

REPUBLIC OF TÜRKİYE
ÇANAKKALE ONSEKİZ MART UNIVERSITY

ÇOMÜ 2024-2028 STRATEGIC PLAN
ALL TOGETHER, FORWARD

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PRESENTATION BY SENIOR MANAGEMENT

All Together, Forward...

Çanakkale Onsekiz Mart University, located in one of Turkey's most strategic cities with its history, culture and geography, has come a long way in its journey of being a pioneering university for more than thirty years. It is a university that has achieved remarkable success in the fields of education, research, sports and arts. With its accumulation and experience, strong academic and administrative staff, it has realized and continues to realize works that contribute to society on a national and international scale and create significant added value. In all this process, raising competent individuals with a contemporary, sustainable and inclusive education approach and making rapid progress in education, research and application activities thanks to the scientific knowledge and technologies it produces have a great share.

As a university, we continue our goal of producing solutions to the changing needs, expectations and problems of the city and the world we live in, and becoming a brand university in every field from education to arts, culture and sports. This goal requires us to constantly revise ourselves. With the understanding that we take participation in management as a basis, we have included all stakeholders of our University in the process of creating the strategic plan. With our renewed vision, we set our goal to be a pioneering university in the fields of science, technology, art, sports and culture by contributing to the quality of life of the society. We have made raising our students in an entrepreneurial and innovative way one of the main elements of our vision. In this sense, we aim to sustainably increase the quality of education and training activities and to create added value at national and international level through qualified R&D and P&D activities.

As a university that is sensitive to society and nature, respects people and differences, we are trying to implement a comprehensive institutional structuring in our university in line with the developments in the European higher education field. We have prepared our 2024-2028 Strategic Plan on this axis at our University, where we are trying to establish a quality-oriented institutional culture. We have put forward a plan to strengthen our resources and use them more efficiently, based on sustainability and continuous development in studies and activities that ensure internationalization. We are aware that good planning is important for institutionalization.

It is a great honor to present the 2024-2028 Strategic Plan to you and I wish it to be beneficial to all our stakeholders by underlining that Çanakkale Onsekiz Mart University will progress rapidly towards a university that is more integrated with the city, strengthened University-Public-Industry-NGO cooperation, sensitive to problems and solution-oriented, nationally and internationally recognized and pioneering.

All Together Forward...

Prof. Dr. R. Cüneyt ERENOĞLU

Rector

Strategic Plan at a Glance

Our Mission

To raise competent individuals with a contemporary, sustainable, and inclusive education approach; to contribute to society at national and international level with the scientific knowledge and technologies it produces and the cultural, sportive, and artistic activities it carries out.

Our Vision

To be a pioneering university in the fields of science, technology, arts, sports and culture that contributes to the quality of life of the society with the innovative and entrepreneurial individuals it raises.

Our Core Values

Çanakkale Onsekiz Mart University is on its way to becoming a university with high values with all the achievements it has achieved since its foundation in its valuable geography.

These Values:

- ✓ Justice and Merit
- ✓ Academic Competence
- ✓ Institutional Belonging and Participation
 - ✓ Sensitivity to Society and Nature
 - ✓ Commitment to Ethical Values
 - ✓ Respect for People and Differences
- ✓ Entrepreneurship, Innovation and Creativity
- ✓ Accessibility, Transparency and Accountability
 - ✓ Quality Oriented Institutional Culture
- ✓ Commitment to National and Spiritual Values
 - ✓ Inclusive Education Approach

Our Aims and Objectives

A1. Creating Added Value at National and International Level through Qualified R&D and P&D Activities

- O 1.1 Increasing Research and Development and Product Development Capacity
- O 1.2 Increasing Value Added Research Outputs
- O 1.3 Encouraging and Disseminating Entrepreneurship Activities
- O 1.4 Increasing Joint Research and Product Development Projects within the Scope of University-Industry Collaborations
- O 1.5 Supporting Student Entrepreneurship and Innovation Programs

A2. To Sustainably Increase the Quality of Education and Training Activities

- O 2.1 Increasing the Quality of Education and Training Activities
- O 2.2 Increasing Activities that Develop Students' Competencies
- O 2.3 To Strengthen the Competencies of Academic Staff.
- O 2.4 To Strengthen Education and Training Infrastructure

A3. To Increase the University's Activities for the Benefit of Society and the Environment

- O 3.1 Increasing Social Contribution Activities
- O 3.2 Strengthening Public Services Provided by the University
- O 3.3 To increase the effectiveness of environmentally friendly university activities

A4. Increasing the International Recognition of our University

- O 4.1 Increasing International Student, Academic and Administrative Staff Mobility
- O.4.2 Increasing Activities to Enhance International Recognition

A5. Strengthening Quality Culture and Institutional Resources

- O 5.1 Improving Internal Satisfaction and Institutional Belonging
- O 5.2 Strengthening and Maintaining Communication with Stakeholders
- O 5.3 Strengthen Institutional Data Management and Digital Development Processes
- O 5.4 Strengthening Institutional Resources

1.

MAIN PERFORMANCE INDICATORS

Main Performance Indicators	Initial Value for the Plan Period	Targeted Value at the End of the Plan Period
Number of scientific publications of academic staff indexed in WOS	526	1200
Number of Q1 scientific publications of academic staff indexed in WOS	130	400
Number of citations in WOS to scientific publications with university address	3673	6500
Number of Projects supported by national and international institutions/organizations	238	765
Number of active companies owned or partnered by academic staff in Technology Development Zones	22	40
Number of patents, utility models and design documents applied	7	40
Number of publications realized in University-Industry cooperation	13	35
Number of projects realized in University-Industry cooperation	3	40
Amount of income from external projects	34,273,975	65,000,000
Number of international academic, social, artistic and sporting events	147	288
Number of University-Industry cooperation protocols	11	36

2.

STRATEGIC PLAN PREPARATION PROCESS

2.1. Embracing the Plan

It has come to the agenda to renew the 2021-2025 Strategic Plan of our university due to reasons such as the failure to achieve some indicators and the inadequacy of some aims in achieving our goals.

Within the framework of the change of the top manager specified in Article 16 titled “Renewal” of the Regulation on the Procedures and Principles Regarding Strategic Plans and Performance Programs and Annual Reports to be Prepared by Public Administrations, preparatory work was started with the approval of the Top Manager on 14.08.2023 and the approval of the Presidency on 04.09.2023.

The preparation process started with the formation of the Strategy Development Board with the approval of the Rector and the announcement of the start of the process to all academic and administrative units with Circular 1 issued by the Rector.

With Circular 2, which includes the Strategy Development Board, the determination of the members of the Strategic Planning Team and the preparation calendar, the University Plan Preparation Program was announced to all employees and their active participation in this process was requested. On 11.09.2023, the first preparation meeting of the plan was held and a road map for the process was drawn. The planning team, which met for the first time on 15.09.2023, determined the process of planning and created the draft plan with weekly meetings. The decisions taken at the team meetings were submitted to the Strategy Development Board for approval.

At the same time, a meeting was held with the external stakeholders of our University on 01.11.2023 and they were asked to express their expectations, opinions and suggestions about the plan. In addition to the surveys conducted at the meeting, our objectives were determined with the electronic surveys applied to industrial organizations and OIZs (OSB: Organize Sanayi Bölgesi), and our 2024-2028 Plan was prepared and finalized to be sent to the Presidency for approval.

2.3 Organization of the Planning Process

The committees formed during the preparation of the plan and the timeline of preparation are given below.

Table 1: Strategy Development Committee

Strategy Development Committee	
Rector	Prof. Dr. R. Cüneyt ERENOĞLU
Research-Planning Vice Rector	Prof. Dr. Dinçay KÖKSAL
Education and Training Vice Rector	Prof. Dr. Evren KARAYEL GÖKKAYA
Biga Faculty of Economics and Administrative Sciences Dean	Prof. Dr. Hüsnü Levent DALYANCI
Çan Faculty of Applied Sciences Dean	Prof. Dr. Serdar KURT
Çanakkale Faculty of Applied Sciences Dean	Prof. Dr. Tuğba TÜMER
Faculty of Dentistry Dean	Prof. Dr. İlgi TOSUN
Faculty of Education Vice Dean	Prof. Dr. Salih Zeki GENÇ
Faculty of Science Dean	Prof. Dr. Hava ÖZAY
Faculty of Fine Arts Dean	Prof. Dr. Yeşim ZÜMRÜT
Faculty of Theology Dean	Prof. Dr. Nimetullah AKIN
Faculty of Communication Dean	Prof. Dr. Hülya ÖNAL
Faculty of Humanities and Social Sciences Dean	Prof. Dr. Onur ÖZBEK
Faculty of Architecture Dean	Prof. Dr. Tülay CENGİZ TAŞLI
Faculty of Engineering Dean	Prof. Dr Tolga BEKLER
Faculty of Health Sciences Vice Dean	Prof. Dr. Mehmet Yılmaz AKGÜN
Faculty of Political Sciences Vice Dean	Prof. Dr Veli YILANCI
Faculty of Sport Sciences Dean	Prof. Dr. Hürmüz KOÇ
Faculty of Agriculture Dean	Prof. Dr Murat ŞEKER
Senate Elected Member	Prof. Dr. Ferah ÖZKÖK
Senate Elected Member	Prof. Dr Sibel TAN
Senate Elected Member	Prof. Dr Özlem YAYINTAŞ
Rector Appointed Member	Prof. Dr. Orhun KÖKSAL
Rector Appointed Member	Assoc. Prof. Dr. Ahmet TUNÇ
Rector Appointed Member	Assoc. Prof. Dr. Sercan KARAV
Secretary General	Ş. Oğuz ÜNAL

Table 2: Strategy Planning Team

Strategy Development Committee	
Prof. Dr. Dinçay KÖKSAL	Vice Rector (Chairman)
Prof. Dr. Ahmet Evren ERGİNAL	Institute of Graduate Studies
Prof. Dr. Faruk SOYDUĞAN	Astrophysics Research Centre
Prof. Dr. Mehmet Akif OVALI	Faculty of Medicine
Prof. Dr. Özge UYSAL ŞAHİN	Çanakkale Faculty of Applied Sciences
Prof. Dr. Süleyman Davut GÖKER	Faculty of Education
Assoc. Prof. Dr. A. Onur BAMYACI	Faculty of Humanities and Social Sciences

Assoc Prof Dr Ahmet TUNÇ	Faculty of Political Sciences
Assoc. Prof. Dr. Araz ASKEROĞLU	Faculty of Health Sciences
Assoc. Prof. Dr. Bahadır ÇOKAMAY	Directorate of State Conservatory
Assoc Prof Dr Baris USLU	Quality Assurance Commission
Assoc. Prof. Dr. Berkant SEZER	Faculty of Dentistry
Assoc. Prof. Dr. Bilge ÇAVUŞGİL KÖSE	Faculty of Tourism
Assoc. Prof. Dr. Deniz KÜRŞAD	Faculty of Fine Arts
Assoc. Prof. Dr. Filiz EROĞLU	Biga Faculty of Economics and Administrative Sciences
Assoc. Prof. Dr. Günay ESKİCİ	Faculty of Sport Sciences
Assoc. Prof. Dr. Onur HOCAOĞLU	Faculty of Agriculture
Assoc. Prof. Dr Mert GÜRKAN	Faculty of Science
Assoc. Prof. Dr. Mustafa ÖĞÜTCÜ	Faculty of Engineering
Assoc. Prof. Dr. Muzaffer ÖZDEMİR	Distance Education Application and Research Centre
Assoc. Prof. Dr. Tuğba ELMACI	Faculty of Communication
Prof. Dr. Lecturer Aslı BEK	Ezine Vocational School
Prof. Dr. Lecturer Prof. Dr Can KÖSE	Çan Faculty of Applied Sciences
Prof. Dr. Lecturer Canan ÖZYURT	Lapseki Vocational School
Prof. Dr. Lecturer. Prof. Dr. Celal GENÇ	Oral and Dental Health Application and Research Centre
Prof. Dr. Lecturer Prof. Dr. Deniz AKBAY	Çan Vocational School
Prof. Dr. Lecturer Prof. Dr. Fadime CANBOLAT	Vocational School of Health Services
Prof. Dr. Lecturer Ferhat YILDIRIM	Biga Vocational School
Prof. Dr. Lecturer Prof. Dr Filiz MUTLU	Coordinator of Scientific Publications and Journals
Prof. Dr. Lecturer Prof. Dr. Elçin BAYRAKTAR KÖSE	Çanakkale Vocational School of Social Sciences
Prof. Dr. Lecturer Prof. Erdem KAN	Faculty of Marine Sciences and Technology
Prof. Dr. Lecturer Member Hikmet ŞAVLUK	Faculty of Theology
Prof. Dr. Lecturer İpek SAKARYA	Faculty of Architecture and Design
Prof. Dr. Lecturer Prof. Dr. Nalan BAYRAKTAR BALKIR	School of Foreign Languages
Prof. Dr. Lecturer Member Özcan ŞİMŞEK	Yenice Vocational School
Prof. Dr. Lecturer Member Semih PETEKKAYA	Çanakkale Onsekiz Mart University Hospital
Prof. Dr. Lecturer Tuğdem SAYGIN	Biga Faculty of Applied Sciences
Prof. Dr. Lecturer Yelda FIRAT	Çanakkale Vocational School of Technical Sciences
Lecturer Özge BÜYÜK	Gökçeada School of Applied Sciences
Lecturer Tarık YALÇINKAYA	Ayvacık Vocational School

Lecturer Fatma MUTLU	Bayramiç Vocational School
Lecturer Gökhan ÇALIŞKAN	Quality Development and Institutional Monitoring Coordinatorship
Lecturer İsmail SATMAZ	Continuing Education Centre
Lecturer Dr. Kadir YILMAZ	Technopark (TTO)
Lecturer Dr. Melike İdil ÖZ	Vocational School of Marine Technologies
Lecturer Dr. Nur KAN	Gelibolu Piri Reis Vocational School
Lecturer Dr. Savaş GÜRDAL	ÇOBİLTUM (Science and Technology Application and Research Center)
Lecturer Uğur TOPÇU	Gökçeada Vocational School
Head of Department Bülent KAYA	Department of Administrative and Financial Affairs
Head of Department Cahit KURT	Department of Information Technologies
Head of Department Ercan ERENSAYIN	Department of Library and Documentation
Head of Department Ömer Erdem KODAL	Department of Strategy Development
Branch Manager Abdurrahman CAN	Department of Construction and Technical Affairs
Branch Manager Enver ÇETİN	Department of Health, Culture and Sports
Branch Manager Gül Dilek DARDENİZ	Department of Personnel
Branch Manager Zeynep ADALI	Department of Student Affairs
Financial Expert Bilal GÜR	Department of Strategy Development
Financial Expert Tuğçe ALTUNTAŞ	Department of Strategy Development

Table 4: ÇOMÜ Schedule for Strategic Plan Preparation

Main Title	Subtitle	July	August	September	October	November	December	Responsible Unit
Preparation Activities	Informing the Senior Manager by the Strategy Development Department (ASAM)	X						SGDB (Department of Strategy Development)
	Establishment and Approval of the Strategy Development Board		X					Rector, SGDB

	Publication of Circular 1		X					Rector, SGDB
	Establishment and Approval of the Strategic Plan Team			X				Rector, SGK (Strategy Development Committee)
	Establishment and Approval of the Preparation Program			X				SPE (Strategy Planning Team), SGK
	Publication of Circular 2			X				Rector, SGDB
Situation Analysis	Need for Education			X				SGDB, SPE
	Historical Development			X				SPE
	Evaluation of Current Strategic Plan			X				SPE
	Legal Obligation and Legislation Analysis			X				SPE
	Higher Policy Documents Analysis			X				SPE
	Activity Fields and Products and Services			X				SPE
	Stakeholder Identification and Analysis			X				SPE
	Internal and Peripheral Analysis			X				SPE

	Analysis of Academic Activity and Higher Education Sector			X				SPE
	SWOT Analysis/Reporting/Strategic Matters			X				SPE, SGK
Prospective Overview	Mission and Vision			X				SPE, SGK
	Core Values			X				SPE, SGK
Differentiation Strategies	Location Preference			X				SPE, SGK
	Achievement Zone Preference			X				SPE, SGK
	Value Presentation Preference			X				SPE, SGK
	Core Competency Preference			X				SPE, SGK
Strategy Development	Defining Aims and Objectives			X	X			SPE
	Defining Performance Indicators			X	X			SPE
	Defining Strategies			X	X			SPE
	Expenditure of the Plan			X	X			SPE, SGDB

Course of Action	Preparation of Course of Action			X	X			SPE, SGK
Monitoring and Evaluation	Defining the Method of Monitoring and Evaluation			X	X			SPE, SGK
Presentation of the Plan	Writing the Plan			X	X			SGDB
	Approval of the Plan by the Strategy Development Board			X	X			SGK
	Approval of the Plan			X	X			Rector
	Forwarding the Strategic Plan to Relevant Authorities					X	X	SGDB

3.

SITUATION ANALYSIS

3.1 Institutional History

Founded on 03.07.1992 with the Law No. 3837, Çanakkale Onsekiz Mart University started its education life in 1992-1993 academic year with the Faculty of Education, Çanakkale Vocational School and Biga Vocational School, which were transferred from Trakya University.

1993-1994 Academic Year	Faculty of Arts and Sciences, Vocational School of Health Services, School of Tourism Management and Hotel Management
1994-1995 Academic Year	Institute of Science and Social Sciences, Biga Faculty of Economics and Administrative Sciences Ayvacık, Bayramiç, Çan, Ezine, Gelibolu and Yenice Vocational Schools
1995-1996 Academic Year	Faculty of Theology and Faculty of Engineering-Architecture, Faculty of Fisheries, Faculty of Agriculture,
1996-1997 Academic Year	Faculty of Fine Arts, School of Health
1998-1999 Academic Year	School of Physical Education and Sports, Gökçeada Vocational School
2000-2001 Academic Year	Faculty of Medicine, Lapseki Vocational School
2008-2009 Academic Year	Gökçeada School of Applied Sciences
2009-2010 Academic Year	School of Foreign Languages
2010-2011 Academic Year	Institute of Educational Sciences, Institute of Health Sciences, Faculty of Communication, School of Applied Sciences
2012-2013 Academic Year	Faculty of Marine Sciences and Technology, Faculty of Architecture and Design, Faculty of Political Sciences, Faculty of Tourism, Çanakkale Vocational School of Social Sciences, Çanakkale Vocational School of Technical Sciences, Çanakkale School of Applied Sciences, Vocational School of Marine Technologies
2015-2016 Academic Year	Faculty of Dentistry
2017-2018 Academic Year	Biga Faculty of Applied Sciences
2018-2019 Academic Year	Faculty of Health Sciences, Faculty of Sport Sciences
2019-2020 Academic Year	Çanakkale Faculty of Applied Sciences,
2020-2021 Academic Year	Institute of Postgraduate Education
2021-2022 Academic Year	Faculty of Science, Faculty of Humanities and Social Sciences
2023-2024 Academic Year	Çan Faculty of Applied Sciences, Faculty of Music and Performing Arts

Our university has a total of 37 educational units, including the Graduate Education Institute, 21 Faculties, 3 Colleges, 13 Vocational Schools, which are gathered under a single roof. At the same time, we have 37 Research and Application Centers.

Institutes	1. School of Graduate Studies
Faculties	1. Biga Faculty of Economics and Administrative Sciences
	2. Biga Faculty of Applied Sciences
	3. Çan Faculty of Applied Sciences
	4. Çanakkale Faculty of Applied Sciences
	5. Faculty of Marine Sciences and Technology
	6. Faculty of Dentistry
	7. Faculty of Education
	8. Faculty of Science
	9. Faculty of Fine Arts
	10. Faculty of Theology
	11. Faculty of Communication
	12. Faculty of Humanities and Social Sciences
	13. Faculty of Architecture and Design
	14. Faculty of Engineering
	15. Faculty of Music and Performing Arts
	16. Faculty of Health Sciences
	17. Faculty of Political Sciences
	18. Faculty of Sport Sciences
	19. Faculty of Medicine
	20. Faculty of Tourism
	21. Faculty of Agriculture
Colleges	1. Gökçeada School of Applied Sciences
	2. School of Foreign Languages
	3. State Conservatory
Vocational Schools	1. Ayvacik Vocational School
	2. Bayramiç Vocational School
	3. Biga Vocational School
	4. Çan Vocational School
	5. Çanakkale Vocational School of Social Sciences
	6. Çanakkale Vocational School of Technical Sciences
	7. Vocational School of Marine Technologies
	8. Ezine Vocational School
	9. Gallipoli Piri Reis Vocational School
	10. Gökçeada Vocational School
	11. Lapseki Vocational School

**Application
and
Research
Centers**

-
12. Vocational School of Health Services
 13. Yenice Vocational School
-
1. Atatürk and Çanakkale Wars Research and Application Center
 2. Oral and Dental Health Application and Research Center
 3. Academy Ethics Application and Research Center
 4. Astrophysics Research Center-Ulupinar Observatory
 5. Atatürk's Principles and Revolution History Application and Research Center
 6. Balkan and Aegean Application and Research Center
 7. Research and Application Center for Combating Addiction
 8. Science and Technology Application Center
 9. Çanakkale Ceramics Research and Application Center
 10. Child Education Application and Research Center
 11. Experimental Research Application and Research Center
 12. Sea Turtle Research and Application Center
 13. Earthquake Research Application and Research Center
 14. Disadvantaged Children Application and Research Center
 15. Handicrafts Application and Research Center
 16. Energy Resources Application and Research Center
 17. Disabled Athlete Training Application and Research Center
 18. Traditional Turkish Sports and Games Application and Research Center
 19. İbrahim Bodur Entrepreneurship Application and Research Center
 20. Women and Family Studies Research and Application Center
 21. Music Application and Research Center
 22. Health Application and Research Center
 23. Healthy and Active Aging Studies Application and Research Center
 24. Civil Society Organizations Application and Research Center
 25. Sports Sciences and Athlete Health Application and Research Center
 26. Underwater Application and Research Center
 27. Continuing Education Center
 28. Tourism Application and Research Center
 29. Turkish World Values Application and Research Center
 30. Turkish Islamic Culture and Arts Application and Research Center
 31. Turkish Language Teaching Application and Research Center
 32. Turkey-Australia Studies Research and Application Center
 33. Turkey-Russia Cooperation Research and Application Center
 34. Remote Sensing Application and Research Center
 35. Distance Education Application and Research Center
 36. Gifted Application and Research Center
 37. Research and Application Center for the Education of Mentally Handicapped Children
-

3.2 Evaluation of 2021-2025 Strategic Plan

Our Strategic Plan covering the years 2021-2025 consists of 5 aims, 13 objectives and 37 strategies. The evaluations of the plan for 2021 and 2022 are given in the table below.

Table 5: Current Strategic Plan Evaluation Table

Aim	Objective	2021 Evaluation	2022 Evaluation
A1. Improvement of R&D and Innovation Activities	O.1.1 To increase academic skills, qualifications, and capacity to conduct effective research	35%	59%
	O.1.2 To develop infrastructure and facilities related to research and innovation	100%	80%
	O.1.3 To increase scientific, entrepreneurial and innovative outputs that create added value	50%	78%
A2. Increasing the Quality of Education and Training Operations	O.2.1 To improve education-training activities	63.2%	65%
	O.2.2 To improve the infrastructure of education-training programs	47%	100%
	O.2.3 To improve lecturers' educational and instructive qualities	48%	60%
	O.2.4 To improve students' willingness, capacity and satisfaction with learning	30%	53%
A3. Improving the Services for the Benefit of Society and Environment	O.3.1 To improve society-oriented services quantitatively and qualitatively	100%	100%
	O.3.2 To develop sustainable projects and applications for the benefit of environment	15%	15%
A4. Improving Institutional Reputation and Strengthening Institutionalization	O.4.1 To increase the institutional visibility	53%	72.4%
	O.4.2 To increase the accessibility to scientific outputs	53%	81%
	O.4.3 To preserve, improve, and perpetuate the institutional culture	25%	50%
	O.4.4 To improve internal satisfaction, communication, and cooperation	99%	71.6%

The proposals and decisions of the Strategic Planning Team and the Strategy Development Board regarding the current plan in the light of the Evaluation Reports are as follows.

Evaluation of 2021-2025 Strategic Plan	2024-2028 Strategic Plan
<ul style="list-style-type: none"> ▪ The objectives for the number of Q1, Q2 articles, the number of SSCI, SCI, AHCI indexed articles, and the number of project publications could not be achieved due to the long refereeing processes of the publications. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ The objective regarding the number of e-journals could not be achieved due to lack of sources. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ The target for R&D expenditures was not achieved due to lack of resources. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ Due to the closure of the Farabi exchange program during the period, the objectives of "Number of students and academic staff benefiting from exchange programs such as Erasmus, Mevlana, Farabi" could not be achieved. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ Due to the inactivity of the TÜBİTAK 2244 Industry Program, especially caused by disasters such as pandemics and earthquakes, the target for the number of students could not be reached. Changing these factors and promoting the projects more effectively, increasing the support provided to students, and also increasing university-industry relations through the establishment of a vocational training coordinatorship in the enterprise will help to achieve the target. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ Although the incentives and announcements made to encourage participation in Technopark and Technology Transfer Office projects are sufficient, students did not participate in face-to-face training, especially due to disasters such as the pandemic and earthquakes, causing project trainings to be lower than targeted. Participation is expected to increase with the promotion of projects, the establishment of a vocational training coordinatorship and increased cooperation with industry. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ The objective of "number of programs offering education in a foreign language" was not achieved because the required conditions for opening a language program were not met. 	<p>It was decided not to include it as an objective in the new plan.</p>
<ul style="list-style-type: none"> ▪ The objective of the number of activities carried out for students within the scope of Career Center activities was not achieved. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ Objectives set for the benefit of the environment such as the amount of awards / number of certificates received in the fields of zero waste, green campus and environmentalism, the amount of awards / number of certificates received for projects and services in the field of environmentalism, the number of wind turbine power, the number of Barrier-Free University flag awards were not achieved. 	<p>It was decided to identify new strategies and include them in the new plan.</p>
<ul style="list-style-type: none"> ▪ Objectives such as the university's world academic success ranking and the number of activities of University Unions were not achieved. 	<p>It was decided not to include it as an objective in the new plan.</p>

▪ The objective regarding the percentage of open access of scientific articles with university address was not achieved.	It was decided not to include it as an objective in the new plan.
▪ Objectives such as the number of promotional materials of ÇOMU, the number of international and local promotional activities were not achieved.	It was decided not to include it as an objective in the new plan.

3.3 Legislation Analysis

The establishment, duties and responsibilities of higher education institutions are defined in Article 130 of the Constitution of the Republic of Turkey dated 7.11.1982. The principles regarding the organization, functioning, duties and responsibilities of our university, education, research, publication, teaching staff, students and other personnel are regulated within the scope of Law No. 2547 as a whole; its administrative structure is regulated by the Decree Law No. 124 on the Principles Regarding the Establishment and Duties of the Higher Education Higher Institutions and the Administrative Organization of Higher Education Institutions.

All activities of our university are carried out in accordance with 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 relevant regulations and directives issued based on the authority granted by them. The 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 on the website of our university. The 2024-2028 Strategic Plan of our university has been prepared within the framework of the 12th Development Plan and in accordance with the legislation on higher education institutions. Below are some examples of laws and regulations that may be relevant to the implementation of the Strategic Plan.

Table 6: Legislation Analysis Table

LEGAL OBLIGATION	BASIS	DETECTIONS	NECESSITIES
Education and Training Services, Scientific Research, Publication and Advisory Services	*Article 12 and 3 of the Higher Education Law No. 2547 Provisions on the Budget Order and Implementation of the Current Year Budget Law	Incomplete physical facilities or insufficient resources, especially for applied areas, before starting education and training activities or increasing quotas Restrictions imposed by the budget law are also applied to the appropriations allocated for scientific research projects The limited number of citations received by the	Considering the facilities and capabilities of universities while making plans Creating incentives for high number and continuity of citations in qualified journals, membership, representation, administration, editorship, etc. in leading international professional-scientific associations, developing and using mechanisms to

		publications, the necessity to spread publications of quality that will be continuously cited	increase cooperation with leading groups in the world, encouraging publications to be made available on the internet in accordance with the university's open access policy, taking into account copyrights
Social service	<p>*Article 58 of the Higher Education Law No. 2547</p> <p>*Article 12 of the Higher Education Law No. 2547</p>	<p>High personnel salary burden of the revolving funds of hospitals where health services are provided</p> <p>The production of original works is low and communication between universities and other actors in society is not fully established</p> <p>Education and training is not based on practice, and universities do not cooperate sufficiently with the actors of the regions in which they are located</p> <p>Failure to establish full communication between the university and other segments of society</p>	<p>Making arrangements to reduce personnel expenses covered by Revolving Fund revenues in terms of legislation</p> <p>Introducing a system that encourages lecturers to disseminate their enlightening scientific data through speech, writing and other means</p> <p>Increasing university-industry collaborations, increasing the communication of academic staff with other actors in their fields</p> <p>Identifying the needs of all segments of society and cooperating with relevant institutions</p>
Management services	<p>Civil Servants Law No. 657, Public Financial Management and Control Law No. 5018, Higher Education Law No. 2547, Public Procurement Law No. 4734</p>	<p>Although Vocational School is defined in the Higher Education Law No. 2547, the term Vocational School is not included in the articles related to personal rights</p> <p>There are laws, procedures and principles on internal control, but there is no regulation</p>	<p>Making necessary arrangements in terms of legislation</p> <p>To make the system more effective by issuing a regulation on the establishment, implementation and execution of the internal control system in institutions, to ensure that the Ministry of Treasury and Finance carefully examines the evaluation reports on the applicability of the</p>

			internal control system in institutions and follows up on them, to integrate quality and internal control processes
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3.4 Higher Policy Documents Analysis

The higher policy documents that impose responsibilities on our university and the duties assigned are given in the table below.

Table 7: Higher Policy Documents Analysis Table

HIGHER POLICY DOCUMENT	RELEVANT SECTION / REFERENCE	ASSIGNMENT / NECESSITIES
Twelfth Development Plan	682.	The qualitative development of universities will be monitored and guided.
	682.01	The use of data-driven policy development processes and big data will be expanded in the Council of Higher Education (YÖK) and universities, up-to-date data of universities within the scope of performance indicators will be monitored and performance evaluation reports will be shared periodically.
	682.02	Cooperation between higher education institutions will be promoted through field-based matching. models will be developed to increase the number of higher education quotas.
	682.03	Higher education quotas will be determined in accordance with the capacities of universities, in line with the current situation and projections of sectoral labor supply and demand, and by taking into account regional needs.
	682.04	Governance of universities will be improved, and in this context, university - private sector - local administration - NGO cooperation will be strengthened by establishing local boards of trustees or consultative mechanisms.
	682.05	The effectiveness of the "Regional Development Oriented Mission Differentiation and Specialization Project" will be increased.
	682.06	Programs in the open education system will be reviewed within the framework of sectoral needs and the weight of open education in the higher education system will be reduced.
	682.07	Open education will be restructured with a focus on adult education and lifelong learning.
	683.	The quality of academic staff will be improved.
	683.01	The lower limit of appointment and promotion criteria of universities will be determined centrally.
	683.02	Project-based flexible employment models for academics will be developed.
	683.03	Guest lecturer practice for academics between domestic and foreign universities will be expanded.
	684.	Professional competencies of university students and graduates will be increased.
	684.01	It will be ensured that programs will be created with the participation of sector representatives, qualifications will be determined and applied trainings will be carried out together with the sector.
	684.02	The capacities of career centers at universities will be improved, career guidance and counseling activities for university students and graduates will be expanded and the accessibility of these activities will be supported.
	684.03	The labor market performance of graduates will be monitored regularly and the progress of universities in related indicators will be monitored.

Twelfth Development Plan

684.04	Efforts will be made to establish industrial collaborations and joint education models in order to increase the professional and technical knowledge and experience of students in areas where universities are competent.
685	The level of internationalization of higher education will be increased and Turkey will be made a center of attraction for qualified international students and academicians.
685.01	The quality of foreign language programs will be increased.
685.02	The number of qualified international students will be increased.
685.03	International cooperation among higher education institutions will be increased.
685.04	International recognition of the higher education system will be ensured through international graduates and effective promotional activities.
685.05	Efforts will be made to encourage and facilitate the employment of qualified foreign PhD researchers and academicians.
686	The quantity and quality of human resources with doctorate degrees will be increased.
686.01	PhD programs focused on priority sectors and development areas will be carried out in cooperation with the relevant sector.
686.02	Universities will be encouraged to open joint doctoral programs with competent universities abroad.
686.03	PhD programs and student admission requirements will be reviewed, and PhD programs will be established in line with the competency analysis and specialization areas of universities.
686.04	The qualifications of the advisors who will supervise doctoral theses will be defined by legislation.
686.05	Academic and vocational doctorates will be differentiated and the expected outcomes of each will be developed in the Turkish Qualifications Framework, and vocational doctorate programs such as industrial doctorate programs will be supported in certain universities that have reached the doctorate maturity level.
686.06	The variety of scholarships for doctoral and post-doctoral research will be increased.
687	Transformation of university campuses into sustainable and climate-friendly campuses will be supported.
687.01	The status of pilot universities in the fields of zero waste, clean environment, energy efficiency and renewable energy resources will be determined and transformation projects for sustainable and climate-friendly campuses will be prepared.
687.02	Access to alternative financing instruments will be provided to achieve the goal of sustainable and climate-friendly campuses.
688	Digital transformation will be ensured in higher education.
688.01	Establishment of a digital maturity model in higher education will be supported.
688.02	Provision of corporate cloud services at universities and access to software, tools and equipment that can be used for research and education purposes within the scope of information and communication technologies, especially artificial intelligence, robotics and augmented reality, will be supported.
688.03	Studies focusing on the Information and Communication Security Guidelines and aiming to ensure the digital infrastructure and information security of universities will be completed.
688.04	Cloud-based applications that prioritize domestic and national software targeting cost-benefit efficiency will be used in the digital transformation of universities and digital publication purchases.
688.05	The capacity of administrative staff of universities for information and communication security will be improved.
688.06	Emphasis will be placed on training qualified manpower in the fields of software, hardware and infrastructure in 5G and beyond next-generation communication technologies, and in emerging technology areas such as the Internet of Things, artificial intelligence, big data, quantum, cyber security, smart transportation, and augmented reality.
689.	Financial sustainability of universities will be strengthened by increasing their own revenues.

Twelfth Development Plan	689.01	More resources will be provided for the development of universities by increasing their own revenues and financing diversity, especially by increasing interaction with the real sector as solution partners.
	689.02	Aid and donations to universities will be encouraged.
	689.03	In order to improve the competitive environment in higher education, it will be ensured that the budget received by public universities from the central administration will be associated with their performance to a certain extent.
	690.	The quality of administrative and technical staff in universities will be improved.
	690.01	A new personnel regime will be established, and institutional capacity will be improved by reviewing different employment statuses that reduce productivity in universities.
	690.02	Highly qualified technical staff will be assigned to research infrastructures.
	691.	TTOs at universities will be strengthened.
	691.01	TTOs will be structured according to regional priorities and thematic vertical axes.
	691.02	Additional support will be provided for activities carried out in ITOs.
	692.	Vocational and technical education at higher education level will be strengthened.
	692.01	The curricula of vocational colleges will be updated in line with the standards and qualifications published by the Vocational Qualifications Authority.
	693	Quality assurance culture in the higher education system will be promoted and strengthened.
	693.01	Institutional accreditation and program accreditation will be improved in higher education.
	693.02	Integration of quality assurance, strategic planning, performance and data management systems will be ensured.
Medium Term Program (2024-2026)	689.01	In areas of strategic importance, technology and product development processes will be encouraged through large-scale platform and network supports where private sector, university and public R&D centers come together, and the transfer of patented technologies to industry will be supported.
	2.1	Vocational training programs will be implemented in cooperation with the industry, taking into account the results of the analysis to be carried out in pilot provinces to meet the need for qualified intermediate staff.
	2.10	Programs and activities that will increase the career awareness of young people for the professions of the future will be expanded.
	2.21	Governance of universities will be improved, and in this context, university-private sector-local administration-NGO cooperation will be strengthened by establishing local boards of trustees or consultative mechanisms.
	2.22	Higher education quotas will be aligned with the amount and qualifications of labor force required by the public and private sectors in the medium term.
	8.9	In line with the dissemination of the circular economy model and the EU Green Deal, legislation on eco-design and sustainable products in the manufacturing industry will be followed, legislation will be developed to calculate and monitor carbon footprint and other environmental indicators, and the digital infrastructure that will be needed will be supported.
2024 Presidential Annual Program	Precaution 678.1	A vocational education management model will be developed in which the roles and responsibilities of all stakeholders will be defined.
	Precaution 680.1	In order to improve the alignment between the labor market and vocational and technical education, it will be ensured that young people make choices in line with the needs of the labor market, and various incentive mechanisms such as scholarships and educational support will be implemented to ensure orientation towards vocational and technical education in priority sectors.
	Precaution 682.1	The use of data-driven policy development processes and big data will be expanded at the Council of Higher Education (YÖK) and universities, and up-to-date data of universities in terms of performance indicators will be monitored and performance evaluation reports will be shared periodically.

2024 Presidential Annual Program

Precaution 682.2	Models will be developed to increase cooperation among higher education institutions through field-based matching.
Precaution 682.3	Higher education quotas will be determined in line with the capacities of universities, in line with the current situation and projections of sectoral labor supply and demand, and taking into account regional needs.
Precaution 682.4	Governance of universities will be improved, and in this context, university - private sector - local administration - NGO cooperation will be strengthened by establishing local boards of trustees or consultative mechanisms.
Precaution 682.5	The effectiveness of the Regional Development Oriented Mission Differentiation and Specialization Project will be increased.
Precaution 682.7	Open education will be restructured with a focus on adult education and lifelong learning.
Precaution 683.1	The lower limit of the appointment and promotion criteria of universities will be determined centrally.
Precaution 683.2	Project-based flexible employment models for academicians will be developed.
Precaution 683.3	The practice of guest lecturer for academicians between domestic and foreign universities will be expanded.
Precaution 684.1	It will be ensured that programs will be created with the participation of sector representatives, qualifications will be determined and applied trainings will be carried out together with the sector.
Precaution 684.2	The capacities of career centers in universities will be improved, career guidance and counseling activities for university students and graduates will be expanded and the accessibility of these activities will be supported.
Precaution 684.3	The labor market performance of graduates will be monitored regularly and the progress of universities in related indicators will be monitored.
Precaution 684.4	Efforts will be made to establish industrial collaborations and joint education models in order to increase the professional and technical knowledge and experience of students in areas where universities are competent.
Precaution 685.1	The quality of foreign language education programs will be increased.
Precaution 685.2	The number of qualified international students will be increased.
Precaution 685.3	International cooperation among higher education institutions will be increased.
Precaution 685.4	International recognition of the higher education system will be ensured through international graduates and effective promotional activities.
Precaution 685.5	Efforts will be made to encourage and facilitate the employment of qualified foreign PhD researchers and academicians.
Precaution 686.1	PhD programs focused on priority sectors and development areas will be carried out in cooperation with the relevant sector.
Precaution 686.2	Universities will be encouraged to open joint doctoral programs with competent universities abroad.
Precaution 686.3	PhD programs and student admission requirements will be reviewed, and doctoral programs will be established in line with the competency analysis and specialization areas of universities.
Precaution 686.4	The qualifications of the advisors who will supervise doctoral theses will be defined by legislation.
Precaution 686.5	Academic and vocational doctorates will be differentiated and the expected outcomes of each will be developed in the Turkish Qualifications Framework, and vocational doctorate programs such as industrial doctorate programs will be supported in certain universities that have reached the doctorate maturity level.
Precaution 686.6	The diversity of scholarships for doctoral and post-doctoral research will be increased.
Precaution 687.1	The status of pilot universities in the fields of zero waste, clean environment, energy efficiency and renewable energy resources will be determined and transformation projects for sustainable and climate-friendly campuses will be prepared.

2024 Presidential Annual Program

Precaution 687.2	Access to alternative financing instruments will be provided to achieve the goal of sustainable and climate-friendly campuses.
Precaution 688.1	Establishment of a digital maturity model in higher education will be supported.
Precaution 688.2	Provision of corporate cloud services in universities and access to software, tools and equipment that can be used for research and education purposes within the scope of information and communication technologies, especially artificial intelligence, robotics and augmented reality, will be supported.
Precaution 688.3	Studies focusing on the Information and Communication Security Guidelines and aiming to ensure the digital infrastructure and information security of universities will be completed.
Precaution 688.4	Cloud-based applications that prioritize domestic and national software targeting cost-benefit efficiency will be used in the digital transformation of universities and digital publication purchases.
Precaution 688.5	The capacity of administrative staff of universities for information and communication security will be improved.
Precaution 688.6	Emphasis will be placed on training qualified manpower in the fields of software, hardware and infrastructure in 5G and beyond next generation communication technologies, and in emerging technology areas such as the Internet of Things, artificial intelligence, big data, quantum, cyber security, smart transportation, and augmented reality.
Precaution 689.1	More resources will be provided for the development of universities by increasing their own revenues and financing diversity, especially by increasing interaction with the real sector as solution partners.
Precaution 689.2	Aid and donations to universities will be encouraged.
Precaution 689.3	In order to improve the competitive environment in higher education, it will be ensured that the budget received by public universities from the central administration will be linked to their performance to a certain extent.
Precaution 690.1	A new personnel regime will be established, and institutional capacity will be improved by reviewing different employment statuses that reduce productivity in universities.
Precaution 690.2	Highly qualified technical staff will be assigned to research infrastructures.
Precaution 691.1	TTOs will be structured according to regional priorities and thematic vertical axes.
Precaution 691.2	Additional support will be provided for the activities carried out in TTOs.
Precaution 692.1	The curricula of vocational schools will be updated in line with the standards and qualifications published by the Vocational Qualifications Authority.
Precaution 693.1	Institutional accreditation and program accreditation will be improved in higher education.
Precaution 693.2	Integration of quality assurance, strategic planning, performance, and data management systems will be ensured.

3.5 Program – Subprogram Analysis

The findings and necessities regarding the subprograms for which the University is responsible are given in the table below.

Table 8: Program – Subprogram Analysis

Program	Subprogram	Findings	Necessities
Research, Development, and Innovation	Research Infrastructure	Most targets were achieved during the plan period.	Since the targets are monitored monthly, an effective information management system should be established.

	Scientific Education and Development in Higher Education	Most targets were achieved during the plan period.	Since targets are monitored monthly, an effective information management system should be established.
Lifelong learning	Higher Education Institutions Continuing Education Activities	The target for the number of awards received in the field of environmentalism was not achieved.	Our activities in the field of environmentalism will continue, and the staffing and organization related to the target is in process.
Therapeutic health	Treatment Services	Targets were achieved throughout the plan period.	Continuous improvement should be continued for the continuity of quality.
Higher Education	Scholarships and Supports Provided to Academic Staff	Targets for most of the indicators were achieved within the plan period.	Efforts should be increased to improve the academic equipment of the academic staff.
	Associate degree Education, Undergraduate Education and Postgraduate Education	Targets were achieved for most of the indicators within the plan period.	Updating is needed for the new plan period.
	Student Life in Higher Education	Targets were achieved for most of the indicators within the plan period.	Updating is needed for the new plan period.

Identification of Areas of Activity and Products and Services

Our product/service table regarding the areas of activity of our university is as follows.

Table 9: Areas of Activity Product/Service Table

AREA OF ACTIVITY	PRODUCTS/SERVICES
Education and Training	<ol style="list-style-type: none"> 1. Associate / Undergraduate / Graduate Education Programs 2. Distance Education Services 3. Foreign Language Programs 4. National and International Exchange Programs 5. Certificate Programs
Research and Development	<ol style="list-style-type: none"> 1. Scientific Research Projects 2. Scientific Activities and Publications 3. Activities of Application and Research Centers 4. Expert Witness and Consultancy Services 5. Patent and Utility Model Studies
Entrepreneurship	<ol style="list-style-type: none"> 1. Technopark Activities 2. Patent and Utility Model 3. Collaborative Projects 4. Business Incubator Center 5. Commercialization-TTO (Technology Transfer Office)
Social Service	<ol style="list-style-type: none"> 1. Health Services 2. Social Responsibility Projects 3. Social Facilities (Children's Home, Practice Hotel, Swimming Pool)

	4. Social Services of Application and Research Centers 5. Cultural and Artistic Activities 6. Consultancy Services
Management Service	1. Financial Resources 2. Human Resources 3. Movable and Immovable Resources 4. Quality Management System 5. Information/Document Management

3.6 Stakeholder Analysis

Stakeholders are individuals, groups or institutions that have an interest in the products and services of our university, that are directly or indirectly, positively or negatively affected by our university or that affect our university. Stakeholders are classified as internal stakeholders and external stakeholders.

Identification and Prioritization of Stakeholders

In the first stage of the stakeholder analysis, the stakeholders of our university were identified and the degree of impact/importance of our stakeholders was determined.

Table 10: Table of Identification and Prioritization of Stakeholders

STAKEHOLDER	INTERNAL/EXTERNAL	IMPORTANCE	IMPACT	PRIORITY
ACADEMIC STAFF	Internal	High	Strong	Work Together
MUNICIPALITIES	External	High	Strong	Work Together
REGIONAL PEOPLE	External	High	Weak	Look After Your Interests, Involve in Studies
PRESIDENCY	External	High	Strong	Work Together
DIRECTORATE OF ÇANAKKALE WARS AND GELİBOLU HISTORICAL SITE	External	High	Strong	Work Together
OTHER UNIVERSITIES	External	High	Strong	Work Together
MINISTRY OF YOUTH AND SPORTS	External	High	Strong	Work Together
SOUTH MARMARA DEVELOPMENT AGENCY	External	High	Strong	Work Together
MINISTRY OF TREASURY AND FINANCE	External	High	Strong	Work Together
ADMINISTRATIVE STAFF	Internal	High	Strong	Work Together

PUBLIC PROCUREMENT AGENCY	External	High	Strong	Work Together
MEDIA	External	High	Strong	Work Together
ALUMNI	External	High	Strong	Work Together
MINISTRY OF NATIONAL EDUCATION	External	High	Strong	Work Together
STUDENTS	Internal	High	Strong	Work Together
MINISTRY OF HEALTH	External	High	Strong	Work Together
INDUSTRIAL ORGANIZATIONS	External	High	Strong	Work Together
NGOs	External	High	Strong	Look After Your Interests, Involve in Studies
SUPPLIERS	External	Low	Weak	Monitor, Observe
TECHNOPARK	External	High	Strong	Work Together
CHAMBER OF COMMERCE AND INDUSTRY	External	High	Strong	Work Together
TUBITAK	External	High	Strong	Work Together
TURKISH PATENT AND TRADEMARK OFFICE	External	High	Strong	Work Together
TURKISH EMPLOYMENT AGENCY	External	High	Strong	Work Together
INTERUNIVERSITY BOARD	External	High	Strong	Work Together
GOVERNORATE	External	High	Strong	Work Together
HIGHER EDUCATION QUALITY BOARD	External	High	Strong	Work Together
COUNCIL OF HIGHER EDUCATION	External	High	Strong	Work Together
TUBA (TURKISH ACADEMY OF SCIENCES)	External	High	Strong	Work Together

Table 11: Table of Association of Stakeholders with Areas of Activity

Stakeholders	Areas of Activity																			
	Education and Training				Research and Development				Entrepreneurship				Social Service				Management Service			
Academic Staff																				
Municipality																				
Regional People																				
Presidency																				
Other Universities																				
Ministry of Youth and Sport																				
SMDA																				
Ministry of Treasury and Finance																				
Administrative Staff																				
Public Procurement Agency																				
Media																				
Alumni																				
Ministry of National Education																				
Students																				
Ministry of Health																				
Industrial Organizations																				
NGOs																				
Suppliers																				
Technopark																				
Chamber of Commerce and Industry																				
TUBITAK																				
Turkish Patent and Trademark Office																				
Turkish Employment Agency																				
Interuniversity Board																				
Governorate																				
Higher Education Quality Board																				
Council of Higher Education																				
TUBA																				

A meeting was held on 01.11.2023 in order to determine the cooperation with external stakeholders within the scope of the goals and objectives set out in the 2024-2028 Strategic Plan and to determine the views of external stakeholders in order to measure the level of satisfaction with our university.

Focus group meetings were held with managers and representatives from public institutions/organizations, private sector representatives, non-governmental organizations, and members of the press. As a result of the meeting, our stakeholders stated that they follow our university through our activities, our website, social media accounts and joint studies and that they have a good level of knowledge through the activities carried out with Technopark, Institute and Library. In the surveys conducted, 80% of our external stakeholders evaluated our activities as good and very good. The satisfaction levels of our external stakeholders with our university are as in the table below.

At the meeting, our external stakeholders stated that the three most important services of our university are education, health services and academic publications. At the same time, the three most important issues that we cooperate with our external stakeholders are laboratory analyzes, social responsibility projects and project partnership, while the three most important issues that need to be cooperated with are urban integration projects, intern student support and social responsibility projects. When our external stakeholders were asked to evaluate our university, it was stated that it is a university with national and international brand value.

The characteristics that best describe our university were stated by our stakeholders as science-oriented, respectful to nature and the environment, innovative and creative, research-oriented, competent, accountable, open to cooperation and accessible.

In the online survey conducted with industrial organizations in Çanakkale, the expectations from our university are as follows:

- ✓ Supporting the need for interns,
- ✓ Supporting the employment of qualified personnel,
- ✓ Supporting studies such as R&D and P&D,
- ✓ Supporting joint project work,
- ✓ Supporting industrial and property studies such as patents.

3.7 Internal Analysis

Our university, which started its service with 25 academic and 52 administrative staff in the year it was founded, had 497 academic and 261 administrative staff in 2000, and as of the end of 2023, it has a total of 4227 staff, including 1986 academic, 1168 administrative and 1073 workers.

Table 12: Academic Staff Distribution Table by Years

Year Title	2018	2019	2020	2021	2022	2023
Professor	194	219	254	301	324	356
Associate Professor	174	204	210	245	288	304
Prof. Dr. Lecturer	531	567	560	521	504	494
Lecturer	379	377	381	386	394	386
Lecturer Practical	36	35	42	42	42	42
Research Assistant	370	396	423	470	454	405
Foreign Lecturer	27	22	22	18	18	14
Total	1711	1820	1892	1983	2024	2001

As of 2023, 1986 of the 2509 positions of our academic staff are occupied. Necessary actions are being taken to obtain permission for the use of vacant positions especially in the professors, associate professors, assistant professors, and research assistants.

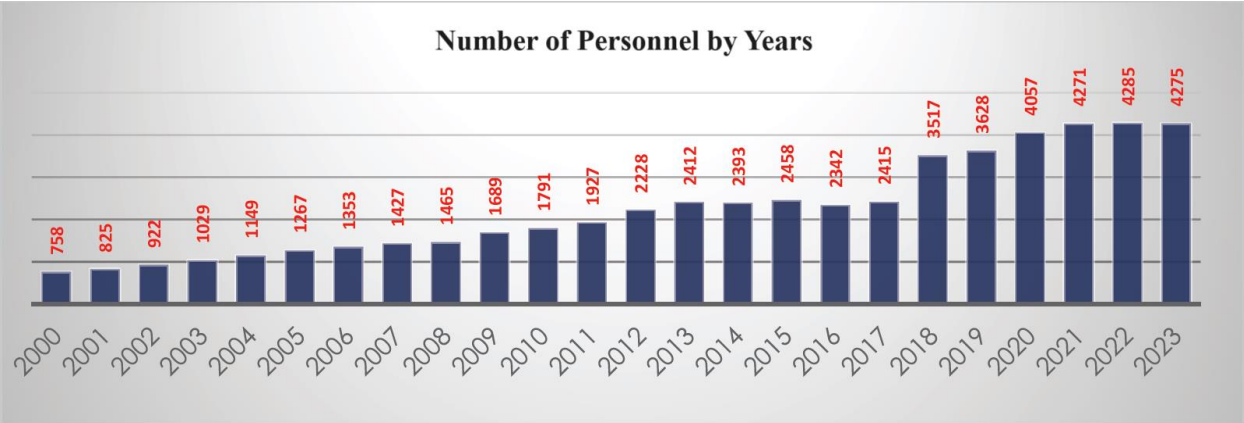
As of 2023, there are 14 foreign academicians working at our university.

Table 13: Administrative Staff Distribution Table by Years

Year	2018	2019	2020	2021	2022	2023
General Administrative Services	431	425	428	425	422	451
Health Services	187	183	182	181	184	553
Technical Services	105	112	107	112	111	123
Advocacy Services	5	5	5	5	5	4
Religious Services	1	1	1	1	1	1
Janitorial Services	27	27	28	28	31	36
Total	756	753	751	752	754	1168

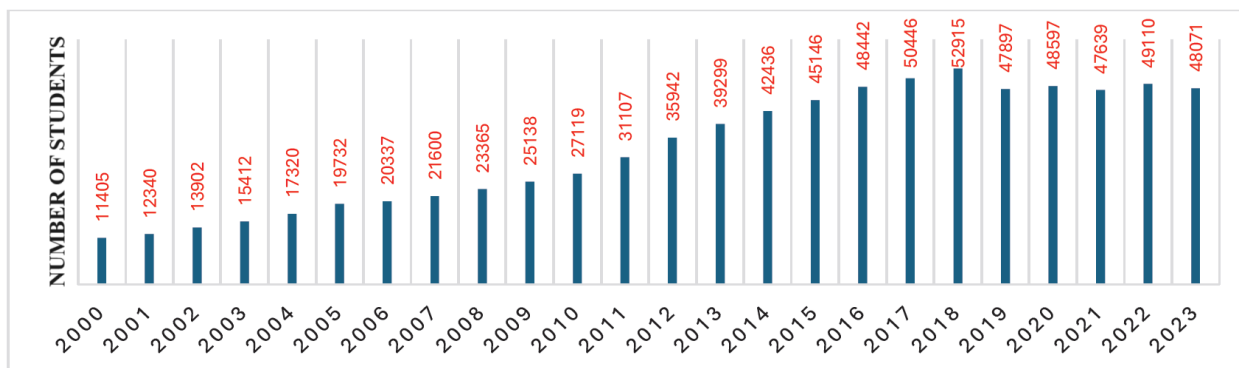
As of 2023, there are 1168 administrative staff working at our university. The majority of our administrative staff are in the general administrative services and health services classes.

Chart 1: Personnel Distribution by Years



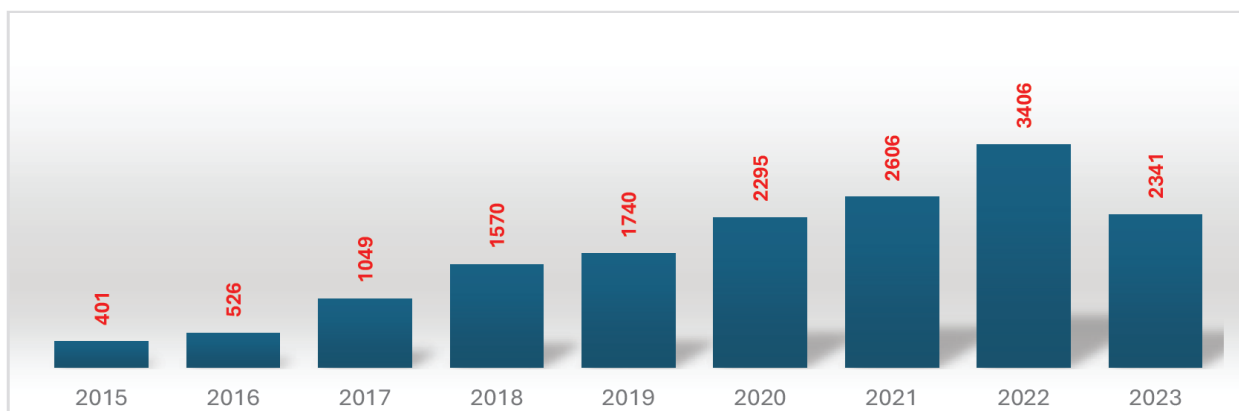
As can be seen in the graph, the number of personnel at our university is on an upward trend. While there were 758 personnel in 2000, it reached 4275 people in 2023 with an increase of 463%.

Chart 2: Student Distribution by Years



The number of students increased by 321.49% from approximately 11,000 in 2000 to 48,071 in 2023.

Chart 3: Foreign Student Distribution by Years



Looking at the change in the number of personnel over the years, it is observed that there have been visible changes in the number of administrative and academic staff. The need arising in administrative staff is met through contracted personnel and permanent workers. Compared to the increasing number of students, the increase in academic and administrative staff is insufficient. In addition to negatively affecting the quality of education, this situation makes it difficult to plan the existing administrative and academic staff with the increasing workload.

3.8 Organizational Culture

The components of the institutional culture of our university, which has attached importance to institutionalization since its establishment in 1992, are examined in the table below.

Table 14: Institutional Culture

Participation: Academic and administrative staff are included in the management process through established commissions and boards.

Collaboration: In our university, managers share information with their employees through ÜBYS and on our website. At the same time, within the scope of internal control and quality studies, we are working to increase the cooperation of employees within the unit. Inter-unit coordination is ensured through regular meetings with academic and administrative units.

Dissemination of Knowledge: In our institution, information is shared through software such as University Information Management System (UBYS) and Academic Data Management System (AVES). Information sharing is provided to all personnel through UBYS. At the same time, information is shared with stakeholders on the websites of the units and the University. AVES also provides access to academic data. Meetings, seminars and conferences are also organized to share information. Software such as e-budget and BKMYS are used to provide data for decision-making.

Learning: In addition to organizing activities such as workshops, seminars, conferences and distance education in relevant fields for the development of academic and administrative staff, various courses are also offered through the Continuing Education Center. In addition, managers and employees are trained through in-service trainings, the Presidency's Distance Education Gateway and service procurement.

Internal Communication: There is vertical communication between subordinates and superiors and horizontal communication between employees at the same level. In addition, communication is provided through channels such as UBYS, institutional website, institutional e-mail, face-to-face meetings, SMS information system.

Relations with Stakeholders: Our institution conducts relations with external stakeholders through meetings, conferences, workshops, surveys, courses offered at the Continuing Education Center, and signed protocols. While preparing the strategic plan, the opinions of stakeholders are taken into consideration through surveys conducted with internal and external stakeholders. In addition, the strategic plan accepted by the senate is also sent to stakeholders.

Openness to Change: Our institution supports innovative ideas and different opinions. Competitions are organized to reveal the different ideas of students. Changes occurring outside the institution are monitored and implemented after the necessary arrangements are made. There is a system where they can send their thanks, suggestions and improvement requests through the Campus 7/24 system.

Strategic Management: During the preparation, implementation and monitoring of the Strategic Plan, the senior management worked effectively and included the opinions of all our units. The strategic plan is audited annually through the performance program and administrative activity report. During the strategic plan preparation process, it was emphasized that all employees should show the necessary dedication and ensure participation. The same sensitivity is applied during the strategic plan period.

Reward and Punishment System: A directive has been prepared to regulate the principles of Honorary Academic Titles, Outstanding Service and Appreciation Awards, Institutional Commitment, Educational Performance, Academic Performance, Student Achievement and Social Activity Performance Awards and rewarding principles.

3.9 Physical Sources

In addition to our Institute, our university provides education and training services with 21 faculties, 3 colleges, 13 vocational schools and 37 research and application centers; our campuses are located in Çanakkale center and 9 districts.

Terzioğlu Campus: It is our central campus where many academic and administrative units of our university are located. The campus has a privileged natural beauty on an area of 3,013 decares, only a few hundred meters from the sea, embedded in the forest. On our campus; Rectorate, Institute, Faculty of Marine Sciences and Technology, Faculty of Science, Faculty of Humanities and Social Sciences, Faculty of Fine Arts, Faculty of Political Sciences, Faculty of Communication, Faculty of Architecture and Design, Faculty of Engineering, Faculty of Tourism, Faculty of Medicine, Faculty of Agriculture, Faculty of Sports Sciences, Faculty of Health Sciences, Çanakkale Faculty of Applied Sciences, School of Foreign Languages, Çanakkale Vocational School of Technical Sciences, Çanakkale Vocational School of Social Sciences, Vocational School of Health Sciences, 2 sports halls, central laboratory building, Central Library building, kindergarten and social areas serve approximately 35,000 students.

Anafartalar Campus: Located in the city center of Çanakkale and built on an area of 27 decares, Anafartalar Campus serves students with the renovated Faculty of Education, Faculty of Music and Performing Arts, Continuing Education Center, Distance Education Center, Conservatory, administrative department, classrooms and congress center.

Saricaeli Campus: Our 91 decare campus is used as a TEKNOPARK area, which is a field application area. Technological and Agricultural Research Center (TETAM) and furniture workshops are located in this campus.

Ağaköy Campus: Located approximately 75 km from the center of Çanakkale and on an area of 859 decares, the campus includes Biga Faculty of Economics and Administrative Sciences, Biga Faculty of Applied Sciences and Biga Vocational School buildings, library, gymnasium and preparatory school building.

Dardanos Campus: In our 293 decare campus; we do not have any school and the area is used as a practice field. In addition, the social facilities of our university are also located in this campus. The campus, where the forest and the sea are intertwined, also contains the ruins of the ancient city of Dardanos. Our campus has an indoor pool, sauna, gymnasium, classrooms, football field, gymnasium, tennis court and outdoor basketball courts, practice hotel and restaurant. Construction of the sports sciences faculty and gymnasium is ongoing.

Ulupınar Campus: It is 10 km away from the center of Çanakkale, 410m high and 25 decares in size. It houses the Ulupınar Observatory and ÇOMÜ House. In our observatory, 9 telescopes are in service 24 hours a day.

Çanakkale Martyrs Campus: It is located near Terzioğlu Campus and on an area of 50 decares. The campus houses units such as the Faculty of Theology, Vocational School of Marine Technologies, congress center, library, application mosque.

Kepez Campus: Located in the town of Kepez, our campus is approximately 9 decares in size. There are 4 classrooms, 8 clinics and 3 training laboratories in the campus. The Faculty of Dentistry and the Oral and Dental Health Center will start to serve here.

Other Campuses: In addition to these, there are campuses of our vocational schools in Ayvacık, Bayramiç, Çan, Ezine, Gelibolu, Gökçeada, Lapseki and Yenice.

ÇOMU Research and Application Hospital: ÇOMU Health Practice and Research Hospital, which started to serve Çanakkale with its polyclinics on November 12, 2008, is the only university hospital in the region with a total of 1500 staff, including 282 doctors.

It is a health institution with a capacity of 565 beds with 88 licensed intensive care units including 66 adult, 16 neonatal, 6 kvc intensive care units, 90 outpatient clinics, 16 operating rooms serving 24/7, laboratories and units that can respond to all kinds of examination requests. Our hospital, which aims to provide quality health services in every branch of medicine with its specialized and experienced health personnel, has the technical equipment to diagnose and treat all kinds of patients.

Kindergarten: Located in Terzioğlu Campus, Dardanos Nursery School started education in its new building in the 2014-2015 academic year. With an indoor area of 3500 m², it is Turkey's largest single-story nursery for 300 children, designed for the 36-72 month age group. There are 15 36-72 month age group rooms and each class has a separate observation window, toilet and sleeping room. It primarily serves our staff and, within the remaining quota, other public institutions and the people of the region. With its experienced staff and contemporary education models, students are provided with pre-school education under modern conditions.

Central Library: Located in Terzioğlu Campus, our Central Library is open 24/7. Our library, which is in high demand especially during exam periods, has become physically inadequate due to the increasing number of books. With the additional building opened in 2014, it continues to serve its users with its rich printed and electronic collection with a seating area of 1000 people in a closed area of 8000 m² and a shelf length of 17 km.

ÇOMU Library is one of the leading research libraries in Turkey with its rich printed and electronic collection, physical equipment and facilities. ÇOMU libraries consist of 1 central library, 3 faculty libraries and 9 libraries. It aims to enable researchers to easily access the publications they are looking for by serving its users with the open shelf system and Dewey Decimal Classification subject classification system.

Table 15: Table of Immovable Properties of the University

Campus Name	Number of Buildings	Total Indoor Area
Terzioğlu Campus	43	254,882.46
Anafartalar Campus	3	38,651.25
Çanakkale Martyrs Campus	4	28,590.1
Dardanos Campus	15	27,791.34
Ulupinar Campus	9	1,197.12
Iskele Campus (Continuing Education Center)	1	1,015.00
Nedime Hanım Campus	2	1,701.72
Kepez Campus	5	10,627.69
Sarıcaeli Campus	1	650.00
Cevatpaşa Campus (Public Housing)	2	198.50
Barbaros Campus (Soydan Apt. Lodging)	6	708.04
Ayvacık Vocational School Campus	2	7,665.50
Bayramiç Vocational School Campus	3	4.807,00

Prof. Dr. Ramazan Aydın Campus (Ağaköy)	23	38,049.69
Eceabat Campus	2	820,00
Ezine Vocational School Campus	5	5.519,72
Gelibolu Vocational School Campus	3	7,868.00
Gökçeada Campus	3	8,758.93
Lapseki Vocational School Campus	3	4,538.06
Çan Vocational School Campus	2	10,595.00
Yenice Vocational School Campus	2	10,256.00
TOTAL	159	464,891.12

Our university also has a total of 19,698.11 m2 of open space on all campuses. The distribution of the immovable belonging to our university according to the fields of activity is as follows.

Graph 4: Distribution of Immovable Properties of our University by Fields of Activity

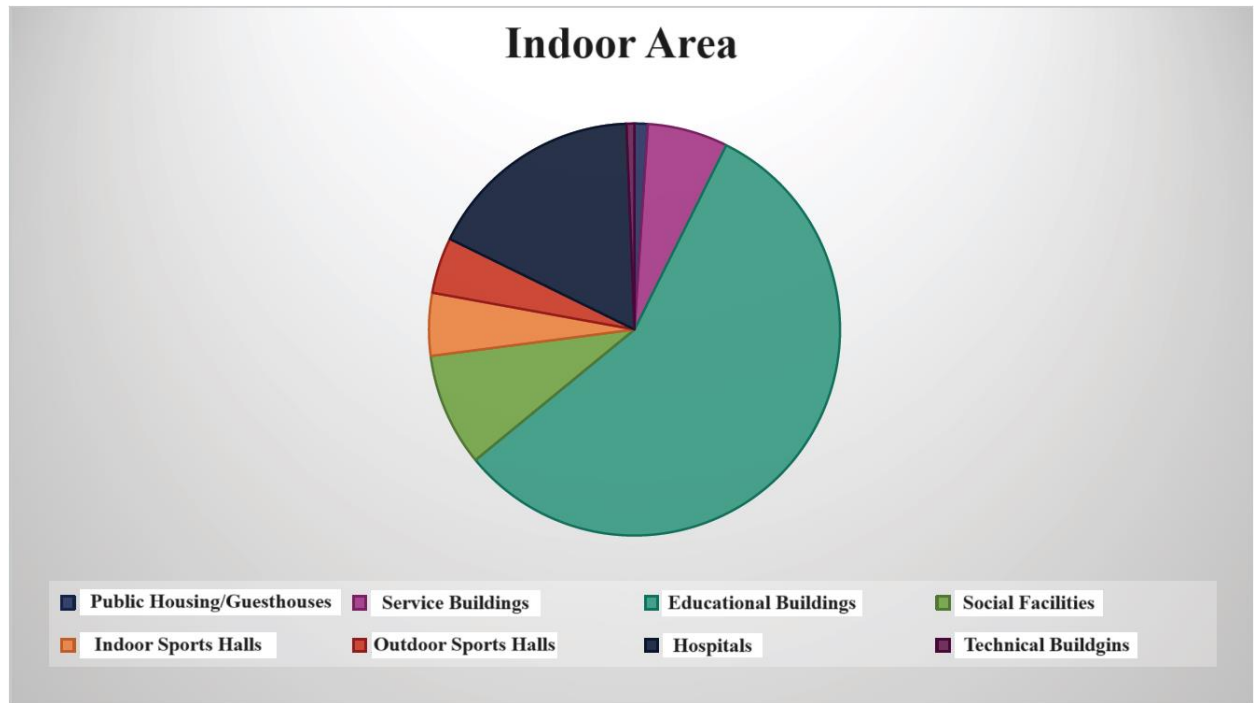


Table 16: Distribution of Library Resources

Library Resources	Number
Printed Books	684,885
Printed Periodical Volumes	3,134
Printed Periodical Issues	102,412
Theses	13,014
Others	17,003
e-Magazines	46,774
e-Books	342,627
e-Newspapers	1,843
e-Resources (approx.)	5,400,000

Computer Technologies

There are a total of 4,155 desktop computers and 992 portable computers in all units of our university. Approximately 2,500 of these computers are used for students' internet access and research needs.

3.10 Financial Resources Analysis

The estimated budget for the Strategic Plan period of our university is given in the table below.

Table 17: 2024-2028 Estimated Budget

Resources	2024	2025	2026	2027	2028	TOTAL
Special Fund	3.730.835.000	4.636.591.000	5.327.291.000	6.000.000.000	7.000.000.000	26.694.717.000
Revolving Fund	2.232.625.000	2.555.987.500	2.811.586.250	3.092.745.000	3.720.048.000	14.412.991.750
External Resources (Development Agency, TUBITAK, EU etc.)	34.273.975	40.000.000	50.000.000	60.000.000	65.000.000	249.273.975
Total	5.997.733.975	7.232.578.500	8.188.877.250	9.152.745.000	10.785.048.000	41.356.982.725

3.11. Academic Activity Analysis

Through sectoral analysis, the university is evaluated within the sector as a whole. In sectoral environmental assessments, the opportunities and threats posed by the environment to the university are determined.

Table 18: Academic Activity Analysis Table

Main Academic Activity	Strengths	Weaknesses/Problematic Areas	What should be done?
Research	High number of academic studies (Q1-Q2 etc. publications) in Basic Sciences, Medical Sciences and Engineering Sciences	Insufficient number of national and international academic studies and publications	An incentive-reward system should be introduced for researchers who produce qualified research and provide external project support
	Ranking high in our country in producing research projects in several fields such as astronomy-astrophysics, chemistry, food engineering, aquaculture, etc.	Failure to utilize non-university funds that provide resources for scientific studies at the expected level Deficiencies in reflecting and transferring R&D studies to education and training	An incentive reward system should be introduced for researchers who produce qualified research and provide external project support
	Having research centers with a wide range of analysis facilities	Lack of sufficient requests from external stakeholders for analysis	Protocols and collaborations with external stakeholders should be increased Laboratory investments should be increased
	The presence of a large number of academicians who are experts and well-equipped in their fields	Insufficient number of expert witnesses and consultants	Protocols and collaborations with external stakeholders should be increased Faculty members should be supported in counseling etc.
	Giving importance to support and incentives for patent and utility model studies	Lack of sufficient patent and utility model applications	Increasing support and incentives for patent and utility model studies Develop a mentoring system to support R&D and product development activities of academic staff

Main Academic Activity	Strengths	Weaknesses/Problematic Areas	What should be done?
Entrepreneurship	Protothinks design and prototype development center within Technopark	Faculty members and students do not make sufficient use of the Technopark	Encouragement and support should be increased for faculty members and students to establish companies, develop projects and participate in studies in Technopark Increase protocols and collaborations with external stakeholders
	Academic staff working in cooperation with different institutions	The number of entrepreneurship activities and the number of patents, etc. that will emerge as a result of these activities are not at the expected level	Create an entrepreneurship ecosystem Students' entrepreneurial activities should be encouraged
	Increasing cooperation with industry	Inadequacy of the university's relationship with the city industry	Utilization of these activities in promotions of academic staff who develop activities such as social contribution, science-society activities and industrial collaborations etc.
	Increasing the number of business incubator centers within Technopark	The number of entrepreneurship activities and the number of patents, etc. that will emerge as a result of these activities are not at the expected level	Encouragement and support should be increased for students and academic staff to develop projects and participate in studies in Technopark. Entrepreneurship courses should be increased
	Existence of formations such as Technopark, TTO, center of excellence, etc.	Science-community activities are not sufficient and not spread to all disciplines	Support and incentives should be increased to increase the number of multidisciplinary projects

Main Academic Activity	Strengths	Weaknesses/Problematic Areas	What should be done?
Social Contribution	The presence of our Hospital and Oral and Dental Health Practice Center where we have expert and experienced physicians	Heavy workload due to the fact that physicians are also academicians	The number of physicians should be increased. Administrative duties of physicians should be reduced
	Encouragement of social responsibility and volunteering activities by senior management Continuing education center organizes trainings for different segments of the society in line with regional needs	Inadequate physical infrastructure for recycling the wastes generated on university campuses	Awareness raising activities and investments on sustainable environment should be increased University/ Local Government collaborations should be increased
	The presence of nursery and kindergarten as well as sports facilities (Semi-Olympic Indoor Swimming Pool, Football Field, Sports Halls, Outdoor Sports Facilities, Fitness Center) accommodation and social facilities on the campuses of our university	High expenditures of the Revolving Fund	The efficiency and quality of the facilities of the Revolving Fund Enterprise should be increased
	Being an active University in cultural, artistic and sportive activities	Inability of the activities to reach a sufficient audience	Cultural, artistic and sportive activities should be announced through local media Social transcripts should be implemented to encourage students to participate in cultural, artistic and sportive activities

3.12. Sectoral Analysis of Higher Education

a) Sectoral Trend Analysis

Sector trend analysis in higher education identifies upward and downward trends and allows inferences to be made about where the future direction may be. The purpose of this analysis is to determine which changes should be made within the university in line with the changes in the external environment and to manage the university within this understanding.

Table 19: Table of Sectoral Trend Analysis

Factors	Findings (Factors/Problems)	Opportunities	Threats	What should be done?
Political	The inability of universities to employ as many international academic staff as they want in line with their needs	A large number of foreign academicians coming to our University within the scope of various projects	Declining interest of qualified academics in Turkey	Efforts should be made to increase the motivation of academics
	Declining interest of international students in Turkey and their orientation towards other countries	Universities should increase the diversity of education, engage in quality-oriented transformation and strengthen their physical infrastructure	Increasing national and international competition in becoming a world university	Diversity in curricula should be increased and educational infrastructure should be strengthened
	Establishment of a higher education quality assurance system	YÖK gives importance to the establishment of a quality assurance system in higher education	Lack of performance-based support, staffing and physical facilities Program accreditations and certifications are costly and put additional burden on the budget	Field studies should be accelerated to ensure the spread of institutional accreditation and quality processes to the grassroots Cost/benefit analysis should be made in line with university objectives in program accreditation and certification applications
	Increased role of universities in the R&D ecosystem with Development Policies Policies in the field of R&D and innovation are oriented towards increasing university-industry cooperation	Financial and prestige gains from being among the research universities	The fact that there are many universities that want to become Research Universities	R&D resources and incentives should be increased Develop partnerships with industrial organizations in the region

Factors	Findings (Factors/Problems)	Opportunities	Threats	What should be done?
Economic	The impact of rising unemployment on students and graduates	Providing job opportunities in the international market	Increased competition in the workforce with the increase in the number of institutions and organizations providing online training with the spread of digitalization on a global scale Students not preferring some departments due to unemployment concerns	Ensure that students graduate with the academic and social skills to compete in national and international markets
	Economic problems and economic contraction	Presence of international funds	Negative impact of the rise in exchange rates on project processes	University external resources should be diversified International funding should be increased
	Insufficient budget share allocated to higher education within the total budget	Supporting national and international R&D projects	Disruption of new investments in R&D and Education infrastructures	Academic activities that can turn into products should be supported more Industry cooperation projects should be increased
Sociocultural	Effects of globalization	Çanakkale being among the cities worth living in	The fact that the preferences of qualified academic staff and students have shifted abroad	Opportunities should be provided to increase the satisfaction of students and academic staff
	Impacts of migration	The presence of foreign students and faculty on campus provides an environment for intercultural interaction	Decline in the quality of potential foreign students due to increased migration	Necessary measures should be taken to facilitate the adaptation of foreign nationals

Factors	Findings (Factors/Problems)	Opportunities	Threats	What should be done?
Technological	Rapid change and development of technology	Ease of access to technological and new products	Costly development of high-tech products	Increasing financial resources through R&D and P&D activities Technological transformation opportunities and trainings should be increased
	Digital Transformation gains importance	Possibility of digitalization in education Distance education reduces the need for physical facilities and costs, saves time, and provides access to disadvantaged or distant students	Risk of weaknesses in cyber security with digital transformation	Measures should be taken to ensure information security The university should follow technological developments closely and produce policies on technical support and adaptation
Legal	Higher Education Law, other legal regulations	With the new Higher Education Law, universities became more financially and administratively autonomous	Frequent changes in legislation	Academic and financial autonomy of universities should be improved
	Legislation on human resources is insufficient to meet the changing needs of higher education	Legislation is suitable for universities to develop policies to specialize in certain fields	Legislation makes it very difficult to manage human resources effectively	Increase staff competence and in-service trainings on legislative issues
Environmental	Supporting energy policies and entrepreneurial practices	The city is favorable for renewable energy	Costs are too high to produce renewable energy	Improve physical infrastructure for energy and water conservation

	Climate change gaining importance at the global level	Easier availability of financing for the implementation of environmentally friendly solutions	Inadequate physical infrastructure for energy and water conservation	Waste recycling practices should be increased Create a green-friendly campus
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b) Sectoral Structure Analysis

The opportunities and threats for our university and what should be done have been identified in the table.

Table 20: Sectoral Structure Analysis

Factors	Findings (Factors/Problems)	Opportunities	Threats	What should be done?
Competitors	Increasing number of public and foundation universities	Increased opportunities for regional and international cooperation	Presence of large and well-established universities in the provinces of the region The competitive environment of other regional universities, which is made more difficult by the diversity of financial resources	The educational infrastructure and quality of our university should be increased Our ability and diversity of financial resources should be increased Increasing regional and international cooperation
	Accreditation has come to the forefront	Universities rapidly increase the number of accredited programs	Most public universities have completed their accreditation processes High cost of accreditation processes	Accreditation processes of our university should be completed
Stakeholders	Inadequate implementation of sectoral cooperation with public and private sector organizations	Willingness of Industrial Organizations to cooperate	The fact that industrialization in Çanakkale is not very developed	Sectoral collaborations and joint projects should be increased Sectoral analysis should be made and the departments needed should be increased

	Lack of qualified personnel to work in the industrial sector	High demand from industrial organizations	The fact that industrialization in Çanakkale is not very developed	Sectoral collaborations and joint projects should be increased Practical training should be increased
	Inadequate communication with graduate students	Cooperation of public institutions and organizations in the process of obtaining graduate information	High levels of international migration	Increasing the number of activities with alumni
	The bond between the university and the people of the region is not strong enough	Organizational structure spread across all districts	Insufficient follow-up of the university's activities	Cooperation with NGOs should be increased Promotion of projects for the people of the region should be expanded

Factors	Findings (Factors/Problems)	Opportunities	Threats	What should be done?
Suppliers	Supplier Companies' compliance with financial legislation	Integrating digitalization into the public procurement process	Difficulties encountered in the procurement of goods and services due to legal restrictions imposed by the Public Procurement Law Lack of competition at the desired level	Practical trainings should be extended to the personnel involved in the procurement process
Regulatory and Supervisory Organizations	Presence of many regulatory and supervisory bodies in the fields of activity of the university	Continuity of quality-enhancing arrangements	Frequently changing legislation Inadequacy of the culture of cooperation among regulatory and supervisory agencies	Systematic feedback should be provided to regulatory agencies to address failures in implementation

3.13. SWOT Analysis

The table below shows the strengths, weaknesses, opportunities and threats faced by the university, which were determined with the contributions of all units and the Strategy Planning Team.

Table 21: SWOT List

Internal Environment	
Strengths	Weaknesses
Rich information resources offered to students thanks to the diversity of library resources and academic databases	Insufficient level of implementation of career development programs
Institutional accreditation by YÖKAK	Lack of a mentoring system to increase the number and quality of national and international projects
Quality development and standardization activities are carried out in many academic units and supported by senior management	The number of entrepreneurship activities and the number of patents, etc. that will emerge as a result of these activities are not at the expected level
High number of academic studies (Q1-Q2 etc. publications) in basic sciences, medical sciences and engineering sciences	Some departments exist in more than one vocational school and faculty,
Having up-to-date and innovative teaching programs that contribute to professional fields,	Inadequate classrooms and computer laboratories in some faculties and departments,
Continuing education center organizes trainings for different segments of the society in line with regional needs,	Inadequate communication with graduate students
Presence of social and recreational areas for university students located within the campus	Inadequacy of the university's relationship with the city industry
Increasing the diversity of undergraduate and graduate programs	Insufficient foreign language skills of academic staff
Existence of formations such as Technopark, TTO, center of excellence, etc.	Lack of funding and sponsorships for academic and social organizations
	Lack of interdisciplinary and inter-faculty work
	Insufficient scholarship options for successful undergraduate and graduate students

External Environment	
Strengths	Weaknesses
The socio-economic conditions of the city are in a suitable living area, open to innovation and development, with facilities that support university life	Lack of a mentoring system to increase the number and quality of national and international projects
Being a city that will provide opportunities for a wide range of studies in archaeology and tourism	The number of entrepreneurship activities and the number of patents, etc. that will emerge as a result of these activities are not at the expected level
High agricultural potential	Some departments exist in more than one vocational school and faculty
Due to the geopolitical location of the region, the production enterprises that are expected to increase will need labor force	Inadequate classrooms and computer laboratories in some faculties and departments
International funding and collaborations are on the rise	Inadequate communication with graduate students
Popularization of distance education and academic activity culture	Inadequacy of the university's relationship with the city industry
Supporting sustainability activities such as Zero Waste, Energy Efficiency by the central government	Inadequate physical infrastructure for recycling the wastes generated on university campuses
The fact that it is located on an important trade route with few straits in the world,	Low motivation of administrative staff
Being a rich and productive region in terms of renewable energy and alternative energy resources.	Insufficient foreign language skills of academic staff
	Lack of funding and sponsorships for academic and social organizations
	Lack of interdisciplinary and inter-faculty work

3.14. Determination of Detection and Necessities

The needs and determinations regarding our university as a result of the evaluations and analyzes carried out during the preparatory work are given in Table 22.

Table 22: Tables of Detection and Needs

Phases of Situation Analysis	Detections/Problem Areas	Necessities/Improvement Areas
Evaluation of the Current Strategic Plan	<p>✓ The performance objectives of O1.1, O2.1, O2.3, O2.4, O3.2, O4.1, O4.3 could not be achieved due to the transition to distance education due to reasons such as pandemic, earthquake and uncertainties arising from the economic situation.</p>	<ul style="list-style-type: none"> ▪ Increasing the number of Q1, Q2 articles, SSCI, SCI, AHCI indexed articles, project publications ▪ Increasing the number of e-journals ▪ Increasing R&D and product development activities ▪ Increasing the number of beneficiaries of student and faculty exchange programs ▪ Increasing the number of projects related to industrial programs ▪ Encouraging participation in Technopark and technology transfer office projects ▪ Increasing the number of activities carried out for students within the scope of Career Center activities ▪ Increasing activities in the field of environmentalism

Legislation Analysis	<ul style="list-style-type: none"> ✓ Incomplete physical facilities or insufficient resources, especially for applied areas, before starting education and training activities or increasing quotas ✓ Restrictions imposed by the budget law are also applied to the appropriations allocated for scientific research projects ✓ The limited number of citations received by the publications, the necessity to spread publications of quality that will be continuously cited ✓ High personnel salary burden of the revolving funds of hospitals where health services are provided ✓ Low production of original works and lack of communication between the university and other actors of the society ✓ Failure to fully establish communication between the university and other segments of society ✓ Although Vocational School is defined in the Higher Education Law No. 2547, the term Vocational School is not included in the articles related to personal rights ✓ There are laws, procedures and principles on internal control, but there is no regulation 	<ul style="list-style-type: none"> ▪ Taking into account the facilities and capabilities of universities when making plans ▪ Creating incentives for high number and continuity of citations in qualified journals, membership, representation, administration, editorship, etc. in leading international professional-scientific associations, developing and using mechanisms to increase cooperation with leading groups in the world, encouraging publications to be made available on the internet in accordance with the university's open access policy, taking into account copyrights ▪ Making arrangements to reduce personnel expenses covered by Revolving Fund revenues in terms of legislation ▪ Increasing university-industry collaborations, increasing the communication of academic staff with other actors in their fields ▪ Identifying the needs of all segments of society and cooperating with relevant institutions ▪ To make the system more effective by issuing a regulation on the establishment, implementation and execution of the internal control system in institutions, to ensure that the Ministry of Treasury and Finance carefully examines the evaluation reports on the applicability of the internal control system in institutions and follows up on them, to integrate quality and internal control processes
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Higher Policy Documents Analysis

- Ensure that data-driven policy development processes and big expanding the use of data
- Increasing cooperation between higher education institutions through field-based matching
- Governance of universities will be improved, and in this context, university - private sector - local government - NGO cooperation will be strengthened by establishing local boards of trustees or consultative mechanisms.
- Increasing the effectiveness of the "Regional Development Oriented Mission Differentiation and Specialization Project"
- Expanding the guest lecturer practice between domestic and foreign universities for academicians
- Increasing the professional competencies of university students and graduates
- Creating programs with the participation of sector representatives, determining qualifications and ensuring that applied trainings are carried out together with the sector
- Improving the capacities of career centers in universities and expanding career guidance and counseling activities for university students and graduates
- Increasing the quality of foreign language programs
- Increasing the number of qualified international students
- Increasing international cooperation among higher education institutions
- Carrying out activities to encourage and facilitate the employment of qualified foreign PhD researchers and academicians
- Encouraging universities to open joint doctoral programs with competent universities abroad
- PhD programs and student admission requirements will be reviewed, and doctoral programs will be established in accordance with the competency analysis and specialization areas of universities.

		<ul style="list-style-type: none">▪ Making a distinction between academic and vocational doctorates and developing the outcomes expected from each of them in the Turkish Qualifications Framework, supporting the establishment of vocational doctorate programs such as industrial doctorate programs in certain universities that have reached the doctorate maturity level▪ Supporting the transformation of university campuses into sustainable and climate-friendly campuses▪ Supporting the creation of a digital maturity model in higher education▪ Providing corporate cloud services at universities, supporting access to software, tools and equipment that can be used for research and education purposes within the scope of information and communication technologies, especially artificial intelligence, robotics and augmented reality▪ Completion of studies focusing on the Information and Communication Security Guidelines and aiming to ensure the digital infrastructure and information security of universities▪ More resources will be provided for the development of universities by increasing their own revenues and financing diversity, especially by increasing interaction with the real sector as a solution partner.▪ Aid and donations to universities will be encouraged▪ A new personnel regime will be established by reviewing different employment statuses that reduce productivity in universities and institutional capacity will be improved▪ Highly qualified technical staff will be assigned to research infrastructures▪ Structuring TTOs according to regional priorities and thematic vertical axes▪ The culture of quality assurance in the higher education system will be promoted and strengthened
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<p style="text-align: center;">Stakeholder Analysis</p>	<ul style="list-style-type: none"> ✓ Our stakeholders see our university's academic staff, health services, openness to cooperation, and high number of research activities as our strengths. 	<ul style="list-style-type: none"> ▪ Supporting the need for interns, ▪ Supporting the employment of qualified personnel, ▪ Supporting studies such as R&D and P&D, ▪ Supporting joint project work, ▪ Supporting industrial and property activities such as patents.
<p style="text-align: center;">Human Resources Competence Analysis</p>	<ul style="list-style-type: none"> ✓ Failure to have a say in the selection of administrative personnel and inability to provide experienced personnel ✓ Continuous change in competency requirements due to frequently changing legislation and practices ✓ Reduced opportunities for academic and administrative promotion due to limited staff ✓ The administrative organizational structure determined in the legislation is not suitable for agile action 	<ul style="list-style-type: none"> ▪ Systematically monitoring the professional development process of the personnel and providing necessary in-service training opportunities ▪ Increasing activities to increase staff motivation
<p style="text-align: center;">Analysis on Institutional Culture</p>	<ul style="list-style-type: none"> ✓ Inadequate reward and punishment system ✓ The institutional culture is not fully established 	<ul style="list-style-type: none"> ▪ Increasing the level of satisfaction with institutional governance and communication ▪ Increasing the number of cultural, artistic, personal and professional development activities attended by the personnel
<p style="text-align: center;">Analysis on Physical Resources</p>	<ul style="list-style-type: none"> ✓ Need for classrooms and laboratories ✓ Plenty of social areas 	<ul style="list-style-type: none"> ▪ Increasing investments in classrooms and laboratories

Technological and Information Infrastructure Analysis	<ul style="list-style-type: none"> ✓ Making investments in accordance with the University's Digital Transformation Strategy Document ✓ Keeping the existing IT infrastructure up-to-date and operational ✓ Lack of an information system covering all units and services of the university 	<ul style="list-style-type: none"> ▪ Increasing the investment budget allocated to IT infrastructure ▪ Acquisition of an information management system covering the entire University
Financial Resources Analysis	<ul style="list-style-type: none"> ✓ Increasing global economic instability ✓ Entering a period of high inflation and rising exchange rates ✓ Universities in Turkey lack financial autonomy ✓ Transition to program budget system 	<ul style="list-style-type: none"> ▪ Increasing activities to increase own revenues ▪ Setting priorities correctly for effective use of appropriations and increasing savings at all levels ▪ Providing more external support for scientific research projects ▪ Generating income by transferring industrial and intellectual property rights such as patents, utility models, etc.
Academic Activity Analysis	<ul style="list-style-type: none"> ✓ Inadequate classrooms as a result of the continuous increase in quotas ✓ Failure to sufficiently increase the variety of trainings provided ✓ Insufficient foreign language skills of academic staff ✓ High course and workload of faculty members due to the rapidly increasing number of students and the high number of students per faculty member ✓ Insufficient level of implementation of career development programs ✓ Insufficient number of national and international academic studies and publications ✓ Failure to utilize non-university funds that provide resources for scientific studies at the expected level ✓ Lack of reflection and transfer of R&D studies and awareness to education and training ✓ Lack of sufficient requests from external stakeholders for analysis ✓ Inability of the activities to reach a sufficient audience 	<ul style="list-style-type: none"> ▪ Physical conditions of education and training activities should be improved ▪ Increasing the diversity and quality of the trainings provided ▪ Providing incentives and support to increase the foreign language level of academic staff ▪ Increasing the recruitment of qualified academic staff ▪ Increasing/guiding student career-oriented trainings ▪ An incentive-reward system should be introduced for researchers who produce qualified research and provide external project support ▪ An incentive-reward system should be introduced for researchers who produce qualified research and provide external project support ▪ Protocols and collaborations with external stakeholders should be increased ▪ Laboratory investments should be increased ▪ Protocols and collaborations with external stakeholders should be increased

Academic Activity Analysis	<ul style="list-style-type: none"> ✓ Insufficient number of expert witnesses and consultants ✓ Lack of sufficient patent and utility model applications ✓ Faculty members and students do not make sufficient use of the Technopark ✓ The number of entrepreneurship activities and the number of patents, etc. that will emerge as a result of these activities are not at the expected level ✓ Inadequacy of the university's relationship with the city industry ✓ The number of entrepreneurship activities and the number of patents, etc. that will emerge as a result of these activities are not at the expected level ✓ Inadequate physical infrastructure for recycling the wastes generated on university campuses 	<ul style="list-style-type: none"> ▪ Faculty members should be supported in counseling etc. ▪ Increasing support and incentives for patent and utility model studies ▪ Developing a mentoring system to support R&D and product development activities of academic staff ▪ Increasing incentives and support for faculty members and students to establish companies, develop projects and participate in studies in Technopark ▪ Increasing protocols and collaborations with external stakeholders ▪ Create an entrepreneurship ecosystem ▪ Students' entrepreneurial activities should be encouraged ▪ It should be ensured that academic staff who develop activities such as social contribution, science-community activities and industry collaborations etc. can use these activities in academic promotions ▪ Increasing incentives and support for students and faculty members to develop projects and participate in studies in Technopark ▪ Entrepreneurship courses should be increased ▪ Increasing support and incentives to increase the number of multidisciplinary projects ▪ Increasing the number of physicians. ▪ Reducing administrative duties of physicians ▪ Increasing awareness raising activities and investments on sustainable environment ▪ Increasing university/local government collaborations
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High Education Sectoral Analysis	<p>The inability of universities to employ as many international academic staff as they want in line with their needs</p> <p>Declining interest of international students in Turkey and their orientation towards other countries</p> <p>Establishment of a higher education quality assurance system</p> <p>Increased role of universities in the R&D ecosystem with Development Policies</p> <p>Policies in the field of R&D and innovation are oriented towards increasing university-industry cooperation</p> <p>The impact of rising unemployment on students and graduates</p> <p>Economic problems and economic contraction</p> <p>Insufficient budget share allocated to higher education within the total budget</p> <p>Effects of globalization</p> <p>Impacts of migration</p> <p>Rapid change and development of technology</p> <p>Digital Transformation gains importance</p> <p>Higher Education Law, other legal regulations</p> <p>Legislation on human resources is insufficient to meet the changing needs of higher education</p> <p>Supporting policies and entrepreneurial practices in the field of energy</p> <p>Climate change gains importance at the global level</p>	<p>Carrying out studies to increase the motivation of academicians</p> <p>Increasing the diversity of education programs and strengthening the educational infrastructure</p> <p>Acceleration of field studies that will ensure the spread of institutional accreditation and quality processes to the grassroots</p> <p>Conducting cost/benefit analysis in line with the strategic goals of the university in program accreditation and certification applications</p> <p>Increasing R&D resources and incentives</p> <p>Developing partnerships with industrial organizations in the region</p> <p>Ensuring that students graduate academically and socially equipped to compete in national and international markets</p> <p>University external resources should be diversified</p> <p>International funding should be increased</p> <p>Academic activities that can turn into products should be supported more</p> <p>Industry cooperation projects should be increased</p> <p>Providing opportunities to increase the satisfaction of students and academic staff</p> <p>Taking necessary measures to facilitate the adaptation of foreign nationals</p> <p>Increasing R&D and P&D activities and financial resources</p> <p>Increase opportunities and trainings for technological transformation</p> <p>Taking measures to ensure information security</p> <p>The university follows technological developments closely and develops policies on technical support and adaptation</p> <p>Academic and financial autonomy of universities should be improved</p> <p>Increasing staff competence and in-service trainings on legislative issues</p> <p>Improving physical infrastructure for energy and water conservation</p> <p>Increasing waste recycling practices</p> <p>Create a green-friendly campus</p>
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4.

PROSPECTIVE OVERVIEW

Our Mission

To raise competent individuals with a contemporary, sustainable, and inclusive education approach; to contribute to society at national and international level with the scientific knowledge and technologies it produces and the cultural, sportive, and artistic activities it carries out.

Our Vision

To be a pioneering university in the fields of science, technology, arts, sports and culture that contributes to the quality of life of the society with the innovative and entrepreneurial individuals it raises.

Our Core Values

Çanakkale Onsekiz Mart University is on its way to becoming a university with high values with all the achievements it has achieved since its foundation in its valuable geography.

These Values:

- ✓ Justice and Merit
- ✓ Academic Competence
- ✓ Institutional Belonging and Participation
 - ✓ Sensitivity to Society and Nature
 - ✓ Commitment to Ethical Values
 - ✓ Respect for People and Differences
- ✓ Entrepreneurship, Innovation and Creativity
- ✓ Accessibility, Transparency and Accountability
 - ✓ Quality Oriented Institutional Culture
- ✓ Commitment to National and Spiritual Values
 - ✓ Inclusive Education Approach

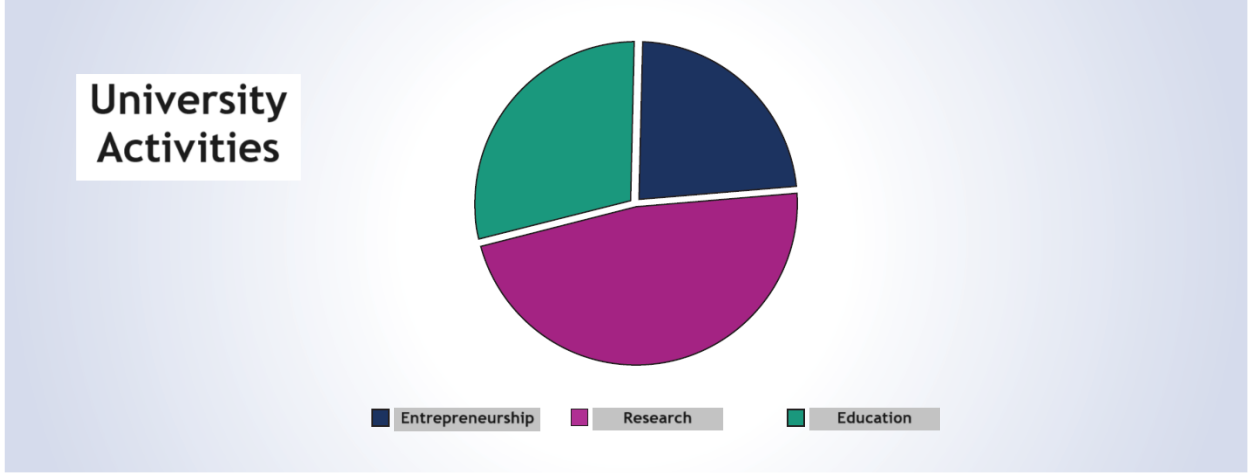
5.

DIFFERENTIATION STRATEGIES

5.1 Location Preference

Although Çanakkale Onsekiz Mart University carries out education, research and entrepreneurship activities, it has determined its location preference as "Research Oriented". Considering the goals, objectives and indicators in the 2024-2028 Strategic Plan, it can be said that the research-oriented activities of our university have a weight of 47% in total, while education activities have a weight of 29% and initiative-oriented activities have a weight of 24%.

Graph 5: Distribution of University Activities



Essential aims of a research-oriented perspective are as follows:

- a. To be among Research Universities,
- b. Application and Research Units,
- c. Unit Research Laboratories,
- d. Scientific Research Projects Unit and Project Support Unit,
- e. Technology Transfer Office,
- f. Protothink Çanakkale Design and Prototype Development Center,
- g. Pre-incubation and incubation center,
- h. University-Private Sector, Industry and NGO Participation Cooperation Projects, Priority Area Projects continue their activities in order to produce new knowledge,
- i. To increase university-industry relations with the establishment of vocational training coordinatorship in the enterprise.

In this context, there will be the possibility of more projects, an increase in the number of students participating in them, and the employment of graduates and postgraduate students.

Essential aims of an education-oriented perspective are as follows:

- a. To follow an applied and on-the-job training strategy that takes into account social needs in the training of undergraduate students,
- b. By preparing the Social Transcript Directive of our university, the implementation of the social transcript application in order for students to carry out social responsibility projects more actively under the mentorship of academicians who are experts in their fields,
- c. Conducting trainings and activities within the scope of Career Center activities so that students can graduate competently,
- d. To employ more students within the Technopark, to increase the quality of the education given to students in line with its objectives and activities, and to create an employment power that can meet national and international needs.

With an entrepreneurship-oriented perspective:

Our University, which is among the top 50 according to the 2022 TÜBİTAK Entrepreneurial and Innovative University Index, continues its activities to transform knowledge into economic value with the activities of the Intellectual Rights Unit within the Science and Technology Application and Research Center for the commercialization of registered products produced as a result of the research activities of our Technopark and innovative units.

5.2. Achievement Zone Preference

With its geographical location and historical heritage, Çanakkale Onsekiz Mart University aims to make a difference in the priority disciplines in its academic units. It aims to provide differentiation by highlighting the values specific to the region with innovative steps in agriculture, marine sciences, astronomy and space sciences, renewable energy technologies, environmental sciences, cultural heritage protection and tourism.

The primary target groups of the university are local communities, agricultural and environmental sectors, tourism and cultural heritage protection organizations that can contribute to regional development. It aims to become a prominent university by offering special education programs, research projects and consultancy services for these audiences. Among the strategic goals of the university, agricultural research and development, sustainability in environmental sciences, protection of cultural heritage and innovative approaches in tourism stand out. Especially in the fields of agriculture, energy, marine sciences and engineering, projects that will increase productivity and support environmental sustainability will provide added value to the region.

It is of strategic importance for the university to focus on more multidisciplinary projects within the framework of industry-university cooperation, to bring together academics and students from different departments to work together and to produce new and innovative projects. In addition, it is also important to establish more effective communication with the private sector within the

scope of industrial collaborations, to analyze the needs of the sector correctly and to develop projects to meet these needs. In this way, university students and researchers focus on the problems of industry and aim to produce solution-oriented projects.

At our university, projects and collaborations are prioritized for national, international and regional needs by conducting widespread impact analysis. Our university has many success stories in this regard, from social sciences to applied sciences.

In the 2024-2028 Strategic Plan, our university attaches importance to the creation and realization of projects that produce added value in cooperation between industry and university under the guidance of the Twelfth Development Plan. The number of incubation centers and laboratories in cooperation with industry has been increased, and opportunities are provided for students and researchers to develop innovative ideas and commercialize them. These centers offer support such as entrepreneurship trainings and mentoring programs to strengthen students' entrepreneurial skills. In addition, faculty members and especially PhD students will be supported to increase research capacity and entrepreneurship, and increasing activities in incubation centers will be prioritized. At the same time, sector-integrated education is provided in undergraduate and associate degree programs that will enable our students to adapt to the business life after university more easily and provide advantages in the career field. In this way, our students have the opportunity to transform their theoretical knowledge into practice before the end of their academic life.

5.3 Value Presentation Preference

Preferences/Factors	Eliminate	Reduce	Increase	Innovate
Social facilities			X	
Support (scholarships, etc.)			X	
Training methods				X
Undergraduate/Graduate programs			X	
Number of associate degree students				X
Secondary education programs		X	X	X
Number of Continuing and Distance Education Programs			X	X
Number of foreign language programs			X	X
Projects supported from external sources			X	X
Public-private partnerships			X	X

Pre-incubation Projects			X	X
Scientific publications and events			X	X
Publications with impact factor Q1 and Q2			X	X
Corporate identity and branding			X	X
Number of branded products			X	X
Research incentives and awards			X	X
Patent/innovation			X	
Health services			X	X
Projects for the benefit of the environment and society			X	X
Number of activities with NGOs			X	X

5.4. Core Competency Preference

- a. Being one of the leading universities in terms of social and cultural life satisfaction, learning opportunities and richness of resources,
- b. Our University Library continues to be among the most reliable institutions in terms of "data transfer",
- c. Expert and experienced physicians serving in our Hospital and Oral and Dental Health Research and Application Center,
- d. Our university's marine technologies, space, biotechnology, engineering and renewable energy fields being at the forefront,
- e. Being an active member of University ecosystems such as Balkan Universities Association (BAUNAS), Thrace Universities Association, ADIM Universities Association,
- f. Making our university an active member of international university associations,
- g. Having an applied and on-the-job training strategy in line with the expectations and needs of the society in the training of its students,
- h. Having a "Project Support Office", established to increase project-oriented thinking, and a Technology Development Zone,
- i. Expansion of projects such as Development Agency (GMKA), TUBITAK, EU, Erasmus throughout the institution,

- j. Expansion of social responsibility projects and NGO collaborations,
- k. Diversification and increase in national and international collaborations,
- l. Increased environmental and community-oriented activities,
- m. Increased activities in the fields of culture, arts and sports,
- n. Having an International Advisory Board.

6.

STRATEGY DEVELOPMENT

6.1. Aims and Objectives

With the participation of our University's Senior Management, Strategy Development Board and Strategic Plan Preparation Team, 5 aims and 18 objectives to achieve these objectives have been determined. The goals and objectives were supported by appropriate strategies and a five-year road map of Çanakkale Onsekiz Mart University was drawn.

6.2. Units Responsible for the Targets and Units to Cooperate with

Table 25: Units Responsible for the Objective and Units to Cooperate with

	Project Support Office	Scientific Research Coordinatorship	ÇOBİLTUM	Quality Improvement and Institutional Monitoring Coord.	ÜSSKİM	Technopark	Revolving Fund Management Office	Department of Student Affairs	Foreign Relations Office	Continuing Education Center	Department of Personnel	Department of Strategy Development	Department of Building Operations	Department of Administration and Finance	Department of Library and Documentation	School of Graduate Studies	IT Department	Health Application and Research Hospital	General Secretariat	Institutional Communication Coordinatorship	Academic Units	Department of Health, Culture, and Sports	Disabled Student Unit	
H1.1		i					i					S			i									
H1.2		i		i					i						S	i								
H1.3			S			i																		
H1.4		i			S		i									i								
H1.5			i			i		S														i		
H2.1					i			S			i													
H2.2	i		i	i				i														i	S	
H2.3										S													i	
H2.4												S			i									
H3.1																	S					i		i
H3.2			S							i														
H3.3													S		i									
H4.1									S															
H4.2						i															S	i		
H5.1				S							i												i	
H5.2				S																				i
H5.3				S																				i
H5.4												S			i									i

H: Objective, İ: Units to Cooperate with, S: Responsible Units.

6.3 Objective Cards

AIM 1	Creating Added Value at National and International Level through Qualified R&D and P&D Activities						
Objective O.1.1	Increasing Research and Development and Product Development Capacity						
Program Title	Research, Development and Innovation						
Subprogram Title	Scientific Research and Development in Higher Education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 1.1.1 Number of trainings (project preparation, patent, publication, etc.) provided to increase the competence of researchers	20	26	51	77	98	129	140
PI 1.1.2 Ratio of budget spent on R&D to total investment budget*	20	2.52	2.86	3.15	3.40	3.75	4.25
PI 1.1.3 Number of academic staff involved in research projects*	20	133	150	180	200	250	300
PI 1.1.4 Amount of income from research centers*	20	17.810.836	54.112.500	59.532.750	65.476.125	72.023.737	79.226.111
PI 1.1.5 Number of databases accessible through the library*	20	67	68	69	70	71	72
Responsible Unit	Department of Strategy Development						
Unit(s) to Cooperate with	Department of Library and Documentation Revolving Fund Management Directorate Research and Application Centers Academic Units						
Risks	Budget Constraints Limited scholarship opportunities Intensive course load of academics						
Strategies	Providing various trainings to increase the research competence of academics Creating financial resources for R&D / P&D Informing/ motivating students/ researchers about external scholarship opportunities Increasing printed and electronic resources in line with the needs and demands of researchers To train and encourage researchers to use databases effectively						
Estimated Cost	21.900.000,00-TL						
Detections	The necessity of increasing the research capacity of our university Insufficient income						
Necessities	Increasing research center revenues Providing necessary training and support for research						

*Annual data

AIM 1	Creating Added Value at National and International Level through Qualified R&D and P&D Activities						
Objective O.1.2	Increasing Research Outputs that Create Added Value						
Program Title	Research, Development and Innovation						
Subprogram Title	Scientific Research and Development in Higher Education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 1.2.1 Number of scientific publications of academic staff indexed in WOS*	20	526	650	750	850	1000	1200
PI 1.2.2 Number of Q1 scientific publications of academic staff indexed in WOS*	20	130	140	200	250	300	400
PI 1.2.3 Number of citations in WOS for scientific publications with university address	20	3673	3800	4000	4500	5500	6500
PI 1.2.4 Number of projects supported by national and international institutions/organizations	20	238	386	475	564	654	765
PI 1.2.5 Number of scientific publications produced from graduate theses	20	629	673	720	770	823	880
Responsible Unit	Department of Library and Documentation						
Unit(s) to Cooperate with	Coordinatorship of Quality Development and Institutional Monitoring LEE (Institute of Graduate Studies) Project Support Office						
Risks	Some lecturers do not have sufficient training in writing research papers Long refereeing processes in journals indexed in WOS Lack of sufficient culture in writing research projects						
Strategies	Creating and effectively using WOS subscription Providing training to academic staff on scientific publication Providing training to lecturers on project writing Encouraging the publication of graduate theses as quality publications To inform researchers about project support programs						
Estimated Cost	21.900.000,00-TL						
Detections	Insufficient number of publications in qualified journals						
Necessities	Increasing publications and citations published in WOS Increasing the quality of graduate theses and ensuring publications						

AIM 1	Creating Added Value at National and International Level through Qualified R&D and P&D Activities						
Objective O.1.2	Encouraging and Promoting Entrepreneurship Activities						
Program Title	Research, Development and Innovation						
Subprogram Title	Scientific Research and Development in Higher Education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 1.3.1 Number of active companies owned or partnered by academic staff in Technology Development Zones	20	22	25	28	32	36	40
PI 1.3.2 Number of students employed in the Technology Development Zone	20	54	65	74	83	90	99
PI 1.3.3 Number of products commercialized as a result of R&D and P&D	20	45	52	55	59	64	70
PI 1.3.4 Number of patents, utility models and design documents applied for	20	7	10	15	20	30	40
PI 1.3.5 Number of patents, utility models and design documents registered	20	16	18	20	28	35	40
Responsible Unit	ÇOBİLTUM (Science and Technology Application and Research Center)						
Unit(s) to Cooperate with	Technopark						
Risks	Financial resource constraints Long registration processes for inventions Lack of knowledge and motivation of researchers to cooperate with Technopark						
Strategies	To inform faculty and students about becoming a company owner or partner in Technology Development Zones Guiding students about employment opportunities in the Technology Development Zone Supporting the promotion of R&D and P&D inventions to the sector for commercialization Providing training to researchers on patents, utility models and designs						
Estimated Cost	21.900.000,00-TL						
Detections	Inadequate activities for entrepreneurship						
Necessities	More students and academic staff working/activating in Technology Development Zones The necessity of increasing the number of registration-patent-utility model applications and acceptances						

AIM 1	Creating Added Value at National and International Level through Qualified R&D and P&D Activities						
Objective O.1.4	Increasing joint research and product development projects within the scope of University-Industry Collaborations						
Program Title	Research, Development and Innovation						
Subprogram Title	Scientific Research and Development in Higher Education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 1.4.1 Number of University-Industry cooperation protocols	30	11	16	21	26	31	36
PI 1.4.2 Number of publications realized in University-Industry cooperation	35	13	14	20	25	30	35
PI 1.4.3 Number of projects realized in University-Industry cooperation	35	3	11	17	22	29	40
Responsible Unit	ÜSSKİM (University-Industry-CSO-Public Institutions Cooperation Center)						
Unit(s) to Cooperate with	LEE BAP (Scientific Research Projects Coordination Unit) KGKİK (Quality Development and Institutional Monitoring Coordinatorship)						
Risks	The limited number of industrial enterprises in Çanakkale Lack of mutual knowledge of cooperation opportunities and capabilities of the parties						
Strategies	External stakeholder meetings are held with Industrial Organizations to create lists of needs Making protocols with industrial organizations Encouraging academic staff to conduct academic studies with industrial organizations Informative meetings with industrial organizations						
Estimated Cost	21.900.000,00-TL						
Detections	Insufficient level of university-industry cooperation						
Necessities	Increasing University-Industry cooperation Establishing protocols and projects within the scope of cooperation with industry Increasing graduate programs within the scope of University-Industry collaborations						

AIM 1	Creating Added Value at National and International Level through Qualified R&D and P&D Activities						
Objective O.1.5	Supporting Student Entrepreneurship and Innovation Programs						
Program Title	Research, Development and Innovation						
Subprogram Title	Scientific Research and Development in Higher Education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 1.5.1 Number of departments and programs offering entrepreneurship/innovation-based courses	25	249	255	260	265	270	275
PI 1.5.2 Number of students participating in entrepreneurship/innovation-based activities and competitions	25	148	386	551	684	863	1030
PI 1.5.3 Number of entrepreneurship/innovation-based conferences and events *	25	6	8	10	12	15	18
PI 1.5.4 Number of graduates/students who are company partners in Technology Development Zones	25	19	20	21	22	23	24
Responsible Unit	Department of Student Affairs						
Unit(s) to Cooperate with	ÇOBILTUM Technopark All Academic Units						
Risks	Lack of knowledge and motivation of students towards entrepreneurship and innovation activities Lack of sufficient academic staff to teach entrepreneurship courses						
Strategies	Training lecturers to ensure that entrepreneurship and innovation-based courses achieve their goals Bringing entrepreneurs from the sector together with students through lectures Organizing events based on entrepreneurship and innovation						
Estimated Cost	20.815.000,00-TL						
Detections	Inadequate entrepreneurship activities						
Necessities	Increasing information activities to increase entrepreneurship Increasing programs for entrepreneurship						

*Annual data

AIM 2	Sustainably Increasing the Quality of Education and Training Activities						
Objective O.2.1	Improving the Quality of Education and Training Activities						
Program Title	Higher Education						
Subprogram Title	Associate degree, undergraduate education and graduate education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 2.1.1 Number of students graduating from doctoral programs	20	665	732	805	885	975	1072
PI 2.1.2 Number of students per academic staff *	20	24	23.75	23.5	23.25	23	22.75
PI 2.1.3 Number of accredited programs	20	15	21	22	23	24	25
PI 2.1.4 Number of programs offering in-service vocational training	20	12	15	18	20	22	25
PI 2.1.5 Number of students benefiting from minor and double major programs	20	24	30	35	40	45	50
Responsible Unit	Department of Student Affairs						
Unit(s) to Cooperate with	Quality Development and Institutional Monitoring Coordinatorship Academic Units Department of Personnel						
Risks	Low number of students pursuing doctoral education Failure of many departments to meet the conditions for opening a doctoral program While YÖK increases student quotas, there is no increase in the number of teaching staff to meet this increase Failure to fulfill accreditation requirements in many of the programs Lack of industrial and company potential in the city to meet the demand for on-the-job vocational training Reluctance and inadequacy of programs in establishing minor and double major programs						
Strategies	Implementing doctoral programs in priority areas in an effective manner Eliminating the shortage of academic staff in the needed programs Providing programs with the necessary technical information and support to meet accreditation requirements Providing the necessary information and technical support as a university to the city in expanding and developing industrial areas in order to create professional practice areas for students. Encouraging departments to open minor and double major programs						
Estimated Cost	-2.000.000-TL						
Detections	High academic workload of teaching staff Industrial organizations' demand for qualified personnel						
Necessities	Ensuring that students gain experience in professional fields Improving the quality of teaching to meet regional, national and international demands						

AIM 2	Sustainably Increasing the Quality of Education and Training Activities						
Objective O.2.2	Increasing Activities that Develop Students' Competencies						
Program Title	Higher Education						
Subprogram Title	Student Life in Higher Education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 2.2.1 Number of students participating in Technology Development Zone Projects*	20	55	58	61	64	67	70
PI 2.2.2 Number of students receiving project support	20	67	97	120	143	166	190
PI 2.2.3 Number of activities carried out for students within the scope of Career Center activities	20	5	7	8	9	10	11
PI 2.2.4 Number of students creating social transcripts	20	0	750	1000	1500	2000	2500
PI 2.2.5 Number of students participating in academic, sports, cultural and artistic activities and competitions*	20	880	1300	1420	1565	1696	1874
Responsible Unit	Quality Development and Institutional Monitoring Coordinatorship						
Unit(s) to Cooperate with	Project Support Office Department of Student Affairs Department of Health, Culture and Sports						
Risks	Insufficient number of projects given by academic staff to establish a company in the Technology Development Zone Students' lack of knowledge about project support Inadequacy of the Career Center in planning career activities of academic units Uncertainties around social transcript application Failure to collect the number of students participating in academic, sportive, cultural and artistic activities and competitions in a database						
Strategies	Creating mechanisms to inform and encourage faculty members to submit projects to Teknopark Increasing trainings on project support for students Improving the capacity and adequacy of the Career Center Making the social transcript application sustainable by effectively implementing it Determining and storing the number of students participating in academic, sports, cultural and artistic activities and competitions						
Estimated Cost	454.950.000,00-TL						
Detections	Limited opportunities for students to find a job after graduation						
Necessities	Ensuring that students graduate well-equipped						

*Annual data

AIM 2	Sustainably Increasing the Quality of Education and Training Activities						
Objective O.2.3	Strengthening the Competencies of Lecturers						
Program Title	Higher Education						
Subprogram Title	Associate degree, undergraduate education and graduate education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 2.3.1 Number of beneficiaries attending trainings on teaching and learning for teaching staff	30	8479	8600	8700	8800	8900	9000
PI 2.3.2 Number of beneficiaries participating in trainings to support the foreign language proficiency of academic staff*	35	12	50	60	75	90	110
PI 2.3.3 Number of trainings provided on quality improvement and Bologna processes*	35	9	12	14	16	18	20
Responsible Unit	SEM (Continuing Education Center)						
Unit(s) to Cooperate with	Academic Units Quality Development and Institutional Monitoring Coordinatorship Department of Student Affairs						
Risks	Lack of trainings on learning-teaching for academic staff to meet the needs Lack of motivation of many lecturers to overcome the lack of foreign language skills Lecturers do not show sufficient interest in the trainings on quality development and Bologna processes						
Strategies	Encouraging participation by increasing the number of trainings on teaching-learning for teaching staff Developing foreign language training opportunities for faculty members at the university Putting ready-made training videos about quality improvement and Bologna processes on university websites and creating a frequently asked questions section in the same place						
Estimated Cost	1.533.000,00-TL						
Detections	Inadequate foreign language skills of some lecturers Lack of technical equipment knowledge of some lecturers						
Necessities	Increasing the competencies of teaching staff						

AIM 2	Sustainably Increasing the Quality of Education and Training Activities						
Objective O.2.4	Strengthening the Education and Training Infrastructure						
Program Title	Higher Education						
Subprogram Title	Associate degree, undergraduate education and graduate education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 2.4.1 Investment budget per student (TL)*	35	2.939	5.845	6.411	8.654	11.429	14.151
PI 2.4.2 Number of printed and electronic resources in the university library	35	6.159.402	6.182.000	6.182.500	6.183.000	6.183.500	6.184.000
PI 2.4.3 Size of educational space per student (m ²)	30	5.62	5.64	5.72	5.74	5.77	5.8
Responsible Unit	Department of Strategy Development						
Unit(s) to Cooperate with	Department of Library and Documentation						
Risks	Financial resource constraints The budget coming from the center goes mostly to personnel expenditures Difficulty in raising the necessary funds to increase the printed and electronic resource infrastructure of the library						
Strategies	Taking necessary initiatives to increase the investment budget per student Making necessary initiatives to increase the investment budget allocated to Scientific, Technological, Cultural and Sportive developments Ensuring the continuous development of the library's printed and electronic resource infrastructure						
Estimated Cost	1.122.329.000,00-TL						
Detections	Inadequate classrooms and laboratories Existence of similar programs and departments in neighboring provinces						
Necessities	The necessity of improving the education and training infrastructure in the light of developments in the sector Increasing investments in students						

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AIM 3	Increasing the University's Activities for the Benefit of Society and the Environment						
Objective O.3.1	Increasing Social Contribution Activities						
Program Title	Higher Education						
Subprogram Title	Student Life in Higher Education						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 3.1.1 Number of social responsibility activities carried out by university units*	25	72	58	67	81	85	96
PI 3.1.2. Number of social responsibility projects realized by students*	25	70	87	110	133	139	145
PI 3.1.3. Number of activities organized for disadvantaged groups*	25	49	85	94	107	120	141
PI 3.1.4 Total expenditure for the University without Barriers*	25	499.600	1.000.000	2.000.000	3.000.000	4.000.000	5.000.000
Responsible Unit	Social Responsibility Project Coordinatorship						
Unit(s) to Cooperate with	All Academic and Administrative Units Department of Disabled Institutional Communication Directorship						
Risks	Lack of financial resources Insufficient human resources Insufficient awareness						
Strategies	Including promotions that will raise awareness in digital and visual media Protocols to be established with the public and private sector Organizing donation campaigns to raise financial resources Effective use of social media and other communication channels to raise awareness						
Estimated Cost	1.192.026.000,00-TL						
Detections	The necessity to increase the number and scope of activities carried out by the University for the benefit of society and the environment The necessity to increase cooperation with NGOs						
Necessities	Increasing social responsibility activities Raising awareness on disadvantaged groups						

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AIM 3	Increasing the University's Activities for the Benefit of Society and the Environment						
Objective O.3.2	Improvement of the Public Services Provided by the University						
Program Title	Lifelong Education						
Subprogram Title	Continuing Education Activities in Higher Education Institutions						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 3.2.1 Certificate issued through SEM	20	5520	6900	7700	8600	9600	10700
PI 3.2.2 Number of individuals benefiting from health services*	20	521.036	636.500	652.300	668.100	704.000	725.000
PI 3.2.3 Number of analysis services outsourced by laboratories within our university*	20	2900	3200	32750	4160	4750	5450
PI 3.2.4 Number of cooperation protocols with public, private sector and NGOs	20	280	38	50	65	75	100
PI 3.2.5 Number of services provided to the public by the units of our university*	20	57	72	86	91	99	106
Responsible Unit	ÇOBILTUM						
Unit(s) to Cooperate with	Faculties of Engineering, Science, Agriculture, Medicine Research Centers Technopark						
Risks	Insufficient number of accredited laboratories Low number of experts and technical staff Insufficient budget Failure to renew the laboratory infrastructure Failure to perform device maintenance and repairs according to a specific schedule						
Strategies	Increasing the number of accredited laboratories Increasing the number of cooperation protocols with the Public Sector, Private Sector and NGOs Promotions in digital and visual media Diversification of the analyzes performed in laboratories Increasing the number of expert/technical personnel to work in the laboratory						
Estimated Cost	433.719.000,00-TL						
Detections	The university's community service activities are not sufficiently known The necessity to increase cooperation with NGOs and the public sector						
Necessities	Increasing cooperation with NGOs, Public Institutions and Universities Informing and strengthening communication with NGOs, Public Institutions and Universities						

*Annual data

AIM 3	Increasing the University's Activities for the Benefit of Society and the Environment						
Objective O.3.3	Increasing Environmentally Friendly University Activities						
Program Title	Management and Support Program						
Subprogram Title	Conduct of Construction and Building Operations						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 3.3.1 Amount of energy produced throughout the University from renewable energy sources (Kw)*	30	0.06	90	90	6200	6200	6200
PI 3.3.2 Amount of waste recycled (Kg)*	35	3.635.000	3.840.000	3.938.000	4.235.000	4.320.000	4.530.000
PI 3.3.3 Number of events and projects organized within the scope of sustainable environment	30	34	68	87	96	107	115
Responsible Unit	Education Sources Application and Research (ÇOMU)						
Unit(s) to Cooperate with	Faculties of Engineering, Agriculture and Science Research and Application Centers ÇOMU TV and Radio						
Risks	Lack of knowledge and motivation of students towards the subject						
Strategies	Trainings to be given to students and staff on renewable energy Raising awareness on zero waste Encouraging interdisciplinary studies on the utilization of waste and residues Supporting projects as a priority area by the BAP office Including promotions that will raise awareness in digital and visual media						
Estimated Cost	34.000.000,00-TL						
Detections	The need to strengthen the university's environmental awareness and protection efforts The need to improve human resources, awareness and infrastructure for the sustainability of these efforts						
Necessities	Realization of environmental awareness activities Realization of projects related to green transformation						

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AIM 4	Increasing the International Reputation of our University						
Objective O.4.1	Increasing international student, academic and administrative staff mobility						
Program Title	Management and Support Program						
Subprogram Title	Senior Management, Administrative and Financial Services						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 4.1.1 Number of students coming from abroad under the exchange program	20	47	52	52	56	60	65
PI 4.1.2 Number of students going abroad under exchange programs*	20	124	125	130	130	135	135
PI 4.1.3 Number of academic staff coming from abroad through exchange programs*	20	93	96	100	105	106	110
PI 4.1.4 Number of academic staff going abroad through exchange programs*	20	30	30	33	33	35	35
PI 4.1.5 Number of administrative staff benefiting from international mobility within the scope of exchange programs*	20	16	8	8	9	9	9
Responsible Unit	International Relations Office						
Unit(s) to Cooperate with	Academic Units Erasmus Office School of Foreign Languages						
Risks	Inadequacy of foreign language education programs Lack of foreign language course facilities within the institution for students who want to benefit from the exchange movement						
Strategies	Conducting surveys and regular meetings to identify the problems and needs of students coming to the institution through exchange programs and to receive their suggestions Increasing the number of promotional and social activities for international students within the institution Having elective courses in a foreign language outside the department for foreign students coming to the institution						
Estimated Cost	32.000.000,00-TL						
Detections	The necessity to increase the international activities of our university The necessity to increase internationalization activities at our university Increasing the overseas experience of students and staff						
Necessities	Increasing student and staff mobility Increasing the number of foreign students and staff at our university						

*Annual data

AIM 4	Increasing the International Reputation of our University						
Objective O.4.2	Increasing Activities that Aim to Improve International Reputation						
Program Title	Management and Support Program						
Subprogram Title	Senior Management, Administrative and Financial Services						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 4.2.1 Number of international bilateral cooperation and protocols	20	96	100	110	125	135	150
PI 4.2.2 Number of international academic, social, artistic and sporting events organized	20	147	194	205	223	292	288
PI 4.2.3 Number of academic staff participating in international academic, social, artistic and sporting activities*	20	468	544	612	666	696	711
PI 4.2.4 Number of academic staff coming from abroad for academic, social and artistic research*	20	75	100	116	119	130	136
PI 4.2.5 Number of international students*	20	2562	3000	3200	3500	3700	4000
Responsible Unit	Institutional Communication Directorship						
Unit(s) to Cooperate with	Academic Units Quality Assurance and Institutional Monitoring Coordinatorship						
Risks	Low number of internationally accredited units and programs Important announcements and news on international issues related to the organization are not also published in English Lack of English language option on the organization's website						
Strategies	Preparation of multilingual printed and digital University promotional materials Ensuring that news about the important achievements of the organization are featured in international media outlets and new media platforms Strengthening relations by increasing the number of international external stakeholders Encouraging students and academic staff to participate in international academic, sporting, cultural and artistic events and competitions Increasing efforts to meet the necessary criteria to obtain international accreditation Encouraging academic staff to provide training on international online education and certification platforms						
Estimated Cost	1.510.000,00-TL						
Detections	The necessity of increasing the international recognition of our university The necessity of increasing the international experience of students and academic staff						
Necessities	Increasing the participation of students and academic staff in international activities Increasing international cooperation and protocols						

*Annual data

AIM 5	Improving Quality Culture and Institutional Resources						
Objective O.5.1	Improving internal satisfaction and institutional belonging						
Program Title	Management and Support Program						
Subprogram Title	Senior Management, Administrative and Financial Services						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 5.1.1 Overall Student Satisfaction Level*	20	79.1	80	82.5	85	87.5	90
PI 5.1.2 Academic Staff Satisfaction Level*	20	80	80	82.5	85	87.5	90
PI 5.1.3 General Satisfaction Level of Administrative Staff*	20	70.1	75	77.5	80	82.5	85
PI 5.1.4 Number of events organized for the development of institutional culture*	20	1	2	3	4	5	6
PI 5.1.5 Number of awards (plaques, certificates of appreciation, certificates of service, etc.) given to personnel	20	116	150	175	200	225	250
Responsible Unit	Quality Development and Institutional Monitoring Coordinatorship						
Unit(s) to Cooperate with	General Secretariat Department of Personnel All Academic Units						
Risks	Possible negativities in students' previous semester experiences Limited knowledge of staff on different managerial processes Budget Constraints in general						
Strategies	Periodically measuring and reporting stakeholder satisfaction levels Diversifying and organizing activities for the development of corporate culture Giving awards (plaque, certificate of appreciation, certificate of service, etc.) to successful personnel						
Estimated Cost	1.250.000,00-TL						
Detections	Low motivation of administrative and academic staff The necessity of increasing the institutional belonging of the personnel						
Necessities	Increasing the satisfaction levels of students and staff Increasing activities to improve corporate culture						

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AIM 5	Improving Quality Culture and Institutional Resources						
Objective O.5.2	Improving and Perpetuating Communication with Stakeholders						
Program Title	Management and Support Program						
Subprogram Title	Senior Management, Administrative and Financial Services						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 5.2.1 Number of Internal Stakeholder Meetings/ activities*	20	55	60	65	70	75	80
PI 5.2.2 Number of External Stakeholder Meetings/ activities*	20	125	130	135	140	145	150
PI 5.2.3 Number of events organized for alumni*	20	5	20	25	30	35	40
PI 5.2.4 Number of activities to internalize Quality Culture*	20	24	30	35	40	45	50
PI 5.2.5 24/7 Applications to ÇOMU number*	20	400	380	360	340	320	300
Responsible Unit	Quality Development and Institutional Monitoring Coordinatorship						
Unit(s) to Cooperate with	All Academic Units All Administrative Units All Application and Research Centers						
Risks	Limited interest and knowledge of internal stakeholders about quality processes Lack of information on the areas where external stakeholders can establish bilateral cooperation with the University Lack of interest and participation of alumni in the activities organized by the university						
Strategies	Organizing periodic meetings or activities with Internal Stakeholders Organizing periodic meetings or activities with external stakeholders Organizing events for graduate students Organizing activities to internalize the Quality Culture Encouraging stakeholders to submit comments and suggestions through communication channels such as 24/7 ÇOMÜ etc.						
Estimated Cost	1.250.000,00-TL						
Detections	Insufficient level of communication with stakeholders The necessity of increasing institutionalization						
Necessities	Increasing communication with stakeholders Carrying out activities to increase corporate culture and institutionalization						

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AIM 5	Improving Quality Culture and Institutional Resources						
Objective O.5.2	Reinforcing Institutional Data Management and Digital Development Processes						
Program Title	Management and Support Program						
Subprogram Title	Senior Management, Administrative and Financial Services						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI 5.3.1 Number of digital platforms used in institutional management processes	40	4	5	6	7	7	8
PI 5.3.3 Number of institutional monitoring and analysis reports	40	15	17	20	23	25	30
PI 5.3.4 Number of trainings provided within the scope of digital transformation	20	27	33	39	43	49	51
Responsible Unit	General Secretariat						
Unit(s) to Cooperate with	Department of Information Processing Quality Development and Institutional Monitoring Coordinatorship						
Risks	Budget Constraints Failures in the process of collecting institutional data Institutional data has a very diverse structure for different units						
Strategies	Increasing the digital platforms used in corporate governance processes Increasing the number of units where institutional data is stored Longitudinal analysis and reporting of institutional data Organizing trainings for staff and students within the scope of digital transformation						
Estimated Cost	90.478.000,00-TL						
Detections	The necessity of digital transformation in every unit and activity of the organization						
Necessities	Carrying out the necessary work on digital transformation Ensuring that all data is kept in digital media and can be reported						

AIM 5	Improving Quality Culture and Institutional Resources						
Objective O.5.2	Reinforcing Institutional Resources						
Program Title	Management and Support Program						
Subprogram Title	Senior Management, Administrative and Financial Services						
Performance Indicators	Impact on Objective (%)	Planning Phase Initial Value	1st Year	2nd Year	3rd Year	4th Year	5th Year
PI5.4.1 Realized amount of own income*	20	78.307.850	86.678.000	95.880.000	105.215.000	112.815.000	122.840.000
PI 5.4.2 Amount of revenue generated from external projects*	20	34.273.975	40.000.000	45.000.000	50.000.000	55.000.000	65.000.000
PI 5.4.3 Amount of donations, grants and sponsor support (TL)*	20	390.000	426.500	525.000	595.000	600.000	650.000
PI 5.4.4 Number of in-kind donations, grants and sponsorship*	20	33	38	46	50	54	57
PI5.4.5 Realized amount of revolving fund revenues*	20	155.740.183	180.000.000	215.000.000	247.000.000	275.000.000	300.000.000
Responsible Unit	General Secretariat						
Unit(s) to Cooperate with	Strategy Development Department Department of Administrative and Financial Affairs Revolving Fund Management Directorate						
Risks	Continuation of Economic Problems Limited communication with external stakeholders on donations and sponsorship Limited number of large budget studies in externally funded projects						
Strategies	Developing alternatives to increase the institution's own income Encouraging researchers to develop projects with external funding/large budgets To increase cooperation with external stakeholders who have the potential to donate to the organization To increase cooperation with external stakeholders who have the potential to provide sponsorship support to the organization						
Estimated Cost	56.323.000,00-TL						
Detections	Insufficient resources for the university to realize many of its activities						
Necessities	Increasing activities that will generate income for the university						

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7.

COSTING

The costs of our targets for the 2024-2028 period are given in Table 25.

Table 25: Cost Table

Objectives	2024	2025	2026	2027	2028	Total
Creating Added Value at National and International Level through Qualified R&D and P&D Activities						
O 1.1	3,000,000,00	3,700,000,00	4,200,000,00	5,000,000,00	6,000,000,00	21,900,000,00
O 1.2	3,000,000,00	3,700,000,00	4,200,000,00	5,000,000,00	6,000,000,00	21,900,000,00
O 1.3	3,000,000,00	3,700,000,00	4,200,000,00	5,000,000,00	6,000,000,00	21,900,000,00
O 1.4	3,000,000,00	3,700,000,00	4,200,000,00	5,000,000,00	6,000,000,00	21,900,000,00
O 1.5	2,745,000,00	3,310,000,00	3,760,000,00	5,000,000,00	6,000,000,00	20,815,000,00
Sustainably Increasing the Quality of Education and Training Activities						
O 2.1	200,000,00	350,000,00	400,000,00	500,000,00	550,000,00	1,650,000,00
O 2.2	63,407,000,00	78,049,000,00	88,494,000,00	105,000,000,00	120,000,000,00	454,950,000,00
O 2.3	195,000,00	241,000,00	272,000,00	350,000,00	475,000,00	1,533,000,00
O 2.4	397,724,000,00	626,185,000,00	737,056,000,00	900,000,000,00	1,088,250,000,00	3,749,215,000,00
Increasing the University's Activities for the Benefit of Society and the Environment						
O 3.1	197,168,000,00	241,800,000,00	274,858,000,00	300,000,000,00	420,000,000,00	1,433,826,000,00
O 3.2	65,000,000,00	80,013,000,00	90,719,000,00	121,000,000,00	157,000,000,00	513,732,000,00
O 3.3	300,000,00	400,000,00	31,000,000,00	1,100,000,00	1,200,000,00	34,000,000,00
Increasing the International Reputation of our University						
O 4.1	5,000,000,00	6,000,000,00	6,500,000,00	7,000,000,00	7,500,000,00	32,000,000,00
O 4.2	219,000,00	270,000,00	306,000,00	420,000,00	565,000,00	1,780,000,00
Improving Quality Culture and Institutional Resources						
O 5.1	120,000,00	180,000,00	300,000,00	380,000,00	450,000,00	1,430,000,00
O 5.2	150,000,00	200,000,00	250,000,00	350,000,00	500,000,00	1,450,000,00
O 5.3	10,478,000,00	15,000,000,00	18,000,000,00	25,000,000,00	37,000,000,00	105,478,000,00
O 5.4	7,648,000,00	9,415,000,00	10,675,000,00	15,000,000,00	23,000,000,00	56,323,000,00
General Administrative Expenses	5,235,379,975,00	6,156,365,500,00	6,909,487,250,00	7,651,645,000,00	8,898,558,000,00	39,746,606,825,00
Final Total	5,997,733,975,00	7,232,578,500,00	8,188,877,250,00	9,152,745,000,00	10,785,048,000,00	41,356,982,825,00

8.

MONITORING AND EVALUATION

The Monitoring and Evaluation Process ensures institutional learning and continuous improvement of activities accordingly. Monitoring is an iterative process in which quantitative/qualitative data are collected and analyzed continuously and systematically before/during implementation in order to track the progress made according to the goals and objectives. Monitoring activities consist of monitoring the results of the realization of goals and objectives with a certain frequency through performance indicators and reporting them in specified periods and submitting them to the evaluation of managers. Evaluation is a detailed examination of ongoing or completed activities to determine the extent to which they contribute to the achievement of goals and objectives and to what extent they contribute to the decision-making process.


It has been decided that the responsible units will collect data on the realization of performance indicators in six-month period. Based on the data entered by the units, a strategic plan monitoring report will be prepared until the end of July and a strategic plan evaluation report will be prepared until the end of February of the following year. Following the preparation of the reports, the Strategy Development Board will hold monitoring meetings in six-month periods and evaluation meetings in one-year periods. The strategic plan evaluation report will be finalized, including the necessary measures to be taken on how to achieve the objectives, and sent to the Presidency of Strategy and Budget by the end of July. The implementation process of the strategic plan will not be seen as the duty of only a certain group of people, and it is planned to be realized with the support of our stakeholders.

All Together, Forward



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