



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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AGEP	Academic Development Program
BAP	Scientific Research Projects
BİDB	Directorate of Computing Services
BİLTEMM	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
тто	Technology Transfer Office
TÜBİTAK	The Scientific and Technological Research Council Of Turkey
TYÇÇ	National Qualifications Framework for Higher Eduation 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



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



Jniversity Administration, 2016





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 objectives, goals, 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 METUnians voluntarily contributed to the planning process. SPAKs worked separately but in coordination in eight fieldseducation and teaching, research and development, community services, international cooperations, human resources, financial resources, physical resources and information resourcesalmost 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 nongovernmental 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 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
	October 17, 2016 Kick-off Meeting	1	Presentation	Organization	Participation	Participation
	October 24, 2016	2				
	October 31, 2016	3	Support /			
Phase 2: SITUATION	November 7, 2016	4	Organization / Overall Analysis			
ANALYSIS	November 14, 2016	5	Support		<b>•</b> "	Situation
	November 21, 2016	6			Overall Situation	Analysis
	November 28, 2016	7		Support	Analysis	Specific to the Field
	December 5, 2016	8	Situation Analysis	and		the rictu
	December 12, 2016	9	Monitoring- Summarization	Organization		
	December 19, 2016	10	Summanzation			
	December 26, 2016	11	Preparation for		Preparation for	Preparation for
	January 2, 2017	12	Conference 1		Mission, Vision, Differentiation Strategies	Mission, Vision, Differentiation Strategie
	January 7-8, 2017					
	Conference 1: Situat Review of Mission-V		Presentation	Organization	Presentation	Presentation
Phase 3: MVCV	January 9, 2017	13	Compiling Suggestions for MV &	ns Support and Organization	Evaluation of Mission, Vision, Differentiation Strategies, Goals, Objectives, Performance Indicators, Risks	
REVIEW	January 16, 2017	14	Differentiation Strategies Support and			Views on and suggestions for
Phase 4:	January 23, 2017	15				differentiation strategies, goals, objectives,
DETERMINING DIFFERENTIATION	NING January 30, 2017	16	Organization			performance indicators, risks particular to fields
STRATEGIES	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
	February 13, 2017	18	Support and			Suggestions on goals,
Phase 5:	February 20, 2017	19	Organization		Reporting views on differentiation strategies, goals, objectives, performance indicators and mission-vision Evaluation and Revision of the Draft SP	objectives, performance indicators and strategies
DETERMINING	February 27, 2017	20				specific to the field
THE GOALS,	March 6, 2017	21	Preparation for SP First Draft			Joint coordination meeting of SPAKs
OBJECTIVES,	March 13, 2017 March 20, 2017	22 23	or this blan	Support and		
STRATEGIES AND	March 27, 2017	24		Organization Revision of Draft SP		Evaluation of the draft SP,
PERFORMANCE	April 3, 2017	25	Revision of			views and
INDICATORS	April 10, 2017	26	Draft SP			suggestions
	April 17, 2017	27			Views and Suggestions	
	April 21, 2017 Conference 3: Pres Draft 2017-2021 St		Presentation	Organization	Participation	Participation
	April 24, 2017	28	Revision of the SP, Preparation of its	Support/Organization/		
Phase 6:	Final Version	Final Version and	Preparation of the Views	Views and	Revision of the	
	May 15, 2017	Submission for	Submission for Approval	Costing Tables	and Suggestions	Balanced Scorecards
COMPLETION OF THE STRATEGIC PLAN	May 22, 2017	32	Preparation	Preparation		
	May 29, 2017 June 5 –	33	for	for		
	August 1, 2017 August 1 –	34-41 42-48	Publication	Publication		Views
	September 15, 2017		Updating the Plan	Updating the Plan		and
10	September 19, 2017	49	arcitidh	une run		Suggestions

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		Administration- Support	Support, Views, Suggestions	Views	Views	Views
Study						
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
	Evaluation	Administration- Support- Evaluation	Preparation of the 1st Institutional View	Contribution to the 1st Institutional View		
	Approval Monitoring	Approval 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	Rector
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 Kızıltaş	External Stakeholder Representative
Gülser Köksal	Advisor to the President
Ahmet Oral	Dean, Faculty of Arts and Sciences (Acting)
Özlem Özdemir	Dean, F.aculty 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
Evrim 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	Coordinator/Advisor to the President
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 Muhtaroğlu	Northern Cyprus Campus
Evrim 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 Tülay Akal Göknur Kaplan Akıllı Ekin Akoğlu Serkan Alkan Özlem Atalay Ferdi Ayaydın Yeşim Çapa Aydın Mustafa Kemal Bayırbağ Alpan Bek Aliye Hale Bingöl Tolga Can Hasan Cömert Kürşat Çağıltay Murat Perit Çakır Nihal Çizmecioğlu Naz Dino Yeşim Doğrusöz Serap Emil Volkan Esat Okan Esentürk Gökçe Gökalp Suna Gül Aysun Güneş Evrim Baran Jovanovic Ezgi P. Kadayıfçı Sema Karaca Pinar Kaygan Ali Özgür Kişisel Akile Koç Funda Kurtuluş Ayşem Karadağ Ötkür Mecit Halil Öztop Ayşe Saktanber Melek Teberoğlu Ceyhan Temürcü Özlem Tür Gökçe Vanlı Mert Yalçın Yasemin Yalçın Yavuz Yaman Soner Yıldırım

Coordinator/Vice President **Directorate of Student Affairs** Faculty of Education Graduate School of Marine Sciences **ÜSPDE** Representative School of Foreign Languages Directorate of Computing Faculty of Education Faculty of Economics and Administrative Sciences Faculty of Arts and Sciences School of Foreign Languages Faculty of Engineering Faculty of Economics and Administrative Sciences Faculty of Education Graduate School of Informatics Faculty of Arts and Sciences School of Foreign Languages Faculty of Engineering Faculty of Education Northern Cyprus Campus Faculty of Arts and Sciences Faculty of Education **Directorate of Student Affairs Directorate of Student Affairs Faculty of Education ÜSPDE** Representative **Directorate of Student Affairs** Faculty of Architecture Faculty of Arts and Sciences **Directorate of Student Affairs** Faculty of Engineering School of Foreign Languages Faculty of Engineering Faculty of Arts and Sciences **Directorate of Student Affairs** Graduate School of Informatics Faculty of Economics and Administrative Sciences School of Foreign Languages **Student Representative Directorate of Computing** Faculty of Engineering Faculty of Education

### SP AREA COMMITTEE - RESEARCH AND DEVELOPMENT

Gönül Turhan Sayan Coordinator/Vice President Ahmet Yozgatlıgil Coordinator/ Advisor to the President Hakan Altan Faculty of Arts and Sciences Rengül Çetin Atalay Graduate School of Informatics Graduate School of Applied Mathematics Murat Cenk 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 Pekeriçli 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 Erdinç Çakıroğlu Ali Eryılmaz Bahar Gedikli Altan İlkuçan Harun Kaygan Ahmet Erkan Kıdeyş Salih Özçubukçu Sevgi Özkan Nejan Sarıhan Mohammad Shikakhwa Ebru Voyvoda Hüseyin Vural Coordinator/Advisor to the President Faculty of Education Faculty of Education Faculty of Architecture ÜSPDE Representative Faculty of Architecture Graduate School of Marine Sciences Faculty of Arts and Sciences Graduate School of Informatics Faculty of Engineering Northern Cyprus Campus Faculty of Economics and Administrative Sciences Continuing Education Center



Strategic Planning Conference, January 8,

### SP AREA COMMITTEE - HUMAN RESOURCES

Meliha Altunışık Türker Özkan Pinar Acar Derya Göçer Akder Özgür Erdur Baker Berkan Başoğlu Umut Bespinar Selda Bilgin Aysu Betin Can Elçin Ertaş Kürşad Ertuğrul Sinan Gürel Gülay Hasdoğan Ezgi P. Kadayıfçı Gürkan Karakaş Sevtap Kestel Ekin Erbatur Kocabaşoğlu Aydın Kolbaşı Bahar Öz Burçak Özoğlu Semra Pamuk Mahmut Parlaktuna Cağrı Topal Nil Uzun

Coordinator/Vice President Coordinator/Acting Secretary General Faculty of Economics and Administrative Sciences Graduate School of Social Sciences Faculty of Education **Directorate of Personnel Affairs** Faculty of Arts and Sciences **Directorate of Personnel Affairs** Graduate School of Informatics **ÜSPDE** Representative Faculty of Economics and Administrative Sciences Faculty of Engineering Faculty of Architecture **ÜSPDE** Representative Faculty of Engineering **Graduate School of Applied Mathematics** Directorate of Personnel Affairs Directorate of Personnel Affairs Faculty of Arts and Sciences Northern Cyprus Campus Faculty of Arts and Sciences Faculty of Engineering Faculty of Economics and Administrative Sciences



Faculty of Architecture

Strategic Planning Conference, January 8, 2017

SP AREA COMMITTEE - PHYSICAL RESOURCES

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

### SP AREA COMMITTEE - FINANCIAL RESOURCES

Mehmet T. Zeyrek Aysegül Aksoy Mehlika Başar Şimşek Demir Özdemir Doğan Abdi Güzer Y. Eren Kalay Engin Küçükkaya Ali Muhtaroğlu Ahmet Oral Talip Özyazıcı Hanzade Sarıçiçek Evrim Özlen Şenoğlu Ersin Tatlı Deniz Üner Ahmet Yozgatligil

Coordinator / Vice President Faculty of Engineering **METU Development Foundation** Faculty of Engineering Faculty of Arts and Sciences Faculty of Architecture Advisor to the President F. of Economics and Administrative Sciences Northern Cyprus Campus Faculty of Arts and Sciences Directorate of Administrative and Financial Affairs **METU Technopark ÜSPDE** Representative Directorate of Strategy Development Faculty of Engineering Advisor to the President

### SP AREA COMMITTEE - INTERNATIONAL COOPERATIONS

Hale Isık Güler Esra Akgül Derya Dursun Balcı Gülizar Karahan Balva Bahar Başkal Naz Börekçi Yasemin Yardımcı Çetin Ceren Ergenç Ayşegül Askan Gündoğan Çiğdem Haser Bilal Kırkıcı Yaşar Kondakçı Mehmetçik Pamuk Betül Bulut Şahin Yeliz Yeşilada İbrahim Yorgun Mustafa Yücel

Coordinator / Advisor to the President International Cooperations Office Faculty of Engineering International Cooperations Office **ÜSPDE** Representative Faculty of Architecture Graduate School of Informatics F. of Economics and Administrative Sciences Graduate Sch. of Natural and Applied Sciences Faculty of Education **Faculty of Education Faculty of Education** Faculty of Arts and Sciences International Cooperations Office Northern Cyprus Campus International Cooperations Office Graduate School of Marine Sciences

### SP AREA COMMITTEE - INFORMATION RESOURCES

Gülser Köksal	Coordinator / Advisor to the President
Ferdi Ayaydın	Directorate of Computing
E. Çağla Aytaç	ÜSPDE Representative
Kürşat Çağıltay	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 Özgit	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 Arts and Sciences Faculty of Arts and Sciences Faculty of Arts and Sciences



Strategic Planning Conference, January 8, 2017





METU Library, 1960s SALT Research, Altuğ-Behruz Çinici Archive

# INSTITUTIONAL BACKGROUND

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<sub>s</sub> 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<sub>2</sub>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 a 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 thaught 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



### 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.



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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.





METU Aeronautical and Aerospace Department Students, 2017

## ASSESSMENT OF THE 2011-2016 STRATEGIC PLAN

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) 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 amphitheaters 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 (BİLTEMM), an initiative of our university on education and community service, started its service in 2016. It is expected that BILTEMM, 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 stared 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<sub>2</sub>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

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

Center for Applied Science, 2013





Science At Home, 2016

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

City and Regional Planning, 2017

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JIRONMENT & RISK ANALYSIS





RADIO ODTÜ, 2017





METU Erdemli Campus Graduate School of Marine Sciences, 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.



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 braodest 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



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 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<sup>,</sup> 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
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 universityindustry 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 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 contri-bution 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

		110
ACTIVITY DOMAIN	PRODUCTS / SERVICES	
A – Education and Teaching	Foreign Language Preparatory Education Undergraduate Education Graduate Education Joint International Education (SUNY, Humboldt) Exchange Programs (Erasmus etc.) Distance Education Programs Scientific HR Development Program (ÖYP) Continuing Education Programs Academic Development Program (AGEP) Administrative Personnel Development Program (İGEP) Graduates	
B – Research and Development	<ul> <li>Application and Research Centers</li> <li>Central Laboratory</li> <li>Research units/laboratories at academic units</li> <li>Supported R&amp;D Projects (Ministry of Development, TÜBİTAK, EU etc.)</li> <li>Projects supported with university resources (BAP)</li> <li>R&amp;D and innovation projects run with the support from industry (Revolving Funds projects)</li> <li>Researcher training programs (SAYP, MİGEP etc.)</li> <li>Research Support Units</li> <li>Activities of the Research Coordination and Industrial Liaison Office (BAP Coordination Unit, Technology Transfer Office, etc.)</li> <li>Technopark collaborations</li> <li>Publications</li> <li>Patents</li> <li>Participation in conferences/workshops</li> </ul>	
C – Community Service	Society and Science Research and Application Center Continuing Education Center BİLTEMM Institutional communication activities (sharing the results of the research done by our university through publications, conferences, etc.) 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.) Joint activities with non-governmental organizations towards popularizing science	6







#### 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 extrabudgetary 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.



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



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 TEKNOKENT İkizler Building



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 evolu-tion. These factors are grouped as political-economicsocial-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 rescpect 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:

SECTORAL TRENDS ANALYSIS (PESTLE)

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

### 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-universityindustry 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 upto-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 online 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.

METU Erdemli Campus, Graduate School of Marine Sceiences, 2017



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, Cankaya Municipality, TUBITAK, Turkey Fulbright Commission, Chamber of Civil Engineers, Turkish Informatics Association, Ankara Anadolu High School, TED University, Atılım University, Ankara University, Koç University, Izmir the Institute of Higher Technology, Japan International Cooperation Agency, Prime Ministry Foreign Turks and Turkish Relative Communities, Embassy of Azerbaijan, Ankara Chamber of Industry, OSTIM, 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.



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

## Table 3: Participating Stakeholders and Data Collection Methods

0041/	Participating St	akeholders	Method of Obtaining Information						
SPAK	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, MODSİMMER, 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 representa-tives	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, JİCA, 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.

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

## Table 4: Findings from Stakeholders Views

SPAK	PARTICIPATING STAKEHOLDERS										
SPAR	Internal Stakeholders	External Stakeholders									
International Cooperation	Providing staff and financial support to improve communication services with international students and institutions, Establishing an institutional action plan and a central support office, 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, Providing language training and more internationalization opportunities for the administrative personnel, Providing easy access to information for international exchange students, Providing social and academic opportunities for further internationalization of METU students	Improving METU's status abroad and visibility in target countries, Restructuring regarding international cooperation, increasing joint degrees programs, giving priority to graduate education, Protecting METU's leading state university position, Further use of TUBITAK's opportunities to take part in international projects, Contributing to social research areas, Increasing the cultural and academic proficiency of graduate students, Mutuality of change, Developing institutionalization and social skills, existence of a special communication unit									
Community Service	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, Increasing the number, variety and impact of the projects within the scope of social responsibility, Further improving OpenCourseWare, pub-lic seminars and activities popularizing science,	Increasing METU's promotion activities in secondary education, Increasing communication with alumni, Delivering scientific activities and projects carried out at METU to the public more plainly									







Department of Computer Engineering, 2017

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

Strategic Planning studies have

been summarized.

carried out during the 2018-2022

## INTERNAL ENVIRONMENT

### Strenghts

- 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

SWOT ANALYSIS 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



# 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.





Design Factory Presentations, 2017

#### **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

VALUE

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..

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.

#### **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.

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### 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

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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.

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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

The identification of strategic priorities, objectives, goals, and strategies in the METU 2018-2022 Strategic Planning process, completed with a participatory, democratic, and multidimensional approach, is based on the abovestated 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 objectives and goals, 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:

Holistic Approach
 Cooperation and Interaction
 Reinforcing the Foundation
 Strengthening the Resources

#### 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 postgraduate 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



METU will direct and carry our 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 subjectfield 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: Strenghtening 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.

#### INTERDISCIPLINARY APPROACH

## Objective 1: To strengthen multidisciplinary and interdisciplinary education and research activities

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

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

#### EDUCATION AND TEACHING

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

Goal 2.1: Carrying out work that will support educational policies

Goal 2.2: Supporting education at secondary level

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

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

Goal 3.2: Increasing the number and quality of international students

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

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

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

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

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

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

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

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

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

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

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



Objectives and goals identified in line with the strategic priorities .



#### **RESEARCH AND DEVELOPMENT**

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

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

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

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

#### Objective 7: To conduct high-quality basic science research

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

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

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

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

Goal 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

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

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

Goal 10.1: Increasing large-scale projects, following their

performance, and promoting them

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

Goal 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

#### COMMUNTIY SERVICE

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

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

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

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

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

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

Goal 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

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

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

#### INTERNATIONAL COOPERATIONS

Objective 14: To develop a sustainable institutional structure

METU Campus, 2016



compatible with internationalization

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

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

Goal 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

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

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

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

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

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

#### PHYSICAL RESOURCES

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

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

Goal 16.2: Exploring the rich natural and ecological values of the campus, and promoting them considering the

conservation-utilization balance

Objective 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

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

Goal 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

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

Goal 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

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

Goal 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



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

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

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

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

Goal 19.3: Increasing the general state of psychosocial wellbeing on campus

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

#### **FINANCIAL RESOURCES**

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

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

Goal 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

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

#### Objective 21: To use resources efficiently

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

#### INFORMATION RESOURCES

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

Goal 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

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

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

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

Goal 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

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

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

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
NTERDISCIPLINARY	G101	R																		С
	G1O2 G2O1	R R														С		С		С
	G2O1	R							с			С				<u> </u>		c	С	
	G3O1	R							с											
	G3O2	R													С					
	G4O1	R																	С	
	G4O2	R					С											С	С	С
EDUCATION	G5O1 G5O2	R R																C C	C C	
	G5O2	R												с				c	c	С
	G5O4	R																С	С	С
	G5O5	R																С	С	С
	G506	R																С	С	С
	G507 G601	R R							С			С	С					C C	C C	С
	G6O2	R											c					C	C	С
	G6O3	R						С					С					С	С	С
RESEARCH	G701	R											С					С	С	С
AND	G8O1	R											С							
DEVELOPMENT	G901	R											С					С	С	С
	G9O2	R											C C					C C	C C	C C
	G10O1 G10O2	R											c		с			c	c	c
	G1002	R											С		С			С	С	C
	G11O1	R																С	С	С
	G11O2	R							С			С						С	С	С
	G12O1	R																		
SERVICE	G12O2	R																		
	G12O3 G13O1	R R							с									С	С	
	G14O1	R					С	С							С			С	С	С
	G14O2	R					С	С							С			С		С
	G1403	R							С							С	С			
INTERNATIONAL COOPERATION	G14O4	R													С	С	С			
	G15O1	R					С							С	С			С	С	С
	G15O2	R					-	С						С	С	С				
	G15O3 G16O1	R R	С				С			С	С				С	С				
	G16O1	R	c							c c						с с				
	G17O1	R	c							c						c				
PHYSICAL RESOURCES	G17O2	R	С						С	С						С				
RECORCEO	G17O3	R								С		С								
	G17O4	R	С							С								С		
	G18O1	R	_					С										С	С	С
HUMAN	G18O2 G19O1		R				С	C C								С	С			С
RESOURCES	G19O1		R				C	C		С						c	c			C
	G19O3		R					С		Ŭ						С	С			
	G19O4		R						С		С									
FINANCIAL RESOURCES	G20O1	R				С										С	С			
	G20O2	R		С												С	С			
	G20O3	R		c	С					С										
	G2101 G2201	R		С					С							С	С			
INFORMATION	G22O1 G22O2	R							Ċ							c	C			
RESOURCES	G23O1	R	С						c											
	G23O2	R							С											
INSTITUTIONAL MANAGEMENT	G24O1	R														с	с			
Office of Public Relations	Audio-Visual Research and Production Center	Center for Advancing Learning and Teaching	Office of Research Coordination and Industrial Liaison	Research Centers	Officeof Dormitories	Organizational Development and Planning Office	Directorate of Health, Culture and Sports	Medical Center	METU Teknokent	Continuing Education Center	METU Development Foundation	MODSIMMER	Knowledge Transfer Office	Career Planning Application and Research Center	Corporate Communications Office	Office of Alumni Affairs	Instructional Technologies Support Office	Society and Science Centre	Relevant Student Clubs and Societies	Disability Support Office
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# GOAL CARDS

In order to determine the strategic priorities, objectives, goals 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.

### **Objective** O.1: To strengthen multidisciplinary and interdisciplinary education and research activities

Goal

G.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			
Pl1.1.1. 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 in the interdisciplinary programs	30	55	60	65	70	75	80	6 months	1 year			
Pl1.1.3. Number of research assistants in interdisciplinary programs	20	76	80	85	90	95	100	6 months	1 year			
Pl1.1.4. Number of administrative staff in interdisciplinary programs	10	10 78 80 82 84 86 88 6 months 1 year										
Unit(s) responsible	Top Man	agement										
Unit(s) to collaborate with	Research	n Coordinatio	on and Ind	ustrial Liais	son Office,	Graduate	Schools, F	Research Center	S			
Constraints	Pressure	on disciplina	ary departr	ments due	to the gro	wth of inte	erdisciplen	ary staff and stru	ıcture			
Strategies	S2: Oper S3: Makir areas S4: Assur spatial ar S5: Deve programs S6: Ident regulatio	ng arrangeme ring administ rangements loping mech s ifying proble ns to overco	luate progr ents about rative staff anisms to ms of grad me these p	rams in line double er f to meet t enhance ti uate scho problems	e with the o nrollment a he needs o he sense o ols related	differentia and establ of the inter f belongin l to admini	tion strate shing core rdisciplina g of stude strative ar	gies of our unive e academic staff i ry programs and nts in interdiscipt nd financial affairs	n certain making inary			
Estimated Cost	S7: Increasing joint research activities of research centers and interdisciplinary programs 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	Effective interdisciplinary programs										

### **Objective** 0.1: To strengthen multidisciplinary and interdisciplinary education and research activities

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

Performance Indicators	lmpact (%)	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	100 120 125 130 140 150 160 6 months 1 yea														
Unit(s) responsible	Top Man	agement														
Unit(s) to collaborate with	Research	n Coordinatic	on Office, C	Graduate S	Schools, Re	esearch Ce	enters									
Constraints	programs	,	of promoti	ng interdis	ciplinary p	orograms, a	and priority	rk load placed or y conflicts that c	, ,							
Strategies	S1: Encou	uraging depai	rtment fac	ulty to tea	ch in inter	disciplinar	y program	S								
Estimated Cost	85.8800	00-TL														
Current situation	for these	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	-		bility of the	e program	s through e	empowerir	ng academ	Ensuring the sustainability of the programs through empowering academic staff in the interdisciplinary programs								

#### Objective 0.2: To work towards increasing the quality of secondary education

Goal

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

Performance Indicators	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency		
Pl2.1.1. 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	50 0 1 1 1 1 1 6 months 1 year									
Unit(s) responsible	Top Man	agement									
Unit(s) to collaborate with	Faculty o	f Education,	Relevant /	Academic	Units						
Constraints		share study lifficulty with				lers to the	extent of i	nfluencing edu-c	ational policies,		
Strategies	S2: Orga	U	r activities	s (worksho	ops, panels	s, etc.) to	inform the	ement of second	-		
Estimated Cost	37.140.00	00- 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	Educatio	n programs (	designed t	o develop	individual	learning sl	kills at seco	ondary educa-tic	n		

#### Objective O.2: To work towards increasing the quality of secondary education

Goal G.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	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 Man	agement									
Unit(s) to collaborate with							•	e, Directorate V Systems Resea	•		
Constraints		te monitor r students a	-					ability to reach t d annually	the number of		
Strategies	which will S2: Supp S3: Makir	<ul> <li>S1: Supporting the secondary education students with open course and distance learning materials, which will assist them in their education</li> <li>S2: Supporting the projects geared towards the development of learning support tools</li> <li>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</li> </ul>									
Estimated Cost	40.180.000- TL										
Current situation	the secor	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	Educatio	n programs	designed	to develop	individual	learning s	kills at sec	ondary educatio	n		

#### Objective O.3: To make efforts to increase the incoming-student quality

Goal

G.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		
Pl3.1.1. Number of renewed program web site	40	1	10	15	20	25	30	6 months	1 year		
Pl3.1.2. Number of students reached through promotion activities (thousand)	60	60 44 48 55 60 65 75 6 months 1 year									
Unit(s) responsible	Top Man	op Management									
Unit(s) to collaborate with	Corporat Research		ications O	ffice, Dire	ctorate of	Computir	ng Service	s, Visual and Au	ditory Systems		
Constraints	No identi	fied risk reg	arding this	objective.							
Strategies	S2: Payin and enco	g more visit ouraging the	s to high s participati	schools; er on of depa	nriching the	e content	of present	to make prefere	in these visits,		
Estimated Cost	S3: Making arrangements for academic units to effectively use modern communication technologies 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									

#### **Objective** 0.3: To make efforts to increase the incoming-student quality

Goal G.3.2: Increasing the number and quality of international students

Performance Indicators	lmpact (%)	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	25 492 500 525 550 575 600 6 months 1 year									
PI3.2.3.GPA of international students	30	30 2,33 2,38 2,42 2,46 2,50 2,50 6 months 1 year									
Unit(s) responsible	Top Man	op Management									
Unit(s) to collaborate with	Internatio	onal Cooper	ations Offi	ce, Corpo	rate Comn	nunication	s Office				
Constraints		rse effect of y from West	-		its in the re	egion and t	the countr	y on the decisior	ns of students		
Strategies	students S2: Refo	in terms of f rmulating th asing METU'	form, quali e internati	ty and cor onal stude	ntent ents select	ion criteria	a for sourc	customized for in e and target cou ement platforms	ntries		
		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		on and suppo duate and g			crease the	e number o	ofinternat	ional high-quality	,		

### **Objective** 0.4: To ensure the incoming students' adaptation to the university and provide them with the advisory service they will need throughout their education

Goal

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

Performance Indicators	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency			
PI4.1.1. Number of students enrolled in METU 101 course	40	40 0 100 300 600 1000 1500 6 months 1										
Pl4.1.2. Level of satisfaction from the implementation of the course (%)	60	60 0 40 50 60 70 80 6 months 1 year										
Unit(s) responsible	Top Man	agement										
Unit(s) to collaborate with	Departm	ents, relevai	nt research	n and appl	ication cer	nters						
Constraints		participation the curren			the desig	n of METl	J 101 cour	se; the obstacles	s to adding the			
Strategies	-	ning METU <sup>.</sup> to the curre			with the re	levant uni	ts, piloting	and evaluating t	he course, and			
Estimated Cost	45.267.60	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											

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

Goal

G.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		
Pl4.2.1. 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	70 0 50 55 60 65 70 6 months 1 year									
Unit(s) responsible	Top Man	agement									
Unit(s) to collaborate with		, Graduate S Affairs, Cent		•			rmitories,	Medical Center,	Directorate of		
Constraints	No risk id	lentified rela	ted to this	objective							
	S1: Estab	lishing new s	tructures	for an effe	ctive opera	ation of th	e advisory	system			
Strategies		arch assistar Necessary su		nior stude	nts' taking	part in the	e advisory :	system, and prov	viding them		
Estimated Cost	35.100.00	00- 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									

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

Goal

G.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	100 5 20 50 70 90 100 6 months 1 year										
Unit(s) responsible	Top Man	agement										
Unit(s) to collaborate with	Faculties	and Departr	nents									
Constraints		s and ambigu and environr						pansion of the fac lassrooms	culty; possible			
Strategies	foundatio	ing out an in- on courses toring studer	·			·		ective running of	basic			
Estimated Cost	51.630.00	00- 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									

### **Objective** 0.5: To develop and implement education policies to train individuals with creativity, entrepreneurship, and leadership skills

Goal G.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	100 30 40 50 60 70 75 6 months 1 year								
Unit(s) responsible	Top Man	agement								
Unit(s) to collaborate with	Faculties	and Depart	ments							
Constraints		acles posec ment of the			courses de	etermined	by the Co	uncil of Higher Eo	ducation to the	
	committe	-	mittees se	t up exclu	sively for th	nis purpos	e, in line w	nt and coordinati ith METU strateg		
Strategies	S2: Enhai curriculu	-	versity and	l capacity	ofelective	courses p	roposed w	ithin the framew	ork of core	
		-			-			eir effectiveness lepartments	, and if	
Estimated Cost	37.640.00	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 progra	ims update	ed accordi	ng to ackn	owledged	successful	approaches aro	und the world	

#### Objective

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

Goal

G.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	15 50 100 150 200 250 300 6 months 1 year										
PI5.3.3. Number of elective courses offered by DML	40	40 2 3 4 4 4 6 months 1 year										
Pl5.3.4. Number of participants benefiting from seminars/workshops organized for departments	25	25 50 100 150 200 300 350 6 months 1 year										
Unit(s) responsible	Top Man	agement										
Unit(s) to collaborate with	School o	f Foreign La	nguages, F	aculties, G	iraduate S	chools and	l Departm	ents				
Constraints	No risk ic	lentified reg	arding this	objective								
	understa to this er	nd students nd	s' academi	c commun	ication ne	eds, and h	aving resp	ciplinary departm onsible coordina ds in English				
	S3: Makir	ng the neces	sary chan	ges in large	e-scale exa	ams (e.g. M	1ETU-EPE	) to create a pos	itive backwash			
Strategies		ing and carr tion with the			lysis studie	s regardin	g the disci	plinary courses, l	by enhancing			
		ating the co in the curric		tarity of YE	DYO curric	ula (DBE a	nd MLD), a	and making the n	ecessary			
	S6: Increasing extra-curricular opportunities for students to speak in English											
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											

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

Goal G.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 Man	agement									
Unit(s) to collaborate with	Faculties	, Graduate S	Schools ar	ıd Departn	nents						
Constraints	Faculty's	having diffic	ulty in tea	ching new	elective co	ourses bec	ause exce	ssive workload			
Strategies	S2: Reme	uraging stud ediating the ing major co	elective c	ourses reg	istration p	rocess	·	5			
Estimated Cost	45.130.00	5.130.000 -TL									
Current situation		ack of diversity in the department elective courses; schedule of some elective courses' clashing with ompulsory courses; capacity problems in popular courses									
Needs		e number ar From other o			tment and	non-depa	rtment ele	ective courses; ta	king elective		

#### Objective

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

Goal

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

Performance Indicators	lmpact (%)	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	40 4,55 4,57 4,58 4,59 4,60 4,61 6 months 1 yea								
Unit(s) responsible	Top Man	agement								
Unit(s) to collaborate with	Center fo	or Advancing	g Learning	and Teach	ning, Facult	ies, Gradu	ate Schoo	ls and Departme	nts	
Constraints	No risk ic	lentified reg	arding this	objective						
Strategies	to them o	-	-					d developing pra	actices similar	
Estimated Cost	41.820.00		alsat syste		research	assistants				
Current situation	AGEP or	41.820.000- 1L 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 m	nembers wit	h heighter	ned pedago	ogical awar	eness				

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

Goal G.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 assessment	35	16	17	18	20	21	22	6 months	1 year		
Unit(s) responsible	Top Man	agement									
Unit(s) to collaborate with	Center fo	or Advancing	Learning a	ınd Teachi	ng , Facult	ies, Gradua	ate Schoo	ls and Departme	nts		
Constraints		enges of mo. n policies	nitoring th	e regular v	vork carrie	d out by c	ommissior	ns; uncertainties	in higher		
	developii	ng policies, e	stablishing	the Supre	eme Board	of Educat	ion and In	n, defining their c struction Policies uation on regular	Monitoring		
Strategies	S2 Estab	lishing and o	perating co	ommission	is in each d	departmer	it/faculty i	n cooperation wi	th EPMC		
	S3: Prepa	aring a work g	guide in acc	cordance	with the fa	culty need	S				
		34: Requiring the graduate programs to undergo external evaluations regularly, and providing dministrative support needed for these processes and for quality assurance in education									
Estimated Cost	47.940.00	47.940.000- TL									
Current situation	Rapidly c	Rapidly changing conditions' rendering the current education and training practices out-dated									
Needs	Quality a	ssurance in ł	nigher eduo	cation/inst	truction						

#### Objective

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

Goal

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

Performance Indicators	lmpact (%)	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 innova- tive 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 Man	agement									
Unit(s) to collaborate with		and Docun		-			-	es Support Offic al and Auditory S			
Constraints	Technica each sem		s that may	arise in cr	eating con	itent due t	o the large	e number of cour	ses opened		
		g awarenes nal capacity		ctional tec	hnologies	and inforn	ning the M	ETU community	of the		
		gthening th tices of teac					s the deve	lopment of innov	vative methods		
Strategies	educatio		ogies; enco	ouraging ar				iching materials a iloting, evaluating			
		asing trainin and quality o	-		-		-	rs so as to enhar urseWare	nce the		
		S5: Encouraging the academic staff to diversify ODTÜClass use and spread it to all classes, and working towards increasing its usability									
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		who have e al teaching a			earch and l	learning m	ethods' be	ing less likely to	benefit from		

### Objective O.6: To develop and sustain the resources needed to become a world-class research university

Goal

G.6.1: Encouraging information production by means of fostering a researchintegrated education approach in undergraduate programs

Performance Indicators	Impact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency	
Pl6.1.1. 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 Man	Top Management								
Unit(s) to collaborate with		Coordinatio Projects Co			son Office,	Faculties	and Depar	tments, Office o	f Scientific	
Constraints		oncordance resources to			nd faculty	s expecta	tions from	the programs; in	adequacies in	
	undergra S2: Enco	duate stude	nts' partici ergraduate	pation in s	cientific re	esearch		ge, popularize, ai UBITAK, 2209 /		
Strategies		orting under ng papers the	-		-	national a	and interna	itional conferenc	ces and	
	S4: Prom student r		undation o	fperiodica	al magazine	es for the I	oublication	ι of high-quality ι	undergraduate	
Estimated Cost	96.057.50	96.057.500- TL								
Current situation		Indergraduate students' request to take part in R & D processes responding to the needs of the ndustry; reinforcement and renovation of learning through active participation in research processes								
Needs		sms/progran and dissemi			-	ite studen	ts to active	ely participate in	scientific	

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

Goal

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

Performance Indicators	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency		
Pl6.2.1. 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 Man	agement									
Unit(s) to collaborate with	Graduate	iraduate Schools									
Constraints	Number	of full-time g	graduate s	tudents fa	lling short	of the targ	gets				
Strategies	to the gra activities S2: Deve actively in resource S3: Supp they will i S4: Deve support	aduate stude and worksh loping suppo nvolved in re s and syster orting the pa make high-q loping syste	ents, coop ops ort mechai search; su ns that will articipatior uality pres ms to incre	erate with hisms to in ipporting t l serve ME n of gradua entations ease the n	other unit acrease the heses by r TU gradua ate studen based on f umber of p	s, and also e number o esearch pr te student ts in nation their these postdoctor	orecruit re of undergr rojects; for s nal and int s ral researc	will provide acad search assistants aduate students ming research so ernational confe hers and grant th nd postdoctoral	s; organizing who are cholarship rences, where nem financial		
Estimated Cost	178.002.5	500- TL									
Current situation	students	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	Adequat	e number of	graduate	students a	nd postdo	octoral res	earchers				

### Objective O.6: To develop and sustain the resources needed to become a world-class research university

Goal

G.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	
Pl6.3.1. 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 Man	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	-	ation amendi for staff app		ving for tra	nsfer of fu	nds from p	projects, la	ack of personnel	assignments	
Strategies	resource taking init S2: Deve S3: Increa	s from the pi tiatives to im loping metho	rojects for prove legis ods to use nber of sta	the setup slation and share aff and tec	, maintena research i hnicians in	nce, and r	enovation ure effecti	rastructure, tran of the laboratori vely tories, and giving	es, and	
Estimated Cost	172.115.00	172.115.000-TL								
Current situation	calibrate	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 an	d human re	esources f	or the mai	ntenance	of researc	h laboratories inf	frastructure	

#### Objective

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

Goal

G.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 Man	agement								
Unit(s) to collaborate with		elated Faculties and Departments, Institutes, Related Centers, Research Coordination and Industrial aison 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	received S2: Increase research S3: Creat budget al S4: Makir S5: Deve	in basic scie asing relatec participation ers studying ting financial llocated to b ng the neces	nce resear l activities in interna in these ar resources asic scient sary arrang partner pr	rch, and de to further tional mee reas carry for basic ce researc gements to rojects foc	esigning ev internatio etings held out long-t science re h o increase	aluation ar nalization i I in these a erm work i search, and the numb	nd observa in basic sc areas; deve n our univ d working t er of resea	ons made and cit ation methods ience; creating in eloping systems ersity cowards increasir archers in basic s h, and envisionin	centives to that will help ng BAP1 ciences	
Estimated Cost	108.896.5	08.896.500- TL								
Current situation		asic 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 an	d human r	esources	support fo	r basic scie	ence resea	arch		

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

Goal

G.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	
Pl8.1.3. 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	
Pl8.1.4. Number of active technology enterprises owned by faculty members	25	53	55	59	62	65	68	6 months	1 year	
Unit(s) responsible	Top Man	agement								
Unit(s) to collaborate with		n Coordinatio n Projects Co			son Office,	, METU Te	knokent Lt	d, TTO, Office of	Scientific	
Constraints		es in comme he invention				ilure to pr	otect the I	rights of the univ	ersity as	
Strategies	S2: Form the scop S3: Prepa	ing and sust e of METU's aring strateg	aining rese call for AF y documer	arch group DEB1000 nts, and fo	os in the fir rming and	elds deter sustaining	mined by t research {	D support by the Strategic R & groups to be able ope of ARDEB10	D Plan within	
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 pro	jects genera	ating incom	ne for the	university	and suppo	rting its R&	&D infrastructure	:	

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

Goal

G.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 Man	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	Difficulty in establishing coordination between different disciplines and departments								
Strategies	of resear S2: Initiat sciences,	ch conducte	d in these rs to estat , architect	areas olish resea ure, and so	rch center ocial scienc	rs/institute ces can pe	s of them rform join			
Estimated Cost	134.030.0	000- TL								
Current situation	(problem transport world and	ns related to tation, educa	migration, ation, etc.) ity of cond	terror, seo ; METU, a ducting eff	curity, heal university ective rese	lth, gender with the vis earch in a v	; energy, e sion of trai	ountry, and the w nvironment, clim nsforming the reg lisciplines, regarc	ate, gion and the	
Needs						-		ne adverse effect ort for this end	s are	

## **Objective** 0.9: To conduct research on regional and global grand challenges that are also of priority for Turkey with a multidisciplinary, interdisciplinary, and collaborative approach

GoalG.9.2: For the solution of problems in these areas, developing national and<br/>international cooperations and expand the scope of the ongoing ones in research-<br/>development and innovation projects carried out with a multidisciplinary and<br/>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 Man	agement									
Unit(s) to collaborate with		n Coordinati ntion, Cente						Research Project	IS		
Constraints		oncordance ions; possib		-				se of the cooper	ating		
		lucing syste ese fields, a		•		nd founda	itions that	the university ca	n cooperate		
Strategies		loping incer ions, to incr	-	-			-	ns, and internatio	onal		
		ring that inte nmunication					its enhanc	e their geographi	cal spread and		
Estimated Cost	115.279.5	5.279.500-TL									
Current situation	gender, e	ncreasingly growing challenging problems (problems related to migration, terror, security, health, ender, energy, environment, climate, transportation, education, etc.) in our region and the world; equirement of advanced international cooperation for the solution									
Needs		s to enhanc ders to work					en researc	hers, units, and e	xternal		

#### Objective

Goal

O.10: To increase the performance of our research and the impact of its outcomes G.10.1: Increasing large-scale projects, following their performance, and promoting them

Performance Indicators	lmpact (%)	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 Man	agement									
Unit(s) to collaborate with		n Coordinatio Faculties, Gra					cientific R	esearch Projects	Coordination,		
Constraints	As the st	rategies have	long-term	n outcome	s, it will tal	ke time to	achieve th	e desired results			
Strategies	internatio	onal standarc	ls	-				that are in accor			
		ducing the re nalysis and m	•	ojects carri	ed out in t	he univers:	ity, and de	veloping process	ses to perform		
Estimated Cost	72.337.50	2.337.500- 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 effect	ive system to	announc	e and follo	w research	n conducte	ed at METI	J			

#### **Objective** O.10: To increase the performance of our research and the impact of its outcomes

GoalG.10.2: Publishing in qualified scientific journals, increase the number and frequency<br/>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		
Pl10.2.2. 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 Man	Top Management									
Unit(s) to collaborate with		n Coordinatic Faculties, Gr					Scientific R	esearch Projects	Coordination,		
Constraints	Sharing is	s inherently li	mited due	to proper	ty rights a	nd cooper	ation cann	ot be achieved a	t desired level		
		ing incentive e occupatior		-		, represen	tatives, ad	ministrators, edi	tors in		
Strategies	S2: Desig	ning and usir	ng systems	to increas	se coopera	ation with g	groups dist	inguished in thei	r 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		ed number o eceive const			y some pı	ublications	; the neces	ssity of making p	ublications		
Needs	Having hi	gh and regula	ar citation	count in in	idexed jou	rnals					

#### Objective

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

Goal

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

Performance Indicators	lmpact (%)	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		
Pl10.3.4. 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 Man	agement									
Unit(s) to collaborate with		Coordinatio Faculties, Gra					cientific R	esearch Projects	Coordination,		
Constraints	Difficulty	in pinpointin	g the these	es studies	of social b	enefit					
	graduate S2: Desig	theses	e thesis pr	ojects that	t call for co	ooperatior		uality publicatior strial establishme			
Strategies	these jou		suring tha	t these jou	ırnals will t			ch are theses out rnational indices			
	S4: Organizing meetings and workshops with external stakeholders to determine possible project and thesis topics that may turn into social benefit										
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		tions with ext of outcome p			o augment	t the socia	l benefit of	fgraduate theses	s, greater		

### **Objective** O.11: To advance the value the society attaches to scientific approach and development

Goal

G.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		
Pl11.1.1. The number of researches shared within the scope of science communication	70	3	5	7	10	12	12	6 months	1 year		
Pl11.1.2. Number of educational activities organized	30	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, Gradate Schools and Departments										
Constraints	METU researchers' inability to make considerable contribution										
Strategies	providing S2: Ensur	employme	nt research	and activit				icating about sci r more frequentl			
		-			as regards	s sharing th	ne process	es and results of	their research		
Estimated Cost	25.774.00	00- 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										

### **Objective** O.11: To advance the value the society attaches to scientific approach and development

Goal

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

Performance Indicators	lmpact (%)	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		
Pl11.2.2. Number of views of Open- CourseWare website (thousand)	50	140	250	300	400	500	600	6 months	1 year		
Unit(s) responsible	Top Man	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 s	haring due t	o property	/ rights, fai	lure to rec	ord all ma	terial in te	rms of visual me	mory		
Strategies	S2: Storii visual me S3: Buildi memory	<ul> <li>S1: Enriching the OpenCourseWare materials</li> <li>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</li> <li>S3: Building the required technical and administrative infrastructure for open access and visual memory systems</li> </ul>									
Estimated Cost	S4: Revising the open access policy of the university and broadening its scope 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 acc	cess to rese	arch outco	me, and re	egulations	and syster	ms to supp	oort this			

#### **Objective** 0.12: To share METU's accumulation by pursuing benefit in community service

### Goal G.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		
Pl12.1.1. Number of trainings/activities organized	50	60	70	80	90	100	110	6 months	1 year		
Pl12.1.2. Number of distance education materials	50	10	10	20	20	30	35	6 months	1 year		
Unit(s) responsible	Top Man	Fop Management									
Unit(s) to collaborate with	Continuir Office	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	new activ S2: Increa groups in S3: Exter S4: Increa	rities, and dr asing the nu the communding access asing access	rawing the umber of tr unity, and p by means to Societ	researche raining pro promoting of distanc y and Scie	rs to partio grams for i trainers' p ce educatio nce-Resea	cipate relevant or articipatio on materia arch and A	ccupationa n Il (online c pplication	society at METL al groups and for ourses, seminar Centre, diversify social media and	different videos, etc.) ing its activities		
Estimated Cost	58.604.0	00- TL									
Current situation	at Home	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 efficie populatio		cture and	system all	owing for a	iccess to t	he conten	ts of METU activ	ities by a wider		

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

Goal G.12.2: Coordinating the community service activities conducted by METU and supporting themy

Performance Indicators	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency		
Pl12.2.1. Number of staff at Community Service Coordination Unit	20	0	1	1	2	3	3	6 months	1 year		
Unit(s) responsible	Top Man	agement									
Unit(s) to collaborate with	Society a	Society and Science Research and Application Center, Continuing Education Center									
Constraints	Legislative obstacles to budget transfer to the fund to be created										
Strategies	S2: Estab develope S3: Expar	<ul> <li>S1: Establishing a unit to coordinate community service activities</li> <li>S2: Establishing a Community Service Fund to support social service projects that are to be developed by METU stakeholders</li> <li>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</li> </ul>									
Estimated Cost	25.774.00	00- TL									
Current situation	lacks coc	0	nancial sup	port need	· · · · ·			rried out at METI projects is obtaiı	·		
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									

#### **Objective** 0.12: To share METU's accumulation by pursuing benefit in community service

GoalG.12.3: Increasing the number and enhancing the content of courses that will<br/>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 Man	Top Management									
Unit(s) to collaborate with	Faculties, Graduate Schools and Departments										
Constraints	No risk identified regarding this objective										
Strategies	dissemin METU str approach	ating the Co udents to de	mmunity sevelop and	Service Pra I implemer	actices (CS nt social re	SP) course sponsibilit	throughou y projects	y Service Coordi ut the university, with an interdisc	which requires iplinary		
		ng content to he basis of (		)1 that will	make stuc	lents awar	e of world>	s grand challeng	es, which will		
Estimated Cost	30.704.0	00- 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 the comr		onal pract	ices to inc	rease MET	U stakeho	olders' inte	raction with and	contribution to		

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

Goal

G.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 Man	Fop 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	to mainta S2: Desig	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	24.164.00	00- TL									
Current situation	stakeholo needed t	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									

### **Objective** 0.14: To develop a sustainable institutional structure compatible with internationalization

Goal G.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		
Pl14.1.1. 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	Committ Graduate	ee, Public Re	elations Of Id Units, D	ffice, Scho irectorate	larships Of of Personi	ffice, Interi	national Co	onal Students Se ooperations Offic c Appointment U	ce, Faculties,		
Constraints	Being und	derstaffed as	s regards t	he numbe	r and quali	ifications o	ofpersonn	el			
Strategies	Engagem S2: Prepa Commiss S3: Estab and facul S4: Form	<ul> <li>Being understaffed as regards the number and qualifications of personnel</li> <li>S1: Establishing the Commission and sub-working groups to contribute to the activities of Global</li> <li>Engagement Center, and conducting regular coordination meetings with related units</li> <li>S2: Preparing guidelines defining the authority, responsibility, and activity areas of the Center,</li> <li>Commission, and sub-working groups</li> <li>S3: Establishing of a separate unit to perform all the processes concerning international researchers</li> <li>and faculty members</li> <li>S4: Formulating cooperation development criteria by evaluating the effectiveness of the existing</li> </ul>									
Estimated Cost	cooperations, and using them in the establishment of new cooperations 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								rsity's units in ter nternational coo			

### **Objective** 0.14: To develop a sustainable institutional structure compatible with internationalization

Goal

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

Performance Indicators	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency		
Pl14.2.1. 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 Man	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 ic	lentified reg	arding this	objective							
Strategies	units' inte access to S2: Estab	<ul> <li>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</li> <li>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</li> </ul>									
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										

## ObjectiveO.14: To develop a sustainable institutional structure compatible with<br/>internationalizationGoalG.14.3: Ensuring that all communication of academic units, administrative units and<br/>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 Man	agement Ma	inagement	:							
Unit(s) to collaborate with	Directora	ite of Comp	uting Serv	ices, all ac	ademic an	d administ	rative unit	S			
Constraints	No risk id	entified reg	arding this	objective							
Strategies	and facul S2: Ensur	ty members	take plac	e in Englisł	ı		_	rding internation ne campus are p			
Estimated Cost											
Current situation	announce	23.088.000- TL 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 o	can comm	unicate in	English					
### Objective

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

Goal

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

Performance Indicators	lmpact (%)	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			
Pl14.4.3. Annual number of incoming and outgoing administrative staff	30	10	11	13	15	18	20	6 months	1 year			
Unit(s) responsible	Top Man	agement										
Unit(s) to collaborate with	Internatio	International Cooperations Office, all academic and administrative units										
Constraints	The adve our coun		security c	oncern in	the world a	and in the	region on i	international mo	-bility towards			
Oteratoria	qualificat courses t	ions, and ma owards thei	aking amer r course lo	idments in ad in favo	the appro	aches as r Its	regards mo	similar curricula bility students' o	counting of			
Strategies		ning the mo on program	bility stude	ents of ach	lievement	criteria pri	or to their	visit through a c	comprenensive			
		uraging the a per of high-a				mmunicat	e with the	partner institutic	ons to increase			
Estimated Cost	29.183.00	00- TL										
Current situation	mobility p	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		: number of ational mobi	-	nd outgoi	ng student	s, faculty, s	and admin	istrative staff wit	hin the scope			

# ObjectiveO.15: To develop awareness of internationalization and multi-cultural life<br/>experiences of all the university componentsGoalG.15.1: Organizing activities that will increase our students' awareness of

multicultural life

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

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

Goal

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

Performance Indicators	lmpact (%)	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	40 0 10 15 20 25 30 6 months 1 year									
Unit(s) responsible	Top Man	agement									
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 mo	bility of ad	ministrativ	ve staff in u	Inderstaffe	ed departn	nents is not desir	red		
Strategies	S2: Produ students S3: Ensur administr S4: Estab and diver	<ul> <li>S1: Disseminating awareness of internationalization and multiculturalism</li> <li>S2: Producing short awareness-raising films about multiculturalism in collaboration with international students and faculty, and involving METU in social media platforms</li> <li>S3: Ensuring that participation of administrative staff in mobility programs is encouraged by their administrative units</li> <li>S4: Establishing and disseminating the principles of pluralistic society emphasizing cultural differences and diversity</li> </ul>									
Estimated Cost	S5:Organizing The Staff's Week activity for international partners, to which METU staff are invited 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	l to raise fac	culty's and	administra	ative staff's	awarenes	s of multic	ultural life			

## **Objective** 0.15: To develop awareness of internationalization and multi-cultural life experiences of all the university components

Goal

G.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			
Pl15.3.1. 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 Man	agement										
Unit(s) to collaborate with	Directora	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 id	entified reg	arding this	objective								
Strategies	processe S2: Inforr before th harmony S3: Gettin about arr countries	<ul> <li>S1: Providing international students with support about the main academic and administrative processes at METU</li> <li>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</li> <li>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</li> <li>S4: Performing the integration of the SIS system to track the membership information of students</li> </ul>										
Estimated Cost	10.560.00	10.560.000- TL										
Current situation	International students' need for higher life satisfaction											
Needs	-	that will info nd througho				of the mair	n academi	c and administra	tive processes,			

## **Objective** 0.16: To protect the integrity and bio-diversity of the campus's rich forest, steppe, and lake ecosystem

Goal

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

Performance Indicators	lmpact (%)	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			
Pl16.1.2. Number of tree seedlings planted annually (thousand)	40	53	2	2	1	1	1	6 months	1 year			
Unit(s) responsible	Top Man	agement										
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	preserva S2: Imple S3: Ensur remains a S4: Provid	<ul> <li>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</li> <li>S2: Implementing the Lake Eymir Management Plan throughout the Strategic Planning period</li> <li>S3: Ensuring that conservation of the natural ecosystem (lake, steppe and forest ecosystems) remains as priority for METU</li> <li>S4: Providing a recreational ecosystem service, which takes thepeople of Ankara into the natural environment and increases their life quality, by retaining their entrance to Lake Eymir</li> </ul>										
Estimated Cost	22.418.00	00- 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	Sustainin	Sustaining the natural and ecological diversity of the campus, which has been preserved so far										

# ObjectiveO.16: To protect the integrity and bio-diversity of the campus's rich forest, steppe,<br/>and lake ecosystemGoalG.16.2: Exploring the rich natural and ecological values of the campus, and

promoting them considering the conservation-utilization balance

**Performance Indicators** Pl16.2.1. Budget allocated for the exploration of natural 35 0 1 1 1 1 1 6 months 1 year and ecological values PI16.2.2. Number of 30 10 5 5 5 5 5 6 months 1 year PI16.2.3. Number 2 3 3 6 months of promotional and 35 3 3 3 1 year Top Management General Secretariat, Directorate of Construction and Technical Works, Office of Forestation and Unit(s) to collaborate Landscape Planning, Corporate Communications Office, relevant academic units, Society and Science Research and Application Center, relevant student societies There is a time restriction in the execution of work 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 S2: Making an inventory of the ecological values and the biodiversity of the campus Strategies 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 S4: Organizing nature conservation trainings, and training activities that will increase awareness and allow for sharing of knowledge 5.080.000-TL **Estimated Cost** 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 Current situation 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 The need for the public to be well-informed about the ecological values and biodiversity of METU campuses

**Objective** O.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

Goal

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

Performance Indicators	lmpact (%)	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			
Pl17.1.2.Percentage of mended and improved pedestrian pathways (%)	35	40	52	64	76	88	100	6 months	1 year			
Unit(s) responsible	Top Man	Top Management										
Unit(s) to collaborate with	Directora	Directorate of Construction and Technical Works, Disability Support Office, relevant academic units										
Constraints	The legis	lation conflic	ting existir	ng preserva	ation plans	;						
Strategies	S2: Makir S3: Rend	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 suita needs	The suitability of our university's built-environment for its unique architectural texture and current										

# Objective O.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

Goal G.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	lmpact (%)	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		
Pl17.2.4.The total number of intelligent bus stops completed	25	0	0	26	26	26	26	6 months	1 year		
Unit(s) responsible	Top Man	agement									
Unit(s) to collaborate with			-					cal Works, releva os, Disability Sup			
Constraints	Limitatio	ns due to the	e legislatio	n concern	ing vehicle	purchase	S				
	S2: Rene	ving pedesti wing on-cam and unobstru	ipus mass			o that they	are enviro	onmentally sensit	tive, energy		
Strategies	S3: Comp project	oleting the c	ampus bic <u>y</u>	ycle netwo	rk project	, supportir	ng this with	the bicycle shar	ing system		
	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 traffi	c on the ca	ampus, a si	ufficient bu	us fleet					

Objective	O.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
Goal	G.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	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency		
PI17.3.1. The ratio pf 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 Man	agement									
Unit(s) to collaborate with	Directora	Directorate of Library and Documentation, Directorate of Construction and Technical Works									
Constraints	No risk w	as identified	for this ob	ojective							
Strategies	technolo S2: The ir areas and S3: Supp	gies and phy mprovement d digital med	sical resou of the libr ia studios	urces rary buildin	g to incluc	le commo	n and indiv	g both informatic vidual study spac	es, meeting		
Estimated Cost	34.100.00	00- TL									
Current situation	expectati	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										

# Objective O.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

Goal G.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	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency
Pl17.4.1. 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 Man	agement							
Unit(s) to collaborate with	General S	Secretariat, I	Faculty of <i>i</i>	Architectu	re, Directo	orate of Co	onstructior	n and Technical V	Vorks
Constraints	Failure to	provide tim	ely and ad	lequate re	sources fo	r projects			
Otwataging	S1: Const	ruction of st	tructures t	hat have b	een appro	oved in acc	ordance w	ith the guideline	s and plan
Strategies	S2: Gene	rating funds	for making	g the cons	truction of	new struc	tures poss	sible	
Estimated Cost	171.942.0	00- TL							
Current situation		l for new ind for the prot					education	and research ac	tivities,
Needs	Construc	ting new stru	uctures the	at will mee	t needs by	v preservin	g the origi	nal texture of the	e campus

## **Objective** 0.18: To create and sustain the academic and administrative workforce with appropriate qualifications for the activities of the university

## Goal G.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			
Pl18.1.1. 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			
Pl18.1.3. 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 num-ber 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 Man	agement										
Unit(s) to collaborate with	Faculties	, Graduate S	chools and	d Departm	ents, Direc	ctorate of	Personnel	Affairs				
Constraints	The diffic	ulty of plann	ing human	resources	due to ha	iving no ins	stitutional	control over pos	at allocations			
	the existi school de	ng recruitme	ent and pro	omotion cr stitutionali	iteria and zation of t	procedure hese as tra	es at the fa Ansparent,	eds by units, ide culty/departmen participatory sta respect	nt/graduate			
Strategies		etermination ing unit differ		signment a	nd evaluat	ion proces	sses of the	part-time instru	ictors by			
	S3: Desig	ning an AGE	P program	for interna	ational fac	ulty memb	oers					
	S4: Revision and redefinition of job descriptions of research assistants; provision of support such as career planning and postdoctoral researcher opportunities											
Estimated Cost	107.010.000- TL											
Current situation	The time some fiel	-	et the nec	essary peri	mission fo	r posts and	d the diffic	ulty of obtaining	posts in			
Needs	The emp	loyment of h	uman reso	ources nee	ded by aca	ademic un	its					

## **Objective** 0.18: To create and sustain the academic and administrative workforce with appropriate qualifications for the activities of the university

#### Goal

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

Performance Indicators	lmpact (%)	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				
Pl18.2.2. Number of administrative staff assigned to attend conferences, training	25	90	100	120	150	175	200	6 months	1 year				
Pl18.2.3. Number of in- service training sessions	25	8	10	12	14	14	15	6 months	1 year				
PI18.2.4.N umber of administrative staff attending the IGEP program	25	30	30	30	30	30	30	6 months	1 year				
Unit(s) responsible	Top Man	agement											
Unit(s) to collaborate with	Directora	ate of Perso	nnel Affairs	S									
Constraints		kible nature of personne				-		ne in units where ms	a small				
		asing opport etc.) to attr		-		, health, sc	hool, trave	el support, educa	ition, career				
Strategies	S2: Impro	oving the qu	ality of adr	ninistrative	e staff trair	ning progra	ıms, ensur	ing continuity and	d 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		g, retaining a / can provid			-	-		ative personnel s ireas	so that the				

## **Objective** 0.19: To provide a healthy, safe and peaceful campus environment within the university

Goal

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

Performance Indicators	lmpact (%)	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 Man	agement										
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 w	No risk was identified for this objective										
Strategies	will be ap S2: Prepa violations S3: Activa	<ul> <li>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)</li> <li>S2: Preparing the structure and working principles and procedures of the unit aiming at tackling ethical violations, mobbing and discrimination</li> <li>S3: Activating of the unit aiming at tackling ethical violations, mobbing and discrimination</li> <li>S4: Collecting and evaluating data on ethical violations, mobbing and discrimination</li> </ul>										
Estimated Cost	38.088.000- TL											
Current situation	Lack of awareness of the definition and application of mobbing among staff											
Needs	High leve	High level of staff well-being regarding ethics, mobbing and discrimination										

## **Objective** 0.19: To provide a healthy, safe and peaceful campus environment within the university

Goal

G.19.2: Meeting Occupational Health and Safety (İSG) 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		
Pl19.2.2. Total number of assigned workplace physicians	25	0	6	6	6	6	6	6 months	1 year		
Pl19.2.3. Rate of units where there is waste management (%)	40	0	20	40	60	80	90	6 months	1 year		
Unit(s) responsible	Top Man	agement									
Unit(s) to collaborate with		Secretariat, rative units, ł				n and Teo	chnical W	orks, relevant a	academic and		
Constraints	No risk w	as identified	for this of	ojective							
Strategies	S2: Estab	lishing of boo lishing and c aring and class	continuity	of a waste	managem			n of related legis	lation		
Estimated Cost	34.580.0	34.580.000- TL									
Current situation	Necessit	Necessity to comply with the Occupational Health and Safety legislation									
Needs	Establish	ment of a IS	C Unit and	l implemer	ntation of	waste man	agement				

#### Objective O.19: To provide a healthy, safe and peaceful campus environment within the university Goal

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

Performance Indicators	lmpact (%)	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	
Pl19.3.2. Psychological Support Unit satisfaction rate (%)	50	-	75	85	90	95	100	6 months	1 year	
Unit(s) responsible	Top Man	Top Management								
Unit(s) to collaborate with	General S Guidance		ill academ	ic and adm	ninistrative	units, Dire	ectorate o	f Personnel Affaiı	rs, Health and	
Constraints	Disintere	st of employ	ees in the	se solutior	methods					
Strategies	employe S2: Prepa	es aring the ope	rating dire	ctive and t	he implen:	nentation p	orinciples	or problems amo of a 24/7 active p e infrastructure;	osychological	
Estimated Cost	40.258.0	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 solvin	g problem	s that may	arise amo	ng employ	/ees		

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

Goal G.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	100 0 6 7 8 8 8 6 months 1 year									
Unit(s) responsible	Top Man	Fop Management									
Unit(s) to collaborate with	Office of	the Secreta	ary Genera	l, Director	ate of Con	nputing Se	rvices, Offi	ce of Domestic S	Services		
Constraints	No risk w	as identified	d for this o	bjective							
Strategies	S1: Estat	olishing an a	ctively ope	erating 7/2	4 campus	security in	formation	system			
Estimated Cost	28.866.0	28.866.000-TL									
Current situation	The nece	he necessity of centrally monitoring campus security									
Needs	The infra	structure ar	nd human	resources	of a 7/24 (	operating	campus se	curity informatio	n system		

### Objective

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

Goal

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

Performance Indicators	lmpact (%)	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 Man	agement								
Unit(s) to collaborate with		Revolving Fur Liaison Office		nt academ	ic and adn	ninistrative	e units, Re	search Coordina	tion and	
Constraints	Unpredic centers	table legislati	ve arrange	ments, lim	nited mean	s to creat	e staff and	resources for re	search	
Strategies	industrial	/commercial	rights in re	evolving fu	nd project	S		the university>s in y and effectively	·	
Estimated Cost	10.380.00	00 -TL								
Current situation	services	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	e financial res	ources, cr	eating mor	re resource	es for prio	rity areas			

### **Objective** O.20: To diversify and increase the financial resources of the university

Goal G.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	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency		
Pl20.2.1. 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		
Pl20.2.1. 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 Man	agement									
Unit(s) to collaborate with					· ·		· ·	torate of Strateg i Communicatior			
Constraints	Unpredic	table legislat	ive arrang	ements, ge	enerally ad	verse eco	nomic dev	elopments			
Strategies	S2: Makir	-	ting and n	ew resourd	ces to brin	g research		an income gene	rating level		
Estimated Cost		33: Carrying out studies with the help of METU G.V. to increase donations 0.169.000-TL									
Current situation		The limited number of mechanisms for converting university-produced projects into revenue generating activities									
Needs	Mechanis	sms for reach	ning alumn	i and MET	U friends f	from differ	ent chann	els and at ad-eq	uate levels		

### **Objective** O.20: To diversify and increase the financial resources of the university

Goal G.20.3: Increasing own revenues in order to support the realization of strategies

Performance Indicators	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency		
Pl20.3.1. 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 Man	agement									
Unit(s) to collaborate with								opment, Directo :hnical Works	rate of		
Constraints	Inadequa	cy of the pla	nned adm	inistrative	and techn	ical improv	vements a	nd investments			
Strategies	S2: With of produc S3: Asses	the power of cts/services	our qualit in line with of idle res	y and relia 1 our funda 3 ources for	bility, actu mental pri	alizing inco inciples an	ome gener d prioritie	ents into effect p ating activities an s nd activities in lin	nd provision		
Estimated Cost	4.069.00	0- TL									
Current situation	Inability t	ability to use existing means due to various difficulties									
Needs	In terms	of financial re	esources,	bringing MI	ETU to a m	nore self-s	ufficient le	evel			

### Objective O.21: To use resources efficiently

Goal G.21.1: Using investment and operational budgets to meet annual needs

Performance Indicators	lmpact (%)	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 Man	agement							
Unit(s) to collaborate with	Directora	ate of Strate;	gy Develop	oment					
Constraints	The aspir	ation of unit	s to use th	ne entire b	udget allo	cated to th	nem		
Strategies	S2: Impro	-	cy measur	rements ar	nd using th	ese in sup	porting de	cision-making pr	ocesses
Estimated Cost	6.298.00	3: Strong communication and interaction with public and related institutions .298.000-TL							
Current situation	Inability t	o currently r	elate reso	urces with	strategic (	Objectives	at the des	ired level	
Needs		economical Managemer			public reso	ources in a	ccordance	e with Law No. 50	18 on Public

## Objective O.22: To increase the efficiency and effectiveness of the management of information services

Goal

G.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	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency	
Pl21.1.1. 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	
Pl21.1.3. Ratio of operating costs to investment costs (%)	20	45	40	35	35	30	30	6 months	1 year	
Unit(s) responsible	Top Man	Top Management								
Unit(s) to collaborate with		ate of Compu operating IT	-			dministrati	ve units in	the institutional	organization	
Constraints	processe		d in differe		_	-		to own and sha ing appropriate t		
Strategies	managen S2: Being innovatio S3: Estab process a	nent approad proactive in in and impro ilishing a data and unit man	developin vement op a and know agers and	ng and deliv oportunitie vledge mar ensuring ti	vering info s nagement hat learnir	rmation se infrastruct ng manage	ervices, effe cure to pro ment is in		ent of oport for	
		54: Establishment and regular operation of the Directorate of Computing Advisory Board								
Estimated Cost Current situation	Difficultie	52.987.000-TL Difficulties in the management of processes, insufficient IT literacy, inadequate monitoring of performance								
Needs	Traceabil	ity of proces	ses and p	erformanc	е					

## **Objective** O.22: To increase the efficiency and effectiveness of the management of information services

Goal G.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 Man	agement							
Unit(s) to collaborate with	Directora centers	ate of Comp	uting Servi	ces, METL	J Teknoker	nt Ltd, con	cerned ac	ademic units and	l research
Constraints	Low dem	and for the p	oroducts a	nd service	s to be de	veloped			
Strategies	S2: Prom webinars S3: Deve	-	creasing th rsor BT se	ne visibility rvices thro	of the univ	versity's se	ervices and	rk models I IT through bulle jects, BAP projec	
Estimated Cost	48.697.50	00-TL							
Current situation	Limitation services	n in the finar	ncial and w	orkforce s	upport neo	cessary fo	r the devel	opment of new p	products and
Needs	The deve	lopment of	products a	and service	es required	l by the en	d user with	n low costs	

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

Goal

G.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	
Pl23.1.1. 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 Man	Top Management								
Unit(s) to collaborate with	General S projects	General Secretariat, Directorate of Computing Services, MODSİMMER, all other units related to projects								
Constraints		ulty of stand lequate hum					iversity of	the realized proj	ects, inability	
Strategies	the intell S2: Deter	igent, sustair	able, dura ources of	ble and su	pportive c n needed,	ampus dev and gener	velopment	oject proposals t, and implement ital platform whic	ing them	
Estimated Cost	27.216.00	00-TL								
Current situation	limited in	•	ry interact	ion, in add	ition to th	e convenie	ences of te	d campus applic: chnological inno cy		
Needs						-		units to the tran telligent campus		

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

Goal

G.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	lmpact (%)	Start Value	2018	2019	2020	2021	2022	Tracking Frequency	Reporting Frequency	
Pl23.2.1. 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 cov- erage	10	85	90	95	95	100	100	6 months	1 year	
PI23.2.2. Access rate to BBS goals	80	80 27 37 60 80 90 95 6 months 1 year								
Unit(s) responsible	Top Man	Top Management								
Unit(s) to collaborate with		Directorate of Computing Services, all units provided with IT services, concerned research centers, METU Teknokent Ltd.								
Constraints	determin	-	needs, ina	dequate c	ollection o	of the data	for the inf	udget constraints formation system	-	
Strategies	use of the		nts in infor	mation te	chnologies	-		n System project der expectations		
	S2: Withi	n this scope, i	mproving	the infrast	ructure by	utilizing n	ew techno	logies		
	S3: Colla	borating with	research o	centers an	d METU Te	eknokent L	.td.			
Estimated Cost	51.960.00	00-TL								
Current situation	that the o	51.960.000-TL 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		es aligned with int, the satisfa		-			goals, acc	ess to all IT servi	ces from a	

## Objective O.24: To increase the effectiveness and impact of institutional management processes

Goal

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

Performance Indicators	lmpact (%)	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 Man	agement							
Unit(s) to collaborate with	All admir	nistrative and	academic	: units					
Constraints	Disruptio	on of docume	entation ar	nd support	services	due to bud	get constr	aints	
Strategies	S2: Makir S3: Supp S4: Monit	-	nagement tional lear stribution a	certificati ning and impler	on activitie nentation	es widespro	ead ectives and	l goals in the Stra	-
Estimated Cost	1.639.550	D- TL							
Current situation	institutio		-			-		e university, the strategic manag	
Needs	Traceabil	lity and effec	tive manag	gement of	the strate	gies, stron	g institutio	nal infrastructur	е





METU Northern Cyprus Campus, 2017



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

Table	6:	Estim	ated	Reso	urces
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Resources	2018	2019	2020	2021	2022	5-year Total
Total State Budget (Budgetary Resource)	516,293,000	550,106,000	594,015,000	641,565,000	692,890,200	2,994,869,200
Revolving Funds (Extra Budgetary Resource)	50,000,000	54,000,000	58,000,000	62,500,000	71,875,000	296,375,000
National Projects (Extra Budgetary Resource)	47,200,000	53,700,000	61,400,000	69,100,000	79,465,000	310,865,000
International Projects (Extra Budgetary Resource)	33,500,000	37,800,000	42,800,000	47,900,000	55,085,000	217,085,000
Teknokent (Extra Budgetary Resource)	2,450,000	2,650,000	2,850,000	3,050,000	3,507,500	14,507,500
Foundation (Extra Budgetary Resource)	9,180,000	11,045,000	14,450,000	15,925,000	18,313,750	68,913,750
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



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

	2018	2019	2020	2021	2022	5-year Total
Objectives and Goals	57,140,000	60,700,000	66,000,000	71,500,000	77,220,000	332,560,000
Interdisciplinary Approach (Budgetary Resource)	57,140,000	60,700,000	66,000,000	71,500,000	77,220,000	332,560,000
Objective 1 (Budgetary Resource)	42,340,000	45,100,000	49,000,000	53,000,000	57,240,000	246,680,000
Goal 1.1 (Budgetary Resource)	14,800,000	15,600,000	17,000,000	18,500,000	19,980,000	85,880,000
Goal1.2 (Budgetary Resource)	99,790,000	106,000,000	114,100,000	122,720,000	132,537,600	575,147,600
Education-Training	13,350,000	14,300,000	15,350,000	16,500,000	17,820,000	77,320,000
(Budgetary Resource)	6,350,000	6,800,000	7,350,000	8,000,000	8,640,000	37,140,000
Objective 2 (Budgetary Resource)	7,000,000	7,500,000	8,000,000	8,500,000	9,180,000	40,180,000
Goal 2.1 (Budgetary Resource)	14,000,000	14,800,000	15,750,000	17,000,000	18,360,000	79,910,000
Goal 2.2 (Budgetary Resource)	9,100,000	9,600,000	10,250,000	11,000,000	11,880,000	51,830,000
Objective 3 (Budgetary Resource)	4,900,000	5,200,000	5,500,000	6,000,000	6,480,000	28,080,000
Goal 3.1 (Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Goal 3.2 (Budgetary Resource)	13,750,000	14,800,000	16,000,000	17,220,000	18,597,600	80,367,600
Goal 3.3 Revolving Funds (Extra Budgetary Resource)	7,750,000	8,300,000	9,000,000	9,720,000	10,497,600	45,267,600
Objective 4 (Budgetary Resource)	6,000,000	6,500,000	7,000,000	7,500,000	8,100,000	35,100,000
Goal 4.1 (Budgetary Resource)	58,690,000	62,100,000	67,000,000	72,000,000	77,760,000	337,550,000
Goal 4.2 (Budgetary Resource)	9,000,000	9,500,000	10,250,000	11,000,000	11,880,000	51,630,000
Objective 5 (Budgetary Resource)	6,500,000	7,000,000	7,500,000	8,000,000	8,640,000	37,640,000
Goal 5.1 (Budgetary Resource)	11,850,000	12,500,000	13,500,000	14,500,000	15,660,000	68,010,000
Goal 5.2 (Budgetary Resource)	7,600,000	8,250,000	9,000,000	9,750,000	10,530,000	45,130,000
Goal 5.3 (Budgetary Resource)	7,250,000	7,600,000	8,250,000	9,000,000	9,720,000	41,820,000
Goal 5.4 (Budgetary Resource)	8,640,000	9,000,000	9,500,000	10,000,000	10,800,000	47,940,000
Goal 5.5 (Budgetary Resource)	7,850,000	8,250,000	9,000,000	9,750,000	10,530,000	45,380,000
Goal 5.6 (Budgetary Resource)	99,800,000	105,050,000	112,700,000	121,100,000	130,788,000	569,438,000
Goal 5.7 (Budgetary Resource)	39,800,000	41,850,000	44,000,000	46,750,000	50,490,000	222,890,000
Research-Development (Budgetary Resource)	10,450,000	11,000,000	11,500,000	12,000,000	12,960,000	57,910,000
Objective 6 (Budgetary Resource)	2,150,000	2,250,000	2,500,000	3,000,000	3,450,000	13,350,000
Goal 6.1 (Budgetary Resource)	2,350,000	2,500,000	3,000,000	3,500,000	4,025,000	15,375,000
Goal 6.1 Revolving Funds (Extra Budgetary Resource)	1,300,000	1,600,000	1,900,000	2,150,000	2,472,500	9,422,500
Goal 6.1 National Projects (Extra Budgetary Resource)	16,550,000	17,250,000	18,000,000	19,250,000	20,790,000	91,840,000
Goal 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
Goal 6.1 International Projects (Extra Budgetary Resource)	4,600,000	5,250,000	6,000,000	6,750,000	7,762,500	30,362,500
Goal 6.2 Revolving Funds (Extra Budgetary Resource)	3,500,000	4,000,000	4,500,000	5,000,000	5,750,000	22,750,000
Goal 6.2 National Projects (Extra Budgetary Resource)	12,800,000	13,600,000	14,500,000	15,500,000	16,740,000	73,140,000
Goal 6.2 International Projects (Extra Budgetary Resource)	6,500,000	7,000,000	7,450,000	8,000,000	9,200,000	38,150,000
Goal 6.3 (Budgetary Resource)	5,750,000	6,500,000	7,550,000	8,500,000	9,775,000	38,075,000
Goal 6.3 Revolving Funds (Extra Budgetary Resource)	3,500,000	4,000,000	4,500,000	5,000,000	5,750,000	22,750,000
Goal 6.3 National Projects (Extra Budgetary Resource)	7,400,000	7,800,000	8,500,000	9,300,000	10,044,000	43,044,000
Goal 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

### Table 7: Costs of 2018-2022 Strategic Plan Objectives

Objectives and Goals	2018					
	2010	2019	2020	2021	2022	5-year Total
Objective7 (Budgetary Resource)	3,500,000	3,750,000	4,000,000	4,400,000	5,060,000	20,710,000
Goal 7.1 (Budgetary Resource)	4,600,000	5,300,000	6,000,000	6,500,000	7,475,000	29,875,000
Goal 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
Goal 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
Goal 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
Objective 8 (Budgetary Resource)	9,650,000	10,000,000	10,250,000	10,500,000	12,075,000	52,475,000
Goal 8.1 (Budgetary Resource)	18,400,000	21,000,000	24,000,000	27,500,000	31,625,000	122,525,000
Goal 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
Goal 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
Goal 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
Objective 9 (Budgetary Resource)	4,250,000	4,500,000	4,750,000	5,000,000	5,750,000	24,250,000
Goal 9.1 (Budgetary Resource)	5,750,000	6,500,000	7,550,000	8,200,000	9,430,000	37,430,000
Goal 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
Goal 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
Goal 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
Goal 9.2 (Budgetary Resource)	2,300,000	2,600,000	2,800,000	3,050,000	3,507,500	14,257,500
Goal 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
Goal 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
Goal 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
Objective 10 (Budgetary Resource)	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Goal 10.1 (Budgetary Resource)	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Goal 10.1 Revolving Funds (Extra Budgetary	3,450,000	3,950,000	4,500,000	5,150,000	5,922,500	22,972,500
Resource) Goal 10.1 National Projects (Extra Budgetary	4,500,000	4,850,000	5,250,000	5,750,000	6,210,000	26,560,000
Resource) Goal 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
Goal 10.2 (Budgetary Resource)	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Goal 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
Goal 10.2 National Projects (Extra Budgetary	5,850,000	6,250,000	6,750,000	7,250,000	7,830,000	33,930,000
Resource) Goal 10.2 International Projects (Extra Budgetary	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Resource) Goal 10.3 Revolving Funds (Extra Budgetary	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Resource) Goal 10.3 National Projects (Extra Budgetary	1,150,000	1,350,000	1,500,000	1,700,000	1,955,000	7,655,000
Resource) Goal 10.3 International Projects (Extra Budgetary	1,100,000	1,200,000	1,300,000	1,400,000	1,610,000	6,610,000
Resource) Goal 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
Objective 11 (Budgetary Resource)	2,150,000	2,300,000	2,500,000	2,800,000	3,024,000	12,774,000
Goal 11.1 (Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Goal 11.1 Foundation (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000
Goal 11.1 Revolving Funds (Extra Budgetary	2,300,000	2,500,000	2,800,000	3,300,000	3,564,000	14,464,000
Resource) Goal 11.2 (Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Goal 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)

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Objectives and Goals	2018	2019	2020	2021	2022	5-year Total
Objective 12 (Budgetary Resource)	11,300,000	12,250,000	13,100,000	14,400,000	15,552,000	66,602,000
Goal 12.1 (Budgetary Resource)	6,150,000	6,650,000	7,100,000	7,800,000	8,424,000	36,124,000
Goal 12.1 Foundation (Extra Budgetary Resource)	2,500,000	3,000,000	4,000,000	4,400,000	5,060,000	18,960,000
Goal 12.1 Revolving Funds (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000
Goal 12.2 (Budgetary Resource)	2,150,000	2,300,000	2,500,000	2,800,000	3,024,000	12,774,000
Goal 12.2 Foundation (Extra Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Goal 12.2 Revolving Funds (Extra Budgetary Resource)	500,000	600,000	700,000	800,000	920,000	3,520,000
Goal 12.3 (Budgetary Resource)	3,000,000	3,300,000	3,500,000	3,800,000	4,104,000	17,704,000
Goal 12.3 Foundation (Extra Budgetary Resource)	1,250,000	1,500,000	2,000,000	2,200,000	2,530,000	9,480,000
Goal 12.3 Revolving Funds (Extra Budgetary	500,000	600,000	700,000	800,000	920,000	3,520,000
Resource) Objective 13 (Budgetary Resource)	2,150,000	2,300,000	2,600,000	2,800,000	3,024,000	12,874,000
Goal 13.1 (Budgetary Resource)	2,150,000	2,300,000	2,600,000	2,800,000	3,024,000	12,874,000
Goal 13.1 Foundation (Extra Budgetary Resource)	800,000	1,100,000	1,400,000	1,600,000	1,840,000	6,740,000
Goal 13.1 Revolving Funds (Extra Budgetary	700,000	800,000	900,000	1,000,000	1,150,000	4,550,000
Resource) Institutional Development (Budgetary Resource)	164,482,000	175,360,000	189,804,000	205,410,000	221,988,600	957,529,600
Institutional Development (International Cooperation) (Budgetary Resource)	19,656,000	21,040,000	22,650,000	24,600,000	26,568,000	114,514,000
Objective 14 (Budgetary Resource)	13,068,000	14,000,000	14,900,000	15,900,000	17,172,000	75,040,000
Goal 14.1 (Budgetary Resource)	2,916,000	3,100,000	3,300,000	3,500,000	3,780,000	16,596,000
Goal 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
Goal 14.2 (Budgetary Resource)	2,160,000	2,300,000	2,400,000	2,600,000	2,808,000	12,268,000
Goal 14.3 (Budgetary Resource)	3,996,000	4,300,000	4,600,000	4,900,000	5,292,000	23,088,000
Goal 14.3 (Budgetary Resource)	3,996,000	4,300,000	4,600,000	4,900,000	5,292,000	23,088,000
Goal 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
Objective 15 (Budgetary Resource)	6,588,000	7,040,000	7,750,000	8,700,000	9,396,000	39,474,000
Goal 15.1 (Budgetary Resource)	2,808,000	3,000,000	3,250,000	3,500,000	3,780,000	16,338,000
Goal 15.2 (Budgetary Resource)	2,160,000	2,300,000	2,500,000	2,700,000	2,916,000	12,576,000
Goal 15.3 (Budgetary Resource)	1,620,000	1,740,000	2,000,000	2,500,000	2,700,000	10,560,000
Institutional Development (Physical Resources) (Budgetary Resource)	60,870,000	65,160,000	70,630,000	77,000,000	83,160,000	356,820,000
Objective 16 (Budgetary Resource)	4,618,000	4,900,000	5,500,000	6,000,000	6,480,000	27,498,000
Goal 16.1 (Budgetary Resource)	3,618,000	3,900,000	4,500,000	5,000,000	5,400,000	22,418,000
Goal 16.2 (Budgetary Resource)	1,000,000	1,000,000	1,000,000	1,000,000	1,080,000	5,080,000
Objective 17 (Budgetary Resource)	56,252,000	60,260,000	65,130,000	71,000,000	76,680,000	329,322,000
Goal 17.1 (Budgetary Resource)	16,500,000	17,500,000	18,900,000	20,500,000	22,140,000	95,540,000
Goal 17.1 (Budgetary Resource)	4,780,000	5,080,000	5,400,000	6,000,000	6,480,000	27,740,000
Goal 17.3 (Budgetary Resource)	5,500,000	6,100,000	6,900,000	7,500,000	8,100,000	34,100,000
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Objectives and Goals	2018	2019	2020	2021	2022	5-year Total
Institutional Development (Human Resources) (Budgetary Resource)	51,070,000	54,400,000	59,030,000	63,500,000	68,580,000	296,580,000
Objective 18 (Budgetary Resource)	26,660,000	28,500,000	30,780,000	33,100,000	35,748,000	154,788,000
Goal 18.1 (Budgetary Resource)	14,580,000	15,500,000	16,740,000	18,000,000	19,440,000	84,260,000
Goal 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
Goal 18.2 (Budgetary Resource)	12,080,000	13,000,000	14,040,000	15,100,000	16,308,000	70,528,000
Objective 19 (Budgetary Resource)	24,410,000	25,900,000	28,250,000	30,400,000	32,832,000	141,792,000
Goal 19.1 (Budgetary Resource)	6,690,000	7,000,000	7,550,000	8,100,000	8,748,000	38,088,000
Goal 19.1 (Budgetary Resource)	5,780,000	6,200,000	7,000,000	7,500,000	8,100,000	34,580,000
Goal 19.3 (Budgetary Resource)	6,970,000	7,400,000	8,000,000	8,600,000	9,288,000	40,258,000
Goal 19.4 (Budgetary Resource)	4,970,000	5,300,000	5,700,000	6,200,000	6,696,000	28,866,000
Institutional Development (Financial Resources) (Budgetary Resource)	2,754,000	2,960,000	3,194,000	3,420,000	3,693,600	16,021,600
Objective 20 (Budgetary Resource)	1,674,000	1,800,000	1,944,000	2,070,000	2,235,600	9,723,600
Goal 20.1 (Budgetary Resource)	650,000	700,000	756,000	800,000	864,000	3,770,000
Goal 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
Goal 20.2 (Budgetary Resource)	324,000	350,000	378,000	400,000	432,000	1,884,000
Goal 20.2 Foundation (Extra Budgetary Resource)	730,000	770,000	850,000	900,000	1,035,000	4,285,000
Goal 20.3 (Budgetary Resource)	700,000	750,000	810,000	870,000	939,600	4,069,600
Objective 21 (Budgetary Resource)	1,080,000	1,160,000	1,250,000	1,350,000	1,458,000	6,298,000
Goal 21.1 (Budgetary Resource)	1,080,000	1,160,000	1,250,000	1,350,000	1,458,000	6,298,000
Institutional Development (Information Resources) (Budgetary Resource)	30,132,000	31,800,000	34,300,000	36,890,000	39,841,200	172,963,200
Objective 22 (Budgetary Resource)	16,200,000	17,200,000	18,600,000	20,090,000	21,697,200	93,787,200
Goal 22.1 (Budgetary Resource)	9,200,000	9,700,000	10,500,000	11,340,000	12,247,200	52,987,200
Goal 22.2 (Budgetary Resource)	7,000,000	7,500,000	8,100,000	8,750,000	9,450,000	40,800,000
Goal 22.2 Technopark (Extra Budgetary Resource)	1,350,000	1,450,000	1,550,000	1,650,000	1,897,500	7,897,500
Objective 23 (Budgetary Resource)	13,932,000	14,600,000	15,700,000	16,800,000	18,144,000	79,176,000
Goal 23.1 (Budgetary Resource)	4,752,000	5,000,000	5,400,000	5,800,000	6,264,000	27,216,000
Goal 23.2 (Budgetary Resource)	9,180,000	9,600,000	10,300,000	11,000,000	11,880,000	51,960,000
Institutional Management (Budgetary Resource)	110,000	115,000	125,000	135,000	145,800	630,800
Objective 24 (Budgetary Resource)	110,000	115,000	125,000	135,000	145,800	630,800
Goal 24.1 (Budgetary Resource)	110,000	115,000	125,000	135,000	145,800	630,800
Goal 24.1 Foundation (Extra Budgetary Resource)	150,000	175,000	200,000	225,000	258,750	1,008,750
State Budget Performance Indicator Sheets Total (Budgetary Resource)	439,222,000	466,575,000	503,729,000	544,165,000	587,698,200	2,541,389,200
General Administrative Expenses	77,071,000	83,531,000	90,286,000	97,400,000	105,192,000	453,480,000
Grand Total (Budgetary Resource)	516,293,000	550,106,000	594,015,000	641,565,000	692,890,200	2,994,869,200

### 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

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 iis 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, objectives, goals 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