

# STRATEGIC PLAN

## 2018-2022



The METU 2018-2022 Strategic Plan  
was approved in the joint Senate-University Executive Board  
Meeting on September 19, 2017.

MIDDLE EAST TECHNICAL UNIVERSITY  
Üniversiteler Mahallesi  
Dumlupınar Bulvarı No:1  
06800 Ankara

September 2017

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## Abbreviations

AGEP	Academic Development Program
BAP	Scientific Research Projects
BİDB	Directorate of Computing Services
BİLTEM	Center for Technology, Engineering and Mathematics Education
BİOMATEN	Center of Excellence in Biomaterials and Tissue Engineering
ÇSGB	Ministry of Labor and Social Security
DEKOSİM	Center for Marine Ecosystems and Climate Research
DOSAP	Post-Doctoral Research Program
DÖSİM	Office of Revolving Funds
ERA	European Research Area
ERC	European Research Council
FP	Framework Program
GİSAM	Audio-Visual Research and Production Center
GÜNAM	Center for Solar Energy Research and Applications
H2020	Horizon 2020
İGEP	Administrative Personnel Development Program
İMİDB	Directorate of Administrative and Financial Affairs
İSG	Occupational Health and Safety
JICA	Japan International Cooperation Agency
KGPO	Institutional Development and Planning Office
KDDB	Directorate of Library and Documentation
KPM	Career Planning Application and Research Center
MDB	Department of Modern Languages
MEB	Ministry of National Education
MEEES	Masters in Earthquake Engineering and Engineering Seismology
MEMS	Micro-Electronic-Mechanical Systems
METU GV	METU Development Foundation
MİGEP	Collaboration Development Program for Centers
MVCV	Mission, vision and core values

MODSİMMER	Modelling and Simulation Research Center
ÖGEM	Center for Advancing Learning and Teaching
ÖİDB	Directorate of Student Affairs
ÖYP	Scientific HR Development Program
PDB	Directorate of Personnel Affairs
PESTLE	Political, Economic, Social, Technological, Legal and Environmental Trends Analysis
RÜZGEM	Center for Wind Energy
SAYP	Training Program for Defense Industry Researchers
SEM	Continuing Education Center
SGDB	Directorate of Strategy Development
SKSDB	Directorate of Health, Culture and Sports
SPAK	Strategic Planning Area Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
TARAL	Turkish Research Area
TBM	Society and Science Research and Application Center
TİB	Department of Basic English
TTO	Technology Transfer Office
TÜBİTAK	The Scientific and Technological Research Council Of Turkey
TYÇÇ	National Qualifications Framework for Higher Education in Turkey
UEAM	Applied Ethics Research Center
ÜYK	University Administrative Board
URAP	University Ranking by Academic Performance
ÜSPDE	University Strategic Planning Support Team
ÜSPK	University Strategic Planning Board
YDYO	School of Foreign Languages
YİTDB	Directorate of Construction and Technical Works
YÖK	The Council of Higher Education

## The President's Foreword

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Middle East Technical University has made significant contributions to the society, science and technology with its deep-rooted history, values, culture, strong infrastructure and resources since its foundation, and thus assumed a leading role. Our 2018-2022 Strategic Planning, which began in September 2016 was completed in September 2017, was prepared at a time when responsibilities falling on higher education due to the hardships in our region and throughout the world and a future outlook were gaining significance.

The strategic planning efforts, which were carried out with a broad stakeholder participation as well as a transparent and democratic approach, have provided a comprehensive and in-depth review of the past and current status of our university, the trends, opportunities and threats in our country and in the world, and a chance to better understand our stakeholders' expectations. Within the scope the strategic planning. Meticulous studies with an intensive schedule have been carried out within the scope of strategic planning, where our university's managers, academic and administrative staff, students, graduates and external stakeholders have made considerable contributions through boards, committees, conferences and various individual and institutional communication channels. Our belief in and responsibility for producing, sharing and passing on knowledge, our unwavering values we are proud of under changing circumstances, have once again been manifested. Our expertise, background and the power we acquire from our human resources have guided us in determining our strategies.

Our strategic priorities in becoming a university that transforms its region and the world for the well-being of the society, nature and humanity have been determined as an interdisciplinary and holistic approach, collaboration and interaction and reinforcing foundations and resources. Accordingly, together with the difficult problems of our country, our region and the world, significance and priority have been attributed to research in basic sciences, research and integrated education and community services. While, on the one hand, adopting the strategy of increasingly sustaining its high-impact research in areas



where it is strong, on the other hand, our university has set the goal of play a pioneering role in emerging areas that are compatible with its competencies and priorities.

It is as important to implement, monitor and evaluate the implementation of our strategic plan as to complete it. Our infrastructure and the related mechanisms for this will be strengthened. I believe that we will successfully fulfill our responsibilities in this regard.

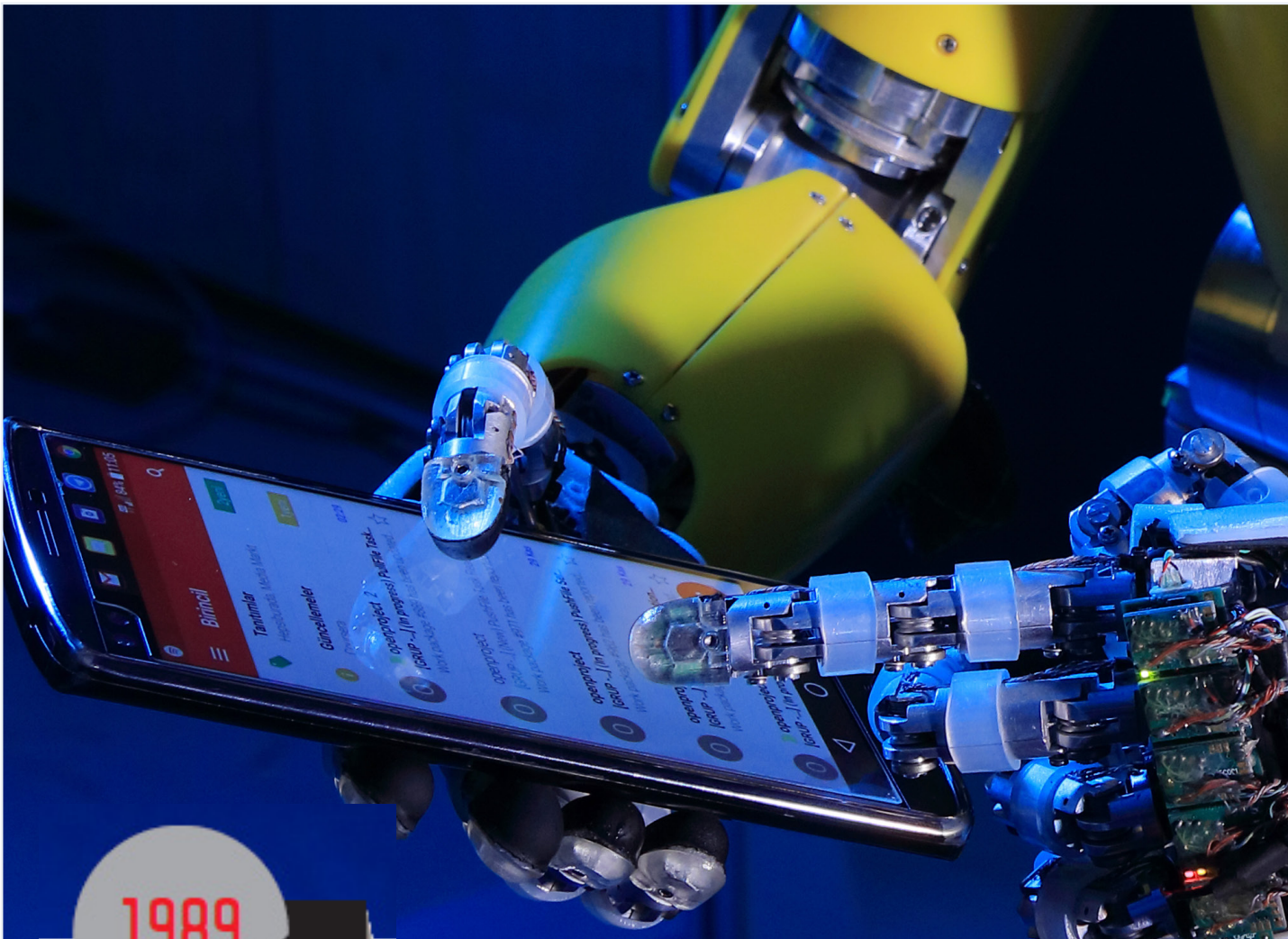
I extend my gratitude to all members who took part in the board, committee, work group and support team during the preparation of our strategic plan, who assumed duties in conferences and worked on the presentation and printing of the plan as well as to our students, academic and administrative staff, graduates and our external stakeholders representing institutions and organizations who shared opinions and suggestions in various ways.

Prof. Dr. Mustafa Verşan Kök  
President



University Administration, 2016

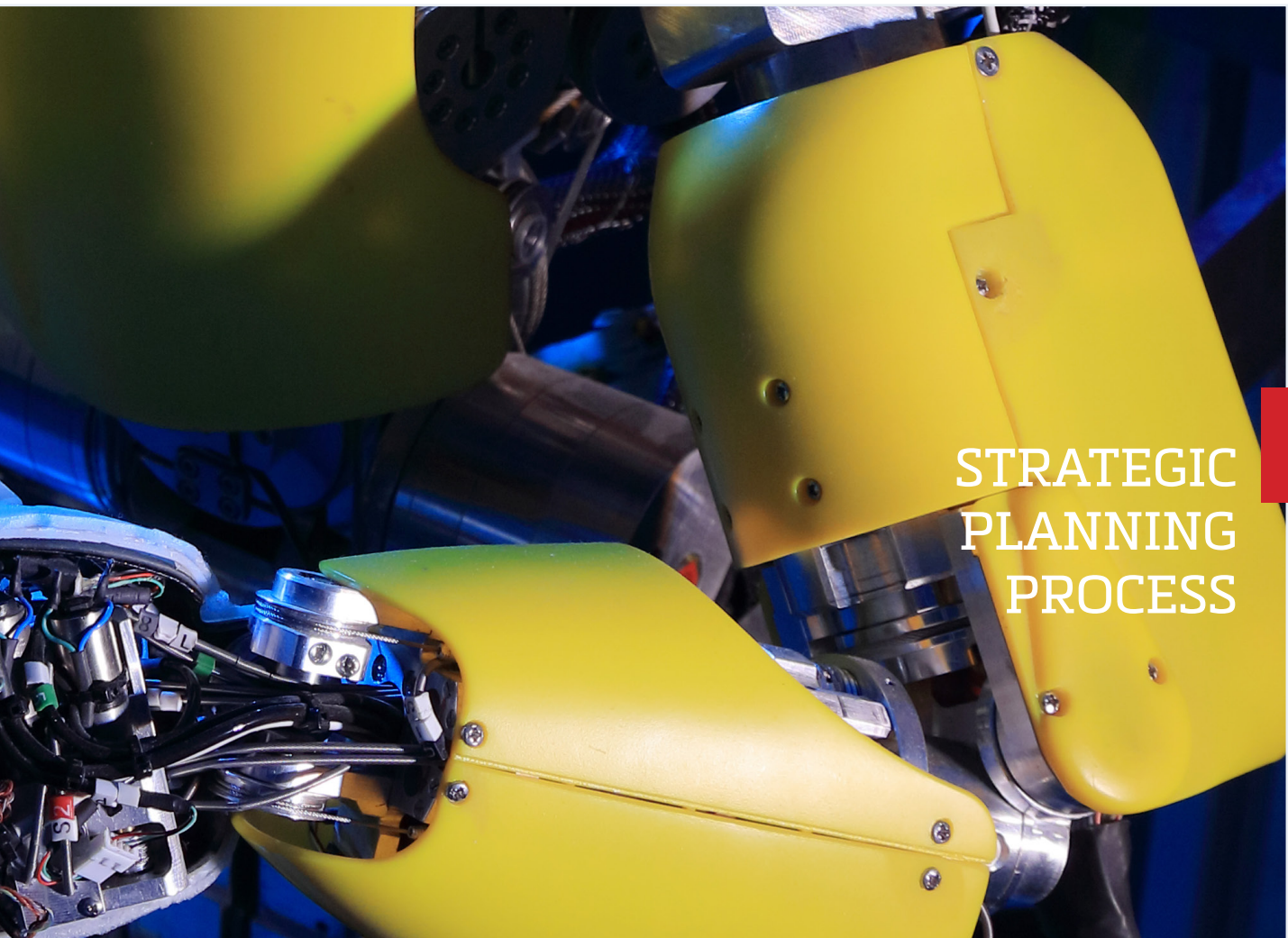




1989

The First  
Prototype  
Robot





## STRATEGIC PLANNING PROCESS

The autonomous robot developed at the METU-KOVAN Laboratory,, 2017



## STRATEGIC PLANNING PROCESS

The preparation of the 2018-2022 Strategic Plan of our University was initiated by the new university administration following the handover of duties in August 2016.

The preparation of the 2018-2022 Strategic Plan of our University was initiated by the new university administration following the handover of duties in August 2016. According to the “Regulation on the Procedures and Principles on Strategic Planning in Public Administrations”, public administrations need to submit their strategic plan to the Ministry of Development for evaluation in the month of January of the previous year of the period covered by the strategic plan. It was set forth that the preparation of our 2018-2022 Strategic Plan be prepared with a procedure that would minimize the delay according to this calendar but not compromise performance. To this end, a six-step process which was devised by taking the “Strategic Planning Guidelines for Universities” prepared by the Ministry of Development as a framework and drawing on our university’s strategic planning expertise was followed.

- Preliminary preparation on the Strategic Plan
- Situation assessment
- Review of the mission, vision and core values
- Determining differentiation strategies
- Specifying the goals, objectives, strategies and performance indicators in line with the differentiation strategies
- Developing balanced scorecards comprising the strategies, the targeted values for performance strategies over the plan period, the units concerned and responsible as well as costs; finalizing the plan

This method is based on the recommendations developed by the cross-functional committees (Strategic Planning Area Committees-SPAKs) comprising participants from various academic and administrative units within a participatory, transparent and democratic process, the institutional views of the concerned academic and administrative units regarding these recommendations, and finally, the assessments of the University Strategic Planning Board (USPK)

Coordination and reporting of the preliminary studies preparation on the 2018-2022 Strategic Plan presented to the Senate and the University Administrative Board, which as presented at the end of September 2017, was carried out by the University Strategic Planning Support Team (ÜSPDE) consisting of 12 members. The academic and administrative staff contributing to the SPAKs that carried out the planning studies were designated so as to represent as much of the disciplines, experiences and stakeholder groups as possible in accordance with the recommendations of the Faculties, Graduate Schools and administrative units. The participation from stakeholders such as the Northern Cyprus and Erdemli Campuses, METU Teknokent and METU Development Foundation has also been ensured. In addition to the 154 SPAK members, tens of METUians voluntarily contributed to the planning process. SPAKs worked separately but in coordination in eight fields— education and teaching, research and development, community services, international cooperations, human resources, financial resources, physical resources and information resources— almost weekly throughout the strategic planning process..



Strategic Planning Conference, January 8, 2017



ÜSPDE, April 21, 2017

SPAKs joint meeting, March 6, 2017



Twenty six stakeholder representatives in the University Strategic Planning Board contributed to the identification of differentiation strategies, strategic priorities and as well as to the evaluation of fieldwork. Within the framework of the SPAK studies, interviews, focus group meetings and surveys have been conducted with stakeholders from our departments and units, such as students, academic and administrative staff, alumni as well as various public and industrial institutions and non-governmental organizations. In addition, on 7-8 January 2017, a search conference involving nearly 250 stakeholders from within and outside the University; on 13 February 2017, a panel; and on 6 March 2017, a joint coordination meeting were held. On 21 April 2017, the draft of the Strategic Plan was presented to the views of internal stakeholder representatives.

In order to review the core values of our university, a research team carried out studies under the coordination of the Applied Ethics Research Center (UEAM). A total of 5,311 people participated in the survey conducted within the scope of these studies including constituents such as our undergraduate and graduate students, administrative and academic staff, alumni, and our retired faculty.

The work schedule followed by the domain committees and stakeholders that took part in the strategic planning process is given in Table 1. All the records of the strategic planning process,

including minutes, relevant reports and feedback are made available at the [sp.metu.edu.tr](http://sp.metu.edu.tr) Web address via institutional username and password. The first version of the Strategic Plan, and the second version prepared in accordance with the feedback, and the institutional opinions were merged by ÜSPDE, remaining loyal to its essence. Contradicting or lacking issues were re-evaluated by SPAKs and/or SPAK co-ordinators, discussion and approval of the accordingly corrected versions by the ÜSPK was sought.

The Strategic Plan prepared for the 2017-2021 period was discussed and approved on 30 May 2017 at the joint meeting of the Senate and University Administrative Board. The plan was updated to cover the period of 2018-2022 in accordance with the views and recommendations of the Ministry of Development. During the implementation of the Strategic Plan, the responsible units will need to review their mission, vision, goals, and strategies in line with the Plan. The implementation of the Plan will be monitored and assessed at six-month and annual periods, and may be revised accordingly if deemed necessary.



# Table 1 : Work Calendar

	DATE	WEEK	ÜSPDE	SGDB	ÜSPK	SPAKs
Phase 1: PRELIMINARY WORK	August - September		SP Process Design, Organization, Preparation of Guidelines	Preparation/ Organization		
					Set-up	Set-up
Phase 2: SITUATION ANALYSIS	October 17, 2016 Kick-off Meeting	1	Presentation	Organization	Participation	Participation
	October 24, 2016	2	Support / Organization / Overall Analysis Support	Support and Organization	Overall Situation Analysis	Situation Analysis Specific to the Field
	October 31, 2016	3				
	November 7, 2016	4				
	November 14, 2016	5				
	November 21, 2016	6				
	November 28, 2016	7	Situation Analysis Monitoring- Summarization			
	December 5, 2016	8				
	December 12, 2016	9				
	December 19, 2016	10				
	December 26, 2016	11	Preparation for Conference 1		Preparation for Mission, Vision, Differentiation Strategies	Preparation for Mission, Vision, Differentiation Strategies
	January 2, 2017	12				
Phase 3: MVCV REVIEW	January 7-8, 2017 Conference 1: Situation Analysis, Review of Mission-Vision		Presentation	Organization	Presentation	Presentation
	January 9, 2017	13	Compiling Suggestions for MV & Differentiation Strategies	Support and Organization	Evaluation of Mission, Vision, Differentiation Strategies, Goals, Objectives, Performance Indicators, Risks	Views on and suggestions for differentiation strategies, goals, objectives, performance indicators, risks particular to fields
	January 16, 2017	14				
	January 23, 2017	15	Support and Organization			
	January 30, 2017	16				
	February 6, 2017	17	Preparation for Conference 2			
	February 13, 2017 Conference 2: Sharing Differentiation Strategies, Discussing Goals, Objectives, and Performance Indicators		Presentation	Organization	Participation	Participation
Phase 5:  DETERMINING THE GOALS, OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS	February 13, 2017	18	Support and Organization	Support and Organization		Suggestions on goals, objectives, performance indicators and strategies specific to the field
	February 20, 2017	19				
	February 27, 2017	20	Preparation for SP First Draft		Reporting views on differentiation strategies, goals, objectives, performance indicators and mission-vision	Joint coordination meeting of SPAKs
	March 6, 2017	21				
	March 13, 2017	22				
	March 20, 2017	23	Revision of Draft SP		Evaluation and Revision of the Draft SP	Evaluation of the draft SP, views and suggestions
	March 27, 2017	24				
	April 3, 2017	25				
	April 10, 2017	26				
	April 17, 2017	27			Views and Suggestions	
Phase 6:  COMPLETION OF THE STRATEGIC PLAN	April 21, 2017 Conference 3: Presentation of the Draft 2017-2021 Strategic Plan		Presentation	Organization	Participation	Participation
	April 24, 2017	28	Revision of the SP, Preparation of its Final Version and Submission for Approval	Support/Organization/ Preparation of the Costing Tables	Views and Suggestions	Revision of the Balanced Scorecards
	May 1, 2017	29				
	May 8, 2017	30				
	May 15, 2017	31	Preparation for Publication	Preparation for Publication		
	May 22, 2017	32				
	May 29, 2017	33				
	June 5 – August 1, 2017	34-41	Updating the Plan	Updating the Plan		Views and Suggestions
	August 1 – September 15, 2017	42-48				
September 19, 2017	49					



UEAM Values Group	Senate and ÜYK	President	Unit Administrators	University	Ministry of Development	External Stakeholders
		Administration-Support	Suggestions for SPAK membership		Views	Views
	Participation	Opening	Participation			
METU Core Values Study		Administration-Support	Support, Views, Suggestions	Views	Views	Views
Presentation	Participation	Presentation	Participation			Participation
METU Core Values Study	Evaluation of Mission-Vision and Differentiation Strategies	Directing Differentiation Strategies	Support, Views, Suggestions	Views, Suggestions		Views
Presentation		Presentation				
METU Core Values Study		Administration-Support	Support, Views, Suggestions	Views, Suggestions		Views
		Administration-Support-Evaluation	Preparation of the 1st Institutional View	Contribution to the 1st Institutional View		Views
Presentation	Participation	Presentation	Participation			Participation
		Administration-Support-Evaluation	Preparation of the 1st Institutional View	Contribution to the 1st Institutional View		
	Evaluation					
	Approval	Approval				
	Monitoring	Monitoring				
	Views, Suggestions	Administration-Support-Evaluation	Monitoring	Monitoring	Views	
	Approval	Approval				

# BOARDS, COMMITTEES AND TEAMS THAT CONTRIBUTED TO THE METU STRATEGIC PLANNING PROCESS

## ► UNIVERSITY STRATEGIC PLANNING BOARD (ÜSPK)

Mustafa Verşan Kök	<i>Rector</i>
Aydın Alatan	Faculty Representative
Serkan Alkan	ÜSDPE Representative
Meliha Altunışık	Vice President
Melek Akın Ateş	Faculty Representative
Ferdi Ayaydın	Director, Directorate of Computing
Yener Aydın	Alumni Representative
Raif Tuna Balkan	Dean, Faculty of Engineering (Acting)
Selda Bilgin Coşkun	Director, Directorate of Personnel Affairs
Gülçin Gülmez Dağ	Research Assistants' Representative
Oya Güneri	Faculty Representative
Efe Güvenli	Student Representative
Sema Güray Karaca	Director, Directorate of Student Affairs
Mustafa Kızıldaş	External Stakeholder Representative
Gülser Köksal	Advisor to the President
Ahmet Oral	Dean, Faculty of Arts and Sciences (Acting)
Özlem Özdemir	Dean, Faculty of Economics and Administrative Sciences
Türker Özkan	Secretary General (Acting)
Güven Arif Sargın	Dean, Faculty of Architecture
Gönül Turhan Sayan	Vice President
Gölge Seferoğlu	Dean, Faculty of Education (Acting)
Arzu Gönenç Sorguç	Faculty Representative
Evrin Özlen Şenoğlu	ÜSPDE Representative
Ersin Tatlı	Director, Directorate of Strategy Development
Raşit Turan	Faculty Representative
Gülbin Dural Ünver	Director, Graduate School of Natural and Applied Sciences
Mehmet T. Zeyrek	Vice President
Besim Can Zırh	Internal Stakeholder Representative

## ► UNIVERSITY STRATEGIC PLANNING SUPPORT TEAM (ÜSPDE)

Gülser Köksal	<i>Coordinator/Advisor to the President</i>
İ. Semih Akçomak	TEKPOL
Serkan Alkan	Research Coordination and Industrial Liaison Office
Emine Çağla Aytaç	Directorate of Strategy Development
Bahar Başkal	Directorate of Strategy Development
Elçin Ertaş	Institutional Development and Planning Office
Altan İlkuçan	Institutional Development and Planning Office
Ezgi P. Kadayıfçı	Institutional Development and Planning Office
Ali Muhtaroglu	Northern Cyprus Campus
Evrin Özlen Şenoğlu	Directorate of Strategy Development
Ersin Tatlı	Directorate of Strategy Development
İrem Dikmen Toker	Faculty of Engineering

## ► SP AREA COMMITTEE - EDUCATION and TEACHING

F. Dilek Sanin	<i>Coordinator/Vice President</i>
Tülay Akal	Directorate of Student Affairs
Göknur Kaplan Akıllı	Faculty of Education
Ekin Akoğlu	Graduate School of Marine Sciences
Serkan Alkan	ÜSPDE Representative
Özlem Atalay	School of Foreign Languages
Ferdi Ayaydın	Directorate of Computing
Yeşim Çapa Aydın	Faculty of Education
Mustafa Kemal Bayırbağ	Faculty of Economics and Administrative Sciences
Alpan Bek	Faculty of Arts and Sciences
Aliye Hale Bingöl	School of Foreign Languages
Tolga Can	Faculty of Engineering
Hasan Cömert	Faculty of Economics and Administrative Sciences
Kürşat Çağıltay	Faculty of Education
Murat Perit Çakır	Graduate School of Informatics
Nihal Çizmecioglu	Faculty of Arts and Sciences
Naz Dino	School of Foreign Languages
Yeşim Doğrusöz	Faculty of Engineering
Serap Emil	Faculty of Education
Volkan Esat	Northern Cyprus Campus
Okan Esentürk	Faculty of Arts and Sciences
Gökçe Gökarp	Faculty of Education
Suna Gül	Directorate of Student Affairs
Aysun Güneş	Directorate of Student Affairs
Evrin Baran Jovanovic	Faculty of Education
Ezgi P. Kadayıfçı	ÜSPDE Representative
Sema Karaca	Directorate of Student Affairs
Pınar Kaygan	Faculty of Architecture
Ali Özgür Kişisel	Faculty of Arts and Sciences
Akile Koç	Directorate of Student Affairs
Funda Kurtuluş	Faculty of Engineering
Ayşem Karadağ Ötkür	School of Foreign Languages
Mecit Halil Öztıp	Faculty of Engineering
Ayşe Saktanber	Faculty of Arts and Sciences
Melek Teberoglu	Directorate of Student Affairs
Ceyhan Temürçü	Graduate School of Informatics
Özlem Tür	Faculty of Economics and Administrative Sciences
Gökçe Vanlı	School of Foreign Languages
Mert Yalçın	Student Representative
Yasemin Yalçın	Directorate of Computing
Yavuz Yaman	Faculty of Engineering
Soner Yıldırım	Faculty of Education

## ► SP AREA COMMITTEE - RESEARCH AND DEVELOPMENT

Gönül Turhan Sayan	<i>Coordinator/Vice President</i>
Ahmet Yozgatlıgil	<i>Coordinator/ Advisor to the President</i>
Hakan Altan	Faculty of Arts and Sciences
Rengül Çetin Atalay	Graduate School of Informatics
Murat Cenk	Graduate School of Applied Mathematics
Özgül Persil Çetinkol	Faculty of Arts and Sciences
Özlem Aydın Çivi	Faculty of Engineering
Caner Durucan	Faculty of Engineering
Elçin Ertaş	ÜSPDE Representative
Tülin Gençöz	Graduate School of Social Sciences
Serdar Göktepe	Faculty of Engineering
M. Levent İnce	Faculty of Education
Harika Kahveci	Faculty of Engineering
Fatma Kılıç	BAP Coordination Unit
Ayça Ergun Özbolat	Faculty of Arts and Sciences
M. Koray Pekerli	Faculty of Architecture
Cumali Sabah	Northern Cyprus Campus
Çağdaş Devrim Son	Faculty of Arts and Sciences
Metin Yavuz	Faculty of Engineering
Mustafa Yücel	Graduate School of Marine Sciences

## ► SP AREA COMMITTEE - COMMUNITY SERVICE

Y. Eren Kalay	<i>Coordinator/Advisor to the President</i>
Erdoğan Çakıroğlu	Faculty of Education
Ali Eryılmaz	Faculty of Education
Bahar Gedikli	Faculty of Architecture
Altan İlkuçan	ÜSPDE Representative
Harun Kaygan	Faculty of Architecture
Ahmet Erkan Kıdeyş	Graduate School of Marine Sciences
Salih Özçubukçu	Faculty of Arts and Sciences
Sevgi Özkan	Graduate School of Informatics
Nejan Sarıhan	Faculty of Engineering
Mohammad Shikakhwa	Northern Cyprus Campus
Ebru Voyvoda	Faculty of Economics and Administrative Sciences
Hüseyin Vural	Continuing Education Center



Strategic Planning Conference, January 8,



## ► SP AREA COMMITTEE - HUMAN RESOURCES

Meliha Altunışık	<i>Coordinator/Vice President</i>
Türker Özkan	<i>Coordinator/Acting Secretary General</i>
Pınar Acar	Faculty of Economics and Administrative Sciences
Derya Göçer Akder	Graduate School of Social Sciences
Özgür Erdur Baker	Faculty of Education
Berkan Başoğlu	Directorate of Personnel Affairs
Umut Beşpınar	Faculty of Arts and Sciences
Selda Bilgin	Directorate of Personnel Affairs
Aysu Betin Can	Graduate School of Informatics
Elçin Ertaş	ÜSPDE Representative
Kürşad Ertuğrul	Faculty of Economics and Administrative Sciences
Sinan Gürel	Faculty of Engineering
Gülay Hasdoğan	Faculty of Architecture
Ezgi P. Kadayıfçı	ÜSPDE Representative
Gürkan Karakaş	Faculty of Engineering
Sevtap Kestel	Graduate School of Applied Mathematics
Ekin Erbatur Kocabaşoğlu	Directorate of Personnel Affairs
Aydın Kolbaşı	Directorate of Personnel Affairs
Bahar Öz	Faculty of Arts and Sciences
Burçak Özoğlu	Northern Cyprus Campus
Semra Pamuk	Faculty of Arts and Sciences
Mahmut Parlaktuna	Faculty of Engineering
Çağrı Topal	Faculty of Economics and Administrative Sciences
Nil Uzun	Faculty of Architecture



Strategic Planning Conference, January 8, 2017

## ► SP AREA COMMITTEE - PHYSICAL RESOURCES

Bahar Gedikli	<i>Coordinator/ Advisor to the President</i>
Oğuzhan Hasançebi	<i>Coordinator/ Advisor to the President</i>
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Bahar Başkal	ÜSPDE Representative
Meryem Beklioğlu	Faculty of Arts and Sciences
Cem Bozşahin	Graduate School of Informatics
Göksal Cülcüoğlu	Directorate of Construction and Technical Works
Mahmut Erevik	Office of Domestic Services
Mehmet Eroğlu	Office of Transportation
Haluk Gören	Office of Electrical Works
Cevat Güven	Directorate of Library and Documentation
Korhan Özkan	Graduate School of Marine Sciences
İlhan Sepin	Office of Central Heating and Water Support
Ela Babalık Sutcliffe	Faculty of Architecture
Onur Taylan	Northern Cyprus Campus
Hande Toffoli	Faculty of Arts and Sciences
Hediye Tüydeş Yaman	Faculty of Engineering

## ► SP AREA COMMITTEE - FINANCIAL RESOURCES

Mehmet T. Zeyrek	<i>Coordinator / Vice President</i>
Aysegül Aksoy	Faculty of Engineering
Mehlika Başar	METU Development Foundation
Şimşek Demir	Faculty of Engineering
Özdemir Doğan	Faculty of Arts and Sciences
Abdi Güzer	Faculty of Architecture
Y. Eren Kalay	Advisor to the President
Engin Küçükaya	F. of Economics and Administrative Sciences
Ali Muhtaroglu	Northern Cyprus Campus
Ahmet Oral	Faculty of Arts and Sciences
Talip Özyazıcı	Directorate of Administrative and Financial Affairs
Hanzade Sarıççek	METU Technopark
Evrin Özlen Şenoğlu	ÜSPDE Representative
Ersin Tatlı	Directorate of Strategy Development
Deniz Üner	Faculty of Engineering
Ahmet Yozgatligil	Advisor to the President

## ► SP AREA COMMITTEE - INTERNATIONAL COOPERATIONS

Hale Işık Güler	<i>Coordinator / Advisor to the President</i>
Esra Akgül	International Cooperations Office
Derya Dursun Balci	Faculty of Engineering
Gülizar Karahan Balya	International Cooperations Office
Bahar Başkal	ÜSPDE Representative
Naz Börekçi	Faculty of Architecture
Yasemin Yardımcı Çetin	Graduate School of Informatics
Ceren Ergenç	F. of Economics and Administrative Sciences
Ayşegül Askan Gündoğan	Graduate Sch. of Natural and Applied Sciences
Çiğdem Haser	Faculty of Education
Bilal Kırkıcı	Faculty of Education
Yaşar Kondakçı	Faculty of Education
Mehmetçik Pamuk	Faculty of Arts and Sciences
Betül Bulut Şahin	International Cooperations Office
Yeliz Yeşilada	Northern Cyprus Campus
İbrahim Yorgun	International Cooperations Office
Mustafa Yücel	Graduate School of Marine Sciences

## ► SP AREA COMMITTEE - INFORMATION RESOURCES

Gülser Köksal	<i>Coordinator / Advisor to the President</i>
Ferdi Ayaydın	Directorate of Computing
E. Çağla Aytaç	ÜSPDE Representative
Kürşat Çağiltay	Faculty of Education
Murat Perit Çakır	Graduate School of Informatics
Nihan Kesim Çiçekli	Faculty of Engineering
Şebnem Düzgün	Faculty of Engineering
Müge Akkar Ercan	Faculty of Architecture
Ebru Aydın Göl	Faculty of Engineering
Elif Eylem Maviş	Directorate of Computing
Attila Özgüt	Faculty of Engineering
Oğuz Solyalı	Northern Cyprus Campus
Bahar Şengün	Directorate of Computing
Sinan Kaan Yerli	Faculty of Arts and Sciences
Yakup Yıldırım	MODSİMMER

## ► METU CORE VALUES RESEARCH GROUP

Ş. Halil Turan  
F. Pınar Acar  
İ. Semih Akçomak  
Meliha Altunışık  
Aydan Balamir  
Didem Cinli  
Sibel Kalaycıoğlu  
Gülser Köksal  
Aysel Kösegil  
Canan Özgen  
Barış Parkan  
H. Canan Sümer  
Yonca Toker  
Çağrı Topal

*Coordinator / Faculty of Arts and Sciences*  
Faculty of Economics and Administrative Sciences  
ÜSPDE / TEKPOL  
Vice President / F. of Economics and Administrative Sciences  
Faculty of Architecture  
Studenti / Faculty of Arts and Sciences  
Faculty of Arts and Sciences  
ÜSPDE / Faculty of Engineering  
Graduate School of Social Sciences  
Retired Faculty / Faculty of Engineering  
Faculty of Arts and Sciences  
Faculty of Arts and Sciences  
Faculty of Arts and Sciences  
Faculty of Economics and Administrative Sciences



Strategic Planning Conference, January 8, 2017





1956

The First  
University  
Library



# SITUATION ANALYSIS

METU Library, 1960s

SALT Research, Altuğ-Behrüz Çinici Archive



## INSTITUTIONAL BACKGROUND

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Middle East Technical University (METU) was founded and started education as “Middle East High Technology Institute” on November 15, 1956 to contribute to the development of Turkey and Middle East countries, and in particular, to train people so as to create a skilled workforce in the fields of science, architecture and design and social sciences. Law No. 6887 on our university’s establishment and preparatory procedures was enacted on January 29, 1957, and the “Foundation Act” No. 7307, which sets forth METU’s special status and renders it a legal entity, entered into force on May 27, 1959.

Middle East Technical University (METU) was founded and started education as “Middle East High Technology Institute” on November 15, 1956 to contribute to the development of Turkey and Middle East countries, and in particular, to train people so as to create a skilled workforce in the fields of science, architecture and design and social sciences. Law No. 6887 on our university’s establishment and preparatory procedures was enacted on January 29, 1957, and the “Foundation Act” No. 7307, which sets forth METU’s special status and renders it a legal entity, entered into force on May 27, 1959.

Middle East Technical University, which introduced many innovations to the Turkish higher education system and pioneered contemporary education, moved to its present Ankara campus in 1963, after having spent its first years in a small building owned by the State Retirement Fund on Milli Müdafaa Street in Kızılay, and in the barracks behind The Grand National Assembly of Turkey. Initially, the Faculty of Architecture started education in 1956, and in 1957 enrolments to the Department of Mechanical Engineering started. At the beginning of the 1957-1958 academic year, the Faculties of Architecture, Engineering and Administrative Sciences were established, and the Faculty of Arts and Sciences was founded in 1959. The Faculty of Education started education and training in 1982.

In 1973, the METU Board of Trustees decided to establish external campuses in order to ensure the spread of both the vision of becoming a regional university in the Middle East and the accumulation of experience in Ankara to the rest of the country. The METU Gaziantep Campus, established in 1973, has the hallmark of being the first METU Campus outside Ankara. In 1973, the Mechanical Engineering Department under the Faculty of Engineering at METU was established, and later, in 1974, Gaziantep Faculty of Engineering was founded with the Department of Electrical Engineering starting education and training. In 1974, the Department of Basic Sciences, in 1977, the Department of Applied Chemistry, in 1981, the Department of Civil Engineering and in 1982, the Department of Food Engineering were founded. The Department of Basic Sciences was converted into the Department of Physics. With the Law No. 3389, the Gaziantep Campus became a different legal entity in 1987 and continued its activities as Gaziantep University. In 1975, METU Graduate School of Marine Sciences was established in Erdemli, 45 km. West of Mersin city center.

As the first campus established by a Turkish university abroad, METU Northern Cyprus Campus started its education life with the triple protocol signed in 2000, upon the invitation of the Republic of Turkey and the Turkish Republic of Northern Cyprus to METU, and the establishment law enacted in 2003.

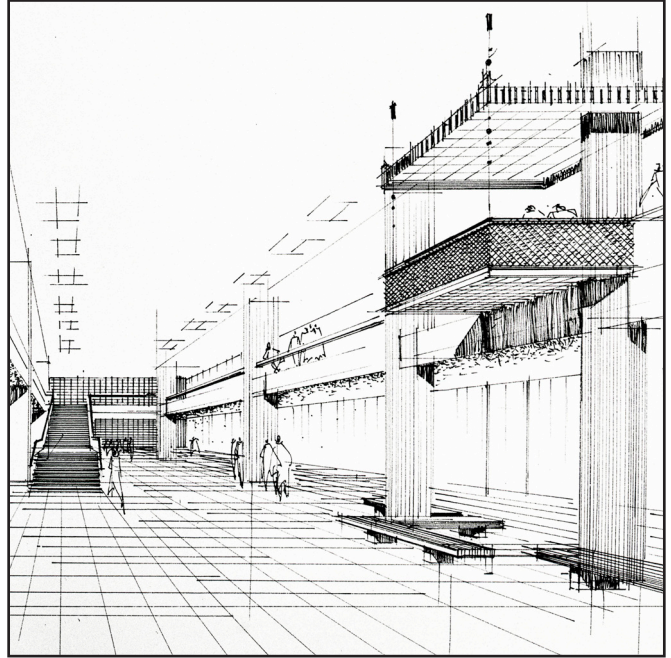
As of 2016, approximately 30,000 students are enrolled at METU Ankara, Erdemli and Northern Cyprus Campuses. At the Ankara Campus, there are 41 undergraduate programs in 5 faculties. There are 15 undergraduate programs and 5 graduate programs at the North Cyprus Campus. In Graduate School of Marine Sciences in Erdemli, there are 3 main disciplines taught at graduate level.

A total of 107 masters (with and without thesis) and 69 doctoral programs are being conducted at our Graduate Schools of Natural and Applied Sciences, Social Sciences, Informatics, Applied Mathematics and Marine Sciences.

The medium of instruction at METU is English. English language training is provided for preparatory year students by the School of Foreign Languages.



Physics Department U3 Auditorium



Faculty of Architecture Building - Sketch by Altuğ-  
Behruz Çinici



1961-1980  
SALT Research, Altuğ-Behruz Çinici Archive



## RELEVANT LEGISLATION

A list of laws and regulations related to the functioning of universities is available on the Website of the Council of Higher Education. In addition, the regulations and directives of our university can be accessed at the Web pages of the respective units.

The establishment, duties and responsibilities of the higher education institutions are defined in Article 130 of the Constitution of the Republic of Turkey dated 7/11/1982. The principles of organization, functioning, duties and responsibilities of our university and education-training, research, publishing, academic personnel, students and other personnel are integrated within the scope of Law No.2547 dated 4/11/1981, whereas its administrative structure is regulated by the Decree Law No.124 on "Principles Concerning the Establishment and Duties of the Administrative Organization of Supreme Higher Education Institutions and of Higher Education Institutions" dated 21/11/1983. All activities of our university are carried out in accordance with the provisions of the Civil Servants Law No. 657, the Budget Law of the relevant year, the Public Procurement Law No. 4734, the Public Financial Management and Control Law No. 5018 and the regulations drawn up based on the rights specified by these.

A list of laws and regulations related to the functioning of universities is available on the Website of the Council of Higher Education. In addition, the regulations and directives of our university can be accessed at the Web pages of the respective units. The 2018-2022 Strategic Plan of our University was prepared in accordance with the provisions of the 10th Development Plan and the legislation concerning higher education institutions. Below are some examples of laws and regulations that may be relevant to the implementation of the Strategic Plan.

- **Higher Education Law No. 2547 dated November 4, 1981:**

This law regulates the organization, functioning, duties and responsibilities of all higher education institutions and supreme higher education institutions as well as the principles related to education and training, research, publishing, academic staff, students and other personnel.

- **Public Financial Management and Control Law No. 5018 dated December 24, 2003:**

The purpose of this law is to regulate the organization and functioning of public financial management, the preparation and implementation of public budgets, the accounting, reporting and financial control of all financial transactions by ensuring the effective, economical and efficient acquisition and use of public funds, accountability and financial transparency in line with the policies and targets as stipulated by development plans and programs.

- **Law No. 6550 on Supporting Research Infrastructures dated July 07, 2014:**

The purpose of this law is to regulate the issues regarding the provision of support in order to ensure the more effective use and sustainability of research infrastructures.



A Commencement Ceremony from the 1960s



1961-1980

SALT Research, Altuğ-Behrüz Çinici Archive



- **Law No. 4691 on Technology Development Zones dated June 26, 2001:**

The purpose of this law is to produce technological knowledge in order to bring the country's industry into an internationally competitive and export oriented structure by enabling cooperation among universities, research institutions and organizations and production sectors, to develop innovations in products and production methods, to raise quality or standards in products, to increase productivity, to decrease production costs, to commercialize technological know-how, to support technology-intense production and entrepreneurship, to enable the adaptation of small- and medium-sized enterprises to new and advanced technologies, create new opportunities for small and medium-sized enterprises to adapt to new and advanced technologies, to create investment opportunities in technology-intensive areas by taking into account the decisions of the Supreme Board of Science and Technology, to create jobs for researchers and skilled persons, to assist in technology transfer and to provide technological infrastructure that will accelerate the entry of foreign capital that will provide high/advanced technology.

- **Industrial Property Law No. 6769 dated January 10, 2017:**

The purpose of this law is to contribute to the protection of rights related to trademarks, geographical signs, designs, patents, names of utility models and the traditional products, and thus, to the realization of technological, economic and social progress.

Besides the above mentioned laws, regulations about education, training, research projects and other activities are followed at our university, and requests for the establishment of units deemed necessary or requests for change are sent to the related supreme higher education institutions. For instance, the regulation concerning the BAP Coordination Unit, where the budget processing of research projects is carried out at our university, was published on 26 November 2016 and the necessary updates were reflected on its operations by METU.

To conclude, METU will continue its efforts to set an example in terms of pertinent and efficient implementation of existing laws and regulations and will maintain its responsibility, vigilance and concern regarding the expression of academic and administrative opinions to law-makers.



1966

The First  
Domestic  
Missile





METU Aeronautical and Aerospace Department Students, 2017



## ASSESSMENT OF THE 2011-2016 STRATEGIC PLAN

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The evaluation of the 2011-2016 Strategic Plan was carried out by eight field committees established for the 2018-2022 Strategic Planning process.

For the purposes of evaluation, the Key Performance Indicators used by the Institutional Development and Planning Office (KGPO) in the Performance Program preparation were made use of. However, since these indicators were not matched with the objectives of the Strategic Plan in question, qualitative evaluation was made by obtaining information and opinions from the relevant units in determining the extent to which the targeted results were achieved.

## Education and Teaching

At our university, studies on specifying the educational objectives and outcomes for undergraduate programs have been completed and relevant information has been entered into the ODTÜSYLLABUS database. The same structuring has also been completed to a large extent for graduate programs and studies are currently continuing. The Moodle-based teaching management system called ODTÜClass is available for all courses at our university. The software METU-SIS is also being updated in accordance with the changing regulations and all kinds of applications related to student affairs can be initiated via a single web page.

Within the scope of the 5,371 courses opened in ODTÜClass as of 2016, 69% of faculty members and 83% of students have been using the program. METU OpenCourseWare ([ocw.metu.edu.tr](http://ocw.metu.edu.tr)) currently offers 142 courses and serves an average of 4,500 visitors per month.

In terms of the external evaluation of undergraduate programs, accreditation by the Accreditation Board of Engineering and Technology (ABET) has been continuing since 1994 for all departments at the Faculty of Engineering. The Psychology Department of the Faculty of Arts and Sciences successfully completed the accreditation process carried out by the Turkish Psychologists Association on behalf of YÖK in March 2014.

Preparations for accreditation of Faculty of Economic and Administrative Sciences, Department of Business Administration by the Association of Advanced Collegiate Business School (AACSB) and the Department of Political Science and Public Administration by the European Association for Public Administration Accreditation (EAPAA) are underway

The Student Center, whose construction is to be launched in July 2017, was designed and funding from the Ministry of Development has been obtained.

The Student Center, which is to have a total area of 8,099 square meters, will include offices for clubs and societies, administrative offices, a stage performance hall with 435 seats, two activity amphitheatres with a total capacity of 292 people, two music recording rooms, music rooms for individuals, classrooms and meeting rooms for common usage, a study room for the disabled, a reading room and a café

## Research and Development

Middle East Technical University Design and Innovation Center (METU Design Factory) started as a project supported by the Ministry of Development and was established as an academic unit in 2016. The second and third Interdisciplinary Design Studios were held in 2016 and the fourth in 2017 at the Center,



which concentrates on problem solving and innovation through a design focused understanding with students, academicians, participants from the sectors of industry, education, health, and from non-governmental organizations.

By obtaining support from the Ministry of Development, our university has started to establish new centers of excellence in fields such as health, electronics, aerospace and renewable energy, and has begun to develop the infrastructures of existing centers.

The projects within this framework include the establishment of the Particle Radiation Tests Creation Laboratory, the Cryptographic Module Test Laboratory, the Research Center for Mechanical Gears and Energy Transfer, the Energy Storage Materials and Devices Research Center, the Cancer System Biology Laboratory the creation of an interface for industry within the scope of the Center for Solar Energy Research and Applications (GÜNAM), the infrastructure improvements of biomedical applications and of the Center of Excellence in Biomaterials and Tissue Engineering (BIOMATEN) as well as the Eastern Anatolian Observatory focal plane devices and adaptive optical system projects.

METU Center for Technology, Engineering and Mathematics Education (BİLTEM), an initiative of our university on education and community service, started its service in 2016. It is expected that BİLTEM, which has an interdisciplinary approach, will make an important contribution to the development of curriculum, methodology, materials development and teacher education, whose significant deficiencies are felt in primary and secondary education, by activating the resources of our university and other institutions.

With the financial support provided within the scope of TÜBİTAK 1513 support program, the activities of the Information Transfer Office and Teknokent Technology Transfer Office were integrated and university-industry collaboration and commercialization activities were intensified. Institutional steps have started to be taken in order to train qualified human power in line with the needs of the industry by developing MIGEP (Collaboration Development Program for Centers), Teknotez and SAYP (Training Program for Defense Industry Researchers).

In 2015, priority areas were determined in the direction of TÜBİTAKs call for the “Preparation and Implementation of R&D Strategy Document for 1000-2015-1 Universities” and preparations for R&D strategy documents were initiated. In addition, the Strategic Roadmap for the European Research Area of our university has been prepared and strategic programs and action plans have been defined to be more effective in the field of European research. Again in 2015, along with five leader universities in the field of research, METU was one of the founders of the Alliance of Turkish Research Universities (TAÜG) in order to ensure cooperation and interaction with national and international stakeholders for the implementation of European Research Area priorities in Turkey. A report entitled “Research Universities and International Competition in Higher Education”, Research and Innovation was prepared by TAÜG in March 2016 and shared with all relevant institutions and organizations in the higher education sector in our country.

Department of Industrial Design, 2017



Department of Food Engineering, 2017



## Community Service

The activities of the Society and Science Research and Application Center (TBM) include events held under the titles Science and Technology Collection Exhibition Area, Community Outreach and Social Policies.

The events related to the Science and Technology Collection Exhibition Area are carried out in 5 different venues. Our “Science and Technology History Exhibition”, “Transportation History Exhibition”, “Aerospace and Space” and “Applied Science Center” buildings serve groups from schools and individual visitors every week day and the first Saturday of every month. On the other hand, all visitors may access the Outdoor Exhibit anytime.

The indoor and outdoor exhibition area, whose activities are connected to the Society and Science Research and Application Center, was visited by 17,741 people in 2016 excluding individual visitors.

In addition, workshops for 6th, 7th and 8th graders were organized within the context of TBM's Environmental Activities in 2016, and presentations and observation activities were carried out under the «Science At Home» event.

In addition to weekend projects in the events organized with the Science Bus, there was outreach to schools and events were carried out with beginning of term, mid-term and daily projects. There were meetings with students for various activities from a total of 80 schools

in 30 districts of 15 provinces and more than 11,000 students

Center for Applied Science, 2013



Science At Home, 2016



were reached through over 300 volunteers in order to get, especially village children, to enjoy reading. In order to familiarize students with the TBM Community Access Group and to raise awareness at our University, 17 seminars were conducted for

our students both within the scope of the Community Service Courses and through various invitations by departments. Two similar seminars were conducted in İstanbul.

Nearly 1,000 individual visitors from various parts of Ankara participated in the event “Science is Fun! METU Celebrates its 60th Year!”, which was held with the contribution of 156 faculty members and students from 38 departments / centers / student clubs. The European Researchers’ Night, the theme of which was “Science At Home”, was held on the METU Campus with support from the European Union. “Science At Home”, which attracted great interest, hosted approximately 15,000 people, both individual visitors and student groups from 128 schools in Ankara’s various districts.

## Institutional Development and Human Resources

The Academic Development Program (AGEP), which was launched in 2011 in order to facilitate the academic development of our new members of faculty as well as their adaptation to our University, has been continuing successfully. The implementation of the Administrative Personnel Development Program (IGEP), which was launched in 2014 in order to support the professional development of our administrative staff, continues every year.

In 2016, a Quality Commission was established at our university and an Internal Institutional Evaluation Report was prepared. During the procedure of preparing the Internal Institutional Report and evaluating the quality assurance system, accreditation studies run by programs and academic/administrative units were reviewed.

Between January 2010 and May 2016, a total of 175 seminars were conducted for students on 27 different subjects (adaptation to university life, academic achievement, study methods, examination anxiety, procrastination, sports at METU, romantic relations, separation, communication, etc.) by ÖGEM. 12,142 students attended these seminars. Between 2010 and 2016, 1,200 individual psychological counseling services were provided for 203 clients who applied for individual psychological support.

A wide variety of activities such as the career fair organization, promotion days for postgraduate programs, company-specific events and career counseling are carried out by The Career Planning Application and Research Center (KPM) of our university. The METU Career Fair is held every year at METU Culture and Convention Center. The event, which has been held with the participation of an average of 40-50 firms each year, lasts 2 days and is visited by more than 2,000 students and alumni. The Graduate Programs Promotion Day, the first of which was held during the 2013-2014 academic year, aims to promote the graduate and post-graduate programs offered by METU to those who wish to continue their post-graduation careers in academia, and to those who want to acquire knowledge at a level of expertise in the related field and improve their ability to use their existing knowledge in professional practice. In addition, approximately 40 companies visit our campus annually and organize recruitment activities such as interviews and case studies besides workshops and seminars through which our students can improve themselves. During these activities, our

students are able have face-to-face contact with authorized people from firms and get to learn their existing vacancies, the provisions for and dates of application.

In May 2016, the “Gender Equality Principle and Strategies Document” was adopted and the METU Gender Equality Promotion and Sexual Harassment Prevention Unit was established.

Another important development for our university was the completion of the 360-bed-capacity Graduate-Researcher Guest House. It is expected that the Graduate Guesthouse, primarily fulfilling the accommodation needs of our research assistants, graduate and PhD students and guest researchers, will provide significant support to our human resources in terms of education and research. In addition, all dormitories are being renovated within the scope of the renewal program of existing student dormitories. In accordance with the program, two dormitory buildings were renovated with a total budget of 7.4 million Liras in 2016.

The METU Disability Support Office was established in 2011 replacing the Disability Support Coordination Unit, which had been operating since 2004 with the aim of examining the problems encountered by students with disabilities within the university and to create appropriate systems towards these problems. The Disability Support Office is assigned the task of working towards ensuring that students who are studying at our university and have special needs due to any disability have equal access to the services and facilities of the university and creating an environment that supports their development.

The “New International Student Mentoring Program” was launched in 2011 to help newly enrolled international students adapt to our university and country. In the program, international students are matched with volunteer international 3rd or 4th



Department of Industrial Engineering, 2017



year students and/or with students in the Hand-in-Hand Student Support Program volunteers. The organization of the program was transferred from ÖGEM to the International Students' Office in 2015.

Scholarship and internship opportunities for international students have been increased and there has not been any significant increase in tuition fees. The residence permit problems experienced by guest exchange students and the visa problems encountered by outgoing exchange students have been alleviated to some extent through negotiations with relevant authorities.

## International Cooperation

As of 2016, 1,744 international students (excluding international exchange students) are enrolled in programs at METU. The ratio of international students to the total number of students is 6.6%. International students mostly come from Iran (21%), Azerbaijan (14%), Pakistan (7%), the Near East and Central Asia respectively. The number of international faculty members is 21, with a ratio of 1.7% to the total number of faculty members.

In 2016, the number of Erasmus agreements reached 356 and the number of bilateral international exchange agreements reached 185. The same year, the number of incoming students through Erasmus and other exchange programs was 328 and the number of outgoing students was 405. 27 academicians came

to METU and 10 went abroad within the scope of the Erasmus program. The number of administrative staff benefiting from mobility programs was 7.

Our portfolio of bilateral undergraduate-degree exchange agreements with equivalent international universities expanded between 2011 and 2016. The geographical range of our international relations has broadened with the expansion of the Erasmus+ program outside the European Union. Within the scope of the Erasmus+ KA107 International Credit Mobility program, short-term scholarships (one or two semesters) have been provided to successful international doctoral students. Ten-percent of the performance budget has been allocated to departments since 2013 in order to attract visiting academicians to our university. Accommodation and health services have been provided for incoming Erasmus-Mundus researchers and for graduate-degree students coming from universities abroad.

Cooperation continues with 23 of the top 100 universities according to the ranking of the Times Higher Education World University Rankings (THE). 7 of these universities are located in the United States, followed by Germany, Canada, the United Kingdom and Singapore with 2 universities each. Similarly, cooperation continues with 121 among the 242 European universities and 21 of the 171 American universities ranking in the top 600 according to THE. There is cooperation with 12 of the 94 Asian universities ranking in the top 600.



International Students at METU, 2016





konu 10 TL verdim mi?  
Çalıştırı oğru okunm?  
Kısmi oğru okunm verdim okunm?  
İsteyim (faktör okunm mı?) (Atım)  
Bunlar → Su sorun





1996

The First  
Radio Broadcast  
Over the Internet



RADIO ODTÜ, 2017





## ACTIVITY DOMAINS and PRODUCTS

In accordance with its mission, Middle East Technical University has carried out the activities summarized below in the fields of education, research and community services as well as in international cooperation.



METU Erdemli Campus  
Graduate School of Marine Sciences, 2017



Department of City and Regional Planning, 2017

## Education and Teaching

At METU, there are 41 undergraduate programs are offered in 5 faculties. 107 graduate and 69 doctoral programs are conducted in the Graduate Schools of Natural and Applied Sciences, Social Sciences, Informatics, Applied Mathematics and Marine Sciences. Among these graduate schools, the Graduate School of Marine Sciences is located in Mersin-Erdemli. English training is provided for preparatory year students by the School of Foreign Languages. METU offers the broadest program diversity among the English-medium universities in our country.

The total number of graduates of our university, which has become one of the distinguished and reputable universities in our country since the day it was founded with its scientific level, its significance in cultural and intellectual domains and its qualified graduates, is over 120,000. .

As of fall semester of the 2016-2017 academic year, 3,413 students of the Ankara and Erdemli Campuses were enrolled in the Preparatory year program, 14,645 in undergraduate programs, 4,970 in graduate programs, 3,276 in doctoral programs, 202 in academic deficiency programs and 670 are registered as special students. The total number of our students was 30,213 with the 2,918 students studying in Northern Cyprus Campus, 690 of whom were in their Preparatory year, 2,172 in undergraduate programs and 56 in graduate programs.

The total number of our graduates reached 3,507 in the 2015-2016 academic year, comprising 2,510 students earning undergraduate, 580 graduate, 182 doctoral degrees in the Ankara and Erdemli Campuses and 200 students earning undergraduate and 17 graduate degrees in the Northern Cyprus Campus.

According to the 2016 YLS results announced by OSYM, 63% of

the students who were placed in METU programs were placed in one of their first three preferences, which indicates that METU is among the most preferred public universities.

According to the results of the “Red Dot Design Ranking 2016”, METU ranked 5th among the “15 Most Successful Design Schools” in America and Europe.

Our university, which serves with a high quality structure in the field of education, has proven its effectiveness in undergraduate and graduate education. Rapidly developing technological advances and a noticeable increase in the need for integration between sectors has led to the necessity for expanding the existing programs offered at our university and introducing change to support specialization. In this respect, assignments made by YÖK under Article 35 have been supported and the Scientific HR Development Program (ÖYP) initiated in the leadership of our university has been maintained. These programs aim to educate academicians and researchers who would specialize in their fields and ensure cooperation with other sectors in the fields of science and technology. Our university has also set itself the goal of educating graduate students as qualified R & D personnel for industry through other Researcher Training Programs (e.g. the Researcher Training Program for the Defense Industry).

## Research and Development

There are 28 application and research centers affiliated to the METU Rectorate (<http://www.metu.edu.tr/research-centers>).

The activities of these centers are spread to quite a wide range such as biomedical materials, solar and wind energy, micro-electromechanical systems, modeling and simulation, industrial design, automation, defense systems, intelligent transport systems,





Department of Food Engineering Students, 2017

1001 projects. Between 2009 and 2016, METU was awarded with the highest number of ARDEB 1001 projects, with 251 projects. METU also ranks first in the number of supported San-Tez projects. With over 1000 R&D projects having a total budget of over 417 million Turkish Liras funded by national grant schemes, in particular by TÜBİTAK funds, our university is among the the most supported universities in Turkey.

While the amount of support applications for international projects has increased (68 for 2016), there has been a decline in agreement rates, especially in the European Research Area, parallel with the competi-tion experienced within the scope of the recently launched Horizon 2020 program (7% for 2016). To date, METU has contributed to scientific studies on a

worldwide scale with 314 projects funded by various in-ternational grant schemes, primarily by the European Union funds. While the total budget of these projects is 700 million Euros, METU's share in these projects amounts to about 44 million Euros..

Within the scope of the European Union Framework Programs and Horizon 2020, 165 EU Projects (FP5, FP6, FP7 and Horizon 2020) were carried out by 102 different researchers. METU has a 9% share in the EU research funds brought to Turkey and a 19% share in the Turkish universities' total FP7 funds. 139 other international projects were carried out by 97 different researchers.

The METU Central Laboratory offers a scientific research environment in which modern testing and analysis devices as well as training and measurement facilities are in place for researchers working in universities, public institutions and the industry. The Central Laboratory also offer services for other parties outside METU as more than 10.000 samples are analyzed per year. At METU there are more than three hundred and sixty laboratories, more than 40 application and research centers and more than 10 centers of excellence established with the support of the Ministry of Development. The METU Technology Transfer Office (TTO) provides support for patent applications for inventions that have emerged as a result of scientific activities at METU. TTO portfolio contains more than 300 patent applications for more than 100 inventions, nearly 200 of which have been registered. As of 2016, the total number of patents owned by METU faculty members reached 123.

METU preserves its position as the highest ranking Turkish universities in number of publications and citations, which is one of the most important indicators of the competence of universities in the field of research, in 2016.

METU's TEKNOKENT is rapidly growing as a project that will play a key role in the development of Ankara and in the competitive power of our country. One of the two important investments totaling TL 80 millions, is the construction of the 12.000 m2 R&D



Department of Computer and Educational Technologies, 2017

technology policies, disaster management, audiovisual systems and Confucius research.

Our faculty are conducting a substantial number of research and development projects through the financing they obtain by competing for research funds provided by international and national institutions. In national project supports, the same level has been maintained in terms of both quantity and budget; however, METU's share in TÜBİTAK funding is on the decrease. Despite this, among Turkish universities, METU received the largest quantitative and budgetary share from TÜBİTAK ARDEB



building for defense and aviation companies, scheduled to be in service by 2017, and the other is the 33,000 m2 “Information and Innovation Center» building, which will host international and national information and telecommunications companies. The Information and Innovation Center aims to bring the society together with science and technology. The joint goal of our University and METU TEKNOKENT is to deepen university-industry collaboration, strengthen content linkage and to improve the commercialization performance of METU-based research. In 2016 “Technology Development Regions 2015 Annual Performance Index”, METU TEKNOKENT ranked first among 39 Technology Development Regions.

Our university provides effective services to a large number of private and public sector organizations and international institutions through experiment-measurement, consultancy, research, development and innovation projects carried out under the Directorate of Revolving Funds Management. In addition, many of our faculty members serve as referees in their fields of expertise on national and international platforms.

Our university aims to increase its research capacity by cooperating with industry, as well as public and private sector organizations, and to create value at an international level through its high-impact R&D outputs. Participation in programs supporting industry co-operation (international support programs such as Horizon 2020, San-Tez projects, etc.) are supported because it serves this purpose. New programs (Cooperation Development Program for Centers, Teknotez, etc.) have been launched in recent years so as to increase cooperation.

Within the scope of TÜBİTAK ARDEB 1000 support, Electronics-MEMS, Electromagnetic and Photonic Systems, Energy

(Conventional and Renewable Energy), Biomedical and Aerospace technologies are among the priority research areas of METU. The Research Centers affiliated to the Rectorate in these fields are listed below:

Energy : GÜNAM, RÜZGEM, PAL

Aerospace: BİLTİR, MODSİMMER, OGAM

Electronics-MEMS : MEMS

Biomedical : BIOMATEN, MEMS

The results of research carried out in various fields through university-industry-public sector cooperation provides solutions to the needs of the society and responds to the problems encountered by high level public institutions and leading industrial organizations.

The relations of our university with industry continues in a multidimensional manner. In 2016 alone, 183 R&D projects with a total budget of TL 50 million were carried out within the framework of the university-industry cooperation. with a total of 200 researchers taking part in these projects

In developing university-industry cooperation, agreements of corporate nature, allowing for development of constant monitoring procedures and multiple projects, have been signed with large scale companies. Project areas involve product and/ or process development in line with company needs, which were determined through meetings with large scale firms. Simultaneously, demands are collected from our faculty regarding the project topics they wish to develop in accordance with the activity areas of firms, and according to these specified topics, collaboration meetings the related faculty and the senior firm officials participate are organize



Department of Electrical and Electronics Engineering, 2017



Department of History, 2017



Department of Aerospace Engineering, 2017



## Community Service

Besides undergraduate and graduate education and international research, our university gives priority to the function of community service. By founding the Society and Science Research and Application Center, METU has aimed to carry out research in order to increase the level of scientific awareness, to raise the interest of the society in scientific and technological issues, to popularize science and to increase the use of science in everyday life, to conduct activities so as to motivate the improvement of skills in the scientific approach and research, creativity and the ability to analyze at every level of society, to strengthen the links between society and science, to increase the activities of universities towards the society and to encourage such activities.

METU Continuing Education Center (SEM) contributes to meeting the lifelong learning needs of our country, and in particular, of Ankara. The trainings offered covers technical issues towards professional development, as well as personal development issues. Three types of training programs are organized by SEM; namely, contracted training programs, training programs open to general participation and public conferences. Public conferences, which are free and open to participation of anyone who wishes can benefit from, have been held since 1995. From 2013 onwards, Interim Seminars (DAS) have been added to public conferences. To date, a total of 253 public conferences with numerous participants from Ankara have been organized. In 2016, also free-of-charge METU-DAS events in Ankara took place in a total of 72 sessions (3 days in 6 parallel sessions), lasting 72 hours on 62 different topics with the participation of 6,108 people. Also in 2016, 12 free-of-charge and open-to-public Inter-Semester Seminars (DIS) on 8 different topics were held with 610 participants.

Our units and students carry out many social responsibility projects through various student groups. Voluntary support is provided for many activities such as setting up libraries in rural schools, public education, giving free lessons to children with financial difficulties and to high school students.

Our student clubs and societies organize about 1,000 events per year. Thus, they have significant contribution in culture, arts and science to first METU, and then Ankara. Below are some examples of activities organized regularly by student clubs and societies every year:

- IEEE ODTÜ Student Society “On-Campus Development Days
- Turkish Folklore Club “Public Theatre Days”
- Robot Society “International Robot Days”
- Productivity Club “Management and Engineering Days”
- Turkish Classical Music Club “Turkish Music Days”
- Theatre Club “Theatre Festival”
- Musicals Society “Musicals”
- Turkish Folklore Club “Concerts” and “Folk-Dance Performances”
- Music Societies “Rock Festival”
- Fine Arts Club “Concerts”
- Japanese Culture Society “Japan Week”
- International Students Club “Spring Festival”

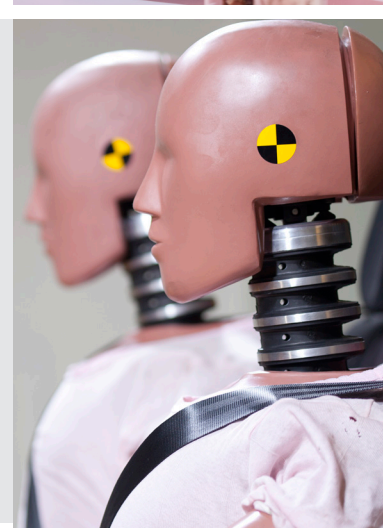
The research done at our university by our faculty members is shared with the scientific community in various settings through articles both in periodicals in international indices and in national periodicals, international and national books, book chapters, compilation books published by renowned publishing houses as well as international and national conference reports. In addition to these, our university plays an important role in sharing the results of the research in our country with national and international scientific circles through the scientific meetings it organizes.

The summary of METU’s activity domains is given in Table 2.



**Table 2: METU's Activity Domains, Products and Services**

ACTIVITY DOMAIN	PRODUCTS / SERVICES
<b>A – Education and Teaching</b>	<p>Foreign Language Preparatory Education</p> <p>Undergraduate Education</p> <p>Graduate Education</p> <p>Joint International Education (SUNY, Humboldt)</p> <p>Exchange Programs (Erasmus etc.)</p> <p>Distance Education Programs</p> <p>Scientific HR Development Program (ÖYP)</p> <p>Continuing Education Programs</p> <p>Academic Development Program (AGEP)</p> <p>Administrative Personnel Development Program (İGEP)</p> <p>Graduates</p>
<b>B – Research and Development</b>	<p>Application and Research Centers</p> <p>Central Laboratory</p> <p>Research units/laboratories at academic units</p> <p>Supported R&amp;D Projects (Ministry of Development, TÜBİTAK, EU etc.)</p> <p>Projects supported with university resources (BAP)</p> <p>R&amp;D and innovation projects run with the support from industry (Revolving Funds projects)</p> <p>Researcher training programs (SAYP, MİGEP etc.)</p> <p>Research Support Units</p> <p>Activities of the Research Coordination and Industrial Liaison Office (BAP Coordination Unit, Technology Transfer Office, etc.)</p> <p>Technopark collaborations</p> <p>Publications</p> <p>Patents</p> <p>Participation in conferences/workshops</p>
<b>C – Community Service</b>	<p>Society and Science Research and Application Center</p> <p>Continuing Education Center</p> <p>BİLTEM</p> <p>Institutional communication activities (sharing the results of the research done by our university through publications, conferences, etc.)</p> <p>Community service projects (Activities within the scope of the community service course offered by the Faculty of Education, organizations such as Science Is Fun, Science at Home etc.)</p> <p>Joint activities with non-governmental organizations towards popularizing science</p>







## RESOURCES

The assessment regarding our university's resources has been grouped under the headings human, information, financial and physical, and are presented as a summary.

### Human Resources

As of 2016, there are a total of 2,326 academic staff at METU, comprising 754 faculty, 239 instructors, 1,104 research assistants (413 of whom are assigned to our university under Article 35) and others (experts, etc.). The total number of administrative staff is 1,875, three quarters of whom are government employees and the rest permanent workers, temporary workers and contracted personnel.

Over the years, an increase is observed in the in-service training programs offered by METU to its employees. In 2016, approximately 2,000 employees benefited from such training.

### Information Resources

In terms of information services and resources, 693 web pages are being served within METU with a total number 32,659 users. A total of 3,945 users have blog pages in the system.

As for the wireless network, coverage has reached a level of 100% in classrooms and laboratories, 95% in common areas and 90% in offices. This rate drops to 65% in outdoor spaces and to 60% in the faculty lodgings.

The Integrated Information System (BBS) project designed in 2008 with the aim of benefitting from the leverage effect information technologies, increasing efficiency, ensuring accessibility to and integrity of data and information, supporting decision-making processes, ensuring governance and compliance with laws and regulations is expected to support the processes of education and training, research, applications and services and institutional management. (The process is summarized in Figure 1.) Approximately 90% of the infrastructure installation was completed in 2016. Approximately 30% of the processes are presently being supported by IT.

As of the end of 2016, there are 36,961 users of the METU Library. 84% of them are students, others are academic and administrative staff, Teknokent personnel, retired personnel and users within the scope of a protocol. In 2016, our library has 519,263 printed books, 266,906 electronic books, 26,556 printed theses, 12,671 electronic theses, 193,681 hardcopy journals, subscriptions to print editions of 960 journals, subscriptions to 43,070 electronic journals, 162 databases and 1,212 multimedia (DVDs, videotapes).

### Financial Resources

METU's financial resources consist of internal- and extra-budgetary revenues. Internal-budgetary revenues consist of own resources (income from formal and non-formal education, revenues from master's without thesis programs, operation incomes from social facilities and rents) and treasury support. Non-budgetary revenues consist of Revolving Funds incomes, TEKNOKENT incomes, Foundation incomes and donations. Our university spent 497,877,270 TL of the allocated initial allowance of 459,865,000 TL (end-of-the-year allowance being 529,191,822 TL) in 2016. About two-thirds of the initial allowance (2015: 63.42% and 2016: 65.42%) consists of personnel payments.

Figure 1: The Set-up Process of the Integrated Information System (BBS)



The investment program expanded by 166% between 2011 and 2016, and the proportion of Revolving Funds incomes to the actual budget was 10%. R&D revenues have been actualizing at a rate of about 30-35% of the total budget. The 2016 budget revenues of the university were estimated to be 459.865.000 TL and the end-of-the-year revenues actualized as 521.209.320 TL.

### Physical Resources

All the faculties and departments of our university, excluding the Northern Cyprus Campus in the Turkish Republic of Northern Cyprus and the Graduate School of Marine Sciences in Mersin-Erdemli, are located on the same campus area in Ankara. The total area of METU's Ankara Campus is 3928 hectares. Of this total area, buildings occupy 156.4 hectares, sports facilities 9.5 hectares and recreation areas 1.3 hectares whereas 6.6 hectares have been allocated as development areas for sports and 6.2 hectares as development areas for buildings. Apart from the open-air sport fields, there are indoor sports halls as well as indoor and outdoor swimming pools on Campus. Our university hosted 43 inter-university sports competitions in 2016.

There are 336 classrooms, 430 laboratories and a total of 19 dormitory buildings with a student capacity of 7,348 on the METU Ankara Campus. The METU cafeteria has three dining halls serving students and two halls serving academic and administrative staff. In 2016, the number of annually served fixed menus was 1,031,097. The same year, 5,107 people were served daily at the cafeteria.

In addition to the guesthouse at our university, there are exist the Aysel Sabuncu Life Center, the Uludağ Education and Sports

Facility and the Graduate Guesthouse which was opened in September 2015.

In addition to contributing to the scientific productivity of METU and to the livelihood of its social and cultural life, the METU Culture and Convention Center, which brings together all the innovations of technology and contributes to Ankara's science, culture and arts life, has been designed in a manner so as to provide an opportunity to organize all kinds of national and international conventions, seminars, conferences and cultural events. The Center, which has a strong technical infrastructure in terms of usage, consists of nine halls, two foyers and support service units. The center hosted 323 separate events in 2016.

With its 116 personnel, the Health and Guidance Center serves students as well as administrative and academic members of staff. In 2016, a total of 75,881 people benefited from the center.



METU Central Laboratory, 2017



2000

The First  
Teknopark  
METU  
Teknokent





METU TEKNOKENT İkizler Building

## SECTORAL TRENDS ANALYSIS (PESTLE)

2018-2022 strategic planning process involved each SPAK to conduct a higher education sectoral trends analysis with respect to its own field, and in order to uncover these trends both internal and external stakeholder opinions were taken into account.



Department of Industrial Design, 2017

The sectoral trends analysis as conducted for the strategic planning process is a study to determine which direction the higher education sector will evolve by specifying the trends that might emerge or decline as well as to interpret what our university can respond as an institution in order to adapt this evolution. These factors are grouped as political-economic-social-technological-legal-environmental (PESTLE). This work, also called PESTLE analysis, is based on internal and external stakeholder observations fed by as empirical data and evidence to the extent possible. Due to the fact that a trends analysis involves not only past data but also future expectations, it may not always be possible to provide such empirical data.

2018-2022 strategic planning process involved each SPAK to conduct a higher education sectoral trends analysis with respect to its own field, and in order to uncover these trends both internal and external stakeholder opinions were taken into account. The field-based PESTLE analysis results obtained by the SPAKs were presented in the well-attended Strategic Planning Conference held on 7-8 January 2017, and participants were given feedback forms on which they could indicate the degree to which they agreed with the results, and they were also asked to add additional issues for the SPAKs to consider. The analyses were updated on the basis of these feedback forms, an overall PESTLE analysis at the university level was reached by emphasizing the outstanding items in the strategic planning process by the ÜSPDE. The departments and units of our University also contributed to the findings of this analysis from an institutional perspective.

The sectoral trends analysis to identify METU's focus in education, research and development, and community services are listed as follows:

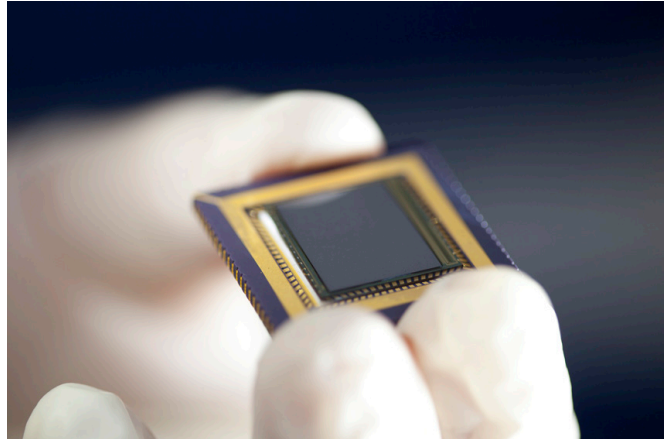
## Political

- As regulated by the higher education system, academic and administrative posts and financial resources are allotted in centralized manner; deems it difficult to reach the desired employment and budget structure which will meet the needs and expectations. This problem creates more critical consequences, especially in the fields of research and education, as the necessary staff cannot be obtained adequately.
- The security problems in the country and the way this is perceived abroad set obstacles, especially for international cooperation with Western countries and the realization of international student and academic staff mobility. On the other hand, Turkey continues to attract international students from the Middle Eastern and Central Asian countries.
- Transportation and urbanization policies at the local level, cause the physical resources of METU confront threats such as real estate speculation and undesirable construction.
- Universities are expected to differentiate in terms of mission and specialize in different domains. As a result, while resource increases are expected in certain areas of activity and research topics, it remains unclear whether resources can be allocated to non-priority domains and activities as per mission differentiation and specialization.
- Despite the slowdown in the EU negotiation process, the fact that the latest phase in the Education and Culture Chapter (Chapter 26) is “in harmony with the general acquis” and that universities are harmonized with European standards through the Bologna Process reduces the risk of experiencing inconveniences this area. However, unless negotiations start again, or, if they cease altogether, there is a danger of diminishing EU funding and cooperation, in which case, joint projects with EU countries will be negatively affected.

## Economic

- Availability of public resources (such as those from the Ministry of Development, the Ministry of Science and Technology, TUBITAK) and international resources (the EU, the World Bank, and the United Nations) for different activities and purposes like research, education and renewal of physical resources. METU centers of excellence may not experience difficulties thanks to their research infrastructures and qualified researcher profiles in accessing competitive research funds. However, the increasing number of universities in our country may lead to a decrease in our share of funds. Difficulties are experienced in finding funding to improve physical resources, and in particular, the utilization rate of public resources will be limited. The possibility of a global or local economic crisis poses the danger of a further restriction in access to resources.
- University-private sector and public sector-university-industry collaborations are increasing. Meanwhile, the

concept of the 3rd Generation Entrepreneurial and the Innovative University is emerging as the expectation that knowledge will generate social benefit and economic value gradually increases. Some universities are specifying their choices of topic and differentiation strategies towards this domain. To this end, issues like rendering entrepreneurship training widespread, which is believed to complement educational and research activities in some fields of study, and prioritizing economic value-generating research topics make up the agenda. On the downside, which is in the forefront in national and international higher education policies, will weaken the importance of fields and units that do not emphasize entrepreneurship and innovation.



MEMS, 2017

- The geographical location of METU has a critical role in the development of collaborations and access to human resources. Physical proximity to governmental institutions and sectors such as defense and information facilitates cooperation with these sectors. However, geographical location can be limiting in relations with the private sector, such as banking, finance, producer services and creative sectors. It can also create a disadvantage compared to higher education institutions in Istanbul in terms of preferences of students and researchers from abroad. Nevertheless, the fact that METU is one of the relatively small number of universities in Ankara will further increase its appeal in this region.
- The economic impact of sectors such as energy, health, defense, chemistry, environment, materials and information technologies are on the rise. Should R&D funds be primarily provided for these sectors, universities with expertise in such fields will have increased opportunities in conducting joint R&D projects with the private sector and benefiting from the available funds. The acceleration of R&D activities in these areas and the implementation of high-impact research and innovation projects will be possible at METU, which has centers of excellence, infrastructure and competent academic staff within these domains..

## Social

- Successful and reputable alumni are one of METU's strengths. Their successes increases the reputation of



METU within the society and the possibility of collaboration with alumni (R&D collaborations, resource development etc.) also enhances METU's strength. Nevertheless, it is believed that collaboration with alumni should be further diversified and strengthened.

- Diversity of students coming from different cities and regions reflect positively on campus life. In addition, collaborations such as Erasmus, which provide staff and student mobility, and the presence of international students feed multiculturalism at METU. All of these enhance the dimensions of education, research and community service with the reflection of the effects of campus life on all activities.
- Universities should provide environments where different ideas are freely discussed. The pressures created by increased polarization in the society may negatively affect free discussion environments at universities.
- The increasing population and the related problems (such as an increase in the rate of unemployment, rapid urbanization), internal and external migration trends in the country create pressures and expectations in all activity areas and resources of universities. While the necessity of addressing these problems is revealed in research, its benefits to community also gains importance. In education, on the other hand, increasing population and unemployment rates result in only a very small fraction of the candidate student pool receiving qualified education. For candidate students to make well-informed career choices, the necessity of providing information about programs offered, rendering the content of education up-to-date in every field, expanding the academic workforce to this end, and starting the implementation of content and educational models through which students will be best educated come to the forefront.
- The tendency of universities to integrate with society, to develop research and social responsibility projects that focus on social problems, to share created and learned knowledge not only with academia and students but with all sectors of society has also started to become prevalent in Turkey. Many universities have been developing community service / support units, programs and courses. Lifelong education needs are increasing the demand of various sectors of society for information from universities as well as other sources.

## Technological

- In the field of education, distance learning has increased access to information through open courseware. Innovations like mobile applications in learning and on-line learning are spreading rapidly. The expectation of the widespread use of technology in higher education such as smart boards, used even in high schools, has been increasing.
- New methods, tools, and new topics emerging as a result of changes in technology are creating new fields of research.

- The use of technologies such as mobile technology, the social media and virtual reality is increasing in interaction with society and promotion.
- Technological developments in the field of information resources (the Integrated Information System, cloud technology, etc.) have been accompanied by developments that will create adverse consequences (such as cyber-attacks). Nonetheless, these are emerging as new issues requiring preparation and investment.
- The fact that technological issues such as Industry 4.0, brain research, artificial intelligence and learning systems that have been accumulating in the university for a long time are on the increase and the interest and investments of the private sector and government in new technologies can be considered as opportunities.

## Legal

- It is expected that YÖK's mission differentiation policies in universities will influence universities in their accessibility to human and financial resources. In addition, the Ministry of Development published a set of performance indicators at the beginning of 2017 and asked for universities' to state their opinions as these indicators are expected to be used in resource allocations to universities.
- The examination mechanism of the university entrance system and the decreasing quality of pre-university education cause drops in the motivation, attendance and course success of students.
- Problems are experienced in personnel recruitment: the employment process of academic personnel is slow and the effective recruitment of administrative personnel cannot be ensured as appointment is based on centralized test scores, not on the basis of the match between job requirements and candidates' qualifications.
- Problems arising from the lack of legal regulations in the employment of personnel deem the effective operation of programs developed by our university such as DOSAP, Teknotez and the development of new ones necessary.
- The number of interdisciplinary research and education programs is steadily increasing, but the legal constraints to the establishment of institutional mechanisms to support such programs prevent their development, institutionalization and expansion.
- There are some legal practices that prevent international academic staff and students from accessing processes and opportunities. For example, international academic staff cannot take part in department administration, scholarships for international students do not cover every region, and international graduate students cannot work in every project.
- With the amendments to be made in Higher Education Law No: 2547, Draft Regulation on Intellectual Property Rights of Higher Education Institutions will regulate the





processes regarding all kinds of intellectual and industrial property rights born from scientific studies carried out at the university and which may create social added value and be subject to commercialization like works, designs, brands, projects, useful models, patents and trademarks, their commercialization and transfer to third parties, creating additional income sources for universities.

- The Labor Security and Health Law No. 6331 requires that the working environment be inspected and that staff receive training on work safety and health. Many universities also have training programs for job security and health professions, which is a new business line.
- The regulation prepared in accordance with Article 44 of Law No. 2547 allows for the creation of an advisory committee to guide the strategic direction of higher education institutions.

## Environmental

- Increasing environmental awareness and sensitivity in the society brings new responsibilities to uni-versities. The physical resources of the university should be used effectively and in a manner that does not harm the environment, promotes sustainability and benefits the community. It is expected that examples of rational and sustainable applications of energy consumption will become wide-spread.
- The rapid urbanization of Ankara is creating a growing population, construction and pollution pres-sure on physical resources, and reaching a point that threatens the integrity and the operation of the campus, against which costly measures are expected to come.





## STAKEHOLDER EXPECTATIONS

More than three hundred internal and external stakeholders were consulted within the scope of the preparation of the METU Strategic Plan 2018-2022.

The stakeholder analyses within the scope of the preparations for METU 2018-2022 Strategic Plan was carried out in three phases. In the first phase, the SPAKs met with internal and external stakeholders in their own fields and gathered opinions on expectations. In the second phase, written and oral feedback on stakeholder expectations was received from about 200 internal and 50 external stakeholders attending the METU Strategic Planning Conference held in Ankara on 7-8 January 2017. On February 13, 2017, a panel was held with the participation of more than 150 academic and administrative unit directors, and on March 6, 2017, a joint coordination meeting on the mutual expectations and strategies of all SPAKs was organized. In the third phase, the institutional views on the prepared situation assessment reports were alternately requested twice from all the academic and administrative units. Stakeholder expectations in the current plan and opinions and suggestions gathered on other issues were evaluated.

Table 3 summarizes the stakeholders from whom information was obtained by the SPAKs in the first phase of the situation analysis studies and the methods of collecting information. In the second phase, written and verbal expectations and views on other issues were collected from Teknokent Ltd. and METU Development Foundation managers as well as representatives of various external stakeholders besides academic and administrative managers from METU who attended the 7-8 January Conference. Some of the external stakeholders are METU Alumni Association representatives and representatives of institutions and organizations such as the Ministry of Education, the Central Bank, Çankaya Municipality, TUBITAK, Turkey Fulbright Commission, Chamber of Civil Engineers, Turkish Informatics Association, Ankara Anadolu High School, TED University, Atılım University, Ankara University, Koç University, İzmir the Institute of Higher Technology, Japan International Cooperation Agency, Prime Ministry Foreign Turks and Turkish Relative Communities, Embassy of Azerbaijan, Ankara Chamber of Industry, OSTİM, Aselsan, TUSAŞ, Space and Defense Technologies, Arçelik, Microsoft and Huawei. In addition, stakeholder expectations and recommendations were shared and recorded at the 13 February panel and 6 March joint meeting of SPAKs. In the third phase, institutional views were received from a total of 23 academic departments, 3 graduate schools, 6 administrative units and 1 research center on the draft strategic plan which was shared as two versions and in which stakeholder expectations were also included. These views were evaluated in the preparation of the plan.



**Table 3: Participating Stakeholders and Data Collection Methods**

SPAK	Participating Stakeholders		Method of Obtaining Information	
	Internal	External	Internal	External
Research-Development	Graduate Schools, certain Centers, Research Coordination and Industrial Liaison Office, BAP Coordination Unit, URAP	European Commission, Teknokent, TTO, TÜBİTAK	Reports, publications, document analysis, interviews	Interviews
Information Resources	BAP Coordination Unit, Research Coordination and Industrial Liaison Office, KGPO, KDDB, URAP, MODSIMMER, BİDB, Erasmus, graduate and undergraduate students	Alumni, IT service providers	Focus group, interview, surveys, reports	Interviews and surveys
Education and Teaching	Administrative Units, Departments of Basic English and Modern Languages, sophomore, senior and graduate students, graduate schools, faculty offering interdisciplinary courses, centers, BİDB	Alumni, Teknokent Ltd., METU G.V.	Interviews, document analysis, on-line surveys, focus groups, one-on-one interviews, reports	Interviews and surveys
Financial Resources	Faculties, graduate schools, centers, administrative units	Ministry of Finance, Ministry of Development, Undersecretariat of Treasury, METU G.V., Teknokent Ltd., company representatives	Document analysis, surveys, interview	Interviews and surveys
Human Resources	Academic members of staff, faculties and graduate schools, manager administrative personnel, Association of Academic Staff, unions	State Personnel Department, MEB, ÇSGB, TÜBİTAK	Focus groups, interview	Interviews
International Cooperation	International academic personnel, administrative personnel, international diploma program students, exchange students	TÜBİTAK, YÖK, Ministry of Development, JICA, MEEES, Korean Cultural Center, Confucius Center, The Turkish Fulbright Commission representatives	On-line surveys, focus groups, interviews, document analysis,	Interviews and surveys

The findings obtained from stakeholders have been summarized in Table 4.

**Table 4: Findings from Stakeholders Views**

SPAK	PARTICIPATING STAKEHOLDERS	
	Internal Stakeholders	External Stakeholders
<b>Research and Development</b>	<p>Increasing the number of interdisciplinary programs, eliminating staff problems,</p> <p>Specifying the contribution of research to society,</p> <p>Increasing the visibility of centers,</p> <p>Ensuring sustainability of human and financial resources for research,</p> <p>Increasing support for generating project proposals,</p> <p>Providing quick access to and reporting services for all research project data</p>	<p>Increasing the level of harmonization to ERA and TARAL priorities,</p> <p>Increasing the number of faculty members and departments participating in projects,</p> <p>Increasing the number of applications to programs such as U2020 and ERC.</p>
<b>Information Resources</b>	<p>Increasing the speed of access to project data,</p> <p>Establishing policies on KDDB,</p> <p>The necessity of new spatial arrangements for the use of creative technologies,</p> <p>Integration of IT services in the fields of research, security, transportation, health, archives, etc. and improvement</p>	<p>More on-line services and ease of accessibility,</p> <p>Support for mobile applications,</p> <p>Increasing the wireless network coverage,</p> <p>Increasing international integration</p>
<b>Education and Teaching</b>	<p>The necessity of active promotion,</p> <p>Increasing the number and variety of elective courses in undergraduate education,</p> <p>Making improvements in course schedules,</p> <p>Improving study environments and scholarship opportunities in graduate education,</p> <p>Increasing the use of foreign language</p> <p>Creating a strong international identity</p>	<p>Training academicians in priority areas,</p> <p>Raising awareness about the impact of foreign language skills on careers</p>
<b>Financial Resources</b>	<p>Increasing the number of faculty members, supporting career development,</p> <p>Increasing scholarship opportunities,</p> <p>Developing mechanisms for sustainability of resources,</p> <p>Increasing domestic-foreign support services</p> <p>Reducing bureaucracy,</p> <p>Creating funding resources for community service and promotional activities,</p> <p>Providing quick access to and reporting services for all research project data</p>	<p>Carrying out all transactions of our university in compliance with financial regulations</p>
<b>Human Resources</b>	<p>Increasing support for newly appointed teaching staff,</p> <p>Taking into consideration program differences in the performance and promotion processes,</p> <p>Resolving the human resource problem related to interdisciplinary programs,</p> <p>Making arrangements regarding career problems and workload of research assistants,</p> <p>Improving administrative staff in-service training, performance, access to campus facilities, etc.</p>	



SPAK	PARTICIPATING STAKEHOLDERS	
	Internal Stakeholders	External Stakeholders
International Cooperation	<p>Providing staff and financial support to improve communication services with international students and institutions,</p> <p>Establishing an institutional action plan and a central support office,</p> <p>Providing support for such issues like a handbook for international academic personnel, English communication within the institution, participation in management, permission for paid research, learning Turkish,</p> <p>Providing language training and more internationalization opportunities for the administrative personnel,</p> <p>Providing easy access to information for international exchange students,</p> <p>Providing social and academic opportunities for further internationalization of METU students</p>	<p>Improving METU's status abroad and visibility in target countries,</p> <p>Restructuring regarding international cooperation, increasing joint degrees programs, giving priority to graduate education,</p> <p>Protecting METU's leading state university position,</p> <p>Further use of TUBITAK's opportunities to take part in international projects,</p> <p>Contributing to social research areas,</p> <p>Increasing the cultural and academic proficiency of graduate students,</p> <p>Mutuality of change,</p> <p>Developing institutionalization and social skills, existence of a special communication unit</p>
Community Service	<p>Sharing with the community or stakeholders the results of research that is thought to be of benefit to the society and leading different segments of the society in areas where METU is competent,</p> <p>Increasing the number, variety and impact of the projects within the scope of social responsibility,</p> <p>Further improving OpenCourseWare, public seminars and activities popularizing science,</p>	<p>Increasing METU's promotion activities in secondary education,</p> <p>Increasing communication with alumni,</p> <p>Delivering scientific activities and projects carried out at METU to the public more plainly</p>



Department of Computer Engineering Graduates, 2013



1993

Turkey's First  
Internet  
Connection  
Network





Department of Computer Engineering, 2017





## SWOT ANALYSIS

The strengths and weaknesses of our University and the opportunities and threats foreseen that emerged as the outcome of the internal and external environment analyses carried out during the 2018-2022 Strategic Planning studies have been summarized.

### INTERNAL ENVIRONMENT

#### Strengths

- METU's strong reputation thanks to its leadership in many respects and its outstanding scientific values and merit
- The existence of a participatory and free working environment
- The high level of its constituents' quality and their loyalty to the institution
- The administrative and academic personnel in-service training events that have been improving and becoming permanent (AGEP, İGEP)
- The numerous, qualified, successful alumni attached to the institution by heart, and the national and international structures and networks they organize
- Its broad IT portfolio, strong network and system infrastructure, and its accumulation of experience in using new technology
- Its strong research infrastructure, easy access to research and educational information resources
- The existence of the partnership with METU Teknokent Ltd., METU GV, Parlar Foundation, which will strengthen cooperation with external stakeholders, and of offices (TTO) and centers that will establish relations with the private sector
- METU's competitive advantage in access to international research funds, mobility programs and resources due to its research infrastructures, qualified researchers, collaborations and experience
- The wealth of social and cultural facilities provided by the METU campus for its constituents, its safe campus environment, ecosystem and health units
- The existence of an extensive campus area that allows for large-scale scientific infrastructure investments
- The availability of wide-ranging scholarships and dormitories for students
- METU's international recognition and its perception as a gateway to Western Europe, especially in the Balkans, Caucasus and countries in the Middle East
- The diversity and competence in the number of academic programs and disciplines
- The diversity of interdisciplinary programs offered

#### Weaknesses

- Despite the fact that the medium of instruction is English, the foreign language levels of graduates are not as advanced as targeted
- Lack of adequate and effective support from alumnigraduates regarding issues like resource creation, interaction with the community and activities for the benefit of the university
- Not being at the expected level in creating unit and programs and offering courses in the field of community service
- The discontent due to inadequate personal employment rights for international faculty members and the inability of students to take sufficient advantage of opportunities, lack

of units and coordination to this end, the lack of English knowledge of administrative staff, the availability of some website content and announcements in Turkish

- Limited financial support (scholarships, part-time jobs) that can be used to attract qualified international students
- The fact that all IT services cannot be delivered under a single system and address such as the portal yet
- Being distant from some branches of the private sector (especially finance and other producer services) due to geographical location
- The lack of sufficient units and personnel to interact with the community, the inadequate efficiency of the promotion planning at the level of some departments compared to planning done at the university level, the fact that some department/unit websites are not up-to-date and attractive and the limited or ineffective use of social media at departments
- The insufficient level of institutionalization of international collaborations and community service projects
- The fact that the necessary mechanisms are not developed for the public announcement of the research projects carried out by METU, and that the social aspect of these projects is not adequately emphasized
- The inadequacy in academic and administrative human resources
- The low number of contracted international academic staff
- The high number of students per faculty member, compared to international norms
- Constraints in classroom, laboratory, library and technological facilities due to the inadequacy of financial resources and the aging physical infrastructure
- The slow pace in which arrangements required within the scope of renovations, maintenance-repair and METU Without Barriers programs are implemented, due to budget constraints
- Insufficient integration of application and field work to courses
- The fact that recruitment and promotion processes that emphasize qualities specific to programs are not clearly defined
- The significant slowness and bureaucracy is confronted in academic or administrative initiatives and practices due to existing legislation

## EXTERNAL ENVIRONMENT

### Opportunities

- The growing importance of sectors such as energy, health, defense, chemistry, environment, materials and information; the research and development potential of METU which is predisposed to cooperation in creating economic and social value with these sectors
- The suitability of the disciplinary diversity at METU to create interdisciplinary programs that are becoming increasingly widespread in the world

- The presence of a large campus area that would allow for new infrastructure investments and arrangements
- The existence of Turkey's leading Technology Development Zone, METU Teknokent . and the high potential for cooperation
- The presence of research and human resources development support such as H2020, TÜBİTAK, YÖK 100/2000 priority areas and the contribution this support will provide for education
- The availability of Industry 4.0 funds and the growing importance of information resources
- The ongoing cooperation with Erasmus, Mevlana and national and international institutions
- METU's serving as the center of attraction for students from the Middle East, Balkans and Asian countries
- Arrangements that allow universities to diversify their missions and that resource allocations will be made accordingly

### Threats

- In Turkey, state universities, in particular, have a low level of autonomy and their opportunities for self-determination in the areas of organization and management, financial management, academic management and staff selection and employment are limited, which are indispensable elements of university autonomy
- The problems that might be encountered in the EU accession process may pose adverse impacts on resources, academic mobility and existing partnerships
- The opportunities offered by private universities, in particular, create competition in attracting and retaining qualified academicians
- The employment of qualified administrative staff and difficulties in career planning
- The deterrent effect of regional conflicts and security issues on international students, the changing image of Turkey in the international academic environment in a negative direction and the interruption of cooperations, the decreased interest of qualified academicians regarding Turkey and the departure of existing faculty members from METU
- The aging of academic staff in departments with a small number of faculty members and problems related to new academic posts
- The difficulty in obtaining qualified academic staff due to the uncertainty and slow progress of the recruitment processes
- Gender discrimination and gender inequality in access to university
- The decline in quality in secondary education and the regression of analytical/critical thinking skills of incoming students, their lowering level of English knowledge
- The continuous change and uncertainties in higher education legislation affecting education and research activities negatively
- Weaknesses in knowledge management and protection of intellectual property rights



2007

Turkey's First  
Team Climb and  
First Female  
Climber  
to Mount Everest

METU Mountaineering Team's Everest Climb, 2007





# FUTURE OUTLOOK

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## MISSION

METU's mission is to attain excellence in research, education and public service for society, humanity and nature by nurturing creative and critical thinking, innovation and leadership within a framework of universal values.

## VISION

A pioneer university at international level, which transforms its region and the world.







2016

Turkey's  
First  
Design  
Factory



Design Factory Presentations, 2017





## CORE VALUES

Certain core values representing METU were specified through qualitative methods within the scope of the METU Spirit Study conducted by METU Applied Ethical Research Center in 2012. Nine focus group meetings were held with 72 participants comprising undergraduate and graduate students, administrative and academic staff and alumni groups representing different constituents. The values mentioned by the groups participating in the study were specified through content analysis. These findings were shared with the METU public opinion through the search conference held on January 7 and 8, 2017 within the scope of the METU strategic planning process..

In 2018-2022 strategic planning process, the METU values which were identified in 2012 and listed under 12 headings, were reevaluated using a more up-to-date and representative sample of university constituents, in order to determine the degree to which these values represent METU and being a METUnian, as well as their importance. A total of 5.131 participants responded to the survey designed towards this end. The analysis of survey data revealed that these values are statistically equivalent in importance. Based on these results the values are presented in alphabetical order.

### Commitment to Campus Heritage

METUnians are devoted to the METU campus as a cultural heritage and stake a claim to it as the campus enables the creation and institutionalization of a common culture with its relatively autonomous location in a human-grown forest, its set-up that collects all its units in a spatial continuity, its spaces and deep-rooted history that have ingrained in social memory, and offers an opportunity for the internalization of an aesthetic sensation with the impact of its unique architecture, landscape, works of art and events that realize within.

### Cooperative Individualism

When expressing their individual opinions and values, students, administrative and academic staff at METU act together irrespective of their titles, positions and units, and exhibit readiness to meet challenges with their libertarian attitudes.

### Credibility

METUnians take their decisions based on objective data and information, independent of external manipulations and without allowing conflicts of interest; they fulfill their duties with a sense of responsibility in light of ethical values, scientific criteria and the rule of law.

### High Academic Quality

METUnians embrace the environment which enables the ability to follow scientific developments at an international level and to contribute to such developments, and which motivates the desire for learning and research, the conduct of scientific research and education at high standards in a framework of universal ethical principles, and the community of students and faculty selected, again through high standards, as the fundamental constituents of METU's high academic quality..



## Informed Self-Confidence

With an awareness of the boundaries of their knowledge, ability and authority, METUnians act boldly and resolutely in fulfilling their responsibilities and solving the issues they encounter, and when necessary, self-criticize.

## Innovativeness and Leadership

METUnians follow and implement novel methods and approaches in technology, education, research and management, and develop unique systems, programs and constructs that will serve as models in line with the needs of the society and universities.

## Investigative Approach

METUnians adopt an investigative/critical approach before making a judgment, while accessing information, conducting scientific research, or when social issues are in question, and come to a conclusion by analyzing cases in an objective manner.

## Merit

Embracing the fact that their success and positions are deserved rights as a natural consequence of their competence and perseverance, METUnians safeguard that recruitment and other evaluation processes are conducted on the basis of objective standards and self-efficacy.

## Respect for Humanity

While METUnians consider and protect the rights and freedoms of others, they regard diversity as a wealth, oppose any kind of discrimination and exhibit an unbiased, egalitarian approach based on respect to humanity in all their relations.

## Scientific Freedom

METUnians deem the conduct of scientific research and development, education and training activities without being subject to pressures and influences other than scientific criteria, and the creation of free discussion environments to this end, as the invariable conditions of scientific freedom.

## Sensitivity to the Natural Environment

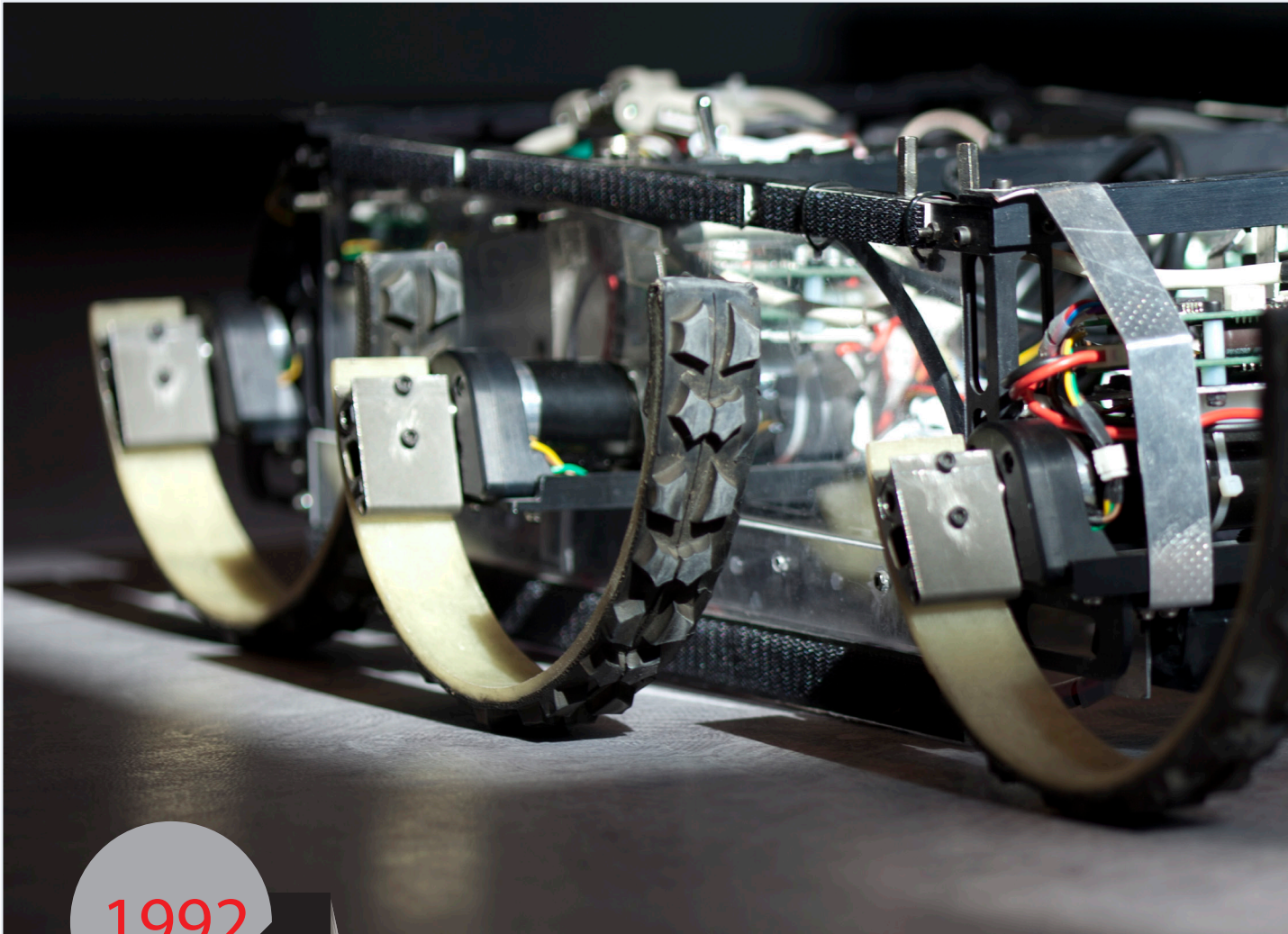
METUnians regard the forest cultivated on the university's land and the ecological diversity within as a value; they attach importance to its conservation and improvement, and, in general, strive for the creation of sensitivity towards the natural environment and the spread of protectionist tendencies.

## Social Responsibility

METUnians are responsive to social problems and develop opinions on solutions to them, conduct social responsibility projects and engage in outreach activities for the widespread internalization of science and the scientific approach by the society.

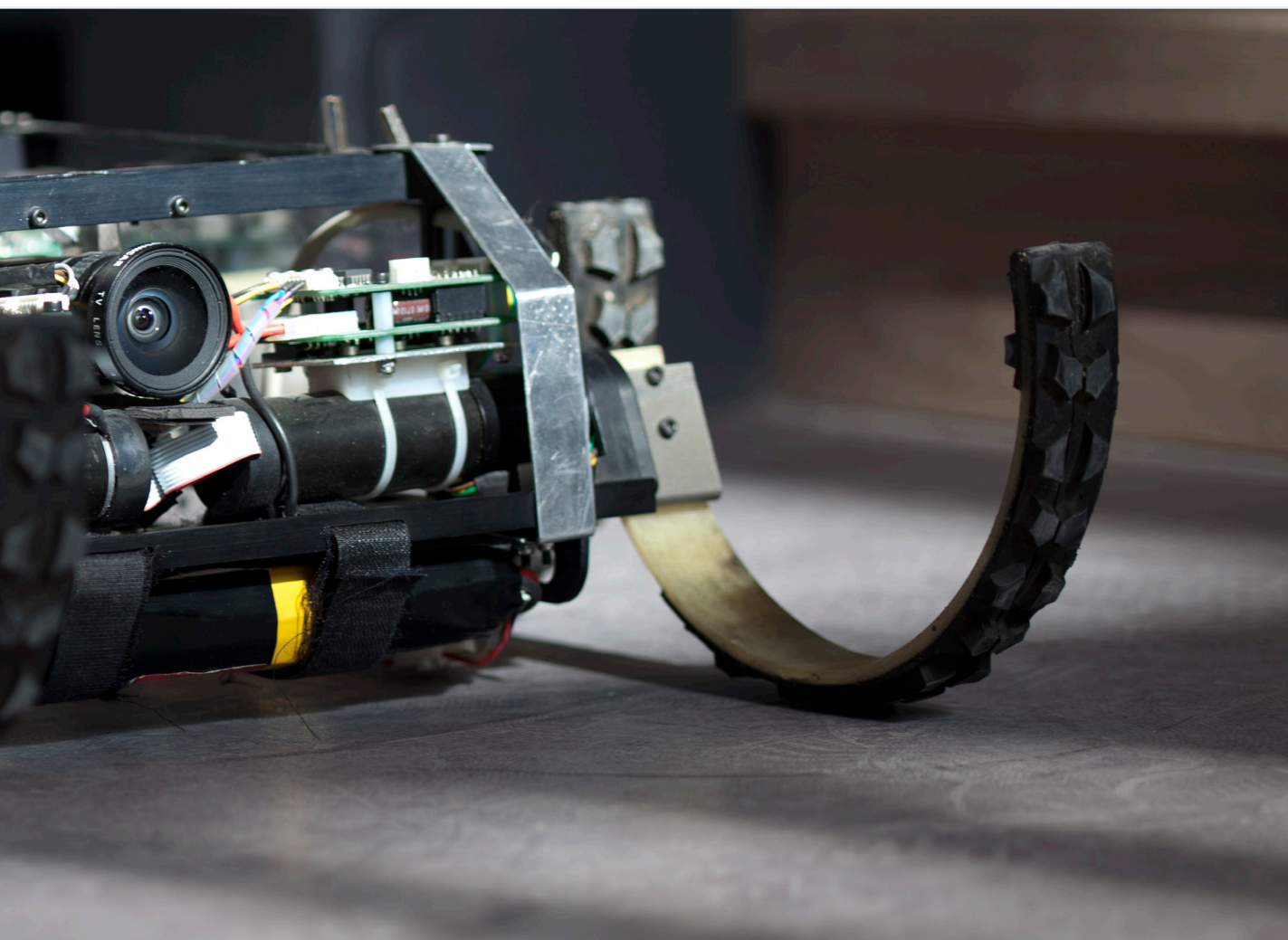






1992

The First  
Computer  
Aided Design  
in  
Turkey



Electrical and Electronics Eng. RoLab (Robotics and Autonomous Systems Laboratory) and a legged robot built in the ATLAS Interdisciplinary Robotic Research Laboratory, 2017





## STRATEGY DEVELOPMENT

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The identification of strategic priorities, goals, objectives, and strategies in the METU 2018-2022 Strategic Planning process, completed with a participatory, democratic, and multidimensional approach, is based on the above-stated sectoral trends (PESTLE) and structural analyses, policy documents, and stakeholder expectations.

In the strategy development phase, an approach to emphasize the strengths of METU, especially in taking advantage of the opportunities that emerge in the higher education sector and in minimizing the impacts of threats. Similarly, the weaknesses of METU would be improved or eliminated by taking advantage of the opportunities, or to minimize the impact of threats. While the university mission and vision lay the general framework for the identification of goals and objectives, METU's core values are taken into account particularly in formulating strategies. Identification of differentiation strategies also took into account internal stakeholder representatives' assessments of current status and importance of preferences, which would provide the basis of strategic priorities.







# STRATEGIC PRIORITIES

Four strategic priorities have emerged  
as a result of the 2018-2022 Strategic  
Planning process:

1. Holistic Approach
2. Cooperation and Interaction
3. Reinforcing the Foundation
4. Strengthening the Resources

METU Women's Rowing Team Lake Eymir, 2013

## Strategic Priority 1: Holistic Approach

METU is a strong education and research institution, offering a wide range of undergraduate and graduate programs, and attracting qualified academics and students. This strength is based on a major element: the rich content and diversity of programs. On the other hand, today, many concepts, problems, and subjects are so multidimensional that they can be best understood when studied within the intersection of different disciplines. An interdisciplinary and transdisciplinary approach, will make significant contributions to the comprehension of the whole in relation with these concepts, allowing for an indepth un-derstanding of the whole, creative and critical thinking, enhancement of knowledge, and utilization of that knowledge produced at national and international level. It is important to strengthen the interaction between different disciplines, as well as disciplinary studies at our university. Realizing the necessary infrastructural investments, drafting legislative amendments, and using related resources efficiently and effectively is among our strategic priorities. To serve this priority, research with interdisciplinary and trans-disciplinary contributions will be enhanced, undergraduate and post graduate programs will be diversified and consolidated accordingly, obstacles to taking an active role in these events will be removed, and the required human, information, physical, and financial resources will be obtained.

Our university gives importance to the enhancement of education by integrating education and training with research. To this end, it is intended that updated research results will be used for diversification of course contents and alternatives and that necessary regulations will be introduced for them to serve post-graduate students' research projects.

To use resources, information resources and physical resources in particular, efficiently and effectively, all dimensions of campus life, especially the academic dimension, will be supported by integrated, intelligent, durable, accessible, and sustainable systems



A background image showing three female rowers in a boat on a body of water. They are wearing red and white athletic gear and are focused on their rowing. The water is blue and the sky is bright.

## Strategic Priority 2: Cooperation and Interaction

METU will direct and carry out its research, education and community service activities with its vision to make pioneering contributions to both its locality and the world's social, cultural, and economic development and transformation. A major strategic priority to this end is to fully understand local, regional, universal problems that are of critical importance and the society's needs, and to establish cooperation and interaction with related stakeholders for their solutions.

In addition to helping solve major problems related to such issues as sustainable development, water resources, income distribution, gender, energy, health, disasters, security, and development of technologies, our university can develop effective solutions for important problems of Ankara and the region such as education, urbanization, transportation, and migration, and create novelty and value for the society, humanity, and nature if it can take part, at national and international level, in formations such as ecosystems, nets, and clusters created in cooperation with public and private sectors, technoparks and other actors. To grasp the needs and problems, and to produce and implement effective and plausible solutions, it is important that both those who need a solution and the external stakeholders who want to be involved in the solution act in interaction and cooperation. Developing new models and obtaining resources to support them will be prioritized so as to form these cooperation and interaction mechanisms and consolidate the existing ones.

As with all other participants, METU will maintain its cooperation and interaction approach with the external stakeholders especially at international level by increasing student, researcher, and staff mobility and exchange.

METU will not only provide students with a sound subject-field education, but also benefit from the power of web-based collaboration and interaction, and learner-centered education conducive to the development of such skills as creativity, innovation, critical thinking, and leadership. METU believes in effective science interaction and open access so as to share accumulated knowledge with the society and the world. Thus, sharing knowledge with the society and the world involving all age-levels and increasing cooperation and communication with the alumni also deserve priority, for it will add to the power of university in all circles

Another strategic priority is to enhance and renew the physical environment of our campus, one of the most important assets of our university, in a stake-holder engaged process, which supports

cooperation and interaction and is conducive to collaboration and novelty generation

## Strategic Priority 3: Reinforcing the Foundation

Wide experience in education and research in natural and social sciences is an important prerequisite to achieving the desired marked effect in the fields of applied sciences and design and in interdisciplinary education and research

From this point of view, it is of primary importance to enrich the core curriculum in general education. Similarly, as well as making regulations to increase basic sciences' contribution to realize internationally visible research with high impact on the society, it is considered necessary to publicize basic sciences, and to give importance and support theoretical research.

## Strategic Priority 4: Strengthening the Resources

It is important for the university to increase and diversify resources, human and financial resources in particular, to achieve the objectives in concordance with its strategic priorities. Thus, it is a matter of priority to improve work and life conditions by eliminating employment limitations that can restrict the university's pioneer role and new areas of development. In addition, the following are of primary importance: financial resources should be empowered by increasing activities such as research, development, training, and consulting; initiatives should be taken to increase resources by means of external sources such as donations, and new mechanisms that are in line with METU values should be developed to enhance resources.

As a result of betterment of human and financial resources, instant and more effective results will be achieved towards improvement of information and physical resources.

Increasing qualified post-graduate and post-doctoral human power is an important requirement for promoting research and development activities and innovation. It is equally important to empower this human power by qualified undergraduate and graduate students. This will enable the university to advance new knowledge, technology, and solutions related with research objectives, as well as to create sources and value to reach other objectives.





## GOALS AND OBJECTIVES

Goals and objectives identified in line with the strategic priorities .

### INTERDISCIPLINARY APPROACH

#### **GOAL 1: To strengthen multidisciplinary and interdisciplinary education and research activities**

Objective 1.1: Strengthening the existing interdisciplinary postgraduate programs and launch programs in the emerging areas

Objective 1.2: Increasing the academic staff's contribution to interdisciplinary programs

### EDUCATION AND TEACHING

#### **GOAL 2: To work towards increasing the quality of secondary education**

Objective 2.1: Carrying out work that will support educational policies

Objective 2.2: Supporting education at secondary level

#### **GOAL 3: To make efforts to increase the incoming-student quality**

Objective 3.1: Attracting high-quality students to METU through active promotion

Objective 3.2: Increasing the number and quality of international students

#### **GOAL 4: To ensure the incoming students' adaptation to the university and provide them with the advisory service they will need throughout their education**

Objective 4.1: Designing and offering a course (METU 101) specifically for incoming students' adaptation to the university

Objective 4.2: Establishing a coordinated student counseling system for guiding students throughout their university education

#### **GOAL 5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills**

Objective 5.1: Running basic foundation courses (service courses) in all fields more effectively and efficiently

Objective 5.2: Defining core-curricula and evaluate the existing ones

Objective 5.3: Improving and developing students' academic writing and speaking skills in English

Objective 5.4: Increasing the number and variety of technical/non-technical elective courses

Objective 5.5: Raising the faculty's and research assistants' pedagogical awareness

Objective 5.6: Institutionalizing and standardizing curriculum development, evaluation, and renewal processes

Objective 5.7: Disseminating the use of innovative teaching methods, measurement and evaluation methods, instructional technologies, and production and sharing of teaching materials



METU Campus, 2016

## RESEARCH AND DEVELOPMENT

### **GOAL 6: To develop and sustain the resources needed to become a world-class research university**

Objective 6.1: Encouraging information production by means of fostering a research-integrated education approach in undergraduate programs

Objective 6.2: Supporting post-graduate students and post-doctoral researchers in academic, social, economic and cultural areas

Objective 6.3: Ensuring the development and continuity of the research infrastructure, support unit and staff

### **GOAL 7: To conduct high-quality basic science research**

Objective 7.1: Establishing the necessary infrastructure to improve basic science research in terms of quality and quantity

### **GOAL 8: To develop technologies, introduce novelties and create value for the industry and society by the help of applied research**

Objective 8.1: Developing technologies through applied research and produce outcome that the industry can turn into product

### **GOAL 9: To conduct research on regional and global grand challenges that are also of priority for Turkey with a multidisciplinary, interdisciplinary, and collaborative approach**

Objective 9.1: Analyzing regional and global grand challenges that are also of priority for Turkey in social, political, economic, psychological, and technological dimensions and increase large scale research geared towards solutions

Objective 9.2: For the solution of problems in these areas, developing national and international cooperations and expand the scope of the ongoing ones in research-development and innovation projects carried out with a multidisciplinary and interdisciplinary approach

### **GOAL 10: To increase the performance of our research and the impact of its outcomes**

Objective 10.1: Increasing large-scale projects, following their performance, and promoting them

Objective 10.2: Publishing in qualified scientific journals, increase the number and frequency of citations received by the publications

Objective 10.3: Increasing the national and international visibility of the effects of post-graduate theses and focus on producing projects that will transform the studies completed by post graduate students into social benefits

## COMMUNITY SERVICE

### **GOAL 11: To advance the value the society attaches to scientific approach and development**

Objective 11.1: Establishing science communication mechanisms to share the processes and results of METU-sourced research with society

Objective 11.2: Establishing and extending open access mechanisms to disseminate information to the society and foster academic visibility

### **GOAL 12: To share METU's accumulation by pursuing benefit in community service**

Objective 12.1: Making public activities widespread and increase their visibility in the community

Objective 12.2: Coordinating the community service activities conducted by METU and supporting them

Objective 12.3: Increasing the number and enhancing the content of courses that will increase METU stakeholders' interaction with the society in the field of education

### **GOAL 13: To reinforce internal and external communication so as to ensure an effective and continuous interaction between METU and its stakeholders**

Objective 13.1: Systematizing the internal and external communication of the university





## INTERNATIONAL COOPERATIONS

### GOAL 14: To develop a sustainable institutional structure compatible with internationalization

Objective 14.1: Coordinating all units involved in internationalization and ensuring institutional support to promote the establishment and development of international cooperation

Objective 14.2: Creating an on-campus database to document, archive, and make accessible the current experiences and processes related to internationalization

Objective 14.3: Ensuring that all communication of academic units, administrative units and student communities within the university take place in English, as well as in Turkish

Objective 14.4: Increasing the number of incoming and outgoing participants within the framework of international mobility

### GOAL 15: To develop awareness of internationalization and multi-cultural life experiences of all the university components

Objective 15.1: Organizing activities that will increase our students' awareness of multicultural life

Objective 15.2: Organizing activities to increase METU faculty members' and staff's awareness of and skills related to multiculturalism and internationalization

Objective 15.3: Increasing international students' satisfaction about interacting with university components

## PHYSICAL RESOURCES

### GOAL 16: To protect the integrity and bio-diversity of the campus's rich forest, steppe, and lake ecosystem

Objective 16.1: Preserving the rich natural and ecological values of the campus

Objective 16.2: Exploring the rich natural and ecological values of the campus, and promoting them considering the conservation-utilization balance

### GOAL 17: To meet the needs related to spatial use within the framework of sustainable, intelligent, durable, and unobstructed campus approaches by preserving the unique spatial and architectural structure of the campus

Objective 17.1: Enhancing the campus built-environment in accordance with the current legislation and by preserving its unique architectural qualities

Objective 17.2: Improving the on-campus transportation system in an environmentally sensitive, energy efficient, intelligent, unobstructed, accessible, safe manner with a mass transportation system by reducing private vehicle traffic; providing the necessary physical infrastructure to encourage pedestrian and bicycle circulation

Objective 17.3: Renewing and improving the education, research and technical infrastructures of the campus in an environmentally sensitive, energy efficient, intelligent and economical manner

Objective 17.4: Adding new structures to the campus in accordance with "METU Ankara Campus-The Guide to Spatial Strategy and Design" document by preserving its unique spatial and architectural structure

## HUMAN RESOURCES

### GOAL 18: To create and sustain the academic and administrative workforce with appropriate qualifications for the activities of the university





METU Sports Facilities and Stadium, 2017

Objective 18.1: Ensuring the continuous employment and development of academic personnel who will meet the needs of our university in the fields of education, research and social services

Objective 18.2: Increasing the competence of administrative staff through employment, workforce planning and training; ensure continuity by increasing satisfaction

#### **GOAL 19: To provide a healthy, safe and peaceful campus environment within the university**

Objective 19.1: Raising awareness about ethics, mobbing, and discrimination and decrease such incidents

Objective 19.2: Meeting Occupational Health and Safety (İSG) requirements to ensure a healthy and safe work environment

Objective 19.3: Increasing the general state of psychosocial well-being on campus

Objective 19.4: Establishing a central campus safety information system and its human resources

### **FINANCIAL RESOURCES**

#### **GOAL 20: To diversify and increase the financial resources of the university**

Objective 20.1: Increasing the income from revolving funds projects and intellectual property rights

Objective 20.2: Developing mechanisms to generate revenues and also to increase donation incomes through METU Development Foundation and METU Teknokent Ltd., implement these and make effective use of the income

Objective 20.3: Increasing own revenues in order to support the realization of strategies

#### **GOAL 21: To use resources efficiently**

Objective 21.1: Using investment and operational budgets to meet annual needs

### **INFORMATION RESOURCES**

#### **GOAL 22: To increase the efficiency and effectiveness of the management of information services**

Objective 22.1: Increasing the effectiveness of administrative processes that will support the improvement and enhancement of IT-supported services and ensuring institutional culture changes to this end

Objective 22.2: Transforming precursor information technology services into products that would create added value in line with fundamental principles and priorities

#### **GOAL 23: To develop and provide services based on information technologies according to stakeholder expectations, needs, and strategic priorities and improve the existing services**

Objective 23.1: Being effective in building an intelligent, sustainable, enduring and unobstructed campus by utilizing advanced technologies in developing information systems

Objective 23.2: Ensuring timely, space-free and easy access to accurate and reliable information and service for those who benefit from information technologies and systems by integrating and making them widespread

### **INSTITUTIONAL MANAGEMENT**

#### **GOAL 24: To increase the effectiveness and impact of institutional management processes**

Objective 24.1: Supporting the improvement cycles of administrative processes and reinforcing the quality assurance system



**Table 5 : Table of Units Responsible for Objectives and Collaborating Units**

STRATEGIC FIELD	GOALS AND OBJECTIVES	University Administration	General Secretariat	Directorate of Strategy Planning	Directorate of Administrative and Financial Affairs	Office of Revolving Funds	Directorate of Student Affairs	Directorate of Personnel Affairs	Directorate of Computing Services	Directorate of Construction and Technical Works	Office of Domestic Affairs	Directorate of Library and Documentation	Office of Scientific Research Projects Coordination	School of Foreign Languages	International Cooperations Office	Academic Units	Administrative Units	Faculties	Departments	Graduate Schools
INTERDISCIPLINARY	G1O1	R																		C
	G1O2	R																		C
EDUCATION	G2O1	R														C		C		
	G2O2	R							C			C						C	C	
	G3O1	R							C										C	
	G3O2	R													C					
	G4O1	R																	C	
	G4O2	R					C											C	C	C
	G5O1	R																C	C	
	G5O2	R																C	C	
	G5O3	R												C				C	C	C
	G5O4	R																C	C	C
	G5O5	R																C	C	C
	G5O6	R																C	C	C
	G5O7	R							C			C						C	C	C
RESEARCH AND DEVELOPMENT	G6O1	R											C					C	C	
	G6O2	R											C							C
	G6O3	R						C					C					C	C	C
	G7O1	R											C					C	C	C
	G8O1	R											C							
	G9O1	R											C					C	C	C
	G9O2	R											C					C	C	C
	G10O1	R											C					C	C	C
	G10O2	R											C		C			C	C	C
	G10O3	R											C		C			C	C	C
COMMUNITY SERVICE	G11O1	R																C	C	C
	G11O2	R							C			C						C	C	C
	G12O1	R																		
	G12O2	R																		
	G13O1	R							C									C	C	
INTERNATIONAL COOPERATION	G14O1	R					C	C							C			C	C	C
	G14O2	R					C	C							C			C		C
	G14O3	R							C							C	C			
	G14O4	R													C	C	C			
	G15O1	R					C							C	C			C	C	C
	G15O2	R						C						C	C	C				
	G15O3	R					C								C					
PHYSICAL RESOURCES	G16O1	R	C							C	C					C				
	G16O2	R	C							C						C				
	G17O1	R	C							C						C				
	G17O2	R	C						C	C						C				
	G17O3	R								C		C								
	G17O4	R	C							C		C						C		
HUMAN RESOURCES	G18O1	R						C										C	C	C
	G18O2		R					C												
	G19O1		R				C	C								C	C			C
	G19O2		R							C						C	C			
	G19O3		R					C								C	C			
	G19O4		R						C		C									
FINANCIAL RESOURCES	G20O1	R				C										C	C			
	G20O2	R		C												C	C			
	G20O3	R		C	C					C										
	G21O1	R		C																
INFORMATION RESOURCES	G22O1	R							C							C	C			
	G22O2	R							C							C				
	G23O1	R	C						C											
	G23O2	R							C											
INSTITUTIONAL MANAGEMENT	G24O1	R														C	C			







## GOAL CARDS

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In order to determine the strategic priorities, goals, objectives and strategies in the process of METU 2018-2022 Strategic Planning, which has been completed with a participatory, democratic and multidimensional approach, the sector tendency and structure analyses, top policy documents and stakeholder expectations analyses given above were taken as basis.

## Goal

**G1: To strengthen multidisciplinary and interdisciplinary education and research activities**

## Objective

**O.1.1: Strengthening the existing interdisciplinary postgraduate programs and launch programs in the emerging areas**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI1.1.1. Number of postgraduate programs evaluated	40	0	5	25	40	45	45	6 months	1 year
PI1.1.2. Number of full-time faculty members/instructors in the interdisciplinary programs	30	55	60	65	70	75	80	6 months	1 year
PI1.1.3. Number of research assistants in interdisciplinary programs	20	76	80	85	90	95	100	6 months	1 year
PI1.1.4. Number of administrative staff in interdisciplinary programs	10	78	80	82	84	86	88	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Graduate Schools, Research Centers								
Constraints	Pressure on disciplinary departments due to the growth of interdisciplinary staff and structure								
Strategies	<p>S1: Performing participatory studies to evaluate the existing programs</p> <p>S2: Opening new graduate programs in line with the differentiation strategies of our university</p> <p>S3: Making arrangements about double enrollment and establishing core academic staff in certain areas</p> <p>S4: Assuring administrative staff to meet the needs of the interdisciplinary programs and making spatial arrangements</p> <p>S5: Developing mechanisms to enhance the sense of belonging of students in interdisciplinary programs</p> <p>S6: Identifying problems of graduate schools related to administrative and financial affairs and making regulations to overcome these problems</p> <p>S7: Increasing joint research activities of research centers and interdisciplinary programs</p>								
Estimated Cost	246.680.000-TL								
Current situation	Ambiguity in the faculty members' positions in interdisciplinary programs; faculty members in departments' having difficulties in contributing to these programs due to their course loads								
Needs	Effective interdisciplinary programs								



## Goal

G.1: To strengthen multidisciplinary and interdisciplinary education and research activities

## Objective

O.1.2: Increasing the academic staff's contribution to interdisciplinary programs

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI1.2.1. Number of courses taught by department faculty in interdisciplinary programs	100	120	125	130	140	150	160	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination Office, Graduate Schools, Research Centers								
Constraints	The probability of a negative perception of "Interdisciplinarity" due to work load placed on disciplinary programs as a result of promoting interdisciplinary programs, and priority conflicts that can be experienced with the departments as to sharing of the workload								
Strategies	S1: Encouraging department faculty to teach in interdisciplinary programs								
Estimated Cost	85.880.000-TL								
Current situation	Current problems and difficulties of interdisciplinary programs and studies' undermining support for these programs, and the general lack of support for department faculty to open courses in interdisciplinary programs								
Needs	Ensuring the sustainability of the programs through empowering academic staff in the interdisciplinary programs								

## Goal

G.2: To work towards increasing the quality of secondary education

## Objective

O.2.1: Carrying out work that will support educational policies

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI2.1.1. Number of reports prepared	50	0	1	1	1	1	1	6 months	1 year
PI2.1.2. Number of workshops or panels held	50	0	1	1	1	1	1	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculty of Education, Relevant Academic Units								
Constraints	Failure to share study results with relevant stakeholders to the extent of influencing educational policies, and the difficulty with tracking the influence caused								
Strategies	S1: Establishing an Education Policies Team that will focus on the improvement of secondary education S2: Organizing regular activities (workshops, panels, etc.) to inform the relevant internal and external stakeholders about these issues, and preparing regular reports								
Estimated Cost	37.140.000- TL								
Current situation	Decrease in freshmen students' performance in introductory level courses across the years; lack of sufficient basic education and individual learning skills among students due to inadequacies in the secondary education; low awareness among stakeholders, who have a say in the development of secondary education curricula with their practitioner roles, of this issue								
Needs	Education programs designed to develop individual learning skills at secondary education								



## Goal

G.2: To work towards increasing the quality of secondary education

## Objective

O.2.2: Supporting education at secondary level

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI2.2.1. Number of Open Course and distance learning materials prepared for secondary education students	25	1	3	4	4	5	5	6 months	1 year
PI2.2.2. Number of projects geared towards the development of learning support tools	25	0	1	2	2	2	2	6 months	1 year
PI2.2.3. Number of students doing volunteer teaching	25	30	40	50	70	80	90	6 months	1 year
PI2.2.4. S3 Number of institutions/ foundations supporting organizations within the scope of S3	25	0	2	3	3	4	4	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties and Departments, Instructional Technology Support Office, Directorate of Library and Documentation, Directorate of Computing Services, Visual and Auditory Systems Research Center								
Constraints	Inadequate monitoring of the effects of supported projects, and inability to reach the number of volunteer students and supporting institutions/foundations determined annually								
Strategies	<p>S1: Supporting the secondary education students with open course and distance learning materials, which will assist them in their education</p> <p>S2: Supporting the projects geared towards the development of learning support tools</p> <p>S3: Making arrangements for METU students to be able to teach/tutor secondary education students, and gaining the support of local institutions in this organization</p>								
Estimated Cost	40.180.000- TL								
Current situation	Lack of sufficient basic education and individual learning skills among students due to inadequacies in the secondary education, and low awareness among stakeholders, who have a say in the development of secondary education curricula with their practitioner roles, of this issue								
Needs	Education programs designed to develop individual learning skills at secondary education								

## Goal

G.3: To make efforts to increase the incoming-student quality

## Objective

O.3.1: Attracting high-quality students to METU through active promotion

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI3.1.1. Number of renewed program web site	40	1	10	15	20	25	30	6 months	1 year
PI3.1.2. Number of students reached through promotion activities (thousand)	60	44	48	55	60	65	75	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Corporate Communication Office, Directorate of Computing Services, Visual and Auditory Systems Research Center								
Constraints	No identified risk regarding this objective.								
Strategies	S1: Increasing the number of promotional activities for students who are to make preferences S2: Paying more visits to high schools; enriching the content of presentations delivered in these visits, and encouraging the participation of departments S3: Making arrangements for academic units to effectively use modern communication technologies								
Estimated Cost	51.830.000-TL								
Current situation	Candidate students' not having enough knowledge about METU or other universities and career options; Insufficient interaction with candidate students and their families due to intense interest shown in METU								
Needs	Effectively communicating with candidate students and their families not only during the period of university preferences but also at other times								



**Goal****G.3: To make efforts to increase the incoming-student quality****Objective****O.3.2: Increasing the number and quality of international students**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI3.2.1. Number of international undergraduate students	25	1413	1500	1550	1575	1625	1650	6 months	1 year
PI3.2.2. Number of international graduate students	25	492	500	525	550	575	600	6 months	1 year
PI3.2.3.GPA of international students	30	2,33	2,38	2,42	2,46	2,50	2,50	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	International Cooperations Office, Corporate Communications Office								
Constraints	The adverse effect of some negative events in the region and the country on the decisions of students especially from Western countries								
Strategies	S1: Preparation and effective use of promotional materials updated and customized for international students in terms of form, quality and content S2: Reformulating the international students selection criteria for source and target countries S3: Increasing METU's visibility in reputable international online advertisement platforms for higher education S4: Enhancing scholarship opportunities and the number of international students benefiting from scholarships								
Estimated Cost	34.690.000- TL								
Current situation	Insufficient knowledge potential international students have about Turkey and METU, inadequate promotional activities, and international students' finding scholarship opportunities insufficient								
Needs	Promotion and support mechanisms to increase the number of international high-quality undergraduate and graduate students								

## Goal

G.4: To ensure the incoming students' adaptation to the university and provide them with the advisory service they will need throughout their education

## Objective

O.4.1: Designing and offering a course (METU 101) specifically for incoming students' adaptation to the university

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI4.1.1. Number of students enrolled in METU 101 course	40	0	100	300	600	1000	1500	6 months	1 year
PI4.1.2. Level of satisfaction from the implementation of the course (%)	60	0	40	50	60	70	80	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Departments, relevant research and application centers								
Constraints	Limited participation of different units in the design of METU 101 course; the obstacles to adding the course to the current programs								
Strategies	S1: Designing METU 101 in coordination with the relevant units, piloting and evaluating the course, and adding it to the current program								
Estimated Cost	45.267.600- TL								
Current situation	Some of the new students at METU experience problems especially in their first year as regards adapting to the university culture, benefiting from the social, cultural, and etc. opportunities of the university, and receiving English medium instruction								
Needs	Supportive activities helping the incoming students academically and personally adapting to the university								



## Goal

**G.4: To ensure the incoming students' adaptation to the university and provide them with the advisory service they will need throughout their education**

## Objective

**O.4.2: Establishing a coordinated student counseling system for guiding students throughout their university education**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI4.2.1. Number of students benefiting from the intended unit(s)	30	0	50	100	350	500	750	6 months	1 year
PI4.2.2. Students level of satisfaction from the unit(s) (%)	70	0	50	55	60	65	70	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties, Graduate Schools and Departments, Office of Dormitories, Medical Center, Directorate of Student Affairs, Center for Advancing Learning and Teaching								
Constraints	No risk identified related to this objective								
Strategies	S1: Establishing new structures for an effective operation of the advisory system S2: Research assistants' and senior students' taking part in the advisory system, and providing them with the necessary support								
Estimated Cost	35.100.000- TL								
Current situation	Students not being well-informed about the functioning of existing academic and administrative processes at the university, and the current advisory system's creating a bureaucratic burden on the faculty								
Needs	Mechanisms to accurately inform the incoming students about the administrative and academic processes as soon as possible								

## Goal

G.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills

## Objective

O.5.1: Running basic foundation courses (service courses) in all fields more effectively and efficiently

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI5.1.1. The rate of basic foundation courses evaluated / improved (%)	100	5	20	50	70	90	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties and Departments								
Constraints	Obstacles and ambiguities that can be encountered as a result of the expansion of the faculty; possible financial and environmental disruptions during the construction of new classrooms								
Strategies	S1: Carrying out an in-depth evaluation study in the departments for effective running of basic foundation courses S2: Monitoring students motivation; developing student-centered policies								
Estimated Cost	51.630.000- TL								
Current situation	Adverse effect of the inadequacy of physical resources and the low number of teaching members per student on student motivation								
Needs	Basic foundation courses implemented effectively and efficiently as regards the classrooms, course content, and the instructors offering them								



## Goal

G.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills

## Objective

O.5.2: Defining core-curricula and evaluate the existing ones

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI5.2.1. The rate of core curricula evaluated / started to be implemented (%)	100	30	40	50	60	70	75	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties and Departments								
Constraints	The obstacles posed by the compulsory courses determined by the Council of Higher Education to the establishment of the core program								
Strategies	<p>S1: Designing and evaluating of core curricula by curriculum development and coordination committees, or committees set up exclusively for this purpose, in line with METU strategic objectives and National Qualifications Framework for Higher Education (TYYÇ)</p> <p>S2: Enhancing the diversity and capacity of elective courses proposed within the framework of core curriculum</p> <p>S3: Evaluating the current compulsory internship courses to increase their effectiveness, and if necessary, open new internship courses according to the needs of the departments</p>								
Estimated Cost	37.640.000- TL								
Current situation	It is necessary to structure the education at faculties around a core program comprised of common core curriculum areas in a way to build the foundation of the next class and the formation of the student. The number and capacity of elective courses in the existing core programs do not suffice.								
Needs	Effective core programs updated according to acknowledged successful approaches around the world								

## Goal

**G.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills**

## Objective

**O.5.3: Improving and developing students' academic writing and speaking skills in English**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI5.3.1. Number of faculties with which coordination was established to identify students' needs	20	1	3	5	5	5	5	6 months	1 year
PI5.3.2. The number of students monitored as regards the effect of the curriculum changes	15	50	100	150	200	250	300	6 months	1 year
PI5.3.3. Number of elective courses offered by DML	40	2	3	4	4	4	4	6 months	1 year
PI5.3.4. Number of participants benefiting from seminars/workshops organized for departments	25	50	100	150	200	300	350	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	School of Foreign Languages, Faculties, Graduate Schools and Departments								
Constraints	No risk identified regarding this objective								
Strategies	<p>S1: Establishing stronger communication channels between SFL and disciplinary departments to better understand students' academic communication needs, and having responsible coordinators appointed to this end</p> <p>S2: Conducting needs analysis to identify academic communication needs in English</p> <p>S3: Making the necessary changes in large-scale exams (e.g. METU-EPE) to create a positive backwash</p> <p>S4: Initiating and carrying out corpus analysis studies regarding the disciplinary courses, by enhancing coordination with the departments.</p> <p>S5: Evaluating the complementarity of YDYO curricula (DBE and MLD), and making the necessary changes in the curriculum</p> <p>S6: Increasing extra-curricular opportunities for students to speak in English</p>								
Estimated Cost	68.010.000- TL								
Current situation	Inadequate levels of academic skills in English, and poor coordination between SFL and disciplinary departments								
Needs	Students need to have effective academic skills in English and study-skills								



## Goal

**G.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills**

## Objective

**O.5.4: Increasing the number and variety of technical/non-technical elective courses**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI5.4.1. Number of elective courses offered by each faculty member in an academic year	50	1,1	1,3	1,5	1,8	2	2	6 months	1 year
PI5.4.2. The rate of department/non-department students taking the elective courses (%)	50	5,5	6	6,5	7	7,5	8	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties, Graduate Schools and Departments								
Constraints	Faculty's having difficulty in teaching new elective courses because excessive workload								
Strategies	S1: Encouraging students to take elective courses from other disciplines S2: Remediating the elective courses registration process S3: Offering major courses students are considerably in need of								
Estimated Cost	45.130.000 -TL								
Current situation	Lack of diversity in the department elective courses; schedule of some elective courses' clashing with compulsory courses; capacity problems in popular courses								
Needs	Adequate number and diversity of department and non-department elective courses; taking elective courses from other disciplines								

## Goal

G.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills

## Objective

O.5.5: Raising the faculty's and research assistants' pedagogical awareness

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI5.5.1. Number of faculty members attending pedagogical training programs	60	90	150	200	250	300	350	6 months	1 year
PI5.5.2. Average score of course evaluation form results	40	4,55	4,57	4,58	4,59	4,60	4,61	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Center for Advancing Learning and Teaching, Faculties, Graduate Schools and Departments								
Constraints	No risk identified regarding this objective								
Strategies	S1: Examining the distinguished pedagogical applications in the world, and developing practices similar to them or AGEP S2: Developing appraisal systems also for research assistants								
Estimated Cost	41.820.000- TL								
Current situation	AGEP organizations for faculty members who have recently joined METU, and for those who could not participate in them, the requirement to attend a two-day training on effective teaching								
Needs	Faculty members with heightened pedagogical awareness								



## Goal

**G.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills**

## Objective

**O.5.6: Institutionalizing and standardizing curriculum development, evaluation, and renewal processes**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI5.6.1. The ratio of departments that have set up a commission (%)	30	40	50	60	70	80	90	6 months	1 year
PI5.6.2. Number of programs in which self-assessment was performed	35	17	20	25	27	30	36	6 months	1 year
PI5.6.3. Number of programs undergoing external evaluation	35	16	17	18	20	21	22	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Center for Advancing Learning and Teaching , Faculties, Graduate Schools and Departments								
Constraints	The challenges of monitoring the regular work carried out by commissions; uncertainties in higher education policies								
Strategies	<p>S1: Assuring coordination of the units providing instruction and education, defining their objectives, developing policies, establishing the Supreme Board of Education and Instruction Policies Monitoring and Consultation (EPMC) to implement, observe, and conduct self-evaluation on regular basis</p> <p>S2 Establishing and operating commissions in each department/faculty in cooperation with EPMC</p> <p>S3: Preparing a work guide in accordance with the faculty needs</p> <p>S4: Requiring the graduate programs to undergo external evaluations regularly, and providing administrative support needed for these processes and for quality assurance in education</p>								
Estimated Cost	47.940.000- TL								
Current situation	Rapidly changing conditions' rendering the current education and training practices out-dated								
Needs	Quality assurance in higher education/instruction								

## Goal

**G.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills**

## Objective

**O.5.7: Disseminating the use of innovative teaching methods, measurement and evaluation methods, instructional technologies, and production and sharing of teaching materials**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI5.7.1. Number of publications on innovative methods and practices of teaching	30	12	14	16	18	20	22	6 months	1 year
PI5.7.2. Number of instructional technology materials produced by innovative technologies	30	0	1	2	3	4	5	6 months	1 year
PI5.7.3. Number of courses offered through the website of METU Open-CourseWare	20	150	160	180	200	210	220	6 months	1 year
PI5.7.4. The ratio of ODTÜClass users among faculty members (%)	20	72	75	85	95	100	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties, Graduate Schools and Departments, Instructional Technologies Support Office, Directorate of Library and Documentation, Directorate of Computing Services, Visual and Auditory Systems Research Center								
Constraints	Technical constraints that may arise in creating content due to the large number of courses opened each semester								
Strategies	<p>S1: Raising awareness of instructional technologies and informing the METU community of the institutional capacity</p> <p>S2: Strengthening the coordination of related units, as regards the development of innovative methods and practices of teaching, and ensuring institutionalization</p> <p>S3: Increasing awareness among instructors on the subject of online teaching materials and innovative educational technologies; encouraging and supporting conscious use; piloting, evaluating, and disseminating these technologies</p> <p>S4: Increasing training activities and support provided to faculty members so as to enhance the number and quality of teaching material shared through METU OpenCourseWare</p> <p>S5: Encouraging the academic staff to diversify ODTÜClass use and spread it to all classes, and working towards increasing its usability</p>								
Estimated Cost	45.380.000 -TL								
Current situation	The difficulty of addressing the needs of students who are open to different learning systems, in traditional classroom teaching;								
Needs	Students who have embraced online research and learning methods' being less likely to benefit from traditional teaching approaches								



## Goal

**G.6: To develop and sustain the resources needed to become a world-class research university**

## Objective

**O.6.1: Encouraging information production by means of fostering a research-integrated education approach in undergraduate programs**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI6.1.1. The ratio of departments performing undergraduate research projects (%)	50	10	15	20	22	24	26	6 months	1 year
PI6.1.2. Number of publications authored or co-authored by undergraduate students	50	70	80	95	110	130	150	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Faculties and Departments, Office of Scientific Research Projects Coordination								
Constraints	Lack of concordance between students' and faculty's expectations from the programs; inadequacies in creating resources to support projects								
Strategies	<p>S1: Designing practices in faculties and/or departments that will encourage, popularize, and coordinate undergraduate students' participation in scientific research</p> <p>S2: Encouraging undergraduate students to apply to programs such as TUBITAK, 2209 / A-B to support their research activities</p> <p>S3: Supporting undergraduate students in attending national and international conferences and presenting papers they authored or co-authored</p> <p>S4: Promoting the foundation of periodical magazines for the publication of high-quality undergraduate student research</p>								
Estimated Cost	96.057.500- TL								
Current situation	Undergraduate students' request to take part in R & D processes responding to the needs of the industry; reinforcement and renovation of learning through active participation in research processes								
Needs	Mechanisms/programs that will enable undergraduate students to actively participate in scientific research and disseminate this in different areas								

## Goal

**G.6: To develop and sustain the resources needed to become a world-class research university**

## Objective

**O.6.2: Supporting post-graduate students and post-doctoral researchers in academic, social, economic and cultural areas**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI6.2.1. YÖK 100/2000 PhD Scholarship Program Number of Fields	50	15	18	20	22	25	25	6 months	1 year
PI6.2.2. YÖK 100/2000 PhD Scholarship Program Number of Students	50	57	70	80	90	100	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Graduate Schools								
Constraints	Number of full-time graduate students falling short of the targets								
Strategies	<p>S1: Establishing The Graduate Education Academic Support Unit, which will provide academic support to the graduate students, cooperate with other units, and also recruit research assistants; organizing activities and workshops</p> <p>S2: Developing support mechanisms to increase the number of undergraduate students who are actively involved in research; supporting theses by research projects; forming research scholarship resources and systems that will serve METU graduate students</p> <p>S3: Supporting the participation of graduate students in national and international conferences, where they will make high-quality presentations based on their theses</p> <p>S4: Developing systems to increase the number of postdoctoral researchers and grant them financial support</p> <p>S5: Improving the physical opportunities offered to graduate students and postdoctoral researchers</p>								
Estimated Cost	178.002.500- TL								
Current situation	Prevention of graduate students from being full-time researchers for financial reasons, graduate students' difficulty finding a work area in the campus and departments, the low number of post-doctoral researchers; being understaffed and in need of financial support								
Needs	Adequate number of graduate students and postdoctoral researchers								

## Goal

**G.6: To develop and sustain the resources needed to become a world-class research university**

## Objective

**O.6.3: Ensuring the development and continuity of the research infrastructure, support unit and staff**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI6.3.1. Ratio of research infrastructure renovation and investment budget to total budget (%)	60	17	18	20	22	24	26	6 months	1 year
PI6.3.2. Number of staff in research laboratories	40	398	405	415	425	430	435	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Research Centers, Office of Scientific Research Projects Coordination, Directorate of Personnel Affairs, Faculties, Graduate Schools and Departments								
Constraints	No legislation amendment allowing for transfer of funds from projects, lack of personnel assignments required for staff appointments								
Strategies	<p>S1: Increasing the number of funded projects to develop the research infrastructure, transferring resources from the projects for the setup, maintenance, and renovation of the laboratories , and taking initiatives to improve legislation</p> <p>S2: Developing methods to use and share research infrastructure effectively</p> <p>S3: Increasing the number of staff and technicians in the research laboratories, and giving them the necessary technical/administrative trainings</p>								
Estimated Cost	172.115.000-TL								
Current situation	Inadequate number of staff in research laboratories, necessity to improve (maintain, re-new license, calibrate) the existing infrastructure, inadequate sharing of the facilities offered by the existing laboratories								
Needs	Sufficient financial and human resources for the maintenance of research laboratories infrastructure								



## Goal

G.7: To conduct high-quality basic science research

## Objective

O.7.1: Establishing the necessary infrastructure to improve basic science research in terms of quality and quantity

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI7.1.1. Ratio of BAP1 budget allocated to basic science research (%)	60	-	15	20	25	25	25	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Related Faculties and Departments, Institutes, Related Centers, Research Coordination and Industrial Liaison Office, Office of Scientific Research Projects Coordination								
Constraints	Because of the decline in the number of researchers working in the field of basic sciences, the pool of candidates regarding this area is not large enough								
Strategies	<p>S1: Improving the incentive systems to increase the number of publications made and citations received in basic science research, and designing evaluation and observation methods</p> <p>S2: Increasing related activities to further internationalization in basic science; creating incentives to increase participation in international meetings held in these areas; developing systems that will help researchers studying in these areas carry out long-term work in our university</p> <p>S3: Creating financial resources for basic science research, and working towards increasing BAP1 budget allocated to basic science research</p> <p>S4: Making the necessary arrangements to increase the number of researchers in basic sciences</p> <p>S5: Developing multi-partner projects focusing on basic science research, and envisioning the establishment of research centers</p>								
Estimated Cost	108.896.500- TL								
Current situation	Basic scientific researches' lagging behind the applied fields in our country; the inadequacy of support in this field; the difficulties of publishing in some basic science fields								
Needs	Sufficient financial and human resources support for basic science research								

## Goal

**G.8: To develop technologies, introduce novelties and create value for the industry and society by the help of applied research**

## Objective

**O.8.1: Developing technologies through applied research and produce outcome that the industry can turn into product**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI8.1.1. Average number of national patent documents per faculty member annually	20	0,014	0,011	0,014	0,015	0,02	0,021	6 months	1 year
PI8.1.2. Average number of international patent documents per faculty member annually	25	0,02	0,017	0,019	0,022	0,022	0,023	6 months	1 year
PI8.1.3. Number of continuing contracted projects per faculty member	30	2,17	2,25	2,36	2,49	2,62	2,8	6 months	1 year
PI8.1.4. Number of active technology enterprises owned by faculty members	25	53	55	59	62	65	68	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, METU Teknokent Ltd, TTO, Office of Scientific Research Projects Coordination								
Constraints	Difficulties in commercialization of the inventions; failure to protect the rights of the university as regards the inventions designed in GUIP projects								
Strategies	<p>S1: Designing support and incentive systems to augment and spread R &amp; D support by the university</p> <p>S2: Forming and sustaining research groups in the fields determined by the Strategic R &amp; D Plan within the scope of METU's call for ARDEB1000</p> <p>S3: Preparing strategy documents, and forming and sustaining research groups to be able to conduct projects in collaboration the with industry in the fields outside of the scope of ARDEB1000 as well</p>								
Estimated Cost	342.404.500- TL								
Current situation	The gradual growth of government-university-industry partnerships and their benefits; the fact that METU, which receives at least one quarter of its budget each year from its research income, has sufficient infrastructure and resources, which helps make a difference in this respect.								
Needs	More projects generating income for the university and supporting its R&D infrastructure								

## Goal

G.9: To conduct research on regional and global grand challenges that are also of priority for Turkey with a multidisciplinary, interdisciplinary, and collaborative approach

## Objective

O.9.1: Analyzing regional and global grand challenges that are also of priority for Turkey in social, political, economic, psychological, and technological dimensions and increase large scale research geared towards solutions

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI9.1.1. Number of researches within the scope of this objective	100	64	68	72	76	80	85	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Office of Scientific Research Projects Coordination, Faculties, Graduate Schools and Departments								
Constraints	Difficulty in establishing coordination between different disciplines and departments								
Strategies	<p>S1: Creating funds for interdisciplinary and multidisciplinary research projects to increase the number of research conducted in these areas</p> <p>S2: Initiating endeavors to establish research centers/institutes of thematic areas where basic sciences, engineering, architecture, and social sciences can perform joint projects</p> <p>S3: Developing projects focusing on required areas through invited BAP projects</p>								
Estimated Cost	134.030.000- TL								
Current situation	The increasingly growing problems have adverse effects in on our city, country, and the world (problems related to migration, terror, security, health, gender, energy, environment, climate, transportation, education, etc.); METU, a university with the vision of transforming the region and the world and the capability of conducting effective research in a variety of disciplines, regards dealing with these problems as its responsibility towards the community								
Needs	Multidimensional research aimed at solving grand challenges, of which the adverse effects are increasingly felt; collaborations, and internal and external research support for this end								



## Goal

G.9: To conduct research on regional and global grand challenges that are also of priority for Turkey with a multidisciplinary, interdisciplinary, and collaborative approach

## Objective

O.9.2: For the solution of problems in these areas, developing national and international cooperations and expand the scope of the ongoing ones in research-development and innovation projects carried out with a multidisciplinary and interdisciplinary approach

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI9.2.1. Growth of ongoing national research collaborations (%)	25	-	3	6	10	15	25	6 months	1 year
PI9.2.2. Growth of ongoing international research collaborations (%)	25	-	10	20	35	50	65	6 months	1 year
PI9.2.3. Growth of publications in in SCI, SSCI, and A & HCI journals achieved by international collaboration	50	-	5	7	10	15	25	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Office of Scientific Research Projects Coordination, Centers, Faculties, Graduate Schools and Departments								
Constraints	Lack of concordance between the expectations of researchers' and those of the cooperating organizations; possible loss of time in matters requiring permission								
Strategies	<p>S1: Introducing systems to identify the institutions and foundations that the university can cooperate with in these fields, and developing joint projects</p> <p>S2: Developing incentive systems for public institutions and organizations, and international organizations, to increase their attempts at cooperating with NGOs</p> <p>S3: Ensuring that international enterprises mobility instruments enhance their geographical spread and their communication with domestic and global enterprises</p>								
Estimated Cost	115.279.500-TL								
Current situation	Increasingly growing challenging problems (problems related to migration, terror, security, health, gender, energy, environment, climate, transportation, education, etc.) in our region and the world; requirement of advanced international cooperation for the solution								
Needs	Processes to enhance communication and interaction between researchers, units, and external stakeholders to work and collaborate on these issues								

## Goal

G.10: To increase the performance of our research and the impact of its outcomes

## Objective

O.10.1: Increasing large-scale projects, following their performance, and promoting them

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI10.1.1. Total budget of ongoing externally funded projects per lecturer (Thousand TL)	20	480	510	540	590	630	685	6 months	1 year
PI10.1.2. Number of ongoing externally funded projects per lecturer	20	0,49	0,50	0,51	0,53	0,56	0,6	6 months	1 year
PI10.1.3. Number of ongoing multinational joint projects per lecturer	30	0,099	0,106	0,114	0,124	0,133	0,143	6 months	1 year
PI10.1.4. Total budget of ongoing multinational joint projects per lecturer (Thousand TL)	30	73	82	91	100	109	118	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Office of Scientific Research Projects Coordination, Centers, Faculties, Graduate Schools and Departments								
Constraints	As the strategies have long-term outcomes, it will take time to achieve the desired results								
Strategies	S1: Evaluating research performance by developing performance criteria that are in accordance with international standards S2: Introducing the research projects carried out in the university, and developing processes to perform impact analysis and monitor it								
Estimated Cost	72.337.500- TL								
Current situation	METU researchers are not really willing to promote their research and publications to others; they do not fully use academic social networks like Researchgate or Academia								
Needs	An effective system to announce and follow research conducted at METU								

## Goal

**G.10: To increase the performance of our research and the impact of its outcomes**

## Objective

**O.10.2: Publishing in qualified scientific journals, increase the number and frequency of citations received by the publications**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI10.2.1. Average number of articles/ reviews in SCI, SSCI and A & HCI journals per Instructor	30	1,45	1,5	1,55	1,6	1,7	1,8	6 months	1 year
PI10.2.2. Citation Score	35	41	43	46	50	55	60	6 months	1 year
PI10.2.3. Scientific Publication Score	35	2,4	2,6	2,8	3	3,2	3,5	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Office of Scientific Research Projects Coordination, Centers, Faculties, Graduate Schools and Departments								
Constraints	Sharing is inherently limited due to property rights and cooperation cannot be achieved at desired level								
Strategies	S1: Creating incentives for faculty to act as members, representatives, administrators, editors in distinctive occupational-scientific associations S2: Designing and using systems to increase cooperation with groups distinguished in their fields S3: Encouraging access to publications through the web in accordance with the university's open access policy and taking into account the author's property rights								
Estimated Cost	48.480.000-TL								
Current situation	The limited number of citations received by some publications; the necessity of making publications that will receive constant citations								
Needs	Having high and regular citation count in indexed journals								



## Goal

**G.10: To increase the performance of our research and the impact of its outcomes**

## Objective

**O.10.3: Increasing the national and international visibility of the effects of post-graduate theses and focus on producing projects that will transform the studies completed by post graduate students into social benefits**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI10.3.1. Ratio of graduate theses producing publications (%)	20	60	68	70	73	76	80	6 months	1 year
PI10.3.2 Ratio of projects with graduate student participants (%)	20	85	86	87	88	89	90	6 months	1 year
PI10.3.3. Number of thesis Master's students per faculty member	20	5,69	5,70	5,70	5,70	5,70	5,70	6 months	1 year
PI10.3.4. Number of PhD students per faculty member	20	4,4	4,55	4,65	4,75	4,85	5	6 months	1 year
PI10.3.5. The annual average number of students completing a PhD per faculty member	20	0,27	0,28	0,32	0,36	0,40	0,43	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Research Coordination and Industrial Liaison Office, Office of Scientific Research Projects Coordination, Centers, Faculties, Graduate Schools and Departments								
Constraints	Difficulty in pinpointing the theses studies of social benefit								
Strategies	<p>S1: Developing incentive systems that will foster the production of high-quality publications from graduate theses</p> <p>S2: Designing graduate thesis projects that call for cooperation with industrial establishments, METU Technopolis companies, and METU research centers</p> <p>S3: Founding new faculty and university journals; sharing publications which are theses outcomes in these journals, and ensuring that these journals will be recognized by international indices; organizing 'science days' wherein graduate research is shared</p> <p>S4: Organizing meetings and workshops with external stakeholders to determine possible project and thesis topics that may turn into social benefit</p>								
Estimated Cost	62.460.000- TL								
Current situation	The systems encouraging and helping graduate students to produce high-quality publications, and contacting international research groups especially during the graduate education have positive effect on graduate students' current and future studies								
Needs	Cooperations with external stakeholders to augment the social benefit of graduate theses, greater visibility of outcome produced from them								

## Goal

G.11: To advance the value the society attaches to scientific approach and development

## Objective

O.11.1: Establishing science communication mechanisms to share the processes and results of METU-sourced research with society

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI11.1.1. The number of researches shared within the scope of science communication	70	3	5	7	10	12	12	6 months	1 year
PI11.1.2. Number of educational activities organized	30	3	3	3	3	3	3	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Corporate Communications Office, Centers, Faculties, Graduate Schools and Departments								
Constraints	METU researchers' inability to make considerable contribution								
Strategies	<p>S1: Founding the Science Communication Group, conducive to communicating about science, and providing employment</p> <p>S2: Ensuring that the research and activities carried out at METU appear more frequently and effectively in written and visual media</p> <p>S3: Training METU units and researchers as regards sharing the processes and results of their research</p>								
Estimated Cost	25.774.000- TL								
Current situation	Social benefit of the researches carried out METU cannot be understood appropriately; the researchers share the research processes and results only in academic settings; people from all sections of society are unaware of the existence of scientific research that closely concerns them								
Needs	To know the social benefit of scientific researches carried out at METU should also be known beyond international academic circles								

## Goal

G.11: To advance the value the society attaches to scientific approach and development

## Objective

O.11.2: Establishing and extending open access mechanisms to disseminate information to the society and foster academic visibility

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI11.2.1. Implementation rate of the new open access policy	50	0	50	75	90	100	100	6 months	1 year
PI11.2.2. Number of views of Open-CourseWare website (thousand)	50	140	250	300	400	500	600	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Instructional Technology Support Office, Directorate of Library and Documentation, Directorate of Computing Services, Visual and Auditory Systems Research Center, Centers, Graduate Schools, Faculties and Departments								
Constraints	Limited sharing due to property rights, failure to record all material in terms of visual memory								
Strategies	S1: Enriching the OpenCourseWare materials S2: Storing all the video recordings made on METU campuses in the library system to help form a visual memory, and sharing them through open access S3: Building the required technical and administrative infrastructure for open access and visual memory systems S4: Revising the open access policy of the university and broadening its scope								
Estimated Cost	27.464.000-TL								
Current situation	While the library provides open access to electronic theses, it does not do so to the copyright-free texts of other publications such as articles								
Needs	Open access to research outcome, and regulations and systems to support this								



## Goal

G.12: To share METU's accumulation by pursuing benefit in community service

## Objective

O.12.1: Making public activities widespread and increase their visibility in the community

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI12.1.1. Number of trainings/activities organized	50	60	70	80	90	100	110	6 months	1 year
PI12.1.2. Number of distance education materials	50	10	10	20	20	30	35	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Continuing Education Center, Instructional Technology Support Office, Corporate Communications Office								
Constraints	The inability of the already limited capacity to meet the demand, which is expected to increase with the promotion activities								
Strategies	<p>S1: Continuing organizing research activities for different sections of the society at METU, launching new activities, and drawing the researchers to participate</p> <p>S2: Increasing the number of training programs for relevant occupational groups and for different groups in the community, and promoting trainers' participation</p> <p>S3: Extending access by means of distance education material (online courses, seminar videos, etc.)</p> <p>S4: Increasing access to Society and Science-Research and Application Centre, diversifying its activities and content, and making it accessible from out of the campus through social media and other means</p>								
Estimated Cost	58.604.000- TL								
Current situation	Intense interest in activities organized at METU; the number of applications to events, such as Science at Home, exceeding the planned capacity; interested participants from out of town' having difficulty in properly accessing the content of events								
Needs	An efficient infrastructure and system allowing for access to the contents of METU activities by a wider population								

## Goal

G.12: To share METU's accumulation by pursuing benefit in community service

## Objective

O.12.2: Coordinating the community service activities conducted by METU and supporting them

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI12.2.1. Number of staff at Community Service Coordination Unit	20	0	1	1	2	3	3	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Society and Science Research and Application Center, Continuing Education Center								
Constraints	Legislative obstacles to budget transfer to the fund to be created								
Strategies	S1: Establishing a unit to coordinate community service activities S2: Establishing a Community Service Fund to support social service projects that are to be developed by METU stakeholders S3: Expanding METU's cooperation with the private sector, in addition to that with public institutions and organizations, to increase its visibility the field of community service								
Estimated Cost	25.774.000- TL								
Current situation	Although a large number of effective community service activities are carried out at METU, this area lacks coordination; financial support needed for the sustainability of the projects is obtained through individual endeavors and projects								
Needs	Developing efficient systems for effective and coordinated use of resources in the field of community service, which is one of the primary missions of universities, as in other fields								

## Goal

G.12: To share METU's accumulation by pursuing benefit in community service

## Objective

O.12.3: Increasing the number and enhancing the content of courses that will increase METU stakeholders' interaction with the society in the field of education

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI12.3.1. Number of programs which launched the course Community Service Practices (CSP)	100	10	12	15	20	25	30	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties, Graduate Schools and Departments								
Constraints	No risk identified regarding this objective								
Strategies	<p>S1: Working towards, by the initiative of the newly established Community Service Coordination Unit, disseminating the Community Service Practices (CSP) course throughout the university, which requires METU students to develop and implement social responsibility projects with an interdisciplinary approach</p> <p>S2: Adding content to ODTU 101 that will make students aware of world's grand challenges, which will provide the basis of CSP</p>								
Estimated Cost	30.704.000- TL								
Current situation	Higher education courses and sample programs in the field of community service are getting widespread; the impact area of CSP courses has remained restricted								
Needs	Courses and educational practices to increase METU stakeholders' interaction with and contribution to the community								



## Goal

**G. 13: To reinforce internal and external communication so as to ensure an effective and continuous interaction between METU and its stakeholders**

## Objective

**O.13.1: Systematizing the internal and external communication of the university**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI13.1.1. Implementation ratio of the plan prepared according to the Document (%)	100	0	80	100	100	100	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Public Relations Office, Corporate Communications Office, Directorate of Computing Services, Office of Alumni Affairs								
Constraints	No risk identified regarding this objective								
Strategies	S1: Preparing the Communication Strategy Document, and ensuring the coordination of related units to maintain written/verbal/visual communication, in accordance with the document S2: Designing suitable systems for sustained intercampus cooperation and communication S3: Building systems to enhance cooperation and communication with alumni								
Estimated Cost	24.164.000- TL								
Current situation	METU needs to maintain regular and consistent communication with internal and external stakeholders; example practices within the institution is not shared effectively; ; a guide document is needed to assist the units maintain the communication, and to systematize transfer of information and institutional views concerning the regular and unusual agenda								
Needs	Systems that will enable METU to be in constant communication with the internal and external stakeholders, and to systematically share institutional views with the public								

## Goal

**G.14: To develop a sustainable institutional structure compatible with internationalization**

## Objective

**O.14.1: Coordinating all units involved in internationalization and ensuring institutional support to promote the establishment and development of international cooperation**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI14.1.1. Number of staff recruited at the Coordination Center	50	0	13	20	23	26	30	6 months	1 year
PI14.1.2. Rate of increase in new memberships in international cooperation networks (%)	20	-	10	20	30	40	50	6 months	1 year
PI14.1.3. Ratio of participation in the existing cooperation networks' annual meetings (%)	30	50	75	80	85	90	95	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Student Affairs (International Students' Office), International Students Selection Committee, Public Relations Office, Scholarships Office, International Cooperations Office, Faculties, Graduate Schools and Units, Directorate of Personnel Affairs (Academic Appointment Unit), Research Coordination and Industrial Liaison Office								
Constraints	Being understaffed as regards the number and qualifications of personnel								
Strategies	<p>S1: Establishing the Commission and sub-working groups to contribute to the activities of Global Engagement Center, and conducting regular coordination meetings with related units</p> <p>S2: Preparing guidelines defining the authority, responsibility, and activity areas of the Center, Commission, and sub-working groups</p> <p>S3: Establishing of a separate unit to perform all the processes concerning international researchers and faculty members</p> <p>S4: Formulating cooperation development criteria by evaluating the effectiveness of the existing cooperations, and using them in the establishment of new cooperations</p>								
Estimated Cost	22.691.000 TL								
Current situation	Lack of coordination between the existing units regarding internationalization; management and monitoring of internationalization strategies and all related activities from a central unit								
Needs	Institutional support systems to ensure coordination between the university's units in terms of internationalization, and to support the formation and development of international cooperations								

## Goal

**G.14: To develop a sustainable institutional structure compatible with internationalization**

## Objective

**O.14.2: Creating an on-campus database to document, archive, and make accessible the current experiences and processes related to internationalization**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI14.2.1. The rate of data entered to the portal to be created (%)	100	-	40	60	80	100	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Student Affairs (International Students' Office), International Students Selection Committee, Public Relations Office, Scholarships Office, International Cooperations Office, Faculties, Graduate Schools and Units, Directorate of Personnel Affairs (Academic Appointment Unit), Research Coordination and Industrial Liaison Office								
Constraints	No risk identified regarding this objective								
Strategies	<p>S1: Storing METU faculty's past and present experiences with students and visiting researchers, and units' international cooperations by means of Global Engagement Platform (GEP), and providing access to this knowledge</p> <p>S2: Establishing coordination with related units to transfer the existing and current internationalization knowledge into the portal prior to the activity, and to ensure that the entry is performed systematically</p>								
Estimated Cost	12.268.000- TL								
Current situation	The experience with internationalization is not shared								
Needs	An archive that will provide access to accumulated experience with internationalization and related current practices								



## Goal

**G.14: To develop a sustainable institutional structure compatible with internationalization**

## Objective

**O.14.3: Ensuring that all communication of academic units, administrative units and student communities within the university take place in English, as well as in Turkish**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI14.3.1. Number of staff employed by the rectorship to be assigned to English communication and documentation	50	-	1	1	1	1	1	6 months	1 year
PI14.3.2. Number of faculties/graduate schools/departments that made recruitment for English communication and documentation	50	-	5	10	15	15	15	6 months	1 year
Unit(s) responsible	Top Management Management								
Unit(s) to collaborate with	Directorate of Computing Services, all academic and administrative units								
Constraints	No risk identified regarding this objective								
Strategies	<p>S1: Ensuring that all interpersonal communication in the processes regarding international students and faculty members take place in English</p> <p>S2: Ensuring that all correspondences and written announcements on the campus are performed in English, besides Turkish</p>								
Estimated Cost	23.088.000- TL								
Current situation	International students and faculty are not fully informed because the communication and announcements on the campus are not in English; there is an insufficient number of administrative staff at academic and administrative units despite the English education they receive								
Needs	Sufficient number of staff that can communicate in English								

## Goal

**G.14: To develop a sustainable institutional structure compatible with internationalization**

## Objective

**O.14.4: Increasing the number of incoming and outgoing participants within the framework of international mobility**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI14.4.1. Annual number of incoming and outgoing students	35	500	550	600	650	700	750	6 months	1 year
PI14.4.2. Annual number of incoming and outgoing teaching staff	35	40	42	45	48	50	55	6 months	1 year
PI14.4.3. Annual number of incoming and outgoing administrative staff	30	10	11	13	15	18	20	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	International Cooperations Office, all academic and administrative units								
Constraints	The adverse effect of security concern in the world and in the region on international mobility towards our country								
Strategies	<p>S1: Signing international exchange agreements with universities that have similar curricula and qualifications, and making amendments in the approaches as regards mobility students' counting of courses towards their course load in favor of students</p> <p>S2: Informing the mobility students of achievement criteria prior to their visit through a comprehensive orientation program</p> <p>S3: Encouraging the academic units to effectively communicate with the partner institutions to increase the number of high-achieving incoming staff</p>								
Estimated Cost	29.183.000- TL								
Current situation	Number of incoming and outgoing students, faculty, and administrative staff within the framework of mobility programs lags behind the desired level; there is a need to enhance international exchange agreements and facilitate participation								
Needs	Sufficient number of incoming and outgoing students, faculty, and administrative staff within the scope of international mobility								

## Goal

**G.15: To develop awareness of internationalization and multi-cultural life experiences of all the university components**

## Objective

**O.15.1: Organizing activities that will increase our students' awareness of multicultural life**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI15.1.1. Number of seminar/ workshops to develop internationalization and intercultural communication skills	30	0	1	2	3	4	4	6 months	1 year
PI15.1.2. Number of events that will promote interaction among METU students from different countries	30	0	1	2	3	4	4	6 months	1 year
PI15.1.3. the number of participants in the activities	40	100	200	300	400	500	600	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Student Affairs (International Students Office), International Cooperations Office, School of Foreign Languages, Faculties, Graduate Schools and Departments, Directorate of Health, Culture and Sports, Cultural Affairs Office, Sports Office								
Constraints	No risk identified regarding this objective								
Strategies	<p>S1: Informing METU students about multicultural life at the beginning of each semester, and emphasizing the concepts of internationalization and multiculturalism in the new student orientation</p> <p>S2: Encouraging the students to participate in mobility programs, and making it mandatory for the participants to attend the orientation program</p> <p>S3: Including course content related to internationalization and multicultural communication skills in the School of Foreign Languages curricula</p> <p>S4: Organizing seminars/workshops for students to develop internationalization and intercultural communication skills</p>								
Estimated Cost	16.338.000-TL								
Current situation	The need to develop students' multicultural academic life awareness, intercultural competences, and communication skills								
Needs	Providing students with education and experience opportunities to raise their awareness of multicultural life; increasing international students' interaction with the overall campus								



## Goal

**G.15: To develop awareness of internationalization and multi-cultural life experiences of all the university components**

## Objective

**O.15.2: Organizing activities to increase METU faculty members' and staff's awareness of and skills related to multiculturalism and internationalization**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI15.2.1. Number of staff participating in the seminars to be organized	60	0	50	100	150	200	250	6 months	1 year
PI15.2.2. Participation ratio of administrative staff at key positions in English Language Courses (%)	40	0	10	15	20	25	30	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Personnel Affairs, Directorate of Health, Culture and Sports, School of Foreign Languages, International Cooperations Office, Academic Units, Visual and Auditory Systems Research Center, Corporate Communications Office								
Constraints	The fact that the mobility of administrative staff in understaffed departments is not desired								
Strategies	S1: Disseminating awareness of internationalization and multiculturalism S2: Producing short awareness-raising films about multiculturalism in collaboration with international students and faculty, and involving METU in social media platforms S3: Ensuring that participation of administrative staff in mobility programs is encouraged by their administrative units S4: Establishing and disseminating the principles of pluralistic society emphasizing cultural differences and diversity S5: Organizing The Staff's Week activity for international partners, to which METU staff are invited								
Estimated Cost	12.576.000-TL								
Current situation	The need to develop faculty's and administrative staff's multicultural academic life awareness, intercultural competences, and communication skills								
Needs	The need to raise faculty's and administrative staff's awareness of multicultural life								

## Goal

**G.15: To develop awareness of internationalization and multi-cultural life experiences of all the university components**

## Objective

**O.15.3: Increasing international students' satisfaction about interacting with university components**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI15.3.1. Number of international students in student communities	20	0	10	20	30	40	50	6 months	1 year
PI15.3.2. International students' mobility satisfaction ratio (%)	80	0	50	55	60	65	70	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Student Affairs (International Students Office), International Cooperations Office, Directorate of Health, Culture and Sports, Faculties, Center for Advancing Learning and Teaching, Corporate Communication Office, Visual and Auditory Systems Research Center								
Constraints	No risk identified regarding this objective								
Strategies	<p>S1: Providing international students with support about the main academic and administrative processes at METU</p> <p>S2: Informing international students about social, cultural, and academic life through social media before they come to METU, and updating the content of orientations on social life and cultural harmony at METU</p> <p>S3: Getting the academic departments to make announcements at the beginning of a semester about arranging the group work activates in classes in a way to bring together students from different countries</p> <p>S4: Performing the integration of the SIS system to track the membership information of students joining the student communities</p>								
Estimated Cost	10.560.000- TL								
Current situation	International students' need for higher life satisfaction								
Needs	Systems that will inform the international students of the main academic and administrative processes, before and throughout their education at METU								

## Goal

**G.16: To protect the integrity and bio-diversity of the campus's rich forest, steppe, and lake ecosystem**

## Objective

**O.16.1: Preserving the rich natural and ecological values of the campus**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI16.1.1. Total area of land on which maintenance work is performed (%)	60	75	80	85	85	85	85	6 months	1 year
PI16.1.2. Number of tree seedlings planted annually (thousand)	40	53	2	2	1	1	1	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Office of Forestation and Landscape Planning, Directorate of Construction and Technical Works, Office of Campus Planning, Office of Domestic Services, relevant academic departments								
Constraints	Our university cannot use initiative in decisions about the campuses								
Strategies	<p>S1: Implementing METU Conservation Development Plan approved in 2015, and abiding by the preservation decisions concerning the forests, natural and archaeological sites, and Lake Eymir</p> <p>S2: Implementing the Lake Eymir Management Plan throughout the Strategic Planning period</p> <p>S3: Ensuring that conservation of the natural ecosystem (lake, steppe and forest ecosystems) remains as priority for METU</p> <p>S4: Providing a recreational ecosystem service, which takes the people of Ankara into the natural environment and increases their life quality, by retaining their entrance to Lake Eymir</p> <p>S5: Continuing and expanding the forestation organizations and tree planting festival</p>								
Estimated Cost	22.418.000- TL								
Current situation	The presence of METU Conservation Development Plan, which is an approved official document; METU forest, which is the most important city forest of Ankara, being officially registered as forest land; a large area of METU land being registered as a natural and archeological site; the ever-increasing threat of construction to which the campus is subject to despite the Lake Eymir Management Plan								
Needs	Sustaining the natural and ecological diversity of the campus, which has been preserved so far								



## Goal

**G.16: To protect the integrity and bio-diversity of the campus's rich forest, steppe, and lake ecosystem**

## Objective

**O.16.2: Exploring the rich natural and ecological values of the campus, and promoting them considering the conservation-utilization balance**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI16.2.1. Budget allocated for the exploration of natural and ecological values (million TL)	35	0	1	1	1	1	1	6 months	1 year
PI16.2.2. Number of researches conducted	30	10	5	5	5	5	5	6 months	1 year
PI16.2.3. Number of promotional and scientific activities	35	2	3	3	3	3	3	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	General Secretariat, Directorate of Construction and Technical Works, Office of Forestation and Landscape Planning, Corporate Communications Office, relevant academic units, Society and Science Research and Application Center, relevant student societies								
Constraints	There is a time restriction in the execution of work								
Strategies	<p>S1: Setting up a committee for the exploration, conservation, and conservation-utilization balance of the campus' rich forest, steppe, and lake ecosystem integrity and biodiversity</p> <p>S2: Making an inventory of the ecological values and the biodiversity of the campus</p> <p>S3: Continuing the education programs, such as Lake delegates and other awareness training activities, held at Lake Eymir to the end of bringing together science and society</p> <p>S4: Organizing nature conservation trainings, and training activities that will increase awareness and allow for sharing of knowledge</p>								
Estimated Cost	5.080.000-TL								
Current situation	The contributions of the METU campuses to the quality of life in their cities are not well known by the public; the formation of the impression that Lake Eymir is not open to public use due to METU's inability to effectively inform the public about the scientific, sportive, and recreational activities at the lake, and its persistence on the agenda; lack of a perception that the lake is a scientific laboratory protected for Ankara residents and the ideal natural environment for recreational and sporting activities								
Needs	The need for the public to be well-informed about the ecological values and biodiversity of METU campuses								

## Goal

**G.17: To meet the needs related to spatial use within the framework of sustainable, intelligent, durable, and unobstructed campus approaches by preserving the unique spatial and architectural structure of the campus**

## Objective

**O.17.1: Enhancing the campus built-environment in accordance with the current legislation and by preserving its unique architectural qualities**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI17.1.1.Number of overhauled buildings	65	30	35	40	45	50	55	6 months	1 year
PI17.1.2.Percentage of mended and improved pedestrian pathways (%)	35	40	52	64	76	88	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Construction and Technical Works, Disability Support Office, relevant academic units								
Constraints	The legislation conflicting existing preservation plans								
Strategies	S1: Preparing a master plan for physical enhancement S2: Making improvements in accordance with the legislation about the disabled, energy and fires S3: Rendering the use of built-environment efficient, comfortable and secure by making use of intelligent systems								
Estimated Cost	95.540.000- TL								
Current situation	The existence of obligations brought about by the legislation concerning the disabled, energy, fires etc.								
Needs	The suitability of our university's built-environment for its unique architectural texture and current needs								

## Goal

**G.17: To meet the needs related to spatial use within the framework of sustainable, intelligent, durable, and unobstructed campus approaches by preserving the unique spatial and architectural structure of the campus**

## Objective

**O.17.2: Improving the on-campus transportation system in an environmentally sensitive, energy efficient, intelligent, unobstructed, accessible, safe manner with a mass transportation system by reducing private vehicle traffic; providing the necessary physical infrastructure to encourage pedestrian and bicycle circulation**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI17.2.1.The total percentage of completed cycling lanes (%)	40	20	40	50	60	70	80	6 months	1 year
PI17.2.2.The total number of vehicles renewed in a manner suitable for the use of the disabled	10	7	15	23	31	39	45	6 months	1 year
PI17.2.3.The total number of intelligent intersections completed	25	1	1	3	5	5	5	6 months	1 year
PI17.2.4.The total number of intelligent bus stops completed	25	0	0	26	26	26	26	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Office of the Secretary General, Directorate of Construction and Technical Works, relevant academic units and centers, Directorate of Computing Services, General Workshops, Disability Support Unit								
Constraints	Limitations due to the legislation concerning vehicle purchases								
Strategies	S1: Improving pedestrian access conditions S2: Renewing on-campus mass transport vehicles so that they are environmentally sensitive, energy efficient and unobstructed S3: Completing the campus bicycle network project, supporting this with the bicycle sharing system project S4: Implementing the systems of intelligent bus stops, intersections, parking lots and vehicle sticker recognition								
Estimated Cost	27.740.000- TL								
Current situation	The adverse impact of the increasing number of vehicles on the quality of campus life, the necessity of improving the on-campus transportation system								
Needs	Suitable vehicle traffic on the campus, a sufficient bus fleet								



## Goal

**G.17: To meet the needs related to spatial use within the framework of sustainable, intelligent, durable, and unobstructed campus approaches by preserving the unique spatial and architectural structure of the campus**

## Objective

**O.17.3: Renewing and improving the education, research and technical infrastructures of the campus in an environmentally sensitive, energy efficient, intelligent and economical manner**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI17.3.1. The ratio of total group study area in the Library equipped with IT-facilities (%)	70	0	20	30	40	50	60	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Library and Documentation, Directorate of Construction and Technical Works								
Constraints	No risk was identified for this objective								
Strategies	S1: Supporting the digital transformation of the library by effectively using both information technologies and physical resources S2: The improvement of the library building to include common and individual study spaces, meeting areas and digital media studios S3: Supporting education and research units by effectively using both information technologies and physical resources								
Estimated Cost	34.100.000- TL								
Current situation	The inability of the library to adequately respond to the increasing number of users and their expectations in its current state; the need for improvement in some education, research and technical infrastructure								
Needs	Study and meeting spaces in the library in accordance with user requirements; IT-enriched environmentally-sensitive, energy-efficient and intelligent education and research as well as other physical infrastructures								

## Goal

G.17: To meet the needs related to spatial use within the framework of sustainable, intelligent, durable, and unobstructed campus approaches by preserving the unique spatial and architectural structure of the campus

## Objective

O.17.4: Adding new structures to the campus in accordance with “METU Ankara Campus-The Guide to Spatial Strategy and Design” document by preserving its unique spatial and architectural structure

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI17.4.1. Completion rate of the plan (%)	80	0	30	60	80	90	100	6 months	1 year
PI17.4.2. Total rate of investment (%)	20	0	40	60	80	90	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	General Secretariat, Faculty of Architecture, Directorate of Construction and Technical Works								
Constraints	Failure to provide timely and adequate resources for projects								
Strategies	S1: Construction of structures that have been approved in accordance with the guidelines and plan S2: Generating funds for making the construction of new structures possible								
Estimated Cost	171.942.000- TL								
Current situation	The need for new indoor spaces for the university to continue education and research activities, necessity for the protection of the original spatial texture								
Needs	Constructing new structures that will meet needs by preserving the original texture of the campus								

## Goal

**G.18: To create and sustain the academic and administrative workforce with appropriate qualifications for the activities of the university**

## Objective

**O.18.1: Ensuring the continuous employment and development of academic personnel who will meet the needs of our university in the fields of education, research and social services**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI18.1.1. Number of appointed faculty members	30	15	20	20	20	20	20	6 months	1 year
PI18.1.2. Number of faculty members who participated in AGEP	20	20	25	25	25	25	25	6 months	1 year
PI18.1.3. Number of faculty members given travel support	20	2300	2400	2500	2500	2500	2500	6 months	1 year
PI18.1.4. Annual increase in the number international faculty members	10	5	5	10	10	10	10	6 months	1 year
PI18.1.5. Percentage of units where analyses of research assistant job descriptions were done (%)	10	0	100	100	100	100	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties, Graduate Schools and Departments, Directorate of Personnel Affairs								
Constraints	The difficulty of planning human resources due to having no institutional control over post allocations								
Strategies	<p>S1: Determination of their short- and medium-term human resources needs by units, identification of the existing recruitment and promotion criteria and procedures at the faculty/department/graduate school department level and institutionalization of these as transparent, participatory standards throughout the university without impairing the autonomy of units in this respect</p> <p>S2: Re-determination of the assignment and evaluation processes of the part-time instructors by considering unit differences</p> <p>S3: Designing an AGEP program for international faculty members</p> <p>S4: Revision and redefinition of job descriptions of research assistants; provision of support such as career planning and postdoctoral researcher opportunities</p>								
Estimated Cost	107.010.000- TL								
Current situation	The time it takes to get the necessary permission for posts and the difficulty of obtaining posts in some fields								
Needs	The employment of human resources needed by academic units								



## Goal

**G.18: To create and sustain the academic and administrative workforce with appropriate qualifications for the activities of the university**

## Objective

**O.18.2: Increasing the competence of administrative staff through employment, workforce planning and training; ensure continuity by increasing satisfaction**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI18.2.1. Percentage of units where needs and task analyses are carried out (%)	25	25	50	75	100	100	100	6 months	1 year
PI18.2.2. Number of administrative staff assigned to attend conferences, training	25	90	100	120	150	175	200	6 months	1 year
PI18.2.3. Number of in-service training sessions	25	8	10	12	14	14	15	6 months	1 year
PI18.2.4. Number of administrative staff attending the IGEP program	25	30	30	30	30	30	30	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Personnel Affairs								
Constraints	The inflexible nature of the Civil Servants Law; disruption of the work done in units where a small number of personnel is employed due to participation in training programs								
Strategies	S1: Increasing opportunities offered (social facilities, health, school, travel support, education, career planning, etc.) to attract and retain qualified staff S2: Improving the quality of administrative staff training programs, ensuring continuity and participation S3: Planning and implementation to increase efficiency and effectiveness by matching all employee distribution on the basis of workforce requirements / demands								
Estimated Cost	70.528.000- TL								
Current situation	Inadequate coverage of staff demands of units, unsuitability of job descriptions, processes and workforce planning to today's conditions, limited career options for administrative staff								
Needs	Attracting, retaining and developing professionally competent administrative personnel so that the university can provide continuous and high quality service in its activity areas								

## Goal

**G.19: To provide a healthy, safe and peaceful campus environment within the university**

## Objective

**O.19.1: Raising awareness about ethics, mobbing, and discrimination and decrease such incidents**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI19.1. Number of cases concluded within 6 months of application (%)	100	-	100	100	100	100	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Faculties, Graduate Schools, Directorate of Student Affairs, Directorate of Personnel Affairs, Applied Ethics Research Center, all academic and administrative units								
Constraints	No risk was identified for this objective								
Strategies	<p>S1: Developing and publishing ethical codes of conduct and their principles of implementation which will be applicable to all constituents of the university (academic, administrative staff and students)</p> <p>S2: Preparing the structure and working principles and procedures of the unit aiming at tackling ethical violations, mobbing and discrimination</p> <p>S3: Activating of the unit aiming at tackling ethical violations, mobbing and discrimination</p> <p>S4: Collecting and evaluating data on ethical violations, mobbing and discrimination</p>								
Estimated Cost	38.088.000- TL								
Current situation	Lack of awareness of the definition and application of mobbing among staff								
Needs	High level of staff well-being regarding ethics, mobbing and discrimination								

## Goal

G.19: To provide a healthy, safe and peaceful campus environment within the university

## Objective

O.19.2: Meeting Occupational Health and Safety (iSG) requirements to ensure a healthy and safe work environment

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI19.2.1. Total number of personnel in the IGS Unit (FTE)	35	0	7,5	10	12,5	15	17,5	6 months	1 year
PI19.2.2. Total number of assigned workplace physicians	25	0	6	6	6	6	6	6 months	1 year
PI19.2.3. Rate of units where there is waste management (%)	40	0	20	40	60	80	90	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	General Secretariat, Directorate of Construction and Technical Works, relevant academic and administrative units, Health and Guidance Center								
Constraints	No risk was identified for this objective								
Strategies	S1: Establishing of boards and subcommittees of ISG and implementation of related legislation S2: Establishing and continuity of a waste management system S3: Preparing and classifying the waste inventory								
Estimated Cost	34.580.000- TL								
Current situation	Necessity to comply with the Occupational Health and Safety legislation								
Needs	Establishment of a ISC Unit and implementation of waste management								



## Goal

**G.19: To provide a healthy, safe and peaceful campus environment within the university**

## Objective

**O.19.3: Increasing the general state of psychosocial well-being on campus**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI19.3.1. Number of cases resolved by friendly solution methods (%)	50	-	50	90	90	90	90	6 months	1 year
PI19.3.2. Psychological Support Unit satisfaction rate (%)	50	-	75	85	90	95	100	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	General Secretariat, all academic and administrative units, Directorate of Personnel Affairs, Health and Guidance Center								
Constraints	Disinterest of employees in these solution methods								
Strategies	S1: Developing, institutionalizing and applying friendly solution methods for problems among employees S2: Preparing the operating directive and the implementation principles of a 24/7 active psychological support unit; specifying the pool of personnel and experts; creating of the infrastructure; establishing the unit								
Estimated Cost	40.258.000- TL								
Current situation	The unnecessarily long time spent on the methods used to solve the problems that may arise among the employees								
Needs	Effective mechanisms for solving problems that may arise among employees								

## Goal

G.19: To provide a healthy, safe and peaceful campus environment within the university

## Objective

O.19.4: Establishing a central campus safety information system and its human resources

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI19.4.1. Number of personnel/experts in the campus security information system	100	0	6	7	8	8	8	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Office of the Secretary General, Directorate of Computing Services, Office of Domestic Services								
Constraints	No risk was identified for this objective								
Strategies	S1: Establishing an actively operating 7/24 campus security information system								
Estimated Cost	28.866.000-TL								
Current situation	The necessity of centrally monitoring campus security								
Needs	The infrastructure and human resources of a 7/24 operating campus security information system								

## Goal

G.20: To diversify and increase the financial resources of the university

## Objective

O.20.1: Increasing the income from revolving funds projects and intellectual property rights

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI20.1.1. Revolving Funds revenues (million TL)	70	46	50	54	58	62	66	6 months	1 year
PI20.1.2. R&D innovation and design projects within the scope of Office of Revolving Funds	30	6	7	8	9	10	11	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Office of Revolving Funds, relevant academic and administrative units, Research Coordination and Industrial Liaison Office								
Constraints	Unpredictable legislative arrangements, limited means to create staff and resources for research centers								
Strategies	S1: Pursuing long-term, revenue generating approaches which will protect the university's intellectual/ industrial/commercial rights in revolving fund projects S2: Increasing the use of areas/infrastructures that are not used efficiently and effectively in revolving fund projects								
Estimated Cost	10.380.000 -TL								
Current situation	The fact that revolving funds revenues are not at desired levels, the limited variety of sectors and services (inability to use capacities in different sectors), the limited number of mechanisms for converting university-produced projects to income generating activities								
Needs	Adequate financial resources, creating more resources for priority areas								



## Goal

G.20: To diversify and increase the financial resources of the university

## Objective

O.20.2: Developing mechanisms to generate revenues and also to increase donation incomes through METU Development Foundation and METU Teknokent Ltd., implement these and make effective use of the income

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI20.2.1. The number of new revenue generating joint activity areas of METU G.V. and METU Teknokent Ltd.	50	1	2	3	4	5	6	6 months	1 year
PI20.2.1. The number of new revenue generating joint activity areas of METU G.V. and METU Teknokent Ltd.	50	0,4	1	2	3	4	5	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Relevant academic and administrative units, METU Teknokent Ltd, Directorate of Strategy Development, Career Planning Application and Research Center (Alumni Communication Office)								
Constraints	Unpredictable legislative arrangements, generally adverse economic developments								
Strategies	S1: Increasing cooperation with companies and alumni S2: Making use of existing and new resources to bring research results to an income generating level S3: Carrying out studies with the help of METU G.V. to increase donations								
Estimated Cost	6.169.000-TL								
Current situation	The limited number of mechanisms for converting university-produced projects into revenue generating activities								
Needs	Mechanisms for reaching alumni and METU friends from different channels and at ad-equate levels								

**Goal****G.20: To diversify and increase the financial resources of the university****Objective****O.20.3: Increasing own revenues in order to support the realization of strategies**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI20.3.1. End-of-year own revenue as percentage of total budget (%)	100	12	14	16	18	20	22	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Health, Culture and Sports, Directorate of Strategy Development, Directorate of Administrative and Financial Affairs, Directorate of Construction and Technical Works								
Constraints	Inadequacy of the planned administrative and technical improvements and investments								
Strategies	S1: Putting new administrative and technical improvements and investments into effect promptly S2: With the power of our quality and reliability, actualizing income generating activities and provision of products/services in line with our fundamental principles and priorities S3: Assessing the use of idle resources for income generating projects and activities in line with our fundamental principles and priorities								
Estimated Cost	4.069.000- TL								
Current situation	Inability to use existing means due to various difficulties								
Needs	In terms of financial resources, bringing METU to a more self-sufficient level								

**Goal****G.21: To use resources efficiently****Objective****O.21.1: Using investment and operational budgets to meet annual needs**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI21.1.1. General administrative expenses as percentage of total budget (%)	80	15	15	15	15	15	15	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Strategy Development								
Constraints	The aspiration of units to use the entire budget allocated to them								
Strategies	S1: Directing resources to projects and tasks pertaining to strategic objectives S2: Improving efficiency measurements and using these in supporting decision-making processes S3: Strong communication and interaction with public and related institutions								
Estimated Cost	6.298.000-TL								
Current situation	Inability to currently relate resources with strategic goals at the desired level								
Needs	Effective, economical and efficient use of public resources in accordance with Law No. 5018 on Public Financial Management and Control								



## Goal

**G.22: To increase the efficiency and effectiveness of the management of information services**

## Objective

**O.22.1: Increasing the effectiveness of administrative processes that will support the improvement and enhancement of IT-supported services and ensuring institutional culture changes to this end**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI21.1.1. Percentage of reports generated from the system (%)	30	0	10	50	90	95	95	6 months	1 year
PI21.1.2. Number of IT literacy activities	20	10	20	30	35	35	40	6 months	1 year
PI21.1.3. Ratio of operating costs to investment costs (%)	20	45	40	35	35	30	30	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Computing Services, academic and administrative units in the institutional organization which are operating IT-supported processes								
Constraints	Resource and employment constraints, the unwillingness of relevant units to own and share processes, data found in different formats and environments, not providing appropriate training to different user profiles								
Strategies	<p>S1: Regular monitoring and improvement of IT supported services in accordance with the process management approach</p> <p>S2: Being proactive in developing and delivering information services, effective management of innovation and improvement opportunities</p> <p>S3: Establishing a data and knowledge management infrastructure to provide decision support for process and unit managers and ensuring that learning management is in place</p> <p>S4: Establishment and regular operation of the Directorate of Computing Advisory Board</p>								
Estimated Cost	52.987.000-TL								
Current situation	Difficulties in the management of processes, insufficient IT literacy, inadequate monitoring of performance								
Needs	Traceability of processes and performance								

## Goal

G.22: To increase the efficiency and effectiveness of the management of information services

## Objective

O.22.2: Transforming precursor information technology services into products that would create added value in line with fundamental principles and priorities

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI22.2.1. The number of new products/services	100	0	3	5	5	5	6	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Computing Services, METU Teknokent Ltd, concerned academic units and research centers								
Constraints	Low demand for the products and services to be developed								
Strategies	S1: Making use of opportunities and self-competence and developing work models S2: Promoting and increasing the visibility of the university's services and IT through bulletins and webinars S3: Developing precursor BT services through competitions, student projects, BAP projects, cooperation with Teknokent and the like i								
Estimated Cost	48.697.500-TL								
Current situation	Limitation in the financial and workforce support necessary for the development of new products and services								
Needs	The development of products and services required by the end user with low costs								

## Goal

G.23: To develop and provide services based on information technologies according to stakeholder expectations, needs, and strategic priorities and improve the existing services

## Objective

O.23.1: Being effective in building an intelligent, sustainable, enduring and unobstructed campus by utilizing advanced technologies in developing information systems

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI23.1.1. The completion rate of the work planned for 5 years (%)	100	0	10	30	50	75	90	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	General Secretariat, Directorate of Computing Services, MODSiMMER, all other units related to projects								
Constraints	The difficulty of standardization due to the content and data diversity of the realized projects, inability to find adequate human and financial resources for projects								
Strategies	<p>S1: Preparing a report on and prioritizing short, medium and long term project proposals focused on the intelligent, sustainable, durable and supportive campus development, and implementing them</p> <p>S2: Determining the sources of information needed, and generating a digital platform which would provide an infrastructure to host this body of information</p>								
Estimated Cost	27.216.000-TL								
Current situation	The inadequate level of intelligent, sustainable, durable and unobstructed campus applications, the limited interdisciplinary interaction, in addition to the conveniences of technological innovations the support potential of the academic units and R&D centers in the university								
Needs	A comprehensive plan with the contribution of all relevant expertise and units to the transformation of the campus for the efficiency, convenience and other benefits that an intelligent campus will provide.								



## Goal

AG.23: To develop and provide services based on information technologies according to stakeholder expectations, needs, and strategic priorities and improve the existing services

## Objective

O.23.2: Ensuring timely, space-free and easy access to accurate and reliable information and service for those who benefit from information technologies and systems by integrating and making them widespread

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI23.2.1. The amount of storage provided (GB)	10	1	1,5	2	2,5	3	3,5	6 months	1 year
PI23.2.2. Rate of wireless network coverage	10	85	90	95	95	100	100	6 months	1 year
PI23.2.2. Access rate to BBS goals	80	27	37	60	80	90	95	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	Directorate of Computing Services, all units provided with IT services, concerned research centers, METU Teknokent Ltd.								
Constraints	Delays in the implementation of the work plan due to employment and budget constraints, inadequate determination of user needs, inadequate collection of the data for the information systems to be generated, inadequate development due to technical constraints								
Strategies	<p>S1: Revising the objectives and methodology of the Integrated Information System project by making use of the developments in information technologies in line with stakeholder expectations and strategic priorities; and implementing the system</p> <p>S2: Within this scope, improving the infrastructure by utilizing new technologies</p> <p>S3: Collaborating with research centers and METU Teknokent Ltd.</p>								
Estimated Cost	51.960.000-TL								
Current situation	The availability of systems that do not currently exist in the integrated information system; the fact that the quality, speed and efficiency of some academic and administrative processes can be further enhanced by IT support; the increase in needs such as data storage, digital archives, wireless network access								
Needs	IT services aligned with the university's strategic goals and objectives, access to all IT services from a single point, the satisfaction of users from IT services								

## Goal

**G.24: To increase the effectiveness and impact of institutional management processes**

## Objective

**O.24.1: Supporting the improvement cycles of administrative processes and reinforcing the quality assurance system**

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
PI24.1.1. Number of administrative units with quality management certification	40	5	9	12	12	12	12	6 months	1 year
Unit(s) responsible	Top Management								
Unit(s) to collaborate with	All administrative and academic units								
Constraints	Disruption of documentation and support services due to budget constraints								
Strategies	S1: Evaluating the establishment of a university advisory board S2: Making quality management certification activities widespread S3: Supporting institutional learning S4: Monitoring the distribution and implementation of the goals and objectives in the Strategic Plan, making the necessary organizational arrangements to this end, developing the infrastructure								
Estimated Cost	1.639.550- TL								
Current situation	The existence of different implementations in similar processes within the university, the need for institutional performance measurement and monitoring mechanisms for strategic management and external evaluation								
Needs	Traceability and effective management of the strategies, strong institutional infrastructure								



2005

The First  
University in  
Turkey to  
Establish a Campus  
Abroad:  
METU NOC





METU Northern Cyprus Campus, 2017



## COSTING

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The financial resources required for the implementation of the 2018-2022 Strategic Plan are given in Table 6 and the distribution of these resources with respect to goals and objectives is given in Table 7.

**Table 6: Estimated Resources**

Resources	2018	2019	2020	2021	2022	5-year Total
<b>Total State Budget (Budgetary Resource)</b>	516,293,000	550,106,000	594,015,000	641,565,000	692,890,200	<b>2,994,869,200</b>
<b>Revolving Funds (Extra Budgetary Resource)</b>	50,000,000	54,000,000	58,000,000	62,500,000	71,875,000	<b>296,375,000</b>
<b>National Projects (Extra Budgetary Resource)</b>	47,200,000	53,700,000	61,400,000	69,100,000	79,465,000	<b>310,865,000</b>
<b>International Projects (Extra Budgetary Resource)</b>	33,500,000	37,800,000	42,800,000	47,900,000	55,085,000	<b>217,085,000</b>
<b>Teknokent (Extra Budgetary Resource)</b>	2,450,000	2,650,000	2,850,000	3,050,000	3,507,500	<b>14,507,500</b>
<b>Foundation (Extra Budgetary Resource)</b>	9,180,000	11,045,000	14,450,000	15,925,000	18,313,750	<b>68,913,750</b>
<b>Grand Total (Budgetary + Extra Budgetary Resource)</b>	<b>658,623,000</b>	<b>709,301,000</b>	<b>773,515,000</b>	<b>840,040,000</b>	<b>921,136,450</b>	<b>3,902,615,450</b>



The book in which Industrial Engineering graduates share their experiences, 2016



**Table 7: Costs of 2018-2022 Strategic Plan Goals**

Goals and Objectives	2018	2019	2020	2021	2022	5-year Total
<b>Interdisciplinary Approach (Budgetary Resource)</b>	<b>57,140,000</b>	<b>60,700,000</b>	<b>66,000,000</b>	<b>71,500,000</b>	<b>77,220,000</b>	<b>332,560,000</b>
Goal 1 (Budgetary Resource)	57,140,000	60,700,000	66,000,000	71,500,000	77,220,000	332,560,000
Objective 1.1 (Budgetary Resource)	42,340,000	45,100,000	49,000,000	53,000,000	57,240,000	246,680,000
Objective 1.2 (Budgetary Resource)	14,800,000	15,600,000	17,000,000	18,500,000	19,980,000	85,880,000
<b>Education-Training</b>	<b>99,790,000</b>	<b>106,000,000</b>	<b>114,100,000</b>	<b>122,720,000</b>	<b>132,537,600</b>	<b>575,147,600</b>
(Budgetary Resource)	13,350,000	14,300,000	15,350,000	16,500,000	17,820,000	77,320,000
Goal 2 (Budgetary Resource)	6,350,000	6,800,000	7,350,000	8,000,000	8,640,000	37,140,000
Objective 2.1 (Budgetary Resource)	7,000,000	7,500,000	8,000,000	8,500,000	9,180,000	40,180,000
Objective 2.2 (Budgetary Resource)	14,000,000	14,800,000	15,750,000	17,000,000	18,360,000	79,910,000
Goal 3 (Budgetary Resource)	9,100,000	9,600,000	10,250,000	11,000,000	11,880,000	51,830,000
Objective 3.1 (Budgetary Resource)	4,900,000	5,200,000	5,500,000	6,000,000	6,480,000	28,080,000
Objective 3.2 (Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Objective 3.3 Revolving Funds (Extra Budgetary Resource)	13,750,000	14,800,000	16,000,000	17,220,000	18,597,600	80,367,600
Goal 4 (Budgetary Resource)	7,750,000	8,300,000	9,000,000	9,720,000	10,497,600	45,267,600
Objective 4.1 (Budgetary Resource)	6,000,000	6,500,000	7,000,000	7,500,000	8,100,000	35,100,000
Objective 4.2 (Budgetary Resource)	58,690,000	62,100,000	67,000,000	72,000,000	77,760,000	337,550,000
Goal 5 (Budgetary Resource)	9,000,000	9,500,000	10,250,000	11,000,000	11,880,000	51,630,000
Objective 5.1 (Budgetary Resource)	6,500,000	7,000,000	7,500,000	8,000,000	8,640,000	37,640,000
Objective 5.2 (Budgetary Resource)	11,850,000	12,500,000	13,500,000	14,500,000	15,660,000	68,010,000
Objective 5.3 (Budgetary Resource)	7,600,000	8,250,000	9,000,000	9,750,000	10,530,000	45,130,000
Objective 5.4 (Budgetary Resource)	7,250,000	7,600,000	8,250,000	9,000,000	9,720,000	41,820,000
Objective 5.5 (Budgetary Resource)	8,640,000	9,000,000	9,500,000	10,000,000	10,800,000	47,940,000
Objective 5.6 (Budgetary Resource)	7,850,000	8,250,000	9,000,000	9,750,000	10,530,000	45,380,000
<b>Objective 5.7 (Budgetary Resource)</b>	<b>99,800,000</b>	<b>105,050,000</b>	<b>112,700,000</b>	<b>121,100,000</b>	<b>130,788,000</b>	<b>569,438,000</b>
<b>Research-Development (Budgetary Resource)</b>	<b>39,800,000</b>	<b>41,850,000</b>	<b>44,000,000</b>	<b>46,750,000</b>	<b>50,490,000</b>	<b>222,890,000</b>
Goal 6 (Budgetary Resource)	10,450,000	11,000,000	11,500,000	12,000,000	12,960,000	57,910,000
Objective 6.1 (Budgetary Resource)	2,150,000	2,250,000	2,500,000	3,000,000	3,450,000	13,350,000
Objective 6.1 Revolving Funds (Extra Budgetary Resource)	2,350,000	2,500,000	3,000,000	3,500,000	4,025,000	15,375,000
Objective 6.1 National Projects (Extra Budgetary Resource)	1,300,000	1,600,000	1,900,000	2,150,000	2,472,500	9,422,500
Objective 6.1 International Projects (Extra Budgetary Resource)	16,550,000	17,250,000	18,000,000	19,250,000	20,790,000	91,840,000
Objective 6.1 International Projects (Extra Budgetary Resource)	5,500,000	6,000,000	6,500,000	7,000,000	8,050,000	33,050,000
Objective 6.2 Revolving Funds (Extra Budgetary Resource)	4,600,000	5,250,000	6,000,000	6,750,000	7,762,500	30,362,500
Objective 6.2 National Projects (Extra Budgetary Resource)	3,500,000	4,000,000	4,500,000	5,000,000	5,750,000	22,750,000
Objective 6.2 International Projects (Extra Budgetary Resource)	12,800,000	13,600,000	14,500,000	15,500,000	16,740,000	73,140,000
Objective 6.3 (Budgetary Resource)	6,500,000	7,000,000	7,450,000	8,000,000	9,200,000	38,150,000
Objective 6.3 Revolving Funds (Extra Budgetary Resource)	5,750,000	6,500,000	7,550,000	8,500,000	9,775,000	38,075,000
Objective 6.3 National Projects (Extra Budgetary Resource)	3,500,000	4,000,000	4,500,000	5,000,000	5,750,000	22,750,000
Objective 6.3 International Projects (Extra Budgetary Resource)	7,400,000	7,800,000	8,500,000	9,300,000	10,044,000	43,044,000
Objective 6.3 International Projects (Extra Budgetary Resource)	7,400,000	7,800,000	8,500,000	9,300,000	10,044,000	43,044,000

Goals and Objectives	2018	2019	2020	2021	2022	5-year Total
Goal 7 (Budgetary Resource)	3,500,000	3,750,000	4,000,000	4,400,000	5,060,000	20,710,000
Objective 7.1 (Budgetary Resource)	4,600,000	5,300,000	6,000,000	6,500,000	7,475,000	29,875,000
Objective 7.1 Revolving Funds (Extra Budgetary Resource)	2,300,000	2,550,000	3,000,000	3,450,000	3,967,500	15,267,500
Objective 7.1 National Projects (Extra Budgetary Resource)	15,000,000	15,650,000	17,250,000	18,650,000	20,142,000	86,692,000
Objective 7.1 International Projects (Extra Budgetary Resource)	15,000,000	15,650,000	17,250,000	18,650,000	20,142,000	86,692,000
Goal 8 (Budgetary Resource)	9,650,000	10,000,000	10,250,000	10,500,000	12,075,000	52,475,000
Objective 8.1 (Budgetary Resource)	18,400,000	21,000,000	24,000,000	27,500,000	31,625,000	122,525,000
Objective 8.1 Revolving Funds (Extra Budgetary Resource)	12,550,000	14,000,000	16,000,000	17,750,000	20,412,500	80,712,500
Objective 8.1 National Projects (Extra Budgetary Resource)	21,250,000	22,150,000	23,950,000	25,900,000	27,972,000	121,222,000
Objective 8.1 International Projects (Extra Budgetary Resource)	10,250,000	10,650,000	11,500,000	12,500,000	13,500,000	58,400,000
Goal 9 (Budgetary Resource)	4,250,000	4,500,000	4,750,000	5,000,000	5,750,000	24,250,000
Objective 9.1 (Budgetary Resource)	5,750,000	6,500,000	7,550,000	8,200,000	9,430,000	37,430,000
Objective 9.1 Revolving Funds (Extra Budgetary Resource)	2,300,000	2,500,000	2,700,000	3,000,000	3,450,000	13,950,000
Objective 9.1 National Projects (Extra Budgetary Resource)	11,000,000	11,500,000	12,450,000	13,400,000	14,472,000	62,822,000
Objective 9.1 International Projects (Extra Budgetary Resource)	4,250,000	4,500,000	4,750,000	5,000,000	5,750,000	24,250,000
Objective 9.2 (Budgetary Resource)	2,300,000	2,600,000	2,800,000	3,050,000	3,507,500	14,257,500
Objective 9.2 Revolving Funds (Extra Budgetary Resource)	2,300,000	2,500,000	2,700,000	3,000,000	3,450,000	13,950,000
Objective 9.2 National Projects (Extra Budgetary Resource)	16,350,000	17,600,000	19,000,000	20,500,000	22,140,000	95,590,000
Objective 9.2 International Projects (Extra Budgetary Resource)	6,000,000	6,500,000	7,000,000	7,500,000	8,100,000	35,100,000
Goal 10 (Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Objective 10.1 (Budgetary Resource)	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Objective 10.1 Revolving Funds (Extra Budgetary Resource)	3,450,000	3,950,000	4,500,000	5,150,000	5,922,500	22,972,500
Objective 10.1 National Projects (Extra Budgetary Resource)	4,500,000	4,850,000	5,250,000	5,750,000	6,210,000	26,560,000
Objective 10.1 International Projects (Extra Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Objective 10.2 (Budgetary Resource)	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Objective 10.2 Revolving Funds (Extra Budgetary Resource)	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Objective 10.2 National Projects (Extra Budgetary Resource)	5,850,000	6,250,000	6,750,000	7,250,000	7,830,000	33,930,000
Objective 10.2 International Projects (Extra Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Objective 10.3 Revolving Funds (Extra Budgetary Resource)	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Objective 10.3 National Projects (Extra Budgetary Resource)	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Objective 10.3 International Projects (Extra Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Objective 10.3 Teknokent (Extra Budgetary Resource)	17,900,000	19,350,000	21,000,000	23,300,000	25,164,000	106,714,000
Community Service (Budgetary Resource)	4,450,000	4,800,000	5,300,000	6,100,000	6,588,000	27,238,000
Goal 11 (Budgetary Resource)	2,150,000	2,300,000	2,500,000	2,800,000	3,024,000	12,774,000
Objective 11.1 (Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Objective 11.1 Foundation (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000
Objective 11.1 Revolving Funds (Extra Budgetary Resource)	2,300,000	2,500,000	2,800,000	3,300,000	3,564,000	14,464,000
Objective 11.2 (Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Objective 11.2 Foundation (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000

**Table 7: Costs of 2018-2022 Strategic Plan Goals (Continued)**

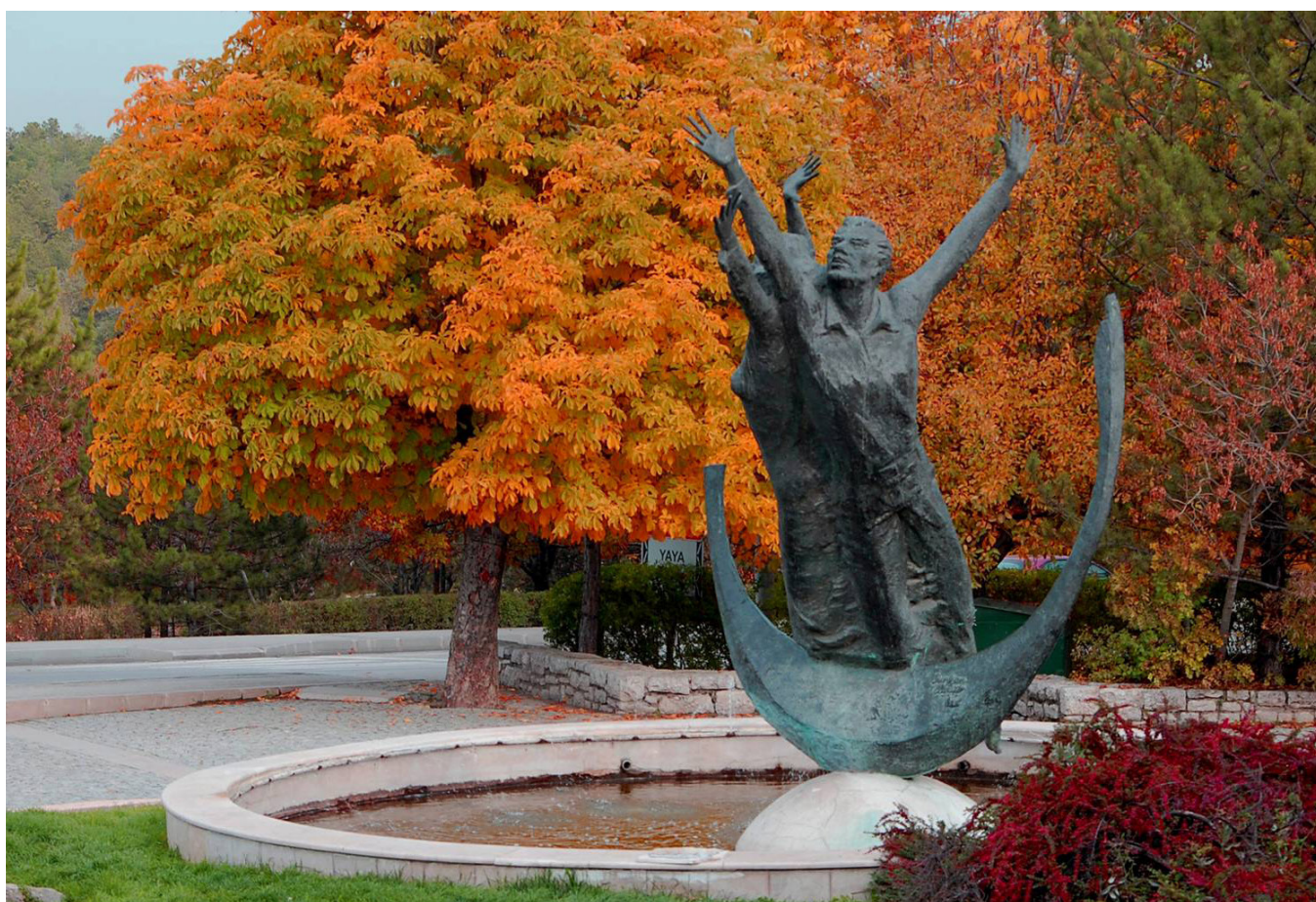
Goals and Objectives	2018	2019	2020	2021	2022	5-year Total
<b>Goal 12 (Budgetary Resource)</b>	<b>11,300,000</b>	<b>12,250,000</b>	<b>13,100,000</b>	<b>14,400,000</b>	<b>15,552,000</b>	<b>66,602,000</b>
Objective 12.1 (Budgetary Resource)	6,150,000	6,650,000	7,100,000	7,800,000	8,424,000	36,124,000
Objective 12.1 Foundation (Extra Budgetary Resource)	2,500,000	3,000,000	4,000,000	4,400,000	5,060,000	18,960,000
Objective 12.1 Revolving Funds (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000
Objective 12.2 (Budgetary Resource)	2,150,000	2,300,000	2,500,000	2,800,000	3,024,000	12,774,000
Objective 12.2 Foundation (Extra Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Objective 12.2 Revolving Funds (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000
Objective 12.3 (Budgetary Resource)	3,000,000	3,300,000	3,500,000	3,800,000	4,104,000	17,704,000
Objective 12.3 Foundation (Extra Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Objective 12.3 Revolving Funds (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000
<b>Goal 13 (Budgetary Resource)</b>	<b>2,150,000</b>	<b>2,300,000</b>	<b>2,600,000</b>	<b>2,800,000</b>	<b>3,024,000</b>	<b>12,874,000</b>
Objective 13.1 (Budgetary Resource)	2,150,000	2,300,000	2,600,000	2,800,000	3,024,000	12,874,000
Objective 13.1 Foundation (Extra Budgetary Resource)	800,000	1,100,000	1,400,000	1,600,000	1,840,000	6,740,000
Objective 13.1 Revolving Funds (Extra Budgetary Resource)	700,000	800,000	900,000	1,000,000	1,150,000	4,550,000
<b>Institutional Development (Budgetary Resource)</b>	<b>164,482,000</b>	<b>175,360,000</b>	<b>189,804,000</b>	<b>205,410,000</b>	<b>221,988,600</b>	<b>957,529,600</b>
<b>Institutional Development (International Cooperation) (Budgetary Resource)</b>	<b>19,656,000</b>	<b>21,040,000</b>	<b>22,650,000</b>	<b>24,600,000</b>	<b>26,568,000</b>	<b>114,514,000</b>
<b>Goal 14 (Budgetary Resource)</b>	<b>13,068,000</b>	<b>14,000,000</b>	<b>14,900,000</b>	<b>15,900,000</b>	<b>17,172,000</b>	<b>75,040,000</b>
Objective 14.1 (Budgetary Resource)	2,916,000	3,100,000	3,300,000	3,500,000	3,780,000	16,596,000
Objective 14.1 Revolving Funds (Extra Budgetary Resource)	1,000,000	1,100,000	1,200,000	1,300,000	1,495,000	6,095,000
Objective 14.2 (Budgetary Resource)	2,160,000	2,300,000	2,400,000	2,600,000	2,808,000	12,268,000
Objective 14.3 (Budgetary Resource)	3,996,000	4,300,000	4,600,000	4,900,000	5,292,000	23,088,000
Objective 14.3 (Budgetary Resource)	3,996,000	4,300,000	4,600,000	4,900,000	5,292,000	23,088,000
Objective 14.4 Revolving Funds (Extra Budgetary Resource)	1,000,000	1,100,000	1,200,000	1,300,000	1,495,000	6,095,000
<b>Goal 15 (Budgetary Resource)</b>	<b>6,588,000</b>	<b>7,040,000</b>	<b>7,750,000</b>	<b>8,700,000</b>	<b>9,396,000</b>	<b>39,474,000</b>
Objective 15.1 (Budgetary Resource)	2,808,000	3,000,000	3,250,000	3,500,000	3,780,000	16,338,000
Objective 15.2 (Budgetary Resource)	2,160,000	2,300,000	2,500,000	2,700,000	2,916,000	12,576,000
Objective 15.3 (Budgetary Resource)	1,620,000	1,740,000	2,000,000	2,500,000	2,700,000	10,560,000
<b>Institutional Development (Physical Resources) (Budgetary Resource)</b>	<b>60,870,000</b>	<b>65,160,000</b>	<b>70,630,000</b>	<b>77,000,000</b>	<b>83,160,000</b>	<b>356,820,000</b>
<b>Goal 16 (Budgetary Resource)</b>	<b>4,618,000</b>	<b>4,900,000</b>	<b>5,500,000</b>	<b>6,000,000</b>	<b>6,480,000</b>	<b>27,498,000</b>
Objective 16.1 (Budgetary Resource)	3,618,000	3,900,000	4,500,000	5,000,000	5,400,000	22,418,000
Objective 16.2 (Budgetary Resource)	1,000,000	1,000,000	1,000,000	1,000,000	1,080,000	5,080,000
<b>Goal 16 (Budgetary Resource)</b>	<b>56,252,000</b>	<b>60,260,000</b>	<b>65,130,000</b>	<b>71,000,000</b>	<b>76,680,000</b>	<b>329,322,000</b>
Objective 17.1 (Budgetary Resource)	16,500,000	17,500,000	18,900,000	20,500,000	22,140,000	95,540,000
Objective 17.1 (Budgetary Resource)	4,780,000	5,080,000	5,400,000	6,000,000	6,480,000	27,740,000
Objective 17.3 (Budgetary Resource)	5,500,000	6,100,000	6,900,000	7,500,000	8,100,000	34,100,000
Objective 17.4 (Budgetary Resource)	29,472,000	31,580,000	33,930,000	37,000,000	39,960,000	171,942,000

Goals and Objectives	2018	2019	2020	2021	2022	5-year Total
<b>Institutional Development (Human Resources) (Budgetary Resource)</b>	<b>51,070,000</b>	<b>54,400,000</b>	<b>59,030,000</b>	<b>63,500,000</b>	<b>68,580,000</b>	<b>296,580,000</b>
Goal 18 (Budgetary Resource)	26,660,000	28,500,000	30,780,000	33,100,000	35,748,000	154,788,000
Objective 18.1 (Budgetary Resource)	14,580,000	15,500,000	16,740,000	18,000,000	19,440,000	84,260,000
Objective 18.1 Revolving Funds (Extra Budgetary Resource)	3,500,000	4,000,000	4,500,000	5,000,000	5,750,000	22,750,000
Objective 18.2 (Budgetary Resource)	12,080,000	13,000,000	14,040,000	15,100,000	16,308,000	70,528,000
Goal 19 (Budgetary Resource)	24,410,000	25,900,000	28,250,000	30,400,000	32,832,000	141,792,000
Objective 19.1 (Budgetary Resource)	6,690,000	7,000,000	7,550,000	8,100,000	8,748,000	38,088,000
Objective 19.1 (Budgetary Resource)	5,780,000	6,200,000	7,000,000	7,500,000	8,100,000	34,580,000
Objective 19.3 (Budgetary Resource)	6,970,000	7,400,000	8,000,000	8,600,000	9,288,000	40,258,000
Objective 19.4 (Budgetary Resource)	4,970,000	5,300,000	5,700,000	6,200,000	6,696,000	28,866,000
<b>Institutional Development (Financial Resources) (Budgetary Resource)</b>	<b>2,754,000</b>	<b>2,960,000</b>	<b>3,194,000</b>	<b>3,420,000</b>	<b>3,693,600</b>	<b>16,021,600</b>
Goal 20 (Budgetary Resource)	1,674,000	1,800,000	1,944,000	2,070,000	2,235,600	9,723,600
Objective 20.1 (Budgetary Resource)	650,000	700,000	756,000	800,000	864,000	3,770,000
Objective 20.1 Revolving Funds (Extra Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Objective 20.2 (Budgetary Resource)	324,000	350,000	378,000	400,000	432,000	1,884,000
Objective 20.2 Foundation (Extra Budgetary Resource)	730,000	770,000	850,000	900,000	1,035,000	4,285,000
Objective 20.3 (Budgetary Resource)	700,000	750,000	810,000	870,000	939,600	4,069,600
Goal 21 (Budgetary Resource)	1,080,000	1,160,000	1,250,000	1,350,000	1,458,000	6,298,000
Objective 21.1 (Budgetary Resource)	1,080,000	1,160,000	1,250,000	1,350,000	1,458,000	6,298,000
<b>Institutional Development (Information Resources) (Budgetary Resource)</b>	<b>30,132,000</b>	<b>31,800,000</b>	<b>34,300,000</b>	<b>36,890,000</b>	<b>39,841,200</b>	<b>172,963,200</b>
Goal 22 (Budgetary Resource)	16,200,000	17,200,000	18,600,000	20,090,000	21,697,200	93,787,200
Objective 22.1 (Budgetary Resource)	9,200,000	9,700,000	10,500,000	11,340,000	12,247,200	52,987,200
Objective 22.2 (Budgetary Resource)	7,000,000	7,500,000	8,100,000	8,750,000	9,450,000	40,800,000
Objective 22.2 Technopark (Extra Budgetary Resource)	1,350,000	1,450,000	1,550,000	1,650,000	1,897,500	7,897,500
Goal 23 (Budgetary Resource)	13,932,000	14,600,000	15,700,000	16,800,000	18,144,000	79,176,000
Objective 23.1 (Budgetary Resource)	4,752,000	5,000,000	5,400,000	5,800,000	6,264,000	27,216,000
Objective 23.2 (Budgetary Resource)	9,180,000	9,600,000	10,300,000	11,000,000	11,880,000	51,960,000
<b>Institutional Management (Budgetary Resource)</b>	<b>110,000</b>	<b>115,000</b>	<b>125,000</b>	<b>135,000</b>	<b>145,800</b>	<b>630,800</b>
Goal 24 (Budgetary Resource)	110,000	115,000	125,000	135,000	145,800	630,800
Objective 24.1 (Budgetary Resource)	110,000	115,000	125,000	135,000	145,800	630,800
Objective 24.1 Foundation (Extra Budgetary Resource)	150,000	175,000	200,000	225,000	258,750	1,008,750
<b>State Budget Performance Indicator Sheets Total (Budgetary Resource)</b>	<b>439,222,000</b>	<b>466,575,000</b>	<b>503,729,000</b>	<b>544,165,000</b>	<b>587,698,200</b>	<b>2,541,389,200</b>
<b>General Administrative Expenses</b>	<b>77,071,000</b>	<b>83,531,000</b>	<b>90,286,000</b>	<b>97,400,000</b>	<b>105,192,000</b>	<b>453,480,000</b>
<b>Grand Total (Budgetary Resource)</b>	<b>516,293,000</b>	<b>550,106,000</b>	<b>594,015,000</b>	<b>641,565,000</b>	<b>692,890,200</b>	<b>2,994,869,200</b>



**Table 7: Costs of 2018-2022 Strategic Plan Goals**

RESOURCES	2018	2019	2020	2021	2022	5-year Total
Revolving Funds (Extra Budgetary Resources)	50,000,000	54,000,000	58,000,000	62,500,000	71,875,000	296,375,000
National Projects (Extra Budgetary Resources)	47,200,000	53,700,000	61,400,000	69,100,000	79,465,000	310,865,000
International Projects (Extra Budgetary Resources)	33,500,000	37,800,000	42,800,000	47,900,000	55,085,000	217,085,000
Teknokent (Extra Budgetary Resources)	2,450,000	2,650,000	2,850,000	3,050,000	3,507,500	14,507,500
Foundation (Extra Budgetary Resources)	9,180,000	11,045,000	14,450,000	15,925,000	18,313,750	68,913,750
Grand Total ( Extra Budgetary Resources)	142,330,000	159,195,000	179,500,000	198,475,000	228,246,250	907,746,250
Grand Total (Budgetary + Extra Budgetary Resource)	658,623,000	709,301,000	773,515,000	840,040,000	921,136,450	3,902,615,450



Youth Monument  
Sculptor: Burhan Alkar, 1986









## MONITORING AND EVALUATION

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The performance measurement and evaluation of our university have been carried out within the scope of the preparation of various institutional activity reports in past periods and our university's academic performance evaluation activities.

One of the key strategies of the 2018-2022 Strategic Plan is to design and implement a performance monitoring and evaluation system that will support the University's strategic management and the decision-making processes of administrators. Accordingly, starting from 2018, performance indicators put forward by the Strategic Plan will be monitored at 6-month and annual periods, and improvement activities will be initiated and directed as regards the identified shortcomings. Although the performance indicators to be used in monitoring have been defined to a significant extent, they will be reviewed during the design of the related system and revised as necessary. The collection of data, the production and presentation of reports in accordance with these indicators will be supported with information technologies. This system will be expanded so as to support performance monitoring and evaluation at all levels of management and will provide data and information support for activities towards identifying and improving quality problems related to the University's processes.

A key step in the implementation of the Strategic Plan is for all the academic and administrative units to develop their own strategic plans in accordance with the University plan. Units will follow a similar approach to that of the University, in developing their own missions and visions, goal objectives and strategies. Units are to determine the University objectives, that are directly relevant to them as unit goals, and university strategies as objectives; and develop their own strategies in coordination with the responsible administrator. This means that units will have their own balanced scorecards. The monitoring of the Strategic Plan at the units' level will be reported and evaluated in accordance with these cards.





Tree-planting event in Lake Eymir, 1960s