences with young members of faculty

Str 4.1.8   Organizing seminars (drama, public speaking, communication, body language, student counseling, developmental characteristics of students, conflict resolution at work, self-evaluation of teaching skills, etc.) on a regular basis (one seminar a month) from which faculty can derive benefits both for their personal enhancement and to develop as educators

Str 4.1.9   Sharing and promoting the best practices in participatory teaching methods and their implementation in different programs

Str 4.1.10 Providing education and hardware aimed at increasing the rate of computer employment by faculty

Str 4.1.11 In addition to those organized by the METU Learning and Student Development Office, organizing seminars on the subjects of history of science, philosophy of science, ethics of science and science and society

Objective 4.2 Increasing the support provided for the personal and career development of the administrative staff

Str 4.2.1   Ensuring the yearly planning and continuity of the in-service training programs for administrative staff

Str 4.2.2   Preparing standardized orientation programs for the newly recruited administrative staff

Str 4.2.3   Providing opportunities for administrative staff to enhance themselves through a rotation system to be developed, and then, implemented among appropriate occupational groups on an in-unit and across-units basis (based on planning, announcing and volunteering)

Str 4.2.4   Providing sufficient resources for the in-service training of the administrative staff and receiving active support from the Continuing Education Center to this end

Str 4.2.5   Planning systematized training programs aimed at enhancing the managerial competence of the administrators of units

Str 4.2.6   Creating circumstances in which administrative staff can assume more authority and take initiative

Str 4.2.7   Organizing evaluation meetings in units which are scheduled on a regular basis and aim to minimize generation gaps and provide opportunities for young talents

Str 4.2.8   Raising the administrative staff's awareness of the importance of English, and encouraging them to learn English by attending the weekend courses provided free of charge by the SFL (School of Foreign Languages)

GOAL 5   Increasing the job satisfaction and institutional commitment of the METU members of staff

Str 5.1   Carrying out biennial studies on the qualitative and quantitative evaluation of the job satisfaction and institutional commitment of the staff; in light of the findings of these studies, putting forth the comparative differences between job satisfaction and institutional commitment levels according to units and job titles; evaluating and eliminating the factors having adverse effects

Str 5.2   Reviewing and restructuring the job distribution of members of faculty in academic units

Alt Str 5.2.1   Working towards ensuring fair job distribution within academic units

Alt Str 5.2.2   Offering incentive awards (such as support for conference or seminar participation) to those undertaking additional duties

Alt Str 5.2.3   Initiating studies at the level of academic units aimed at the fair distribution of advisees and the enhancement of the quality of the student advisory system

Str 5.3   Having the administrators in all units make public the improvements or suggestions that have been made, or bring explanations to the reasons why some suggestions and expectations cannot be put into effect in the short term

SUB-STRATEGIC PROGRAM 5.3   ENHANCING THE COMMUNICATION AND INTERACTION OF METU STUDENTS AND MEMBERS OF STAFF

Str 1   Carrying out research involving students, faculty and administrative personnel so as to look into the communication and alienation tendencies among members of staff; making arrangements to enhance people's sense of institutional commitment and strengthen communication based on the findings of the research

Str 2   Ensuring that regular 'getting acquainted' and 'discussion' meetings are held at the level of academic units

Str 3   Promoting the faculty attendance in meetings such as graduation ceremonies and alumni days

Str 4   Organizing joint education programs which bring together faculty and heads of administrative units

Str 5   Having each unit organize joint meetings which bring together heads of their academic and administrative units

Str 6   Creating social environments where faculty, administrative staff and students can come together

Str 7   Increasing the sports tournaments and cultural-social activities which bring faculty and administrative staff together

Str 8   Organizing meetings to enable novice academicians working in different faculties to get to know each other and share common problems

Str 9   Organizing educational education seminars aimed at faculty and administrative staff on effective communication methods and similar subjects; promoting participation in these seminars

Str 10   Organizing socializing meetings intended for enhancing the relationship between faculty, administrative staff and students; promoting participation in such meetings

Str 11   Not holding classes at certain hours of the week throughout the University; initializing the implementation of an effective office hour-/counseling-/mentoring- system at these hours

SUB-STRATEGIC PROGRAM 5.4   ENHANCING THE COOPERATION AND COMMUNICATION WITH ALUMNI

Str 1   Increasing the effectiveness of the 'Office of Alumni Affairs'; making arrangements aimed at promoting collaboration with Alumni Associations

Str 2   Organizing joint academic and socio-cultural activities with alumni

Str 3   Ensuring the effective participation of our alumni in the relevant commissions and committees set up at the university (e.g. Sector Advisory Committees)

Str 4   Developing programs to meet alumni needs for lifelong education

STRATEGIC PROGRAM #6
METU TECHNOPOLIS

GOAL 1 **Effectively utilizing the resources of the METU Technopolis within the scope of conversion of knowledge into economic benefit and cooperation between university and industry**

Str 1.1 Investigating the level and scope of the current state of University-Technopolis collaboration; initializing an evaluation study in order to determine the expectations of university researchers and Technopolis companies with an end to creating new models of and opportunities for collaboration

Str 1.2 Improving some of the services offered to faculty (writing project proposals, project development, the administrative and financial management of a project, preparing the projects for inspection, finding project partners, project promotion, etc.) through the enhancement of the communication and collaboration between the academic support units of the University and METU Technopolis Co.

Str 1.3 Collaborating with METU Technopolis Co. so as to ensure the protection of the intellectual property rights of the academicians at the University

Str 1.4 Developing new mechanisms for improving, diversifying and intensifying the R&D collaborations between METU academic units, research centers and Technopolis companies

Str 1.5 Developing new instruments together with METU Technopolis Co. in order to increase the collaboration between METU and industrial institutions outside Technopolis

Str 1.6 Re-arranging the IT infrastructure of METU and METU Technopolis Co. so that the infrastructure will run in an integrative manner and in a fashion that will promote collaboration

GOAL 2 **Supporting the internationalization of METU Technopolis**

Str 2.1 Developing concrete cooperation with successful technology parks worldwide

Str 2.2 Setting an example for and supporting the processes of establishing new technology parks, particularly in Turkic republics and the Middle Eastern countries; acting as a consultant in the foundation of technology parks

Str 2.3 Taking initiatives to enable the commercial use of the METU Technopolis model (franchising, etc.) in other technology parks

GOAL 3 **Enhancing and rendering widespread the contribution of METU, METU Technopolis and the university-industry collaboration to the society and country**

Str 3.1 Having METU Technopolis be a pioneer in creating models for the cooperation of university and industry

Str 3.2   Raising awareness in the importance of the cooperation between university and industry and ensuring that its impacts are transferred to the society

STRATEGIC PROGRAM #7
METU NORTHERN CYPRUS CAMPUS

(N.B. These are the Goals and Objectives adapted from METU Northern Cyprus Campus Strategic Plan 2009-2014, in which detailed information can be found.)

AMAÇ 1   Increasing the recognition of the campus

Objective 1.1 Being a university preferred by qualified students in Turkey

Objective 1.2 Earning an international reputation through the profile of its students and faculty and its academic products

Objective 1.3 Creating both visibility in channels of mass media and a positive impression and interest within the virtual environment

Objective 1.4 Sustaining permanent communication and collaboration with the students, faculty and administrative staff on main campus, and with alumni

GOAL 2   Creating a learning and innovative campus environment

Objective 2.1 Creating a dynamic campus environment which is open to change and in which students exist as decision-makers, implementers and spectators in social, cultural and sports activities

Objective 2.2 Enhancing the success level of the students, particularly in the Preparatory English program and in the first year of the undergraduate programs

Objective 2.3 Improving the educational programs with new educational methods that will support the acquisition of basic knowledge and skills and increase motivation

Objective 2.4 Creating an active and lively academic environment with permanent academic staff, structuring and procedures

GOAL 3   Establishing a strong and sustainable financial structure

Objective 3.1 Utilizing and managing the financial resources efficiently and effectively

Objective 3.2 Diversifying financial resources and ensuring their sustainability

GOAL 4   Enhancing research activities and their products

Objective 4.1 Determining research areas of top priority and ensuring concentration on these

Objective 4.2 Establishing research collaborations with the main campus and local, national and international institutions and organizations; providing research products at international level

Objective 4.3 Phasing in graduate programs

GOAL 5   Setting up a Management Information System

Objective 5.1 Setting up integrative data collection systems to support the academic and administrative procedures and the monitoring and implementation of strategic programs

Objective 5.2 Determining operational procedures and setting up a performance assessment system

GOAL 6   Making contributions to higher education in the Turkish Republic of Northern Cyprus and to the country's image

Objective 6.1 Sharing METU's accumulation and experience in the fields of education and research with the higher education institutions in TRNC; contributing to the processes of structuring in higher education and its quality

Objective 6.2 Contributing to the creation of a positive image of TRNC within Turkey and worldwide through the quality in education, the student and faculty profile, quality research products and international collaborations

ANNEX 1:

COMMITTEES THAT TOOK PART IN THE PROCESS OF METU STRATEGIC PLANNING

MEMBERS OF THE RESEARCH POLICIES COMMITTEE

Members at the Outset:

Academic / Administrative Unit	Name and Last Name of Member
Vice President, Head of Committee	Volkan Atalay
Vice President	Çiğdem Erçelebi
Assistant to the President, Research Coordination	İrem Dikmen Toker

Elected Members:

Academic / Administrative Unit	Name and Last Name of Member
Department of Political Science and Public Administration	Ayşe Güneş Ayata
Department of Geological Engineering	Erdin Bozkurt
Department of Psychology	Tülin Gençöz
Department of City and Regional Planning	Melih Pınarcıoğlu
Department of Environmental Engineering	Ülkü Yetiş
Department of Physics	Altuğ Özpineci
Department of Elementary Education	Semra Sungur
Depatment of Electrical and Electronics Engineering	Ali Özgür Yılmaz
Department of Biology	Ayşe Elif Erson

NB: Prof.Dr. M.Tuncay Birand, served as the Head of Committee between March 17 and July 31, 2010.

EDUCATIONAL POLICIES SUB-COMMITTEE MEMBERS

I. Sub-Committee for English Language Education

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
School of Foreign Languages (Basic English)	Özlem Atalay
School of Foreign Languages (Modern Languages)	Aylin Graves
Faculty of Education	Deniz Şallı Çopur
Faculty of Education	Gölge Seferoğlu
Faculty of Arts and Sciences	Ayşe Gündüz Hoşgör
Faculty of Architecture	Ela Babalık Sutcliffe
Faculty of Engineering	Derek Baker
Graduate School of Natural and Applied Sciences	Nil Uzun
Graduate School of Social Sciences	Feyza Tantekin Erden
Research Assistant	Funda Barutçu
Student Representative	Aysun Altuner
Representative of the President's Office	Ayşegül Daloğlu

II. Sub-Committee for the Evaluation of the Services Provided by the Registrar's Office

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Registrar's Office	Nesrin Ünsal
The Computer Center	Yasemin Yalçın, Gökçe Türkmendağ
International Cooperations Office	Betül Bulut Şahin
Faculty of Arts and Sciences	İbrahim Günal
Faculty of Economics and Administrative Sciences	Çiğdem Özkan
Faculty of Architecture	Bahar Gedikli
Faculty of Engineering	Serkan Özgen
Faculty of Engineering	Buğra Koku
Graduate School of Informatics	Aysu Betin Can
Graduate School of Natural and Applied Sciences	Gülsevil Turan
Graduate School of Social Sciences	Feyza Tantekin Erden
Research Assistant	Duygu Yumurtacı
Research Assistant	Ezgi Pehlivanlı
Student Representative	Seray Türkay
Student Representative	Ahmet Çelebi
Student Representative (Institute of Social Sciences)	Aslı Ertan
Representative of the President's Office	Belgin Ayvaşık

III. Sub-Committees for Undergraduate Education

A – Sub-Committee for the Competency Levels of Undergraduate Admissions

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Alumni Association	Himmet Şahin
Faculty of Education	Ali Eryılmaz
Faculty of Education	Kürşat Erbaş
Faculty of Education	Erdinç Çakıroğlu
Faculty of Arts and Sciences (Physics Dept.)	Halil Kırbıyık
Faculty of Arts and Sciences (Mathematics Dept.)	Turgut Önder, Belgin Korkmaz
Faculty of Architecture	Elvan Ergut
Research Assistant	Merve Özer
Representative of the President's Office	Bilgehan Ögel

B – Sub-Committee for the Improvement of Educational Facilities and Support Facilities such as Information Technologies and the Library

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Office of Health, Culture and Sports	Serap Karabayer
Registrar's Office	Melek Teberoğlu
The Computer Center	Gökçe Türkmendağ
The Library	Cevat Güven
Faculty of Education	Cengiz Savaşaşkun
Faculty of Economics and Administrative Sciences	Elif Akın
Faculty of Engineering	İlkay Ulusoy
Research Assistant	Meltem Al
Student Representative	Tevfik Deniz Ertürk
Representative of the President's Office	Lale Özgenel

C – Sub-Committee for Instructional Technologies

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Audio-Visual Systems Research and Application Center	Berrin Balay
Faculty of Education	Soner Yıldırım
Faculty of Education	Kürşat Çağıltay
Faculty of Architecture	Arzu Gönenç Sorguç
Faculty of Engineering	İsmail Hakkı Tuncer
Graduate School of Informatics	Ali Arifoğlu
Research Assistant	Özlem Tuğba Koç
Representative of the President's Office	Volkan Atalay

D – Sub-Committee for Academic Success Levels of Students

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Registrar's Office	Nesrin Ünsal
Learning and Student Development Office	Oya Yerin Güneri
Carreer Planning Center	Nihal Gerçek
Faculty of Arts and Sciences	Hale Göktürk
Faculty of Arts and Sciences	Barış Sürücü
Faculty of Economics and Administrative Sciences	Barış Çakmur
Faculty of Engineering	Kemal Önder Çetin
Faculty of Architecture	Çağla Doğan
Research Assistant	Elçin Ertaş
Student Representative	Mustafa Murat Kubilay
Student Representative	Sıla Danık
Representative of the President's Office	Çiğdem Erçelebi

E – Sub-Committee for Student, Faculty and Staff Behaviours

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Personnel Office	Selda Bilgin
Faculty of Education	Zeynep Sümer
Faculty of Education	Ali Yıldırım
Faculty of Arts and Sciences	Tülin Gençöz
Faculty of Economics and Administrative Sciences	Pınar Bedirhanoğlu
Faculty of Architecture	Emel Aközer
Faculty of Engineering	Ayşegül Askan
Student Representative	Fırat İdikut
Student Representative	Firud Muhtarlı
Research Assistant	Gökçen Aydın
Representative of the President's Office	Tanju Mehmetoğlu

F – Sub-Committee for Programs and Courses

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Registrar's Office	Sebat Alanlı
Learning and Student Development Office	Yeşim Çapa
Faculty of Education	Semra Sungur
Faculty of Arts and Sciences	Yıldıray Ozan
Faculty of Arts and Sciences	Birten Çelik
Faculty of Economics and Administrative Sciences	Cengiz Yılmaz
Faculty of Architecture	Ali Uzay Peker
Faculty of Engineering	Serkan Özgen
Faculty of Engineering	Bülent Platin
Research Assistant	Ufuk Karagöz
Student Representative	Hamide Sapaz
Student Representative	Duygu Cihanger
Representative of the President's Office	Nevzat Özgüven

IV. Sub-Committee for Graduate Education

Committee Members:

Academic / Administrative Unit	Name and Last Name of Member
Registrar's Office	Sema Güray Karaca
Graduate School of Marine Sciences	Ferit Bingel
Graduate School of Informatics	Nazife Baykal ve Yasemin Yardımcı
Graduate School of Natural and Applied Sciences	Gülsevil Turan ve Canan Özgen
Graduate School of Social Sciences	Ayça Ergun
Graduate School of Applied Mathematics	Burak Yedierler
Faculty of Architecture	Zeynep Mennan
Faculty of Engineering	Aydan Erkmen
Research Assistant	Begüm Öngel
Research Assistant	Tuğba Gürçel
Student Representative	Murat Duman
Student Representative	Gözde Çerçioğlu
Representative of the President's Office	İrem Dikmen Toker