



T.C.
ÇANAKKALE ONSEKİZ MART
UNIVERSITY

ÇOMU 2021 2025 STRATEGIC PLAN



T.C.
ÇANAKKALE ONSEKİZ MART UNIVERSITY

2021-2025 STRATEGIC PLAN



Çanakkale Onsekiz Mart Üniversitesi

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IN EDUCATION & SCIENCE







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THE EXECUTIVE INTRODUCTION

Çanakkale Onsekiz Mart University, which has made significant progresses and undergone essential changes since its establishment in 1992, was initially established with 12 academic units, today provides service with 50,732 students and 2,650 academic and administrative staff in a closed area of 340,000 m² and an open area of 5,000,000 m²; in the Graduate Education Institute including 4 institutes, 18 faculties, 4 colleges, 13 vocational colleges, and 45 research and application centers.

. Our University, which is located on the Dardanelles, Çanakkale Strait, where world-famous epics were homed in ancient times as well as the Dardanelles Wars took place and changed the course of history, is shown among the finest Universities of our country. As the University, we strive to do our best for the preservation of these values and the development of the city.

We are swiftly realizing our objectives to become the best university in the region and the Balkans by basing education and training system on research and practice. Our main goal in the new plan period is to be a "Research University". We continue our work with great endeavor and care in order to be a Research University and to represent our country in the best way. We are also aware that a good planning is extremely important in terms of both using resources more efficiently and institutionalization in order for this growth to be healthy, to be carried out together with continuous development and to build innovations on solid foundations.

In this context, basing on the "Eleventh Development Plan" published in the Official Gazette dated 23.07.2019 and numbered 30840 as well as other top policy documents, it is aimed to carry out studies to develop entrepreneurship in the higher education system, to implement university-industry cooperation projects and policies regarding intellectual, industrial and property rights, to accomplish the digital transformation research program, to disseminate financial literacy education, to give importance to R&D studies and to carry out joint studies with NGOs.

The ÇOMÜ 2021-2025 Strategic Plan has been prepared in accordance with the objectives set in the Development Plan, with the ownership of the senior management and with the broad participation of our internal and external stakeholders at all levels. Our objectives that shall shape the next five years have been determined as developing R&D, innovation and entrepreneurship activities, increasing the quality of education and training activities, developing services for the benefit of society and the environment, improving institutional recognition, and strengthening institutionalization.

I would like to thank all our staff who contributed to the study and wish our Strategic Plan to be propitious to our stakeholders.

Prof. Dr. Sedat MURAT
Rector



Strategic Plan at a Glance

Our Mission

“To be a quality-oriented and innovative university”

which trains pioneer and entrepreneurial individuals in their field, produces R&D-oriented, practical, multi-disciplinary and project-based research, develops sustainable relations with its stakeholders.

Our Vision

“To be a strong university in the international arena”

which aims quality-oriented development and is research-based with its libertarian, innovative and entrepreneurial aspects

Our Core Values

Çanakkale Onsekiz Mart University marches on the way to become a university with high values, with all the gains it has achieved since its establishment in its precious geography.

Our Values are;

- = Justice and merit
- = Involvement
- = Environmental Awareness
- = Democratic Participation
- = Freedom of Thought and Expression
- = Ethical Behavior
- = Respect for Universal Values
- = Respect for Diversity
- = Entrepreneurship, Innovation and Creativity
- = Accountability
- = Collaboration, Solidarity and Sharing
- = Culture of Quality
- = Integration with the City
- = Transparency
- = Owning our History and Geography
- = Efficiency
- = Lifelong Learning



◆ Goals

- A1. ▪ Developing R&D and Innovation Activities
- A2. ▪ Increasing the Quality of Education and Training Activities
- A3. ▪ Developing Services for the Benefit of Society and the Environment
- A4. ▪ Improving Institutional Recognition and Strengthening Institutionalism

// Objectives

- H1.1. ▪ Increasing academic skills, qualifications and capacity to conduct effective research
- H1.2. ▪ Developing infrastructure and opportunities in reSPTct of research and innovation
- H1.3. ▪ Increasing scientific and innovative outputs that create added-value
- H2.1. ▪ Improving the quality of education and training activities
- H2.2. ▪ Increasing the quality of education and training activities
- H2.3. ▪ Improving the educational and instructive qualities of the instructors
- H2.4. ▪ Developing willingness, capacity and satisfaction of students to learn
- H3.1. ▪ Improving the quantity and quality of services to the community
- H3.2. ▪ Developing sustainable projects and practices for the benefit of the environment
- H4.1. ▪ Increasing corporate visibility
- H4.2. ▪ Increasing accessibility to scientific outputs
- H4.3. ▪ Protecting, developing and maintaining the corporate culture
- H4.4. ▪ Expanding in-house satisfaction, communication and cooperation





GANAKKALE ONSEKİZ MART ÜNİVERSİTESİ



1

KEY PERFORMANCE INDICATORS



1. KEY PERFORMANCE INDICATORS

Key Performance Indicators	Plan Period Initial Value	End of Plan Period Target Value
Number of articles with Impact Factor Value in the top 50% (Q1-Q2)	250	500
Number of SCI, SSCI and AHCI indexed articles	500	800
Number of digital and innovative national and international projects	2	10
Number of patents, utility models, inventions, industrial design documents	15	50
Number of students within the scope of CoHE 100/2000 project	50	85
Number of programs providing education in a foreign language	7	15
Number of training programs applied jointly with international organizations	0	2
Number of accredited programs	5	20
Number of awards/certificates received in the fields of 0 waste, green campus and ecologism	0	2
University's world ranking of academic achievement	1700	1500
Number of activities of University Unions	1	35



2

THE PREPERATION PROCESS OF THE STRATEGIC PLAN

ÇOMU CAMPUS OF HÜSEYİN AKİF TERZİOĞLU



2017



2003





2. THE PREPERATION PROCESS OF THE STRATEGIC PLAN

2.1. Plan Ownership

Çanakkale Onsekiz Mart University Strategic Plan preparations were initiated in 2019, following the change of the top executive, to cover the 2021-2025 period. The reasons such as the lack of participatory understanding in the preparation phase of the previous Plan, the inability to measure the targets, the change of top manager, and our aim to become a research university have created the need for a new plan.

In consideration of the "Regulation on the Procedures and Principles Regarding Strategic Planning in Public Administrations" and with the Senate Resolution taken on 20.12.2019 and the internal circular issued, the Strategic Plan Preparation Commission and Sub-Commission were established. The Strategic Plan Preparation Commission was formed under the chairmanship of the Vice-Rector appointed by the Rector, in a broad scope with the representatives of each unit. In addition, in the the strategy development department and relevant expert personnel are included in sub-commission established for the secretariat, reporting and consolidation of the information coming from the units or internal and external stakeholders and to perform other logistics tasks. In the meetings held, the Strategic Plan Preparation Committee revised the mission, vision and values of our University and determined its goals and objectives with a participatory method in line with the situation analysis and the upper objectives of our University.

Although the strategic plan work schedule was adhered to at the beginning, due to the effects of the Covid-19 virus, which swept the world, also in our country, and the interruption of education and the transition to a rotating working model, the initiated Strategic Plan preparatory meetings work progressed more slowly as it could not be done on the planned schedule. Despite this, Strategic Plan meetings were held again and the preparation process was completed with the contributions of all our units.

2.2. Organization of the Planning Process

With the resolution of the Senate on 20.12.2019 and the approval of the Rector on 16.01.2020, the strategic planning process has started with the establishment of the Strategy Development Board. At the first meeting of the Strategy Development Board, dated 10.01.2020, a roadmap was determined for the preparation of our University's strategic plan. In addition, all of our academic and administrative units have submitted their opinions and suggestions regarding the strategic plan to the Strategy Development Department as a basis for the preparation of the strategic plan.

Table 1: Strategy Development Board

Board Members	Unit affiliated to
Prof. Dr. Süha ÖZDEN (President)	Vice Rector
Prof. Dr. Ercan SARIDOĞAN	Biga Faculty of Economics and Administrative Sciences
Assoc. Dr. Ali Şahin ÖRNEK	Faculty of Political Sciences
Head of Directorate Ömer Erdem KODAL	Directorate of Strategy Development
Financial Services Exp. Tuğçe ALTUNTAŞ	Directorate of Strategy Development

**Table2: Strategic Planning Team**

Team members	Unit represented
Prof. Dr. Süha ÖZDEN	Vice Rector / Faculty of Engineering
Prof. Dr. Ekrem TUFAN	Çanakkale Faculty of Applied Sciences
Prof. Dr. Levent GENÇ	Graduate School of Natural and Applied Sciences
Prof. Dr. Osman DAYAN	Faculty of Arts and Sciences*
Prof. Dr. Yeşim BÜYÜKATEŞ	Faculty of Marine Action In Science And Technology
Assoc. Dr. Ali Şahin ÖRNEK	Faculty of Social Sciences
Assoc. Dr. Alper SAĞLIK	Faculty of Architecture and Design
Assoc. Dr. Barış USLU	Faculty of Education
Assoc. Dr. Esra ERCAN	Faculty of Dentistry
Assoc. Dr. Gökhan ÇAMOĞLU	Faculty of Agriculture
Assoc. Dr. Kazım ÇOKOĞULLU	State Conservatory
Assoc. Dr. Mustafa BOZ	Tourism Faculty
Assoc. Dr. Nazan ÇALBAYRAM	Faculty of Health Sciences
Assoc. Dr. Nurullah BOLAT	Medical Faculty
Assoc. Dr. Pelin KANTEN	Faculty of Political Sciences
Assoc. Dr. Salim RAZI	Institute of Educational Sciences *
Assoc. Dr. Sibel MENTEŞE	Faculty of Engineering
Assoc. Dr. Tuğba ELMACI	Faculty of Communication
Assoc. Dr. Yener PAZARCIK	Biga Faculty of Applied Sciences
Dr. Öğr. Üyesi Abdullah ALPEREN	Faculty of Theology
Dr. Academic Member Ahmet KAHILOĞULLARI	Gökçeada Vocational School of Higher Education
Dr. Academic Member Ahmet Orkun GÖKTEPE	Biga Faculty of Economics and Administrative Sciences
Dr. Academic Member Ali Can METİN	Faculty of Fine Arts
Dr. Academic Member Barbaros DEMİRSELÇUK	Çanakkale Vocational Higher Edc. School of Technical Sciences
Dr. Academic Member Canan ÖZYURT	Lapseki Vocational School of Higher Education
Dr. Academic Member Deniz AKBAY	Çan Vocational School of Higher Education
Dr. Academic Member Ezgi TÜRKMEN	Ayvacı Vocational School of Higher Education
Dr. Academic Member Gökmen ÖZEN	Faculty of Sports Science
Dr. Academic Member Hüseyin ERATA	Bayramiç Vocational School of Higher Education
Dr. Academic Member İsmail Onur TUNÇ	Ezine Vocational School of Higher Education
Dr. Academic Member Nergis KAYA	Biga Vocational School of Higher Education
Dr. Academic Member Özcan ŞİMŞEK	Yenice Vocational School of Higher Education
Dr. Academic Member Özlem Erol TINAZTEPE	Health Services Vocational School of Higher Education
Dr. Academic Member Polat YÜCEKAYA	Gallipoli Piri Reis Vocational School of Higher Education
Dr. Academic Member Sedat BECEREN	Higher Education School of Foreign Languages
Dr. Academic Member Sena Erden AYHÜN	Çanakkale Vocational Higher Education School of Social Sciences
Dr. Academic Member Senem ERGAN	Gökçeada Higher Education School of Applied Sciences
Dr. Academic Member Serpil ODABAŞI	Marine Technologies Vocational School of Higher Education
Dr. Academic Member Sertaç Serkan DOĞRU	Çan Higher Education School of Applied Sciences
Dr. Academic Member Sinan UĞRAŞ	Sports Science Faculty
Daire Bşk. Ömer Erdem KODAL	Directorate of Strategy Development
Financial Services Exp. Bilal GÜR	Directorate of Strategy Development
Financial Services Exp. Tuğçe ALTUNTAŞ	Directorate of Strategy Development

* Our university's Institute of Educational Sciences, Institute of Science, Institute of Health Sciences and Institute of Social Sciences was closed with the President of Republic Decision No. 2654 published in the Official Gazette dated 16.06.2020 and numbered 31157, and a Graduate Education Institute was established in place of them.



Table3: Strategic Planning Coordination Team

Team	Assignment
Ömer Erdem KODAL	Head of Directorate of Strategy Development
Bilal GÜR	Financial Services Expert
Tuğçe ALTUNTAŞ	Financial Services Expert

Table 4: ÇOMÜ Strategic Plan Preparation Program

Main Title	Subtitle	2019		2020							Responsible Unit	
		Nov.	Dec.	Jan.	Feb.	March	April	May	June	July		
Preparatory Works	Informing the top Executive by the Directorate of Strategy Development	X										DSD
	Establishment of the Strategy Development Committee and its approval by the Senate onaylanması		X									Senate, DSD
	Issue of Circular 1			X								Top Executive,
	Creation and approval of Strategic Plan Team				X							Top Executive, SDC
	Creation and approval of the Foundation Program				X	X						Strategic Plan Team,
	Issue of Circular 2				X	X						Top Executive,
Situation Analysis	Education Needs				X	X						DSD
	Historical Development				X	X						Strategic Plan Team
	Evaluation of the Effective Strategic Plan				X	X						SPT
	Legal Obligation and Legislation				X	X						SPT
	Analysis of Top Policy Documents				X	X						SPT
	Fields of Activity with Products and Services				X	X						SPT
	Stakeholder Identification and Analysis				X	X						SPT
	Inhouse and Environmental Analysis				X	X						SPT
	Academic Activity and Higher Education Sector Analysis				X	X		X				SPT
	SWOT analysis/ Reporting Strategic Issues				X	X		X				SPT, Strategy Development Committee(SDC)
Looking Forward	Mission and Vision			X	X	X		X				SPT, SDC
	Core Values			X	X	X		X				SPT, SDC
Differentiation Strategy	Location Preference					X		X				SPT, SDC
	Success Zone Preference					X		X				SPT, SDC
	Value Presentation Preference					X		X				SPT, SDC
	Core Competency Preference					X		X				SPT, SDC



Strategy Development	Determination of goals and Objectives					X		X	X		SPT
	Determination of Performance Indicators					X		X	X		SPT
	Determination of Strategies					X		X	X		SPT
	Costing the Plan					X		X	X		SPT, DSD
Action Plan	Preparation of the Action Plan							X	X		SPT, SDC
Monitoring and Evaluation	Determination of the Monitoring and Evaluation Procedure								X		SPT, SDC
Presentation of the Strategic Plan	Committing the plan to the paper								X	X	DSD
	Approval of the Plan by the Strategy Development Committee									X	SDC
	Approval of the Plan by Our University Senate									X	Senate
	Submission of the Strategic Plan to Relevant Places									X	DSD

* As the performance of April could not be carried out due to the Covid-19 outbreak, it was shifted to the next month.



3

SITUATION ANALYSIS





3.

SITUATION ANALYSIS

3.1. Institutional History

Çanakkale Onsekiz Mart University, which was established on 03.07.1992 upon the Law No. 3837, started its educational life in the 1992-1993 academic year by means of the Faculty of Education, Çanakkale Vocational School of Higher Education and Biga Vocational School of Higher Education which were transferred from Trakya University.

1993-1994 Academic Year	<ul style="list-style-type: none"> ➤ Faculty of Arts and Sciences ➤ Tourism and Hotel Management Vocation School of Higher Education ➤ Health Services Vocational School of Higher Education
1994-1995 Academic Year	<ul style="list-style-type: none"> ➤ Biga Faculty of Economics and Administrative Sciences ➤ Ayvacık, Bayramiç, Çan, Ezine, Gelibolu and Yenice Vocational Schools of Higher Education ➤ Graduate School of Natural Sciences and Social Sciences
1995-1996 Academic Year	<ul style="list-style-type: none"> ➤ Faculty of Agriculture ➤ Faculty of Aquaculture ➤ Faculty of Theology ➤ Faculty of Engineering and Architecture
1996-1997 Academic Year	<ul style="list-style-type: none"> ➤ Higher Education School of Health ➤ Faculty of Fine Arts
1998-1999 Academic Year	<ul style="list-style-type: none"> ➤ Gökçeada Vocational School of Higher Education ➤ Higher Education School of Physical Education and Sports
2000-2001 Academic Year	<ul style="list-style-type: none"> ➤ Lapseki Vocational School of Higher Education ➤ Faculty of Medicine
2008-2009 Academic Year	<ul style="list-style-type: none"> ➤ Gökçeada Higher Education School of Applied Sciences
2009-2010 Academic Year	<ul style="list-style-type: none"> ➤ Higher Education School of Foreign Languages
2010-2011 Academic Year	<ul style="list-style-type: none"> ➤ Graduate School of Educational Sciences ➤ Graduate School of Health Sciences ➤ Faculty of Communication ➤ Higher Education School of Applied Sciences
2012-2013 Academic Year	<ul style="list-style-type: none"> ➤ Faculty of Architecture and Design ➤ Faculty of Political Sciences ➤ Faculty of Tourism ➤ Çanakkale Higher Education Vocational School of Social Sciences ➤ Çanakkale Higher Education School of Applied Sciences ➤ Higher Education Vocational School of Marine Technologies ➤ Faculty of Dentistry
2015-2016 Academic Year	<ul style="list-style-type: none"> ➤ Biga Faculty of Applied Sciences
2017-2018 Academic Year	<ul style="list-style-type: none"> ➤ Faculty of Sports Sciences ➤ Faculty of Health Sciences
2018-2019 Academic Year	<ul style="list-style-type: none"> ➤ Çanakkale Faculty of Applied Sciences
2019-2020 Academic Year	<ul style="list-style-type: none"> ➤ Institute of Graduate Education
2020-2021 Academic Year	<ul style="list-style-type: none"> ➤ Institute of Graduate Education



Our University has a total of 36 education units, together with the Graduate Education Institute, 18 Faculties, 4 Higher Education Schools, and 13 Higher Education Vocational Schools gathered under one roof. Also, we have 45 Research and Application Centers.

Graduate Schools	Graduate Education Institute
	<ol style="list-style-type: none">1. Biga Faculty of Economics and Administrative Sciences2. Biga Faculty of Applied Sciences3. Çanakkale Faculty of Applied Sciences4. Faculty of Marine Sciences and Technology5. Faculty of Dentistry6. Faculty of Education7. Faculty of Arts and Sciences8. Faculty of Fine Arts9. Faculty of Theology
Faculties	<ol style="list-style-type: none">10. Faculty of Communication11. Faculty of Architecture and Design12. Faculty of Engineering13. Faculty of Health Sciences14. Faculty of Political Sciences15. Faculty of Sports Sciences16. Faculty of Medicine17. Faculty of Tourism18. Faculty of Agriculture
Higher Edc. Sc.	<ol style="list-style-type: none">1. Çan Higher Edc. School of Applied Sciences2. State Conservatory3. Gökçeada Higher Edc. School of Applied Sciences4. Higher Education School of Foreign Languages
Vocational Schools of Higher Education	<ol style="list-style-type: none">1. Ayvacık Vocational School of Higher Education2. Bayramiç Vocational School of Higher Education3. Biga Vocational School of Higher Education4. Çan Vocational School of Higher Education5. Çanakkale Social Sciences Vocational School of Higher Education6. Çanakkale Technical Sciences Vocational School of Higher Education7. Marine Technologies Vocational School of Higher Education8. Ezine Vocational School of Higher Education9. Gelibolu Piri Reis Vocational School of Higher Education10. Gökçeada Vocational School of Higher Education11. Lâpseki Vocational School of Higher Education12. Health Services Vocational School of Higher Education13. Yenice Vocational School of Higher Education



**Research and
Application
Centers**

1. Oral and Dental Health Application and Research Center
2. Astrophysics Research Center-Ulupınar Observatory
3. Atatürk's Principles and Revolution History Research and Application Center
4. Atatürk and Çanakkale Wars Research Center
5. Addiction Prevention Application and Research Center
6. Balkan and Aegean Application and Research Center
7. Science and Technology Application and Research Center
8. Botanical Garden and Herbarium Application and Research Center
9. Çanakkale Ceramics Research and Application Center
10. Environmental Problems Research and Application Center
11. Child Education Application and Research Center
12. Experimental Research Application and Research Center
13. Sea Turtles Application and Research Center
14. Earthquake Research Application and Research Center
15. Disadvantaged Children Application and Research Center
16. Educational Technologies Application and Research Center
17. Handicrafts Research and Application Center
18. Energy Resources Research and Application Center
19. Traditional Turkish Sports and Games Application and Research Center
20. İbrahim Bodur Entrepreneurship Application and Research Center
21. Occupational Health and Safety Training, Application and Research Center
22. Women's Studies Application and Research Center
23. Kaz Mountain Application and Research Center
24. Nanoscience and Technology Research and Application Center
25. Health Application and Research CenterSağlıklı ve Aktif Yaşlanma Çalışmaları Uygulama ve Araştırma Merkezi
26. Sports Sciences and Athlete Sports person
27. Postcolonial Studies Application and Research Center
28. Center for Strategic Studies
29. Underwater Research and Application Center
30. Continuing Education Center
31. Milk and Dairy Products Application and Research Center
32. Tourism Application and Research Center
33. Turkish World Values Application and Research Center
34. Turkish Islamic Culture and Arts Application and Research Center
35. Turkish and Foreign Language Teaching Application and Research Center
36. Turkish-Australian Studies Application and Research Center
37. Turkey-Russia Cooperation Application and Research Center
38. Troas Cultures History-Archaeology Application and Research Center
39. Remote Sensing Research and Application Center
40. Distance Education Application and Research Center



3.2. Evaluation of the 2018-2022 Strategic Plan

Our Strategic Plan, covering the years 2018-2022, consists of 5 goals, 21 objectives and 117 strategies. When the plan is evaluated;

- ⇒ Due to the frequent inclusion of unscalable satisfaction surveys in the Performance indicators of the 2018-2022 Plan, the monitoring of the relevant strategies could not be realized. In the 2021-2025 Plan, it has been decided to be scalable by giving less space to satisfaction surveys.
- ⇒ The use of general expressions that make the measurement of performance indicators complicate has made it difficult to monitor the goal and objective. In the 2021-2025 Plan, choosing specific strategies for the goal and objective shall increase the efficiency of the Plan.
- ⇒ Since the performance indicator objectives and achievements of the 2018-2022 plan are not our current management automation system, there were inconsistencies and difficulties in obtaining and monitoring data. In the 2021-2025 Plan, the installation of the central automation system and the execution of the monitoring-evaluation process through the system shall ensure that the results to be obtained and monitored more consistently and accurately.
- ⇒ As a result of the determination of more than one responsible unit, there were disruptions in obtaining the indicator achievement results and inconsistencies between the data, therefore, it has been decided the responsible unit to be determined in the new plan and to cooperate with other units.
- ⇒ In the 2018-2022 plan, it has been determined that there were similarities in the expression of the mission and vision and that they were not plain, and the decision has been taken that it would be appropriate to express the mission and vision in a short and memorable way in the new plan.
- ⇒ Since the 2018-2022 Plan was incomplete in achieving our objective of being a Research University, the criteria for being a Research University has been prioritized further in the new plan.
- ⇒ In the 2018-2022 Plan the quality assurance system in education could not be established, therefore it has been decided to add the criteria for the objective of establishing a quality assurance system in the new plan.
- ⇒ It was determined that some indicators are excluded from the indicators included in the performance programs, which are the annual implementation of the strategic plan, therefore their realization could not be followed during the plan period, consequently, it has been decided to use the indicators in the new plan, which are included in the performance program.

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 organization, functioning, duties and responsibilities of our university and the principles related to education, research, publication, teaching staff, students and other personnel are regulated within the scope of Law No. 2547 while its administrative structure is regulated by the Legislative Decree No. 124 on the Principles Regarding the Establishment and Duties of the Higher Education Institutions and the Administrative Organization of Higher Education Institutions. All activities of our university are executed 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 the directives issued based on their authorization. The list of laws and regulations related to the operation of universities is available on the website of the Council of Higher Education. Also, our university's regulations and directives can be accessed from our university's web page. The 2021-2025 Strategic Plan of our university has been prepared within the framework of the 11th Development Plan and in accordance with the legislation on higher education institutions. Followings are some examples of laws and regulations that may be relevant to the implementation of the Strategic Plan:



Table 5: Legislation Analysis Table

LEGAL LIABILITY	FOUNDATIONS/ BASE	FINDINGS	NEEDS
Education and training services, scientific research, publication and consultancy services	<p>^Article 12 and 3 of the Higher Education Law No. 2547</p> <p>^Current Year Budget Law, Provisions Regarding Budget Ordinance and execution</p>	<p>^Inadequate physical facilities or insufficient resources, especially for applied areas prior to starting education and training activities or the quota increase</p> <p>^The restrictions made within the budget law also applied to the appropriations allocated for scientific research projects.</p> <p>^The limited number of citations taken from the publications, the necessity of spreading the publications with such a quality that it shall receive continuous citations</p> <p>^Although it is defined as a higher education institution consisting of university, faculties, institutes, colleges and similar institutions and similar units in paragraph d of Article 3 of 2547, these units defined as organizations and units are defined as institutions in subparagraphs (e)-(f)-(g)</p>	<p>^Considering the facilities and capabilities of universities while planning are executed</p> <p>^No restrictions to be made on research-development budget executions while making regulations regarding the legislation</p> <p>^High citation number and continuity in qualified journals, creation of incentives for duties such as membership, representation, administration and editorship 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 by taking into account copyrights.</p>
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 load of revolving funds of hospitals where health services are provided.</p> <p>^The low production of original works and the lack of communication between the university and other actors of the society.</p> <p>^The fact that education and training is not practice-based and the university is not cooperating sufficiently with the actors of the regions in which it is located.</p> <p>^* The fact that exact communication between the university and other segments of the society can not be established</p>	<p>^Making arrangements to reduce personnel expenses covered from Revolving Fund revenues in terms of legislation</p> <p>^Introducing an encouraging system for academic members to disseminate their illuminating scientific data through word, writing and other means.</p> <p>^Enhancing university-industry cooperation, increasing the communication of faculty members with other actors in their fields.</p> <p>^Determining the needs of all segments of society and cooperating with relevant institutions</p>



Management Services	<input type="checkbox"/> Public Servants Law No. 657, Public Financial Management and Control Law No. 5018, Higher Education Law no. 2547, Public Procurement Law no. 4734	<p>^ Although it is defined as Vocational School of Higher Education in the Higher Education Law No. 2547, the wording of Vocational School of Higher Education is not included in the articles related to employee personal rights.</p> <p>^ Incompatibility of the Integrated Public Financial Management System of the real estate codes and descriptions annexed to the Regulation on the Administration of Immovables Owned by Public Administrations</p> <p>^ Although there are laws, procedures and principles related to internal control, there is no regulation</p>	<p>^ Making necessary arrangements in terms of legislation</p> <p>^ Making a regulation and making the system more effective in terms of establishment, implementation and execution of the internal control system in institutions; examination of the evaluation reports regarding applicability of internal control system in institutions carefully and execution of the the necessary follow-ups by the Ministry of Treasury and Finance, integration of quality and internal control processes</p>
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3.4. Top Policy Documents Analysis

Table6: Table of Top Policy Documents Analysis

RELATED SECTION / REFERENCE	TASK ASSIGNED /NEEDS
Eleventh Development Plan	
Article 251.1	Financial literacy education shall be generalized in primary, secondary and higher education institutions, and this education shall also be provided to adults within the scope of non-formal education.
Article 331.1	Education-sector cooperation protocols shall be signed in order to strengthen the education-employment-production relationship.
Article 331.6	The workforce profile needed by the industry shall be determined, and the curricula of vocational and technical education secondary education, science high schools and higher education institutions in respect of this need shall be updated.
Article 332.4	Graduate programs shall be created in cooperation with universities and industry in order to improve the human resources capacity of companies in priority sectors in R&D and innovation processes.
Article 332.5	The number and diversity of associate degree, undergraduate and graduate programs for priority sectors shall be increased and special attention shall be given to R&D activities in this field by universities.
Article 349.3	In cooperation with the University and Industry, graduate programs shall be created to meet the needs of the industry, especially in priority sectors, and universities that open these programs shall be promoted.
Article 350.7	Improvements shall be made in the legislation on commercialization of intellectual property registered on behalf of higher education institutions through TTOs with different status, return of income to university, payment to inventors, and financial sustainability of TTOs.
Article 366.4	Inclusion in clinical research shall be added between performance, academic appointment and promotion criteria.
Article 416.2	Studies carried out in research institutes, primarily in the fields of animal and plant breeding, biotechnology and biodiversity conservation, shall be supported within the framework of public, university and private sector cooperation.
Article 440.2	In order to ensure that the scientific research project budgets of universities are compatible with macro targets, to ensure that the projects are carried out effectively and efficiently, to increase coordination and cooperation among universities, and to strengthen the harmony between the Plan objectives and the projects, a coordination and support unit shall be established within the CoHE, and a policy document regarding scientific research projects shall be created. , project monitoring mechanisms and new performance-based methods of resource allocation shall be developed.
Article 441.1	In order to increase the accessibility of research infrastructures within higher education and public institutions and to ensure prevention of duplicate investments, an inventory containing up-to-date information on machinery-equipment, human resources, research activities and testing services in infrastructures shall be prepared.
Article 458.3	Inventory of intellectual property rights such as patents, utility models and designs belonging to public institutions and organizations, including universities, shall be prepared, and information studies shall be carried out so that the private sector can benefit from this inventory, and in the event that the private sector requests these rights, incentives for commercialization shall be given priority.
Article 483	A digital transformation ecosystem shall be created by developing cooperation between the public, private sector, universities and NGOs.
Article 484	Researches needed in the field of digital transformation shall be conducted and statistics shall be produced.
Article 484.1	The Digital Transformation Research Program, which includes technical studies, academic studies, field studies and similar activities in the field of digital transformation, shall be carried into effect.
Article 550.1	Support programs shall be implemented for the academic and social development of students.
Article 551.8	It shall be ensured that secondary school students participate in scientific activities at universities and benefit from research and laboratory facilities of universities.
Article 559.2	Revolving fund revenues shall be increased by more effective use of workshops within institutions and organizations in vocational education.
Article 558	An assessment, monitoring and evaluation system shall be created to diversify and increase students' achievements.



Article 558.1	An e-file shall be created in which the records of each student's academic and other activities are kept.
Article 559.3	In line with the demands of the sector and the developing technology, the curricula of the fields and branches in vocational and technical education shall be updated.
Article 559.5	Vocational high schools and higher education institutions, especially in OIZs, shall be reconstructed to support each other in terms of program, management, human resources, financing and physical infrastructure.
Article 561.2	In the plan period, especially in priority sectors, the number of doctorate graduates shall be increased to 15 thousand annually.
Article 561.3	In order for universities to keep up with the digital age and to implement open access and open science practices in accessing information, their compatibility with open access infrastructures shall be ensured.
Article 561.4	The lower limit of the academic staff's appointment and promotion criteria shall be raised centrally.
Article 561.5	The quotas of higher education institutions shall be determined by considering the sectoral and regional skill needs, the capacities of universities, the supply-demand balance and the minimum occupancy rates of the existing programs; education-employment link shall be strengthened.
Article 561.6	After graduation, the minimum achievement score requirement shall be expanded in higher education programs that give direct professional execution authority.
Article 561.7	An alumni follow-up system shall be created in order to monitor the career processes of graduates and to strengthen the alumni-university cooperation.
Article 561.8	Data on education, research and innovation outputs of higher education institutions shall be regularly monitored and reported.
Article 563.1	International access to the higher education system shall be facilitated through effective promotional activities.
Article 563.2	The number of qualified international students in the higher education system shall be increased.
Article 563.3	The share of qualified foreign-national academicians in the total employment rate shall be increased.
Article 563.4	The number of programs providing education in foreign languages shall be increased, accommodation facilities of higher education institutions for international students shall be improved and institutional capacity in internationalizations shall be increased.
Article 571.1	In order to ensure the transition of university students to the labor market, the execution of university-private sector collaborations, joint projects in particular shall be developed.
Article 571.2	Young people's transition to work shall be facilitated through the activation of internship, entrepreneurship and on-the-job training programs.
Article 576.2	Training, seminars and informative activities shall be organized with relevant public institutions, universities, trade unions and NGOs for the development and dissemination of occupational health and
Article 776.4	Facilitating internship opportunities in NGOs shall be encouraged by the participation of university students in volunteering and NGO activities.
Article 776.5	Efforts shall be made to expand non-governmental centers in universities and to open non-governmental certificate and graduate programs.
Article 804	The supply of human resources, which have an important role in the provision of public services related to public personnel, the provision of services in an effective and efficient manner and employee satisfaction shall be enhanced.
Article 806	Trainings for personnel in public institutions and organizations shall be diversified and developed.

Medium Term Program

1.2.7	In order to use public resources efficiently, the financial burden shall be reduced by digitizing business and transactions, and the decision support mechanism shall be strengthened by integrating information systems with
1.2.10	Supply- and demand-side arrangements shall be implemented to ensure efficiency in health expenditures, primary health care services shall be strengthened and their effectiveness in the health system shall be increased. The implementation of projects on optimizing drug use and reducing drug costs shall continue by carrying out awareness and monitoring and evaluation activities. The purchase of drugs, medical supplies and medical devices of the Ministry of Health and University hospitals shall be implemented from a single source.
1.2.13	In order to achieve the goals in the Eleventh Development Plan, the quality of education shall be increased with the radical reforms to be made in the education system, and a workforce with the skills necessary for competitive production and efficiency shall be educated.



1.2.15	Kamu idarelerinin Kamu iç kontrol standartlarına uyum kapasiteleri arttırılacak, kamuda risk yönetimi uygulamaları yaygınlaştırılacaktır.
1.2.26	Kamu yatırımlarında, “Onbirinci Kalkınma Planı”nın öncelikli imalat sanayii sektörüne ve bu sektöre yönelik beşeri ve fiziki altyapıyı güçlendirecek Ar-Ge, dijitalleşme, insan kaynakları, lojistik ve enerji gibi yatayalanlarile tarım, turizmve savunma sanayii alanlarına öncelik verilecektir.
Presidency of Republic Annual Program for 2020	
Precaution 322.13.	Endeavors shall be used to enrich the content of PUICP (Public University Industry Cooperation Portal) and to integrate the Technonet Portal and Laboratory Module into PUICP in a way that shall allow the results of the projects carried out in R&D centers and technoparks to be shared with the public.
Precaution 331.2.	While determining the areas where education and training shall be provided, the areas in need of human resources in the labor market shall be determined together with the sector stakeholders and these areas shall be included in the scope of education and training support.
Precaution 331.6.	Curriculums shall be prepared/updated in cooperation with the sector.
Precaution 331.7.	Studies shall be carried out by coming together with institutions and organizations engaged in non-formal education activities related to the creation of the National Lifelong Learning Monitoring System model.
Precaution 332.5.	Associate degree, undergraduate and graduate programs for priority sectors shall be identified. Determination of local problems and of development areas of priority sectors and canalizing of R&D activities of universities shall be ensured.
Precaution 349.3.	A study shall be carried out in order to determine the areas of specialization for the priority sectors needed by the industry. In line with the aforementioned determinations, studies on opening graduate programs in universities with competence in these fields shall be initiated.
Precaution 350.1.	Transposition of technologies that emerged as a result of R&D and innovation projects and protected by patents to companies located in Turkey shall be ensured through licensing or transfer.
Precaution 412.1.	Biodiversity inventory shall be completed, important species and specific areas shall be monitored, a mechanism shall be created for sharing the benefits obtained from genetic resources and related traditional information, traditional information based on biodiversity shall be recorded and made available for R&D goals.
Precaution 452.2.	Studies shall be carried out to create specialization areas regarding the intellectual property rights in higher education institutions.
Precaution 550.3.	A quality assurance system shall be established in education.
Precaution 554.2.	Studies shall be started intending to ensure the integration of existing information systems of institutions and organizations in the education system.
Precaution 557.2.	A career guidance system shall be established to support career selection processes that shall enable children to get to know themselves and their professions.
Precaution 563.2.	In order to increase the number of qualified foreign lecturers, higher education institutions shall be made a center of attraction and research infrastructures shall be strengthened.
Precaution 563.4.	The number of programs providing education in foreign languages shall be increased, accommodation facilities of higher education institutions for international students shall be improved and institutional capacity in internationalization shall
Precaution 580.6.	Basic education and in-service training activities in primary health care services shall be carried out.
Precaution 587.6	Awareness and training activities shall be carried out for stakeholders on rational drug use in the elderly and rational drug use in chronic patients.
Precaution 633.1.	In order to develop culture and art as a habit of life, culture and art education shall be given as of an early age.
Precaution 658.1.	In line with the needs, new course programs shall be prepared for the elderly and the existing course programs shall be updated.
Precaution 779.4.	Facilitating internship opportunities in NGOs shall be induced through the participation of university students in volunteering and NGO activities.



Southern Marmara Region Plan (2014-2023)	
1.5.1	Polyclinics requiring advanced expertise shall be expanded, and the number of specialist physicians and hospital beds per person shall be increased. Diagnosis and treatment services shall be developed in clinical branches such as plastic surgery, in vitro fertilization and nuclear medicine.
1.5.9	Establishment of information technologies and distance education centers shall be encouraged in order to develop the information society, steps to be taken to increase computer literacy and popularize the use of e-Government applications shall be promoted.
1.1.4	Vocational training capacity shall be developed in sectors that require relatively high technology, especially in renewable energy technologies, where the Region exhibits specialization capacity, and it shall be pioneered to open departments, institutes and research centers related to these sectors in universities.
1.1.3	Cooperation between universities and industry organizations shall be developed in order to open tourism-related departments in secondary education institutions and universities in the districts where tourism is developed, and these institutions shall be specialized in order to train qualified personnel needed by the Region.
1.1.1	The needs of the labor market shall be identified and vocational training programs shall be structured to respond to these. In this direction, cooperation with public institutions, local administrations, educational institutions and business community organizations shall be developed.

3.5. Determination of Fields of Activity and Products and Services

Table 7: Field of Activity and Product / Service Table

FIELD OF ACTIVITY	PRODUCT / SERVICE
Education and Training	<ol style="list-style-type: none">1. Associate/Undergraduate/Graduate Education Programs2. Distance Education Services3. Foreign Language Programs4. National and International Exchange Programs5. Certificate Programs
Research and Development	<ol style="list-style-type: none">1. Scientific Research Projects2. Scientific Activities and Publications3. Activities of Application and Research Centers4. Expert and Consulting Services5. Patent and Utility Model Studies
Entrepreneurship	<ol style="list-style-type: none">1. Technopark Activities2. Patent and Utility Model3. Collaborative Projects4. Incubation Center5. Commercialization-TTO (Technology Transfer Office)
Social Service	<ol style="list-style-type: none">1. Health Services2. Social Responsibility Projects3. Social Facilities (Children's House, Practice Hotel, Swimming Pool)4. Social Services of Application and Research Centers5. Cultural and Artistic Events6. Consulting Services
Management Services	<ol style="list-style-type: none">1. Financial Resources2. Human Resources3. Movable and Immovable Resources4. Quality Management System5. Information/Document Management



3.6. Stakeholder Analysis

Stakeholders are individuals, groups or institutions that are related to 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 Stakeholder

In the first stage of the stakeholder analysis, the stakeholders of our university were identified and the influence/significance levels of our stakeholders was determined.

Table 8: Identification and Prioritization of Stakeholder Table

STAKEHOLDER NAME	INT/EXT. STKH.	SIGNIFICANCE LEVEL	INFLUENCE LEVEL	PRIORITY
ACADEMICAL STAFF	Internal	High	Strong	Cooperate
MUNICIPALITIES	External	High	Strong	Cooperate
LOCAL COMMUNITY	External	High	Weak	Consider Your Interests, Include them in Studies
REPUBLICAN PRESIDENCY	External	High	Strong	Cooperate
DIRECTORATE OF ÇANAKKALE WARS AND GALLİPOLİ HISTORICAL AREA	External	High	Strong	Cooperate
OTHER UNIVERSITIES	External	High	Strong	Cooperate
MINISTRY OF YOUTH AND SPORTS	External	High	Strong	Cooperate
SOUTH MARMARA DEVELOPMENT AGENCY	External	High	Strong	Cooperate
MINISTRY OF TREASURY AND FINANCE	External	High	Strong	Cooperate
ADMINISTRATIVE STAFF	Internal	High	Strong	Cooperate
PUBLIC PROCUREMENT AUTHORITY	External	High	Strong	Cooperate
MASS MEDIA	External	Low	Weak	Monitor
GRADUATES	External	High	Weak	Consider Your Interests, Include them in Studies
MINISTRY OF EDUCATION	External	High	Strong	Cooperate
STUDENTS	Internal	High	Strong	Cooperate
MINISTRY OF HEALTH	External	High	Strong	Cooperate
INDUSTRY ENTERPRISES	External	High	Strong	Cooperate
NON-GOVERNMENTAL ORGANIZATIONS	External	High	Weak	Consider Your Interests, Include them in Studies
SUPPLIERS	External	Low	Weak	Monitor
TECHNOPARK	External	High	Strong	Cooperate
CHAMBER OF COMMERCE AND INDUSTRY	External	High	Strong	Cooperate
TUBİTAK	External	High	Strong	Cooperate
TURKISH PATENT AND BRAND INSTITUTION	External	High	Strong	Cooperate
TURKISH EMPLOYMENT AGENCY	External	High	Strong	Cooperate
INTER-UNIVERSITY BOARD	External	High	Strong	Cooperate
GOVERNORSHIP	External	High	Strong	Cooperate
HIGH EDUCATION QUALITY COMMITTEE	External	High	Strong	Cooperate
HIGH EDUCATION BOARD	External	Yüksek	Strong	Cooperate

Within the scope of stakeholder analysis, the activities offered by our University and those who benefit from them are associated.



Table9: The Table Associating Stakeholders with Fields of Activity

STAKEHOLDERS	Activity Fields				
	Education & Training	Research & Development	Entrepreneurship	Social Service	Management Services
ACADEMICAL STAFF	*	*	*	*	*
MUNICIPALITIES	*	*		*	*
LOCAL COMMUNITY	*	*	*	*	*
REPUBLICAN PRESIDENCY	*	*	*	*	*
OTHER UNIVERSITIES	*	*	*	*	
MINISTRY OF YOUTH AND SPORTS	*			*	
SOUTH MARMARA DEVELOPMENT	*	*	*		
MINISTRY OF TREASURY AND FINANCE	*	*	*	*	*
MINISTRY OF EDUCATION	*	*	*		
STUDENTS	*	*	*	*	*
MINISTRY OF HEALTH	*	*		*	
INDUSTRY ENTERPRISES	*	*	*	*	
NON-GOVERNMENTAL ORGANIZATIONS	*	*	*	*	
SUPPLIERS	*	*	*	*	*
TECHNOPARK	*	*	*	*	
CHAMBER OF COMMERCE AND	*	*	*		
TUBITAK	*	*	*		*
TURKISH PATENT AND BRAND INSTITUTION	*	*	*		
TURKISH EMPLOYMENT AGENCY		*	*	*	*
INTER-UNIVERSITY BOARD	*	*	*	*	
GOVERNORSHIP	*	*	*	*	
HIGH EDUCATION QUALITY COMMITTEE	*	*	*	*	*
HIGH EDUCATION BOARD	*	*	*		

Stakeholder meetings could not be held as planned due to the prohibition of all meetings in our country, the transition to a rotating working model, and the protection of social distance arising out of the Covid 19 virus. However, an analysis table has been created by making use of stakeholder meetings and research conducted by our University and other institutions/organizations oriented to our stakeholders.

Table 10: Study Analysis Table orienting Our University's Stakeholders

Finding	Suggestion
^Administrative staff perceive the working environment as happy ^The possibility of the feeling of monotony and burnout after a certain period of time due to the lack of promotion opportunities of the administrative staff.	<ul style="list-style-type: none">➤ Various trainings can be given to administrative staff➤ It can be encouraged to participate in non-thesis master's, distance education and similar trainings.



Finding	Suggestion
<p>^ Our university students are satisfied with the cafeteria services and the cultural and social activities of the school.</p> <p>^ Students have a high level of satisfaction with library services.</p>	<ul style="list-style-type: none"> ➤ The satisfaction level of our university students from the cafeteria services, cultural and social activities should be increased. ➤ School clubs should be given importance, club rooms should be opened and help should be provided in finding sponsors in order for the student
<p>^ While students are satisfied with the academic consultancy services, they have less satisfaction with the service they receive from the administrative staff.</p>	<ul style="list-style-type: none"> ➤ Administrative staff should be given seminars on communication
<p>^ According to the South Marmara Manufacturing Industry and Foreign Trade Survey, companies wish for qualified personnel to be trained. Companies in the TR22 Region (Balıkesir-Çanakkale) have difficulties in finding qualified</p>	<ul style="list-style-type: none"> ➤ New technologies should be brought to the region and an R&D center should be established. ➤ Sector needs should be determined and
<p>^ Although the most prominent sector in Çanakkale is the main metal industry, there is no metallurgy department in our university. When we look at the other engineering branches that will support these sectors, very few academicians work in Çanakkale except for the food engineering and chemistry departments.</p>	<ul style="list-style-type: none"> ➤ Considering metallurgical and regional needs, other engineering departments should be opened and the number of academicians should be increased.
<p>^ This makes it essential to increase the historical awareness of students coming from all over the world and Turkey to our University, which is located on the land where the Çanakkale Epic was written.</p>	<ul style="list-style-type: none"> ➤ Academic support to the Çanakkale Wars Gallipoli Historical Site Presidency should be provided and students who come to our University should be ensured to visit the area by enhancing the work done with the Presidency.
<p>^ In the stakeholder meeting held with the district administrators and vocational school principals, the people of the region are asked to open departments from our university in line with the needs of the district and to make investments for the development of the people of the region.</p>	<ul style="list-style-type: none"> ➤ The needs of the region should be analyzed and the review /increase in number of vocational departments should be ensured by analyzing the needs of the region ➤ Social responsibility projects should be created in

In the preparation phase of Strategic Planning, the relevant research analyzes were taken into consideration while determining our goals and objectives.

According to the 2019 results of the Turkey University Satisfaction Survey, the satisfaction of internal and external stakeholders is ceaselessly increasing within the framework of total quality understanding.

According to the TÜMA report, our University, which was ranked 25th in 2019 in the "General Satisfaction Ranking of State Universities", rose to 11th place among 125 state universities and 24th in 2020 in the general evaluation of 192 foundation and state universities this year.

In the research in which the satisfaction of the learning experience, the satisfaction of the campus and its life, academic support and interest, richness of learning opportunities and resources, satisfaction with the management and operation of the institution, personal development and career support were evaluated by the students, ÇOMU is entitled to be an 'A Plus' university that meets the expectations of students at the highest level in the fields of "campus and the satisfaction of life / substantiality of learning opportunities and resources".

This year, rising from 28 to 13 in terms of the satisfaction of campus and life, from 47 to 29 in terms of academic support and interest, and from 58 to 38 in satisfaction with the management and functioning of the institution, ÇOMU has ranked among the top twenty universities according to satisfaction areas.

Another research of ÜniAr (University Research), whose main purpose is to rank state universities in Turkey and their faculties based on their academic incentive performance, is the "State Universities and Faculties" ranking, which was held for the fourth time this year.



In the research, which aims to provide different data to the Turkish university system by listing state universities and faculties, ÇOMÜ was ranked 47th among 123 state universities in the general ranking of state universities. In another category, it ranked 30th among 70 universities established before 2006.

Our academic units that have increased their rankings according to 2020 data are as follows:

- ^ Ranked **9th** from 31st in Science and Literature Faculties,
- ^ Ranked **8th** from 20th in Fine Arts Faculties,
- ^ Ranked **4th** from 6th in Education/Educational Sciences Faculties,
- ^ Ranked **6th** from 9th in the Applied Sciences Faculties/Applied Sciences Schools rankings.

3.7. In-house Analysis

Kurulduğu yıl 25 akademik 52 idari personel ile hizmete başlayan Üniversitemizin 2000 yılında 497 akademik ve 261 idari personeli var iken, 2019 yılı sonu itibarıyla 1881 akademik, 750 idari ve 928 işçi olmak üzere toplamda 3.559 personeli bulunmaktadır. Our University, which started its services with 25 academic and 52 administrative personnel in the year it was founded, had 497 academic and 261 administrative personnel in 2000 and as of the end of 2019, it has a total of 3,559 personnel, including 1881 academic, 750 administrative and 928 workers.

Table11: Academic Staff Distribution Table by Years

Year	2015	2016	2017	2018	2019	2020
Title						
Professor	120	138	169	194	219	244
Associate Professor	146	168	158	174	204	196
Dr.Academic Member	418	406	475	531	567	584
Academic Member	279	264	261	379	377	422
Research Associate	441	381	368	370	396	413
Lecturer	111	103	107	-	-	-
Specialist	39	40	38	36	35	22
Translator	1	1	-	-	-	-
Total	1555	1501	1576	1684	1798	1881

As of 2020, 1,881 of 2,431 cadres belonging to our academic staff are occupied. In particular, necessary studies are being carried out to obtain the permission to use the vacancies in the positions of professor, associate professor, assistant professor and research assistant.

As of 2020, 22 foreign-nation academicians hold office in our University.

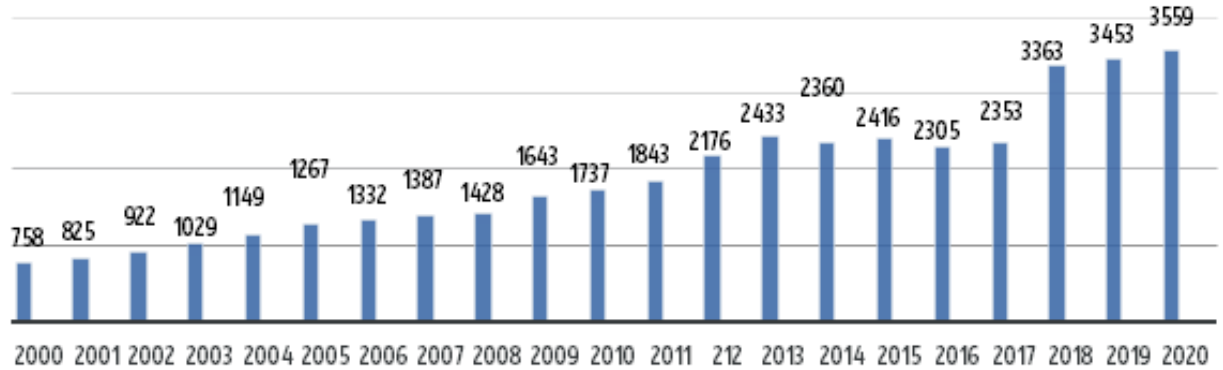
Table 12: Table of Administrative Staff Distribution by Years

Year	2015	2016	2017	2018	2019	2020
General Administrative Services	459	495	461	462	425	424
Healthcare Class	220	205	205	212	183	184
Technical Services Class	96	87	87	95	112	109
Education and Training Services	-	-	-	-	-	-
Advocatory Services Class	3	4	4	4	5	5
Religious Services Class	1	1	1	1	1	1
Assistant Servant	31	41	41	40	27	27
Total	810	833	799	814	753	750

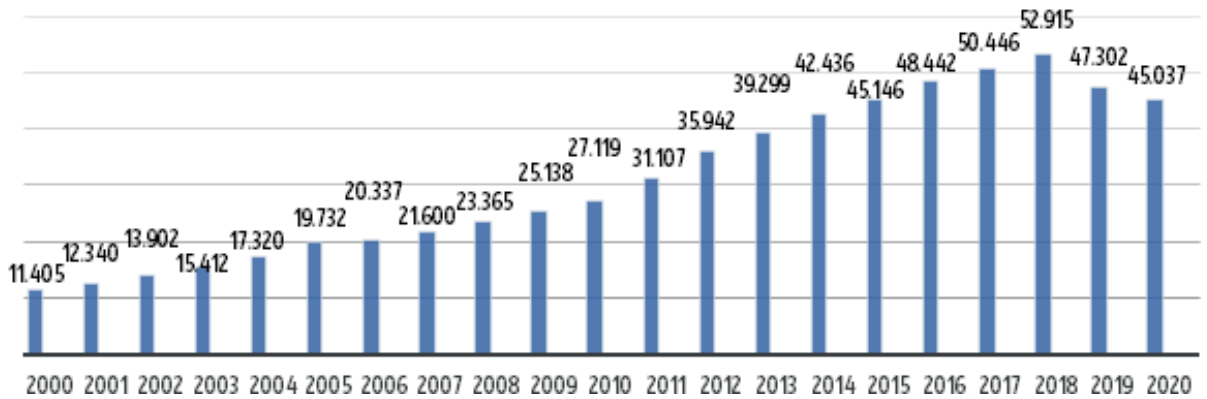
As of 2020, 440 of the 1,190 cadres of administrative staff are vacant. 425 positions, which correspond to approximately 57% of the occupied cadres, are distributed in the general administration services class, and the remaining 329 cadres are divided into other classes. On the other hand, 236 positions corresponding to approximately 55% of the vacancies belong to the General Administrative Services, and the remaining 202 positions belong to other service classes.

13.9% of our administrative personnel are graduates of postgraduate and doctorate degrees, 55.9% of them are undergraduate and 16.9% of them are associate degree graduates. 35% of our administrative staff are between the ages of 41-55, 22% are between the ages of 36-40, and 20% are between the ages of 31-35. In this respect, it can be deemed that the administrative staff of our University has an educated and dynamic structure.

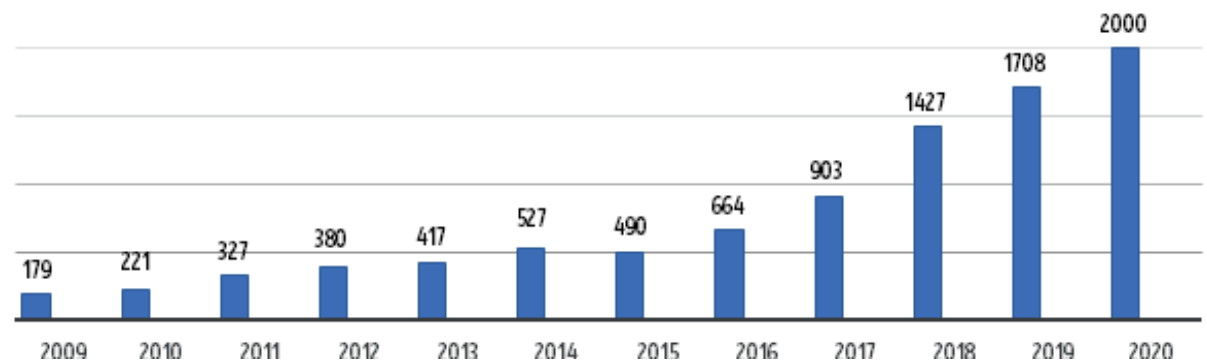
Graph 1: Distribution of Personnel by Years



Graph 2: Distribution of Students by Years



Graph 3: Distribution of Foreign-nation Students by Years



Considering the change in the number of personnel over the years, it is observed that there are visible changes in the number of administrative and academic personnel. The need for administrative staff is met through contracted personnel and permanent worker status personnel. Compared to the increasing number of students, it is evaluated that the increase in academic and administrative staff is insufficient. In addition to negatively affecting the quality of education, this situation makes it challenging to plan the existing administrative and academic staff with the increasing workload.



3.8 Culture of the Institution

Table 13:3.8. Culture of the Institution

<p>^Participation: Academic and administrative staff are included in the management process as much as possible through established commissions and committees/boards.</p>
<p>^Collaboration: In our university, the information sharing with the administrators and employees is constantly published on UIMS and on our website. At the same time, within the scope of internal control and quality studies, we have also studies to increase the cooperation between employees within the unit. Coordination between units is provided by obtaining the support of the relevant units when deemed necessary. In addition, our cooperation is increased by holding regular meetings with academic and administrative units.</p>
<p>^Dissemination of Information: The sharing of information in our institution is carried out through software such as University Information Management System (UIMS), Academic Data Management System (ADMS). Information sharing is provided to all personnel through UIMS. At the same time, information is shared with the stakeholders on the websites of the units and our University. Access to academic data is also provided through ADMS. In addition, necessary meetings, seminars and conferences are also organized for information sharing. In the decision-making process, software such as e-budget and MYS (FMS: financial management system) which provide data are used.</p>
<p>^Learning: In addition to organizing activities such as workshops, seminars, and conferences in related fields for the development of academic and administrative personnel, various courses are also offered through the Continuing Education Center. Also, managers and employees are trained through in-service training and service procurement. At the same time, there is a reporting system in order to convey the knowledge and experience of the personnel who have left their duties to the personnel who will replace them.</p>
<p>^Internal Communication: There is vertical communication between those who have a subordinate-superior relationship, and there is horizontal communication between employees of the same level. In addition, communication is provided through channels such as UIMS, institutional website, institutional e-mail, face-to-face meetings, and sms system.</p>
<p>^Relations with Stakeholders: Our institution manages relations with external stakeholders through meetings, conferences, workshops, surveys, courses given in the Continuing Education Center, and signed protocols. While preparing the strategic plan, the opinions of the stakeholders are taken into consideration through the surveys conducted with the internal and external stakeholders. In addition, the strategic plan adopted by Senate is shared with stakeholders.</p>
<p>^Openness to Change: Our institution supports new ideas and different views. Competitions are organized in order to reveal the different ideas of the students. Changes that occur outside the institution are also followed and the changes are put into practice after the necessary arrangements are made.</p>
<p>^Strategic Management: During the preparation, implementation and monitoring of the Strategic Plan, the senior management worked effectively and included the views of all our units. The Strategic Plan is audited annually with the performance program and administrative activity reports. In the process of preparing the Strategic Plan, it was emphasized that all employees should show the necessary dedication and ensure participation. It is approached with the same sensitivity during the strategic plan period.</p>
<p>^Reward and Penalty System: In our institution, the reward and punishment system is implemented within the relevant legislation. There are no clearly defined mechanisms to increase the motivation of the employees yet.</p>

3.9. Physical Resources

Our university provides education and training services with 1 institute, 18 faculties, 4 colleges, 13 Vocational School of Higher Education and 45 research and application centers, and our campuses are located in Çanakkale center and nine 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 embedded in the forest on an area of 3.013 decares, only a few hundred meters from the sea. In our campus service is provided to approximately 35,000 students with Rectorate, Institute, Faculty of Marine Action in Science and Technology, Faculty of Arts and 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 Technical Sciences Vocational School of Higher Education, Çanakkale Social Sciences Vocational School of Higher Education, Health Sciences Vocational School of Higher Education, 2 gymnasiums, central laboratory building, Central Library building, nursery and together with social areas.

Anafartalar Campus: Our Anafartalar Campus, located in the city center of Çanakkale and established on an area of 27 decares, serves students with its renewed Faculty of Education, Continuing Education Center, Distance Education Center, Conservatory, administrative section, classrooms and congress center.

Sarıcaeli Campus: Our 91-decare in size campus is used as the TECHNOPARK area, which is a field application area. Technological and Agricultural Research Center (TETAM), furniture workshops are also located in this campus.

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

Dardanos Campus: There is no school in our 293-decare in size Campus, the area is used as an application area. In addition, our university's social facilities are also in this campus. The campus, where the forest and the sea are intertwined, also contains the remains of the ancient city of Dardanos. Our campus houses an indoor pool, sauna, gym, classrooms, football field, gym, tennis court and outdoor basketball courts, practice hotel and restaurant.

Ulupınar Campus: It is at a distance of 10 km from the center of Çanakkale, at an altitude of 410 m and has a size of 25 decares. It houses Ulupınar Observatory and ÇOMU house. In our observatory, 9 telescopes serve 24 hours a day.

Çanakkale Şehitleri Campus: It is located near Terzioğlu Campus and on an area of 50 decares in size. The campus includes units such as Faculty of Theology, Vocational School of Marine Technologies, congress center, library, and practice mosque.

Kepez Campus: Our campus, which is located in Kepez Town, 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 are going to start to serve here.

Other Campuses: Besides these, there are campuses of our vocational schools of higher education in Ayvacık, Bayramiç, Çan, Ezine, Gelibolu, Gökçeada, Lâpseki and Yenice.

ÇOMU Research and Practice Hospital:

ÇOMÜ Health Practice and Research Hospital, which started to serve in Çanakkale on 12 November 2008 with its polyclinics and has a total of 907 personnel, 282 of which are doctors, is the only university hospital in the region and located at the entrance of the Terzioğlu Campus.

It is a health institution with a capacity of 574 beds that can respond to all kinds of examination requests through its 96-bed intensive care unit, 16-bed neonatal intensive care unit, 90 outpatient clinics, 16 operating rooms serving 24/7, laboratories and units within its structure. Our hospital, which aims to provide quality health services in every branch of medicine together with its expert and experienced health personnel, has the technical equipment to diagnose and treat all kinds of patients.

Laboratory services required for monitoring the diagnosis and treatment processes of patients who apply to our clinics and polyclinics: Clinical Biochemistry, Clinical Microbiology, Pharmacology, Urodynamics, Andrology, Endoscopy, Bronchoscopy, Colonoscopy, Respiratory and Allergy, Coronary, Cerebral and Peripheral Angiography, Nuclear Medicine, Neurophysiology (EEG / EMG), Pathology Laboratories are provided in a timely, accurate and reliable manner and our Medical Genetics laboratory has the scientific power and technical infrastructure to conduct genetic examination and evaluation for patients of all ages, throughout their lives. In addition, our imaging unit aims to provide the best service with the most modern devices such as 1.5 Tesla MR, 4 Section CT, 10 USG and 1 4D-USG, Scintigraphy (Gamma camera).

ÇOMU Nursery: ÇOMU Nursery, which is located in Terzioğlu Campus, serves primarily our staff and other public institutions within the remaining quota. Successful pre-school education is provided to students with its experienced staff and through modern education models applied there.

Central Library: Our Central Library, located in Terzioğlu Campus, provides 7 days / 24 hours service. Our library, which is in high demand especially during exam periods, was physically inadequate due to the increasing number of books. For this reason, a modern new annex was built and it has become one of the few libraries in Turkey in terms of size.

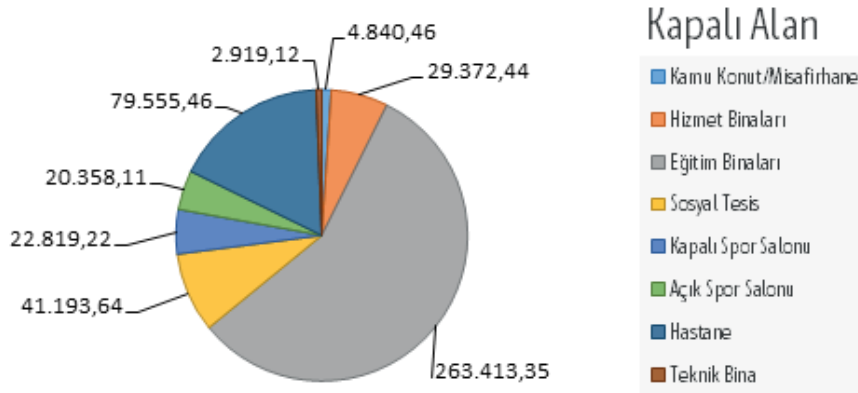


Table 14: Table of Our University's Immovables

Name of the Campus	Number of Buildings	Total Indoor Space
Terzioğlu Campus	43	254882.46
Anafartalar Campus	3	38651.25
Çanakkale Şehitleri Campus	4	28590.1
Dardanos Campus	15	27791.34
Ulupınar Campus	9	1197.12
İskele Campus (Continuing education Center)	1	1015
Nedime Hanım Campus	2	1701.72
Kepez Campus	5	10627.69
Sarıcaeli Campus	1	650
Cevatpaşa Campus (Public Housing)	2	198.5
Barbaros Campus (Soydan Building, Lodging)	6	708.04
Ayvacık VSHE Campus	2	7665.5
Bayramiç VSHE Campus	3	4807
Prof. Dr. Ramazan Aydın Campus (Ağaköy)	23	38049.69
Eceabat Campus	2	820
Ezine VSHE Campus	5	5519.72
Gelibolu VSHE Campus	3	7868
Gökçeada Cumhuriyet District Campus	3	8758.93
Lâpseki VSHE Campus	3	4538.06
Çan VSHE Campus	2	10595
Yenice VSHE Campus	2	10256
TOTAL	159	464891.12

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

Graph 4: Distribution of our University's Immovable Properties by Areas of Activity



The number of printed books in our library, which was around 80,000 in 2010, reached 663,641 as of the end of 2019, as indicated in Table 15. Our library resources have been increased over the years attempting to offer the best possible opportunity for their users.

Table 15: Library Resources Distribution

Library Resources	Number/Piece
Printed Book	663.641
Printed Periodical Title	3.132
Printed Periodical Issue	100.832
Thesis	7.262
Other	15.741
e-Journal	107.468
e-Book	263.800
e-Newspaper	7.136
e-resource (approx.)	5.000.000

While 64,547 resources were borrowed in 2010, at the end of 2019, with the diversification of our library resources, 167,318 resources, and as of 2020 39,300 resources (a decrease was experienced due to the pandemic period) were borrowed. 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 utilized for internet access and research needs of students.

Computer Technology

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 utilized for internet access and research needs of students.

3.10. Financial Resource Analysis

The estimated budget during the Strategic Plan period of our university is given in the Table below.

Table 16: 2021-2025 Estimated Budget

Resources	2021	2022	2023	2024	2025	TOTAL RESOURCE
Special Budget	539.922.000	570.616.000	615.475.000	640.000.000	665.000.000	3.031.013.000
Extra Budgetary Funds	-	-	-	-	-	-
Revolving (Working) Fund	19.800.000	21.780.000	23.958.000	26.353.800	28.989.180	120.880.980
Outsourcing (Tagem, Santez, Development Agency, Tübitak, AB etc.) *	2.934.000	3.192.500	3.292.500	3.392.750	3.435.765	16.247.515
Other (TGB)	-	-	-	--	-	-
Overall	562.656.000	595.588.500	642.725.500	669.746.550	697.424.945	3.168.141.495

*€ = counted as 9 TL.



3.11. Academic Activity Analysis

Table 17: Table of Academic Activity Analysis

Primary Academic Activities	Strengths	Weaknesses / Issue Areas	What should be done
Education	<ul style="list-style-type: none">• We have the diploma supplement label• Increase in the number of students coming to our university from Balkan universities• Based on student-centered education• Increasing number of students• High number of student societies• High student satisfaction level• Automation system used by students and staff• A wide range of elective courses offered• Presence of a Distance Education Center	<ul style="list-style-type: none">• Insufficient student dormitories• Our graduate students lose their ties with the university• Academic and administrative staff shortage• Lack of interdisciplinary studies• The rapidly increasing number of students and the high number of students per faculty member• Lack of physical and technical infrastructure of some units• Low number of accredited units/departments• Few departments providing education in a foreign language• Insufficient quality and quantity of foreign students	<ul style="list-style-type: none">• Programs whose quotas are not filled and which are at risk of closure should be transformed into different programs or combined in line with the needs of the society.• Increasing the recruitment of faculty members and concurrently preferring qualified academic staff• Carrying out studies to strengthen ties with graduate students• Meeting the accommodation and classroom needs of students• Increasing the number of accredited departments/programs• Carrying out studies for more qualified foreign students to prefer our university.• Increasing the departments providing education in foreign languages
Research	<ul style="list-style-type: none">• Increase in Technopark and R&D activities• Variety of library facilities and databases• Strong and experienced structure of Scientific Research Projects and Project Coordination Units• The goal of being a research university• IT infrastructure, internet resources, number of computers• Diversity of research centers	<ul style="list-style-type: none">• Infrastructure deficiencies in adapting to rapidly developing technology• Low number of indexed publications• Insufficient budget given by law• Inability to be financially supported regarding scientifically based seminars and symposiums etc.• Scarcity of patent, utility model, invention etc.	<ul style="list-style-type: none">• Enhancing the technological infrastructure• Implementation/uprising incentives intending to increase the number and quality of projects• Increase in extra-budgetary revenues should be ensured
Entrepreneurship	<ul style="list-style-type: none">• Young dynamic and internationally experienced academic staff• Studies carried out jointly with the Turkish Employment Agency• A significant number of student societies• Strong internship opportunities• Presence of a Career Center• Presence of entrepreneurship courses• Presence of İbrahim Bodur Entrepreneurship Center	<ul style="list-style-type: none">• Limited financial resources• Weak relations with the private sector• The relations with the local government/industry are below the expected level• Lack of entrepreneurship culture and awareness	<ul style="list-style-type: none">• Enhancing private sector-local government cooperation• Enhancing efforts to increase financial resources• Enhancing entrepreneurship courses
Social Contribution	<ul style="list-style-type: none">• Continuous development and growth of Faculty of Medicine Hospital• Strong communication and cooperation with external stakeholders• Supporting cultural and artistic events• Presence of a continuing education center• Presence of social facilities• Providing clothing and goods aid to students through ÇOMU Boutique	<ul style="list-style-type: none">• Financial insufficiencies• Not recording the activities performed statistically• Few social responsibility projects• Scarcity of products for the benefit of society	<ul style="list-style-type: none">• Improving/increasing the number of projects that are sensitive to society and the environment• Enhancing University/Industry joint projects• Enhancing University/Local Administration joint studies• Enhancing university/NGO joint projects

3.12. Higher Education Sectoral Analysis

a) Sectoral Trend Analysis

Table 18: Table of Sectoral Trend Analysis

Factors	Findings (Factors/Problems)	Impact on University		What should be done?
		Opportunities	Threats	
Political	<ul style="list-style-type: none"> Changes in budget and investment policies Establishment of higher education quality assurance system Norm staffing process Changes in education policies academic incentive allowance Increasing number of universities The increasing arrival of international students 	<ul style="list-style-type: none"> External evaluation of universities by the Higher Education Quality Board academic staff with academic incentive allowance increase in motivation Presence of International Students 	<ul style="list-style-type: none"> Limits created by norm staff in academic staff structuring 	<ul style="list-style-type: none"> The quota is not filled and there is a risk of closing Programs should be transformed into different programs in line with the needs of the society Especially the programs whose quotas are not filled and whose course contents are the same should be combined. Increasing the number of accredited departments
Economic	<ul style="list-style-type: none"> Economic crisis and contraction High unemployment rate for university graduates Rise in exchange rates 	<ul style="list-style-type: none"> Opportunity to cooperate with industry Presence of the technopark Existence of projects related to renewable energy Çanakkale's attractiveness in agriculture and tourism 	<ul style="list-style-type: none"> Students do not prefer some departments due to unemployment anxiety Insufficient project information and incentives Weak financial support Problems in the supply of project-based devices 	<ul style="list-style-type: none"> Academic activities that can turn into products should be supported more Researchers on intellectual and industrial rights such as patents and utility models should be more informed Enhancing industry cooperation projects International funds should be raised
Socio-cultural	<ul style="list-style-type: none"> Increasing number of immigrants Increase in the number of foreign students Low interaction of the university with the society Excessive brain drain 	<ul style="list-style-type: none"> Young people's interest in socio-cultural activities Foreign academic staff and students create cultural richness at our university. 	<ul style="list-style-type: none"> While the number of foreign students increases, the number of faculty members remains the same. Idle capacity in professions and units whose preferability 	<ul style="list-style-type: none"> The university should be more integrated with the society. Orientation programs for foreign students should be increased
Technological	<ul style="list-style-type: none"> Rapid Development of Technology Institutions' involvement in digital transformation Increasing need for distance education 	<ul style="list-style-type: none"> Easier access to information Existence of strong access infrastructure 	<ul style="list-style-type: none"> It is costly to keep up with technology High dependency on foreign sources 	<ul style="list-style-type: none"> Technological developments should be followed and necessary updates should be made. Income generating technological outputs should be produced
Legal	<ul style="list-style-type: none"> Constant change in the Public Procurement Law No. 4734, The need for renewal of the Public Administration and Control Law No. 5018, the travel allowance Law No. 6245 and similar laws 	<ul style="list-style-type: none"> Organization of trainings on legislative changes by the necessary institutions Following the tender process at the Public Procurement Authority 	<ul style="list-style-type: none"> Legislative changes causing different practices 	<ul style="list-style-type: none"> Relevant personnel should be immediately informed about legislative changes. In order to eliminate the problems in practice arising from the different interpretation of the Law, the contradictions between the specified paragraphs of the Law should be resolved.
Environmental	<ul style="list-style-type: none"> The importance of the work done in respect of environmental protection and recycling and the awareness created against the related issue 	<ul style="list-style-type: none"> Studies that are carried out to raise environmental awareness Our city provides suitable conditions for underwater research. 	<ul style="list-style-type: none"> The green campus practices have not been implemented. Financial insufficiencies Low public awareness of the environment 	<ul style="list-style-type: none"> Social responsibility projects should be carried out in order to increase the awareness of environmental protection. Transition to green friendly campus should be ensured Waste and recycling projects should be developed

b) Sectoral Structure Analysis

Table 19: Sectoral Structure Analysis

Factors	Findings (Factors/Problems)	Impact on University		What should be done?
		Opportunities	Threats	
Competitors	<ul style="list-style-type: none"> Increasing number of universities Increasing number of universities that demand to be research universities 	<ul style="list-style-type: none"> Our university has a well-established education system Continuing our work seriously to become a research university The goal of being the best university in the Balkans 	<ul style="list-style-type: none"> Presence of major universities in the surrounding provinces Other universities have completed their accreditation processes 	<ul style="list-style-type: none"> Our university accreditation processes should be completed Strategies should be determined in line with the goal of being the ultimate university in the region.
Stakeholders	<ul style="list-style-type: none"> Inadequate implementation of sectoral cooperation Inability to ensure sufficient communication with graduate students Employment problem of graduate students Decrease in satisfaction level of students with administrative staff Lack of qualified personnel to work in the industrial sector 	<ul style="list-style-type: none"> Studies carried out to maintain communication with graduate students Presence of the technopark Organizational structure spread across all districts Presence of a large library resource Existence of a strong academic structure 	<ul style="list-style-type: none"> The fact that the industrialization in Çanakkale is not very developed The feeling of burnout due to the lack of promotion opportunities of the administrative staff Burden of the financial dimension of accreditation processes 	<ul style="list-style-type: none"> Communication deficiencies with graduates should be eliminated Projects to increase sectoral cooperation should be developed. Administrative staff should be given seminars on communication In order for the student to discover their talents and skills, clubs should be given importance and assisted in finding sponsors. Departments needed should be enhanced by making sectoral analysis.
Suppliers	<ul style="list-style-type: none"> Firms being affected by the economic conjuncture 	<ul style="list-style-type: none"> Knowledge and experience of the personnel working in the procurement units 	<ul style="list-style-type: none"> Frequent changing procurement legislation The risk of not getting the service in desired quality 	<ul style="list-style-type: none"> It should be ensured that the personnel executing purchasing duties have timely and sufficient information about the changing legislation.
Regulatory and Supervisory Bodies	<ul style="list-style-type: none"> Audits by the Court of Accounts Establishment of the Quality Board in Higher Education 	<ul style="list-style-type: none"> Existence of institutions controlling the functioning of the process Initiation of quality processes in universities Presence of internal audit unit of our university 	<ul style="list-style-type: none"> Lack of active participation of personnel in quality studies 	<ul style="list-style-type: none"> The knowledge and motivation of the personnel should be increased in quality studies.

3.13. SWOT Analysis

a) SWOT List

Table 20: SWOT List

Internal Environment		External Environment	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Encouraging academic staff for scientific studies • Presence of active student communities • Presence of a successful university radio • Supporting cultural and artistic events • Numerous gyms and strong sports infrastructure • Strong communication and cooperation with external stakeholders • Suitable working environment for academic and administrative staff • Young, dynamic and internationally experienced academic staff • Increase in the number of students coming to our University from Balkan countries • Owning the diploma supplement label • IT infrastructure, internet resources, number of computers • Variety of library facilities and databases • Continuously developing and growing Faculty of Medicine Hospital • Presence of a strong SRP and Project Coordination Unit • Technopark and R&D activities 	<ul style="list-style-type: none"> • Few national and international projects • Inability to establish strong relationships with other universities, faculty members and researchers • Low number of indexed publications • Lack of interdisciplinary studies • Relations with industry are below the expected level • Insufficient number of lodgement • Scarcity of physical spaces and resources • The need for classrooms as a result of the continuous increase in quotas • The rapidly increasing number of students and the high number of students per faculty member • The teaching burden of the instructors is too high • Academic and administrative staff shortage • Losing the ties of our graduates with the university • Weak relations with private sectors 	<ul style="list-style-type: none"> • The historical, cultural layers and geographical location of Çanakkale province • The region's existent agricultural potential • Increasing need for collaboration between sectors • Intermediate staff needs of some sectors • The need for qualified workforce • National and international scientific research and project support • Increasing cooperation potential with international universities • The safe and peaceful nature of the region 	<ul style="list-style-type: none"> • Limited financial resources • Insufficient student dormitories • Inadequate urban infrastructure • Infrastructure deficiencies in adapting to rapidly changing technology • Disorganized settlement with infrastructure, housing and dormitory problems • Transportation difficulties, inadequacy of sea and air transportation • Constantly increased student quotas



4.

LOOKING TO THE FUTURE



Our Mission

“To be a quality-oriented and innovative university”

which trains pioneer and entrepreneurial individuals in their field, produces R&D-oriented, practical, multi-disciplinary and project-based research, develops sustainable relations with its stakeholders.



Our Vision

“To be a strong university in the international arena”

which aims quality-oriented development and is research-based with its libertarian, innovative and entrepreneurial aspects



Our Core Values

Çanakkale Onsekiz Mart University marches on the way to become a university with high values, with all the gains it has achieved since its establishment in its precious geography.

These values are:

- ❖ Justice and merit
- ❖ Involvement
- ❖ Environmental Awareness
- ❖ Democratic Participation
- ❖ Freedom of Thought and Expression
- ❖ Ethical Behavior
- ❖ Respect for Universal Values
- ❖ Respect for Diversity
- ❖ Entrepreneurship, Innovation and Creativity
- ❖ Accountability
- ❖ Collaboration, Solidarity and Sharing
- ❖ Culture of Quality
- ❖ Integration with the City
- ❖ Transparency
- ❖ Owning our History and Geography
- ❖ Efficiency
- ❖ Lifelong Learning



GANAKKALE ONSEKİZ MART ÜNİVERSİTESİ



5

DIFFERENTIATION STRATEGIES



1

25
Çanakkale Onsekiz Mart Üni

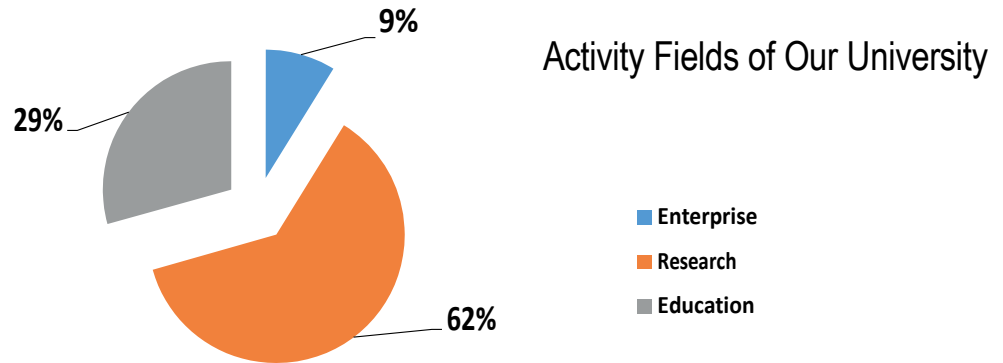
5.

DIFFERENTIATION STRATEGIES

5.1. Position Preference

Çanakkale Onsekiz Mart University carries out education, research and entrepreneurship activities and has determined its position preference as "research-oriented". 2021-2025 Considering the goals, objectives, and indicators in the 2021-2025 Strategic Plan, it can be said that while the research activities of our University have a weight of 62% in the total, educational activities have a weight of 29% on the other hand.

Graph 5: Distribution of Our University's Activities



Through a research-oriented perspective;

Our University continues its activities in order to produce new information with

- The objective of being among the Research Universities
- Practice and Research Units
- Unit Research Laboratories
- Scientific Research Projects Unit and Project Coordination Unit
- Technology Transfer Office
- Protothinks Çanakkale Design and Prototype Development Center
- University-Private Sector, Industry Participated Cooperation Projects and Priority Area Projects.

Through the entrepreneurial orientation perspective: Our University, which is among the top 50 according to the TÜBİTAK Entrepreneurial and Innovative University Index, continues its endeavors to transform information into economic value through the activities of the Technopark and the Project Coordination Center within its structure in order for the commercialization of the registered outputs produced as a result of the research activities of our innovative units.



5.2. Success Zone Preference

Our University, which focuses on research, dissociates from other universities of the equal position by making a difference with the Technopark, where powerful and important projects are implemented. Also, our University is making important breakthroughs in renewable energy upon the effect of location and regional factors.

The "Protothinks Çanakkale Design and Prototype Development Center" project, which is executed by Çanakkale Technopark and with participation of Çanakkale Onsekiz Mart University and Çanakkale Special Provincial Administration, is planned to be put into service in 2021 within the scope of the Southern Marmara Development Agency's (GMKA) Financial Support Program for the Development of Industrial Infrastructure in 2019. The Center is of great importance in terms of technological developments as it is the "First Design and Prototyping Center of the Region". In the Protothinks Design and Prototype Development Workshop, which shall serve many entrepreneurs in our region, especially the entrepreneurial companies of Çanakkale Technopark; Autocad and Solidworks Programs, Assisted Design Computers, CNC Laser Cutting Machine, CNC Press Brake, Welding Machine, Hydraulic Tilting (guillotine) Scissors, Column Drill Workbench, Compressor machinery & equipment will be placed. All early stage, SMEs and companies working in the field of design-production, academicians and students in the region shall be able to receive technical support for prototype and design development.

Çanakkale Onsekiz Mart University took its place among the top 50 universities according to the 2018 TUBITAK Entrepreneurial and Innovative University Index. According to the 2019 ranking made by URAP, our University ranks first among the universities in the Thrace region. On the other hand, according to the 2019 ranking made by URAP, Çanakkale Onsekiz Mart University ranks 30th among state universities in Turkey. At the 7th Technology Development Zones and R&D Centers Award Ceremony organized by the Ministry of Industry and Technology, our University's Technopark ranked 44th among 54 universities in the 2018 Technology Development Zones performance index results. Also, by conducting a widespread impact analysis at our University, priority is given to projects and collaborations that meet national, international and regional needs. There are many success stories in our university, from social sciences to applied sciences.

Our university attaches importance to the creation and implementation of projects that produce added value in industry-university cooperation under the guidance of the Eleventh Development Plan in the 2021-2025 Strategic Plan as well. In order to increase research capacity and entrepreneurship, academic staff and especially doctoral students shall be supported and increase in the activities with incubation centers shall be prioritized. Also, industry-integrated education is provided in undergraduate and associate degree programs, which will enable our students to adapt to business life after university more easily and offer career advantages. In this means, our students have the opportunity to turn their theoretical knowledge into practice before the end of their education life.



5.3. Value Presentation Preference

Factors	Preferences >	Exterminate	Decrease	Increase	Innovate
Social facilities				N	
Supports (scholarships etc.)				N	
Educational methods					N
Undergraduate/Graduate programs				N	
Number of associate degree students			N		
Evening (2 nd) Education programs			N		
Number of Continuing and Distance Education Programs				N	
Number of programs that educate in a foreign language				N	
Outsourced projects					
Public-private sector collaborations				N	
Pre-incubation Projects				N	
Scientific publications and events				N	
Publications with Q1 and Q2 impact factors				N	
Corporate identity and branding				N	N
Number of branded products				N	
Research incentives and awards				N	
Patent/innovation				N	
Health Service				N	
Projects for the environment and public weal				N	
Number of activities with NGOs				N	

5.4. Core Competency Preference

- a- The fact of being an A+ university in terms of campus and satisfaction of life, learning opportunities and substantiality of resources
- b- The fact that our university is the 3rd most reliable institution among 207 universities in terms of library "data transfer"
- c- The fact of having significant achievements in the health sector
- d- The fact that in 2019, our university ranked second among 109 state universities in the field of patents, utility models and brands.
- e- Our university's prominence in the fields of defense industry, chemistry, micro nano-opto electronics, biotechnical, augmented reality, agriculture, tourism, energy
- f- It is an active member of university ecosystems such as European Universities Association (EUA), BAUNAS, Trakya Universities Association, Adim Universities Association. The fact of being in the 200-250 band in recent years in the Rising European and Central Asian Universities (QS EECA University Ranking) rankings
- g- The fact of having "Project Coordination Center" established to increase and implement project-oriented thinking, and Çanakkale Technopark, which contributes to the innovation ecosystem of our country
- h- High number of projects such as Development Agency (GMKA), TUBITAK ARDEB, Erasmus
- i- The fact of providing services/projects focused on the environment and society
- j- Establishment of a strong institutional culture



GANAKKALE ONSEKİZ MART ÜNİVERSİTESİ



6

DEVELOPING STRATEGY



ÇALIŞKANLIK ÖZGÜRLÜĞÜ VE BAĞIMSIZLIK
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6.

DEVELOPING STRATEGY

6.1. Goals and Objectives

5 goals and 13 targets have been determined to achieve these goals by the participation of our University's Senior Management, Strategy Development Board and Strategic Plan Preparation Team. Goals and objectives are supported by appropriate strategies and a five-year roadmap of Çanakkale Onsekiz Mart University has been drawn up.

6.2. Units Responsible for Objectives and Cooperation

Table24: Units Responsible for Objectives and Cooperation

Objectives	Relevant Units																			
	Project Coordination Center Coordinatorship	Scientific Research Coordinatorship	Library and Documentation Department	Quality Assurance Office	Tecnopark	Revolving Fund Management Directorate	Student Affairs Department	Foreign Relations Office	Distance Education Center	Personnel Department	Institute	Center of Student Life, Quality and Alumni Relations	Health Practice and Research Hospital	General Secretariat	Continuing Education Center	Construction Works Department	Press / Media Center	Information Processing Department	Technology Transfer Office	
O1.1	R	C		C																
O1.2	C		R	C	C															
O1.3	C	R		C	C															C
O2.1		C		C			R	C												
O2.2		C		C			R		C	C										
O2.3				C			R		C											C
O2.4	C			C	C		R					C							C	C
O3.1				C					C			C	R	C	C					
O3.2	C			C				C						C		R				
O4.1				C										R				C		
O4.2			C	C															R	
O4.3				C			C							R				C		
O4.4				R								C						C		

C: Indicates the units to be cooperated with, R: Indicates the responsible units.



6.3 Cards of the Objective

Goal (G1)	Developing R&D, Innovation Activities								
Objective(O1.1)	To increase academic skills, qualifications and capacity to conduct effective research								
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year 1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Programming Frequency
PI1.1.1 Number of articles with Impact Value in the top 50% segment (Q1-Q2)	20	250	300	350	400	450	500	6 months	6 months
PI1.1.2 number of cited publications in the top 10% s segment	20	25	30	35	40	45	50	6 months	6 months
PI1.1.3 number of SCI, SSCI & AHCI indexed articles	20	500	575	650	675	750	800	6 months	6 months
PI1.1.3 number of SCI, SSCI & AHCI indexed journals	20	670	700	750	800	850	900	6 months	6 months
PI1.1.5 Number of publications From BAP, Tübitak and EU projects	20	265	283	302	320	337	360	6 months	6 months
Relevant Unit	Project Coordination Center Coordinatorship								
Cooperating Unit(s)	Scientific Research Project Coordinatorship								
	Quality Assurance Unit								
Risks	<input type="checkbox"/> Decreased resources allocated to research at the national and international level <input type="checkbox"/> Low motivation in academic staff <input type="checkbox"/> Not all of the academicians have sufficiently adopted the scientific research culture <input type="checkbox"/> Due to the heavy burden brought by educational activities, academicians cannot spare enough time for scientific activities.								
Strategies	<input type="checkbox"/> Executing training/introductory programs for <input type="checkbox"/> Developing researchers' capacity to publish with high impact value <input type="checkbox"/> Increasing the financial support provided to researchers								
Cost Estimate	7.977.000- TL								
Findings	<input type="checkbox"/> The restrictions made by the budget law also apply to the appropriations allocated for scientific research projects. <input type="checkbox"/> Low number of indexed publications								
Needs	<input type="checkbox"/> No restrictions on research-development budget practices while making regulations regarding the legislation <input type="checkbox"/> Providing the necessary procurement processes to the units that lack technological equipment <input type="checkbox"/> Implementation/increasing of incentives to uprise the number and quality of projects								



Goal (G1)	Developing R&D, Innovation Activities									
Objective (O1.2)	Developing infrastructure and opportunities for research and innovation									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI 1.2.1 Number of e-journals in the Central Library	20	107.468	110.000	115.000	120.000	125.000	130.000	6months	6 months	
PI 1.2.2 Number of e-books in the Central Library	20	255.475	260.000	265.000	270.000	275.000	280.000	6months	6 months	
PI 1.2.3 Number of resources for the visually and hearing impaired in the Central Library	20	5.470.079	5.577.500	5.688.000	5.798.500	5.909.000	6.019.500	6months	6 months	
PI 1.2.4 Number of companies with digital content in Technopark	20	4	6	10	12	15	20	6 months	6 months	
PI 1.2.5 Number of digital and innovative national and international projects	20	2	3	5	6	7	10	6months	6 months	
Responsible Unit	Library and Documentation Department									
Cooperating Unit(s)	<input type="checkbox"/> Project Coordination Center Coordinatorship <input type="checkbox"/> Technopark Directorate <input type="checkbox"/> Quality Assurance Unit									
Risks	<input type="checkbox"/> The fact that companies do not have the necessary technical knowledge and skills to use digital production tools <input type="checkbox"/> Insufficient budget									
Strategies	<input type="checkbox"/> To train the companies in the technopark to use the laboratories <input type="checkbox"/> To improve the researchers' capacity to make high-impact publications <input type="checkbox"/> To increase the financial support provided to the researchers									
Cost Estimate	12.503.000-TL									
Findings	<input type="checkbox"/> The necessity of increasing university electronic resources <input type="checkbox"/> High demand for library study areas The necessity of increasing the print media resources <input type="checkbox"/> The necessity of increasing the number of digital / innovative projects									
Needs	<input type="checkbox"/> Increasing the number of university printed and electronic resources <input type="checkbox"/> Increasing digital and innovation projects <input type="checkbox"/> Enhancing digitization efforts									



Goal (G1)	Developing R&D, Innovation Activities									
Objective(O1.3)	Increasing scientific, entrepreneurial and innovative outputs that generate added value									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI1.3.1 number of national & international patent specification	20	3	6	9	12	15	18	6 months	6 months	
PI1.3.2 Patent, utility model, invention, industrial design paper number	20	1	2	3	4	5	6	6 months	6 months	
PI 1.3.3 Ratio of the budget spent on R&D to the total budget (%)	20	3,70	3,75	4,00	4,25	4,50	5,00	6 months	6 months	
PI1.3.4 number of projects of the intructors with the industry (innovative products)	20	5	7	10	12	15	20	6 months	6 months	
PI1.3.5 Number of companies in Technopark or Incubation Center of Faculty Members	20	20	22	25	30	35	43	6 months	6 months	
Responsible Unit	Project Coordination Center Coordinatorship									
Cooperating Unit(s)	<input type="checkbox"/> Scientific Research Projects Coordinatorship <input type="checkbox"/> Technopark <input type="checkbox"/> Technology Transfer Office <input type="checkbox"/> Quality Assurance Unit									
Risks	<input type="checkbox"/> Insufficient joint work culture between university and industry <input type="checkbox"/> High costs of patent application and protection <input type="checkbox"/> Still lack of awareness among students about incubation structuring									
Strategies	<input type="checkbox"/> Supporting patents, inventions, utility models and innovative product studies <input type="checkbox"/> Developing innovative products (software, diagnostic kit, cellular therapy, medicine, etc.) <input type="checkbox"/> Supporting projects in respect of priority areas of our university									
Cost Estimate	5.482.000-TL									
Findings	<input type="checkbox"/> Not giving enough importance to R&D studies <input type="checkbox"/> The scarcity of studies to develop entrepreneurship <input type="checkbox"/> The relations with the local government/industry are below the expected level <input type="checkbox"/> Insufficiency of internal and external resources									
Needs	<input type="checkbox"/> Required procurement procedures should be provided to the units that are lack of technological equipment. <input type="checkbox"/> Sources that shall bring income to our university should be obtained <input type="checkbox"/> University-industry cooperation projects should be increased <input type="checkbox"/> Incentives to increase the number and quality of projects should be applied/enhanced									



Goal (G2)	Improving the Quality of Education and Training Activities								
Objective (H2.1)	Developing educational activities								
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency
PI 2.1.1 Number of postgraduate Students (master's and doctorate)	30	5000	5500	6000	6500	7000	7500	6 months	6 months
PI 2.1.2 Number of students benefiting from exchange programs such as Erasmus, Mevlana, Farabi	35	189	189	192	208	217	228	6 months	6 months
PI 2.1.3 Number of students benefiting from internships abroad	35	16	19	21	23	24	26	6 months	6 months
Responsible Unit	Student Affairs Department								
Cooperating Unit(s)	<input type="checkbox"/> Foreign Affairs Office <input type="checkbox"/> Scientific Research Projects Coordinatorship <input type="checkbox"/> Quality Assurance Unit								
Risks	A few number of qualified graduate students								
Strategies	Accrediting programs or operating quality processes Strengthening the physical infrastructure of the programs Advancing students' foreign language knowledge								
Cost Estimate	19.491.000TL								
Findings	Weakness of financial support The low level of foreign language of the students								
Needs	Student qualifications should be improved								

Goal (G2)	Improving the Quality of Education and Training Activities								
Objective (O2.2)	Developing the infrastructure of education and training programs								
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency
PI 2.2.1 Number of accredited programs	20	5	8	11	14	17	20	6 months	6 months
PI 2.2.2 Number of postgraduate (master's & doctorate) programs	20	240	245	250	255	260	265	6 months	6 months
PI 2.2.3 Number of courses that can be given through the Distance Education Center	20	80	100	150	170	190	200	6 months	6 months
PI 2.2.4 Number of bilateral cooperation agreements of programs	20	194	195	196	197	200	210	6 months	6 months
PI 2.2.5 Number of departments in a semester program in +1 and 3+1 sectors	20	5	8	11	14	17	20	6 months	6 months
Responsible Unit	E Student Affairs Department								
Cooperating Unit(s)	Quality Assurance Unit Foreign Affairs Office Information Processing/IT Department								



Risks	<input type="checkbox"/> Lack of sufficient resources for projects <input type="checkbox"/> Lack of information about accreditation studies <input type="checkbox"/> Low number of qualified graduate students
Strategies	<input type="checkbox"/> Accrediting programs or operating quality processes <input type="checkbox"/> Strengthening the physical infrastructure of the programs
Cost Estimate	4.346.000-TL
Findings	*Weakness of financial support * of obtaining project-based devices *High number of unemployed graduates of higher education
Needs	*Programs that do not fill their quotas and are at risk of closure should be transformed into different programs in line with the needs of the society. *Technological developments should be followed and necessary updates should be made. *Student qualifications should be increased

Goal (G2)	Improving the Quality of Education and Training Activities									
Objective (O2.3)	Developing the educational and instructive qualities of the instructors									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI 2.3.1 Number of contributions For instructors	20	5	8	11	14	17	20	6 months	6 months	
PI 2.3.2 Number of educating Seminars including preparation phases	20	5	7	9	11	13	15	6 months	6 months	
PI 2.3.3 Number of instructors Going abroad for research	20	40	50	60	70	80	100	6 months	6 months	
PI 2.3.4 Number of Instructors benefiting from the Exchange programs such as Mevlana and Erasmus	20	40	40	40	45	50	55	6 months	6 months	
PI 2.3.5 TÜBİTAK 2244 Industry Program student number	20	0	0	0	3	6	9	6 months	6 months	
Responsible Unit	Project Coordination Center Coordinatorship									
Cooperating Unit(s)	+Scientific Research Projects Coordinatorship +Distance Education Center +Personnel Department +Foreign Relations Office +Quality Assurance Unit									
Risks	Inability to participate in the programs organized in order to increase the motivation and quality of the instructors due to the low number of personnel and high workload of some units.									
Strategies	+ increasing competition in the field of Open and Distance Education +Organizing support trainings for instructors +Creating opportunities for distance education +Creating an overseas experience opportunity for each faculty member									
Cost Estimate	975.000-TL									
Findings	+Insufficient financial support +Bureaucratic obstacles									



Needs Professional knowledge and qualifications of academicians should be increased.

Goal(G2)	Improving the Quality of Education and Training Activities									
Objective (O2.4)	Advancing learning desire, capacity and satisfaction of Students									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI 2.4.1 Number of students participating in Technopark and Technology Transfer Office Projects	20	80	100	120	140	160	180	6 months	6 months	
PI 2.4.2 Number of programs providing education in a foreign language	15	7	8	9	10	11	15	6 months	6 months	
PI 2.4.3 Number of students per faculty member	15	24	23	22	21	20	19	6 months	6 months	
PI 2.4.4 Number of minor and double major programs	20	30	31	32	33	34	35	6 months	6 months	
PI 2.4.5 Number of live lessons in distance education	15	607	670	740	815	900	1000	6 months	6 months	
PI 2.4.6 Number of activities carried out for students within the scope of Career Center activities	15	5	10	10	10	10	10	6 months	6 months	
Responsible Unit	Student Affairs Department									
Cooperating Unit(s)	Student Life, Career and Alumni Relations Center Project Coordination Center Coordinatorship Information Processing/ IT Department Technopark Directorate Technology Transfer Office Quality Assurance Unit									
Risks	Increasing number of student quotas without considering physical and academic infrastructure Foreign language inefficiency of administrative and academic staff Language deficiencies of students coming from secondary education									
Strategies	Providing career consultancy, coaching and mentoring support to students Increasing the number and quality of learning tools and research capacity Transforming lecture and teaching methods into up-to-date and digital status									
Cost Estimate	1.511.000-TL									
Findings	Insufficiency of classrooms, laboratories, sports fields, social areas per student Constantly increasing student quotas Increase in the number of foreign students									
Needs	Studies should be carried out to develop entrepreneurship. Accommodation and classroom needs of students should be met. Financial resource-generating activities should be increased.									



Goal(G3)	Developing Services for the Utility of Community and Environment									
Objective (O3.1)	Improving the quantity and quality of community services									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI 3.1.1 Number of certificates for vocational education given by Continuing Education Center (SEM) and Distance Education Center (UZEM) and Entrepreneurship Application and Research Center	25	11	16	30	35	35	40	6 months	6 months	
PI 3.1.2 Number of activities on social integration and inclusion for disadvantaged groups	25	2	4	6	8	10	12	6 months	6 months	
PI 3.1.3 Number of patients benefiting from health services	25	145.000	150.000	160.000	170.000	180.000	190.000	6 months	6 months	
PI 3.1.4 Number of physicians providing health services	25	350	380	410	440	470	500	6 months	6 months	
Responsible Unit	Health Practice and Research Hospital Continuing Education Center Distance Education Center									
Cooperating Unit(s)	General Secretariat Student Life, Career and Alumni Relations Center Entrepreneurship Application and Research Center Quality Assurance Unit									
Risks	STK'ların Üniversiteyle iş birliği konusunda yeterince istekli olmaması Limited financial resources for cooperation between universities and NGOs									
Strategies	To carry out community-oriented educational activities To develop health services To carry out activities for disadvantaged groups									
Cost Estimate	28.379.000-TL									
Findings	Insufficient internal and external resources of the institution The University makes serious contributions to the city in areas such as economic, social and cultural The University has little interaction with society The University has problems communicating with graduates Increasing number of immigrants									
Needs	The university should be more integrated with the society. The bond between the graduates should be strengthened by doing activities that will strengthen the communication with the graduates. Social and environmentally sensitive projects should be developed/enhanced									



Goal (G3)	Developing Services for the Utility of Community and Environment									
Objective (O3.2)	Developing sustainable projects and practices for the benefit of the environment									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI 3.2.1 Number of awards / number of certificates received in the fields of zero waste, green campus and environmentalism	10	0	0	1	1	1	2	6 months	6 months	
PI 3.2.2 Number of awards/number of certificates received from projects and services in the field of environmentalism	10	1	1	1	1	1	1	6 months	6 months	
PI3.2.3 Wind turbine power (MW)	15	0	1	1	1	1	1	6 months	6 months	
PI3.2.4 Solar panel power (MW)	15	0	0	0	1	1	1	6 months	6 months	
PI3.2.5 Number of Barrier-Free University flag awards	10	0	0	1	1	1	1	6 months	6 months	
Responsible Unit	Construction Works Department									
Cooperating Unit(s)	Student Affairs Department General Secretariat Project Coordination Center Coordinatorship Quality Assurance Unit									
Risks	The high cost required by energy saving systems									
Strategies	To develop living spaces To build environmental projects To utilize renewable energy sources									
Cost Estimate	91.300.000-TL									
Findings	The importance of the work done in the name of environmental protection and recycling High electricity consumption expenses of our university									
Needs	Waste and recycling projects should be developed Social and environmentally sensitive projects should be developed/enhanced Social responsibility projects should be carried out in order to enhance the awareness of environmental protection.									



Goal (G4)	Developing Institutional Recognition and Strengthening Institutionalization									
Objective (O4.1)	Expanding institutional visibility									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI4.1.1 University's world ranking of academic achievement	20	1700	1650	1625	1600	1550	1500	6 months	6 months	
PI 4.1.2 Number of YÖK, TÜBA and TÜBİTAK science, incentive and art awards	20	1	1	1	1	1	1	6 months	6 months	
PI4.1.3 Number of institutional news taking place in the mass media	10	3.800	4.100	4.300	4.400	4.600	4.800	6 months	6 months	
PI 4.1.4 Number of activities of University Associations	10	1	15	20	25	30	35	6 months	6 months	
PI4.1.5 Number of university branded products	20	63	70	81	93	108	120	6 months	6 months	
PI4.1.6 Number of products commercialized in the Technopark	20	11	15	20	25	30	40	6 months	6 months	
Responsible Unit	General Secreterait									
Cooperating Unit(s)	Press/Mass Media Center Quality Assurance Unit Project Coordination Center Coordinatorship									
Risks	Unable to manage institutional view									
Strategies	To ramp up university promotional activities To obtain institutional accreditation To diversify the university's promotion products									
Cost Estimate	168.550.000-TL									
Findings	Insufficient internal and external resources of the institution Insufficient promotion of the university in national and international media									
Needs	The number of activities attended by our university should be increased. Institutional recognition of our university should be enhanced Branded products should be diversified/marketted effectively To ramp up Press/Media Center activities									
Goal (G4)	Developing Institutional Recognition and Strengthening Institutionalization									
Objective (O4.2)	Increasing accessibility to scientific outputs									
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency	
PI 4.2.1 Open access percentage of university-addressed scientific articles	20	42	50	55	60	65	70	6 months	6 months	
PI4.2.2 Ratio of printed material to digital material in the central library	20	14	13	12	11	10	9	6 months	6 months	
PI 4.2.3 Open access percentage of theses	20	75	80	85	90	95	98	6 months	6 months	



PI 4.2.4 Number of servers in IT center	10	21	22	23	20	21	22	6 months	6 months
PI 4.2.5 Number of software in ITcenter	20	13	27	42	58	72	87	6 months	6 months
PI 4.2.6 Internet connection speeds in campuses (Megabit)	10	3030	3540	3930	4930	5490	5990	6 months	6 months
Responsible Unit	Information Processing /IT Department								
Cooperating Unit(s)	Library and Documentation Department Quality Assurance Unit								
Risks	Insufficient technical equipment The high costs								
Strategies	Strengthening the IT infrastructure Improving open access opportunities Strengthening the internet infrastructure								
Cost Estimate	16.350.000-TL								
Findings	Coordination of the technology and information infrastructure of our university by the Department of Information Processing/IT Infrastructure deficiencies in adapting to rapidly developing technology The rapid development of technology								
Needs	Technological developments should be followed and necessary updates should be made. Technological infrastructure should be increased Necessary procurement procedures should be provided to the units that lack technological equipment.								

Goal (G4)	Developing Institutional Recognition and Strengthening Institutionalization								
Objective (O4.3)	To protect, develop and maintain the institutional culture								
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency
PI4.3.1 Number of ÇOMU promotional materials	25	50	52	55	57	60	65	6 months	6 months
PI4.3.2 Number of ÇOMU days events	25	0	1	1	1	1	1	6 months	6 months
PI4.3.3 Number of international and domestic promotional events	25	3	4	5	5	6	6	6 months	6 months
PI4.3.4 Number of alumni contacted through the Alumni Office	25	150	500	500	500	500	500	6 months	6 months
Responsible Unit	General Secretariat								
Cooperating Unit(s)	E Press / Mass Media Center E Student Life, Career and Alumni Relations Center E Quality Assurance Unit								
Risks	Awareness on quality culture and quality internalization in academic and administrative units is not at the desired level								
Strategies	Promoting institutional achievements Organizing events like COMÜ days Founding the alumni association								
Cost Estimate	209.000-TL								
Findings	The fact that our university's brand awareness is high								
Needs	Enhancing brand perception within the framework of our university's mission and vision								



Goal (G4)	Developing Institutional Recognition and Strengthening Institutionalization								
Objective(O4.4)	Improving in-house satisfaction, communication and cooperation								
Performance Indicators	Impact on the objective (%)	Plan Period Initial Value	Year1	Year 2	Year 3	Year 4	Year 5	Monitoring Frequency	Planning Frequency
PI 4.4.1 Satisfaction level of academic and administrative staff with the institutional culture	20	70	75	80	85	90	95	6 months	6 months
PI 4.4.2 Student satisfaction level of institutional culture	20	0	85	85	85	85	85	6 months	6 months
PI 4.4.3 Number of meetings with internal stakeholders	20	4	6	8	10	12	14	6 months	6 months
PI 4.4.4 Number of meetings with external stakeholders	20	2	3	4	5	6	7	6 months	6 months
PI 4.4.5 Number of social and cultural events	20	10	15	15	20	20	20	6 months	6 months
Responsible Unit	Quality Assurance Office								
Cooperating Unit(s)	>Press/Mass Media Center >Quality Assurance Unit								
Risks	>Inability to find enough resources >Weak motivation of employees								
Strategies	> Weak motivation and interest of internal stakeholders of the university >Inability to fully ensure the participation of all stakeholders in social and cultural activities due to the dispersed campus structure.								
Cost Estimate	100.000-TL								
Findings	>The existence of an established corporate culture at our university								
Needs	> Studies on participation, cooperation, strategic management, internal communication, relations with stakeholders, openness to change, reward and punishment system should be increased								



7

COSTING





7. Costing

Table25: Cost Table

	2021	2022	2023	2024	2025	Total Cost
Goal 1						
„Objective1.1	600.000	1.300.000	1.900.000	2.077.000	2.100.000	7.977.000
„Objective1.2	2.343.000	2.450.000	2.510.000	2.570.000	2.630.000	12.503.000
„Objective1.3	550.000	993.000	1.289.000	1.300.000	1.350.000	5.482.000
Goal 2						
„Objective2.1	2.824.000	3.660.000	3.964.000	4.368.000	4.875.000	19.491.000
„Objective2.2	678.000	774.000	864.000	960.000	1.070.000	4.346.000
„Objective2.3	152.000	155.000	189.000	223.000	256.000	975.000
„Objective2.4	230.000	268.000	308.000	335.000	370.000	1.511.000
Goal 3						
„Objective3.1	4.829.000	5.222.000	5.424.000	6.226.000	6.678.000	28.379.000
„Objective3.2	13.000.000	13.000.000	13.100.000	26.100.000	26.100.000	91.300.000
Goal 4						
„Objective4.1	29.100	29.550	30.400	36.500	43.000	168.550
„Objective4.2	2.850.000	3.000.000	3.250.000	3.500.000	3.750.000	16.350.000
„Objective4.3	29.000	36.000	42.000	49.000	53.000	209.000
„Objective4.4	20.000	20.000	20.000	20.000	20.000	100.000
General Administrative Expenses	177.580.000	182.014.500	187.091.000	192.050.000	197.500.000	936.235.500
Total	205.714.100	213.102.050	219.981.400	239.814.500	246.795.000	1.125.027.050



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8

MONITORING & EVALUTAION





8. MONITORING & EVALUTAION

The Monitoring and Evaluation Process ensures institutional learning and, accordingly, continuous improvement of activities. Monitoring is an iterative process in which quantitative/qualitative data are collected and analyzed continuously and systematically before/during implementation in order to follow progress against goals and targets. Monitoring the realization results of goals and objectives with a certain frequency through performance indicators and presenting them to the evaluation of the managers by reporting them in specified periods constitute the monitoring activities. Evaluation, on the other hand, is a detailed examination to determine the extent to which ongoing or completed activities achieve the goal and objectives, and to what extent they contribute to the decision-making process.

It has been decided to collect the realization data of performance indicators in six semi-periods by the responsible units. Based on the data entered by the units, a strategic plan monitoring report shall be prepared until the end of July, and a strategic plan evaluation report shall be prepared until the end of February of the following year. Following the preparation of the reports, monitoring meetings shall be held every six months and evaluation meetings shall be held in one-year periods by the Strategy Development Committee. The strategic plan evaluation report shall be finalized in a way to include the necessary measures to be taken on how to reach the targets and shall be sent to the Presidency of Republic Strategy and Budget Department by the end of July. The implementation process of the strategic plan shall not be seen as the duty of only certain segments, it is planned to be implemented with the support of our stakeholders as well.



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