

MALTEPE UNIVERSITY

**STRATEGIC PLAN  
2011-2015**

**“Strategic Planning Process –  
Strategic Goals and Targets” İstanbul  
2010**

QUALITY ASSURANCE STUDIES IN EDUCATION  
STRATEGIC PLANNING TEAM

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### **From Our Founder**

Maltepe University has been an educational institution for 15 years. Predating the founding of the university the Marmara Education Village was established in 1985. From the start the Marmara Education Village has offered instruction at the preschool, primary, and middle school level. A consistent passion for excellence has been a key feature of the university and affiliated educational community's growth since its founding 27 years ago.

Maltepe University has set its goals with power taken from the past. The university has worked to reach and exceed those goals through a commitment to scholarship and research that continues to this day.

As a university, we strive to produce projects that will encourage and contribute to the work of academic personnel, students and the country. Our aim is to create a positive working environment with a scientific edge, at once innovative and contemporary; a worldwide university competitive on an international scale in science as well as socio-cultural studies. Universal values in education both on a qualitative and quantitative basis guide us in pursuit of our goals.

Maltepe University was established to educate the workforce of tomorrow while energizing our youth, our country and our world today. To that end the university has put forth a strategic plan designed with our goals in mind for all academic, administrative and financial departments. With the 2011-2015 Strategic Plan the route for our university has been drawn. I invite all of our students, graduates, academic and administrative personnel, and affiliated education partners (Marmara Education Institutions etc.) to participate actively in both the development and application stages of the plan. The implementation and realization of the presented strategy will further contribute to the growth of a stronger, more successful university concurrent with internationally accepted standards for institutions of higher education.

My hope is that this report including a self-evaluation of the first two years of the 2011-2015 Strategic Plan will clearly determine our academic path towards the European Universities Association. I hope our plan will help to advance our work as a university bringing pride to our country and to us all as an institution recognized for the opportunities it gives to its students, personnel, and lecturers. I also believe this plan will foster our goal of creating and maintaining a positive working environment. I thank everyone for their effort in preparing the report.

Regards,

Hüseyin ŞİMŞEK  
Founder

## **From Our Rector**

Maltepe University's 2011-2015 Strategic Plan is predicated on the desire to reach certain academic goals as an institution of higher learning.

I look at our strategic plan as a precondition in the accreditation processes we have chosen to pursue. I believe that with this plan the Bologna Process will be successfully completed, and the diploma supplement and ECTS labels will be awarded by the European Commission. Moreover, the strategic plan will pave the way for our *associate* membership in the European Universities Association (EUA) and later the step up to full membership making external evaluation of our university by the European Universities Association possible. In brief, the strategic plan we have set forth will help our university to meet the quality assurance standards developed by the European Union.

Our Strategic Plan will be monitored continuously and each year at a specified time, necessary changes to the plan will be applied keeping with our pre-determined academic goals. Firstly, I'd like to express my gratitude to the members of the planning commission. Additionally, my thanks go out to everyone who took part in the preparation of the strategic plan. I believe that this plan will only be successful with the cooperation and contribution of all relevant shareholders.

I want to thank in advance all of Maltepe University's personnel. I hope that the strategic plan will be beneficial for us all.

Prof. Dr. Kemal KÖYMEN  
Rector

## **1. STRATEGIC PLANNING PROCESS AND BASIC CONCEPTS**

Globalization trends spreading around the world and our country, social, political, economic, technological developments and changes affects all institutions and education institutions, too. In this sense, actualizing new approaches and applications in education institutions has become a must. Education Institutions' adaptation to the environment and their ability to make it ready for the change, to keep pace with innovations, "Strategic Management" approach is becoming increasingly common with the aim of developing open and outward looking strategies; responsive to the demands of society, giving importance to the participation, clarified its goals and priorities, accounting before the public as the requirement of a transparent and efficient public structure.

Within the framework of strategic management, strategic planning is expressed as a participatory flexible management approach identifying the process during which institutions create a vision for the future moving from their existing situation, mission and basic principles, specify goals and strategies to enable them to reach these goals in line with this vision, monitoring and evaluating their performance by developing measurable criteria.

In 2005 with Public Financial Management and Control Law No. 9 of 5018 Article strategic planning made compulsory in our country and Undersecretaries of State Planning Organization was authorized to determination and conclusion of the calendar for strategic planning process and public authorities required to prepare a strategic plan. With strategic planning financial discipline in macro-level budget preparation and application process, distribution of resources according to strategic priorities, monitoring of these resources for effective usage and development of accountability based on this is aimed.

Because of some internal and external factors universities are heading to strategic planning. Internal causes; motivation of academic personnel, adaptation of content of courses and programs to the changing world, the search for self-income generation, universities' wish to develop their relationship with their sharers; as external causes globalization, technological changes, external constraints brought about by the new economic era, increased competition with the other universities, increase in the number of students and the change of student demography can be listed.

In the light of these changes and developments of 21<sup>st</sup> century it is clear that universities have more responsibilities than information production and spreading. Universities have to produce scientific knowledge to the service of humanity more efficiently than ever before besides integration of young being the assurance of the future. Fulfilment of this responsibility will be possible with a strategic plan in which participation is provided; all university sharers take part together, operations are included to reach the point where the institution desire and ways how to get there and definitions are included in the light of weak and strong sides of institution, how to change and develop these sides.

### **1.1 Process, Objectives and Teams**

After 2006-2010 period strategic plan, 2011-2015 period strategic planning studies has been started in our university and a strategic planning team whose names are submitted in Table 1 is formed. Also a Strategic Planning Commission has been formed at the level of Faculty/Institute/ Collage and head of departments with the participation of all section, department/program heads and representatives. In Table 2 Faculty/Institute/Collage commissions are shown.

**Table 1. Maltepe University Strategic Planning Team**

NAME-SURNAME	DUTY
Prof. Dr. Kemal KÖYMEN	Rector
Prof. Dr. İhsan YILMAZ	Vice Rector
Prof. Dr. Hasan CEYLAN	Dean of Education Faculty
Prof. Dr. Belma T. AKŞİT	Dean of Arts and Sciences Faculty and Counsellor of Rector and President of BEK
Prof. Dr. İsmail KAYA (Simten GÜNDEŞ after April 2012))	Dean of Fine Arts Faculty
Prof. Dr. Oktay UYGUN (Yusuf AKSAR after March 2012)	Dean of Faculty of Law
Prof. Dr. Nazif GÜRDOĞAN	Dean of Economics and Administrative Sciences Faculty
Prof. Dr. Selahattin YILDIZ	Dean of Communication Faculty
Prof. Dr. Emre AYSU	Dean of Architecture Faculty
Prof. Dr. Murat TAYLI	Dean of Engineering Faculty
Prof. Dr. Şaban ŞİMŞEK	Dean of Medicine Faculty
Prof. Dr. İlhami YAVUZ	Director of Graduate School of Sciences and Engineering
Prof. Dr. Güler ÖZTÜRK	Director of Graduate School of Health Sciences
Prof. Dr. Bahattin AKŞİT	Director of Graduate School of Social Sciences
Prof. Dr. Güler CİMETE	Director of School of Nursing
Lecturer Yıldız CAN	Director of School of Foreign Languages
Dr. Nuri OLUR	Director of Vocational School
Prof. Dr. Belma AKŞİT	President of Strategic Planning Team
Prof. Dr. Melek AKGÜN	Member of Strategic Planning Team
Associate Prof. Serap BULDUK	Member of Strategic Planning Team
Associate Prof. Mürşide ÖZGELDİ	Member of Strategic Planning Team
Instructor Elif SUNGUR	Member of Strategic Planning Team
Lecturer Şafak GÜNDÜZ	Member of Strategic Planning Team
Vedat ÇAKIRCA	Secretary General
Gökhan HARPUTLU	President of Student Affairs Office
Güner HARPUTLU	President of Personnel and Finance Office

**Tablo 2. Maltepe University Strategic Planning Commissions**

NAME-SURNANME	DUTY
Prof. Dr. Kemal KÖYMEN	Rector
Prof. Dr. Müslim BOZYİĞİT	Vice Rector
Prof. Dr. İhsan YILMAZ	Vice Rector and Dean of Arts and Sciences Faculty
Prof. Dr. Hasan CEYLAN	Dean of Education Faculty
Prof. Dr. Selahattin YILDIZ	Dean of Fine Arts Faculty
Prof. Dr. Yusuf AKSAR	Dean of Faculty of Law
Prof. Dr. Nazif GÜRDOĞAN	Dean of Economics and Administrative Sciences Faculty
Prof. Dr. Selahattin YILDIZ	Dean of Communication Faculty
Prof. Dr. Emre AYSU	Dean of Architecture Faculty
Prof. Dr. Murat TAYLI	Dean of Engineering Faculty
Prof. Dr. Güler ÖZTÜRK	Dean of Medicine Faculty and Director of Graduate School of Health Sciences
Prof. Dr. İlhami YAVUZ	Director of Graduate School of Health Sciences
Prof. Dr. Bahattin AKŞİT	Director of Graduate School of Social Sciences
Prof. Dr. Deniz ŞELİMEN	Director of School of Nursing
Lecturer Yıldız CAN	Director of School of Foreign Languages
Dr. Nuri OLUR	Director of Vocational School
Prof. Dr. Belma AKŞİT	Rector Consultant, Head of BEK, and Head of Strategic Planning Team
Associate Prof. Mürşide ÖZGELDİ	Member of Strategic Planning Team
Instructor. Nuran KARAAĞAOĞLU	Member of Strategic Planning Team
Lecturer Şafak GÜNDÜZ	Member of Strategic Planning Team
Vedat ÇAKIRCA	Secretary General
Gökhan HARPUTLU	President of Student Affairs Office
Güner HARPUTLU	President of Personnel and Finance Office
Zafer TOKER	President of Student Council

The aim of TR (Republic of Turkey) Maltepe University is to put forth all positive and negative conditions of our university from the bottom to the top and identify the orientation and view of our university between the 2011-15 period. Basic objectives of strategic planning process is to reveal strategic objectives serving to the vision of our university in the following five years and institutionalizing, in relation to this basing all required goals and operations on measurable criteria.

## **1.2 Basic Concepts**

### **1.2.1 Strategy**

A set of decisions showing how to achieve organization's goals and objectives.

### **1.2.2 Planning**

Expressing the determination of the objectives and the ways and means to achieve these objectives this concept is a process showing what, how, why, when and with whom should be done.

### **1.2.3 Strategic Planning**

Strategic planning which shows the path between the institution's situation today and it desire to be at requires setting its objectives, goals and methods to render it possible to reach them. Having a long term and forward looking point of view Strategic planning guides preparation of the organization's budget by giving importance to the objectives and goals specified in the strategic plan, allocation of resources to be based on priorities and accountability.

### **1.2.4 Internal and Environmental Analysis**

One of the basic methods can be used for internal and environmental analysis is SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. SWOT analysis is the analysis of the powerful and weak aspects of institution itself and the opportunity and threats that shown up or might show up in the environment of institution.

To evaluate the weak and powerful aspects of institution; the factors such as financial resources, human resources, organizational structure, the position /share in its own sector, the prestige of institution must be evaluated. In the evaluation of outer environment, economic, social, demographic, cultural, politic, environmental, and technological and factors related to rivalry must be determined.

### **1.2.5 Mission**

The mission is the reason of presence for an institution; it simply states what institution does how it does and for whom it does. The reason for stating a mission is to unite various factors in the institution on a common aim, to show a strategic way and to provide usage of the sources in this direction.

### **1.2.6 Vision**

The vision is a generally short, striking, creative and assertive concept that symbolizes the ideal future of institution. It is a strong expression of what institution wants to do in long term periods. Vision is an integrative factor among different units of an institution. Thus, it is much more important for the institutions that fulfil several functions. Vision declaration, together with mission declaration, shapes the frame of institution plan.

### **1.2.7 Values**

Basic values signify the institutional principles, codes of conduct and management style of institution. Manifesting the basic values of an institution is important for strategic plan; because, there are basic values and beliefs beyond the vision, mission and institutional identity of an institution. Basic values guide to determine decisions, selections and strategies of institution. The succeeded values are strong means of the change in institutional identity and motivation of staff.

### **1.2.8 Strategic Goal and Strategic Target**

The aims are conceptual expression of the results that institution goals to reach. The guiding role that is undertaken by mission for all organization is undertaken by aims for programs and functional units. The goals are special and measurable sub- aims related to fulfilling the aims. Goals are expression of foreseen outputs and outcomes in a defined period of time in terms of quantity and quality. Goals must be private, measurable, compromised, assertive but accessible, result-based and well-timed. More than one goal intended to succeed the aim can be defined.

### **1.2.9 Performance Indicators**

Performance indicators are used to show to what extent succeeded outcomes are reached to the pre-defined goal. A performance indicator is stated in terms of quantity, time, quality or cost to provide measurability. Performance indicators are classified as input, output, efficiency, outcome and quality indicators.

## **2. SITUATION ANALYSIS**

### **2.1 Historical Context**

Marmara Education Institutions, Istanbul Marmara Education Foundation (IMEV) and Maltepe University (MU) were founded in 1991, 1996 and 1997, respectively by Hüseyin Şimsek, the head of the board of trustees of the university, who devised the motto "From Kindergarten to University". The University, which was founded by IMEV in accordance with law number 4282, is subject to the terms pertaining to the Foundation and Higher Education Institution Law number 2547, and it has the status of a legal entity. In 1997, the university began operations as an academic institution in the buildings provided by IMEV.

The Istanbul Marmara Education Foundation, with which the university is affiliated, provides a wide range of learning opportunities in a variety of areas, including health, culture, art, social responsibility and the environment. Hence, IMEV perpetuates the deep-rooted tradition of foundation institutions within Turkish culture and history.

In 2002, in an effort to bring together the various academic institutions established by IMEV, the Marmara Education Village (Marmara Eğitim Köyü) was founded on 750,000 square metres of indoor space and 300,000 square metres of outdoor space in a wooded area of the Maltepe district on the Asian side of Istanbul. The Marmara Education Village campus is home to Maltepe University's Faculties of Education, Arts and Sciences, Fine Arts, Law, Communications, Economics and Administrative Sciences, Architecture, Engineering and Natural Sciences as well as the Schools of Nursing, Foreign Languages, Vocational Education, and the Graduate Schools of Science and Engineering, and Social Sciences. With the exceptions of the Faculty of Medicine and the Graduate School of Health Sciences, located in Maltepe University's City Centre campus, all other degree programs are held in the Marmara Education Village, including the associate degree, undergraduate, masters degree and doctoral degree programmes. Our university provides education services in 9 faculties, 3 graduate schools, 2 schools and 1 vocational school. The Marmara Education Village Campus is also home to the Marmara Open Air Theatre with a seating capacity for 8,000 spectators. In addition, the campus has two film production studios covering 2000 square metres.

"Free in Thought, Modern in Education and Universal in Science" is the motto and summation of the most important principles of Maltepe University. The aim of Maltepe University is to educate students to be competitive with their peers all over the world, to be dynamic, rational, creative, and collaborative intellectuals; to be individuals who are secular, respectful of the rules of democracy and are true followers of the reforms and principles of the founder of the Turkish Republic, Mustafa Kemal Atatürk.

Maltepe University puts a great emphasis on internationalisation. With this approach in mind, exchange students and academic members are encouraged to be mobile in the European Higher Education Area and the world. For this purpose, strong relations have been established and secured with globally recognised universities for collaborative research and scientific studies, and these efforts are gradually increasing in number. Existing international exchange programmes and double major degree programmes are indicators for MU's internationalization approach. In line with this, bachelor degree graduates are given Diploma Supplements as of 2010, while Master's and Ph.D. graduates started to be given Diploma Supplements in 2012.

The university has an exclusive and experienced academic and administrative staff, offers programmes updated on a regular basis to follow the developments in the fields of science, technology and art, enjoys a wide range of academic infrastructure and facilities (laboratory, information and documentation centre, internet access, etc.), discloses and shares scientific research with the international scientific community and the public and organises social and cultural events that encourage community participation. On a whole, the academic and cultural atmosphere cultivated by Maltepe University has paved the way for it to be counted as a prominent institution in the Turkish



University System and is also firm evidence of the university's successful achievement of its institutionalisation process.

## **2.2. Analysis of Legal Obligations and Legislation**

Our university was established under the Law No. 4282, dated 09.07.1997, which entered into force upon publication in the Official Gazette of the Republic of Turkey Issue No. 23050, dated 15.07.1997.

SUPPLEMENTARY CLAUSE 44.- A new foundation university as a public entity has been established in Istanbul by the Marmara Education Foundation under the name "Maltepe University", subject to the provisions of the Law No. 2547 related to the foundation higher education institutions.

This university consists of the following faculties and schools under the office of the President:

- a) Faculty of Medicine,
- b) Faculty of Law,
- c) Faculty of Arts and Sciences,
- d) Faculty of Engineering-Architecture,
- e) Faculty of Communication,
- f) Faculty of Economics and Administrative Sciences,
- g) Faculty of Education,
- h) School of Nursing.

(The Faculty of Engineering-Architecture was subsequently divided into two faculties, being Faculty of Engineering and Faculty of Architecture. Furthermore, Faculty of Fine Arts, Vocational School of Higher Education, School of Foreign Languages, as well as the Institute of Science and Technology, Institute of Social Sciences, and Institute of Medical Sciences have been established.)

Obligations of our University under the legislation: The higher education institutions are responsible for fulfilling the tasks and duties specified under Article 130 of the Constitution of the Republic of Turkey, as well as under the paragraphs (c) and (d) of the Article 3, and under Article 12 of the Higher Education Law No. 2547. Article 130 of the Constitution states; "For the purpose of training manpower under a system of contemporary education and training principles and meeting the needs of the nation and the country, universities comprising several units will be established by the state and by law as public corporations having autonomy in teaching, assigned to educate, train at different levels after secondary education, and conduct research, to act as consultants, to issue publications and to serve the country and humanity. Institutions of higher education, under the supervision and control of the state, can be established by foundations in accordance with the procedures and principles set forth in the law provided that they do not pursue lucrative aims."

Paragraphs (c) and (d) of the Article 3 of the Higher Education Law No. 2547 states; "(c) Institutions of Higher Education: Universities, Higher Institutes of Technology, Faculties, Graduate Schools, Schools of Higher Education, Conservatories, Vocational Schools and Research Centres, as well as vocational schools that are not related to any advanced technology institute and established by foundations on condition that they do not pursue lucrative aims.

A Higher Institute of Technology is an institution of higher education possessing academic autonomy and juristic personality, carrying out high-level research, education, production, publication, and consultancy specifically in the areas of technology.

d) University: An institution of higher education possessing academic autonomy and public corporation status, conducting advanced-level of education, scientific researches, publications and consultancy; it is composed of faculties, graduate schools, schools of higher education and similar institutions and units.

Article 12 "Duties of the Institutions of Higher Education" of the Higher Education Law No. 2547 states:

Article 12- In accordance with the aims and basic principles of this law, the duties of the institutions of higher education are as follows:

- a. To carry out post-secondary education at various levels, undertake scientific researches, engage in publications, and act in the capacity of consultant, in accordance with the principles and objectives of the development plans and the needs of society, with regard to the conditions of modern societies and contemporary education,
- b. Utilizing its own specialist abilities and material resources in a rational, productive and economic way, to train sufficient manpower in the required fields to meet the needs of the country; in line with the national education policy and principles and objectives of development plans and programs as prepared by the Council of Higher Education,
- c. To disseminate, in oral, written or other forms, scientific data and scholarly findings such as might be expected to raise the standard of living of Turkish society and enlighten the public in general,
- d. To train people, especially in the fields of industrialization, and the modernization of agriculture, through formal, informal, continuous and adult education,
- e. To carry out research and educational activities pertaining to the country's scientific, cultural, social and economic progress and development, and through cooperation with other organizations to encourage public organizations to contribute to such activities; to make research results available to the public, to carry out studies requested by public institutions, and to offer relevant proposals,
- f. To take measures that will contribute to the institutions responsible for formal, informal, continuous, widespread, constant and adult education in mobilizing literacy campaigns,
- g. To contribute to the training and development of agricultural and industrial workers, to modernize services in the fields of industry, agriculture and health, to prepare and implement programs that will encourage productivity, and to participate in such activities as the solution of environmental problems,
- h. To develop, apply and disseminate educational technology,
- i. To develop the principles of education with a view to a more practical approach to higher education, to set up revolving funds and operate them productively and to take necessary measures for the development of these activities."

Purposes of the higher education are defined as follows under Article 4 of the Higher Education Law No. 2547:

- a) To educate students so that they:
  1. will be loyal to Atatürk nationalism and to Atatürk's reforms and principles,
  2. will be in accord with the national, ethical, human, spiritual and cultural values of the Turkish Nation and conscious of the privilege of being a Turk,
  3. will put the common good above their own personal interests and have full devotion to family, country and nation,
  4. will be fully conscious of their duties and responsibilities towards their country and will act accordingly,
  5. will be objective, broad-minded, and respectful of human rights,
  6. will develop in a balanced way, physically, mentally, psychologically, morally, and emotionally,
  7. will prove to be good citizens contributing to the country's development and welfare and at the same time acquire the necessary knowledge and skills for their future vocations.
- b) To enhance the welfare of the Turkish State as a whole, conducive to national and territorial indivisibility; to implement programmes contributing to, and accelerating the economic, social and cultural development of the country; and to ensure that students are constructive, creative and outstanding participants in contemporary civilization,
- c) As higher educational institutions, to carry out studies and research of high academic level, to promote knowledge and technology, to disseminate scientific findings to assist progress and development at the national level, and, through cooperation with national and international institutions, to become recognized members of the academic world and contribute to universal, contemporary progress.

## **2.3 Academic and Administrative Units**

The short information about department/programmes and faculties /schools/ academies of our university is given herein after.

### **Associate Degree Vocation School**

- Justice
- Banking and Finance
- Computer Programming
- Child Development
- Public Relations and Publicity
- Radio and Television Production
- Medical Imaging Techniques
- Tourism and Hotel Management
- Department of Banking and Finance

Our school, while guiding students in accordance with the needs and demands of the modern sectors of our age, also prepares them for the rigors and responsibilities of professional working life by applying education programmes that focus on both the academic disciplines and professional dimensions of their future career. All of our programmes are offered in Turkish. However, students have the option to attend a year of English instruction in the preparatory programme offered by the university before beginning their main course of study. Students are encouraged to pursue internships related to their majors in both public and private foundations. Students, who complete their studies successfully, have the opportunity to continue their education through an external transfer to any of the Bachelor degree programmes.

There will be 5 new programmes in our Vocational School as of 2013-14 Academic Year. These are:

- Labour Health and Security
- Architectural Restoration
- Fashion Design
- Civil Aviation Cabin Services
- Airplane Technologies

### **Undergraduate Degree Faculty of Education**

- English Language Teaching
- Preschool Teacher Education
- Guidance and Psychological Counselling
- Department of Guidance and Psychological Counselling (English)
- Primary School Mathematics Education
- Department of Teacher Education for Gifted Children
- Department of Teacher Education for Mentally Disabled Students

Our faculty aims to educate teachers who are expert in their department, who aim to improve continuously, who understand the needed techniques and methods, who can make use of technological opportunities and who can learn to guide their own students. Our students prepare for their future careers by completing their training and teaching practice in neighbouring Kindergartens, Primary Schools, Colleges, Science High Schools and Anatolian Technical and Industrial High Schools (vocational) which are affiliated with the Marmara Education Foundation. In all departments of the Education Faculty student's have the opportunity to pursue both the ERASMUS and FARABI exchange programmes.

### **Faculty of Arts**

- Animation
- Photography and Video
- Visual Arts
- Graphic Design

- Performing Arts
- Plastic Arts
- Cinema

Our faculty internalized the idea of education through production. Our goal is to bring up young artists who perceive and interpret themselves and their surroundings accurately. Our students have the chance to practice what they learn and do internships in photography, movement, design, video and computer based technologies, performing arts and in film thanks to the studios and other facilities available on campus. They can improve themselves through participation in national and international artistic and cultural activities. There are double major and minor programme offerings for successful students who qualify. For the students who want to complete their education abroad, there are active ERASMUS partnerships.

#### **Faculty of Law**

Our faculty has achieved general approval in the law community in Turkey and reached a respected national and international level. It includes the most qualified faculty members in the country as well as sustaining a policy of rigorous training for its own academic staff. Our faculty has hosted various academic meetings to keep itself current and well-informed on developments in our field both in academia and the legal profession at large. A sample court room is used for lawsuits which prepare our students for their future profession and for the conferences which are given by judges and prosecutors. Additionally, the students can have a chance to follow cases about judicial process that take place in Istanbul courthouses. Our students are encouraged to pursue education at universities abroad through the ERASMUS programme. The faculty of law also publishes a bi-annual journal which is acknowledged by TUBITAK - ULAKBIM. Our graduates start their professional careers as individuals who have a developed sense of justice drawn from real world legal knowledge and experience.

#### **Faculty of Economics and Administrative Sciences**

- Banking and Finance
- Banking and Finance (English)
- Economics
- Human Resources Management
- Business Administration
- Accounting and Auditing
- International Relations and European Union
- International Relations and European Union (English)
- International Trade and Logistics Management
- International Trade and Logistics Management (English)

Education in all departments of our faculty is annually updated from a mutually complementary and integrated perspective set within a framework of international accreditation standards and in parallel with the requirements of today. Our programmes which are enhanced and elasticized to help students seamlessly adapt to the different disciplines of their profession are supported with internship opportunities at prominent firms in Turkey. Our academically successful students are provided with the opportunity to do a double major and minor in any of the departments of our faculty in tandem with the departments of a different faculty. In addition, they are given the chance to pursue education and internships at universities abroad through the ERASMUS international student exchange programme.

#### **Faculty of Communication**

- Journalism
- Visual Communication and Design
- Public Relations and Publicity
- Public Relations and Publicity (English)
- Radio, TV and Cinema
- Television Broadcasting of News

Our faculty which has adopted a student-centred approach aims to educate students who combine projects and job experience with the standard academic requirements for their degrees. Students are not only equipped with academic knowledge but also prepared for professional life. To that end, they are encouraged and supported to attend all conferences and competitions in the field of communications. They have the

opportunity to do internships in both the public and private sector. Students can also get real world practice by working on projects in the faculty's media centre and film studios available on campus. Highly successful students have the opportunity to do a double major and minor. Additionally, students can apply to study or do internships at various universities in Europe through the ERASMUS programme.

#### **Faculty of Architecture**

- Nautical Design
- Graphic Design
- Interior Architecture
- Architecture
- Architecture (English)

Architecture is responsible for every step of the design and construction process. It is a profession which is at the junction of art and technology and at the heart of life itself. As a result of dissemination of this holistic perspective, the profession of architecture has gained a wide trade circle with a range of sectors from building control to equipment which relate but exist apart from the design and construction process. In this way, in addition to self-employment or being an academician, there are new working areas in the field. The basic concept in our faculty is 'to prepare students for business life and to train architects, interior designers, yacht and ship designers, and city planners who can design and shape living spaces. Our students have the opportunity to change their departments with a undergraduate transfer and to do a minor or double major. With ERASMUS, they can study and do internship at European universities.

#### **Faculty of Engineering**

- Computer Engineering
- Computer Engineering (English)
- Electrical and Electronics Engineering
- Industrial Engineering
- Civil Engineering
- Software Engineering
- Software Engineering (English)

Our faculty aims to train engineers who can create solutions, understand the value of lifelong learning and quality awareness, follow trends in the field, and become socially responsible individuals as well as efficient team players. Almost all the courses offered are supported with practice and laboratory studies. Our faculty strives to maintain a balance between the students' intuitive expectations which determine their profession choice and the academic material which is the basis of the programme. Our aim is to train engineers who can take charge in the process of research and development in the business world. Our faculty offers successful students the chance to do a double major by pursuing an additional degree in a different field. They can also study and do internships abroad.

#### **Faculty of Medicine**

The aim of our faculty is to train doctors who dedicate themselves to humanity and are competent in all aspects of their field. Our perspective is to enable students to perform their profession anywhere in the world. The basic education and clinical internships are conducted at our own University Hospital which is located in Maltepe's city centre. We aim to prepare our graduates to become doctors who can diagnose and treat patients using the most current techniques and methods available in modern medical practice. As a faculty we want students to have knowledge of preventative medical treatment as well. Our faculty is continually growing in terms of its academic staff and infrastructure which helps us to maintain a very low student-teacher ratio and to reinforce the value we see in the relationship between learner and instructor. The faculty of Medicine and it's University Hospital carry on their studies at two separate hospital buildings. Students have the opportunity to participate in medium and long-term projects focusing on scientific and technological developments conducted in the faculty's research facilities and laboratories. They can also study at various faculties of Medicine in Europe through the ERASMUS programme.

#### **School of Nursing**

Our school aims to train nurses who can give an improving, preventive, curative and rehabilitative nursing care and are preferred in national and international healthcare field. The school curriculum has specific

characteristics which allow students to be initiative nurses who have holistic and humanistic philosophy, communicate effectively, be compatible with teamwork, be able to create or keep up with changes to improve quality, be able to reach up- to -date information and use new technology. In curriculum, besides the basic courses, students have medical and social science courses as well. By means of elective art courses like music, painting and photography, it is targeted to improve the perception and understanding skills of students. Clinical practice is an important part of nursing education. Maltepe University has a modern hospital where nursing and medical school students are able to have the benefit of a clinical practice. As well as the university hospital, learners have training in some other hospitals' various units for clinical practice. In the fourth year, students are prepared for their professional lives with a one-year internship programme. For this reason, each student has a one-semester training in intensive care units. In the second semester of the internship programme, students receive education in the field related with their interest, so they are given support in the area they would like to work after graduation.

## **Graduate School of Science and Engineering**

### **Master's Degree**

- Computer Engineering (With Thesis)
- Computer Engineering (Without Thesis)
- Electronics Engineering (With Thesis)
- Electronics Engineering (Without Thesis)
- Industrial Engineering (With Thesis)
- Industrial Engineering (Without Thesis)
- Interior Architecture (With Thesis) (since 2011)
- Interior Architecture (Without Thesis) (since 2011)
- Mathematics (With Thesis)
- Mathematics (Without Thesis)
- Architecture (With Thesis)
- Architecture (Without Thesis)
- Restoration (With Thesis)
- Restoration (Without Thesis)
- Structures and Earthquake Engineering (With Thesis)
- Structures and Earthquake Engineering (Without Thesis)

### **Doctorate**

- Computer Engineering
- Architecture

Graduate School of Science and Engineering is a rapidly developing institution that gives education at master's and doctorate level on current issues. Our vision is to be an institution that does researches at an international level as well as bringing the education to an international level. And our mission is to raise individuals who generate efficient and economical solutions to the problems of their fields by sticking to scientific and ethical values. Our school possess the academic staff who is expert and potent in their fields and has the capability to accomplish our mission and vision, besides some basic substructures such as a modern campus, research and development laboratories, a rich library and the resources of scientific books, journals, e-books, online databases.

## **Graduate School of Health Sciences**

We are still starting new programmes.

## **Graduate School of Social Sciences**

### **Master's Degree**

- Banking and Financial Economy (without thesis)
- Management and Auditing of Education (with thesis)
- Philosophy (with thesis)
- Philosophy (without thesis)
- Interior Architecture (With Thesis) (since 2011)
- Interior Architecture (Without Thesis) (since 2011)
- Economics (with thesis)
- Economics (without thesis)

- English Language Teaching (with thesis)
- Human Rights (with thesis)
- Human Rights (without thesis)
- Business Administration (English, without thesis)
- Business Administration e-MBA (English, with thesis)
- Business Administration e-MBA (English, without thesis)
- Public Law (with thesis)
- Logistics and Supply Chain Management (with thesis)
- Logistics and Supply Chain Management (without thesis)
- Private Law (with thesis)
- Marketing Communications (with thesis)
- Marketing Communications (without thesis)
- Psychology (with thesis)
- Psychology (without thesis)
- Radio, Cinema and Television (with thesis)
- Guidance and Psychological Consulting (with thesis)
- Guidance and Psychological Consulting (without thesis)
- Sociology (with thesis)
- Sociology (without thesis)

#### **Doctorate**

- Philosophy
- Economics
- Communication Studies
- Private Law (2012)
- Psychology
- Sociology (2012)

As we are conscious of the importance of master's and doctorate programmes through the lifelong learning, there are 28 master's and 6 doctorate programmes at Graduate School of Social Sciences.

Except from English e-MBA and English Language Teaching, the language in other postgraduate programmes is Turkish. The aim of our school is to train qualified scientists in different fields with the help of potent staff. Everyone including our graduates who want to take the advantage of lifelong learning opportunities and to keep and improve the right to study is invited.

#### **History of Atatürk's Principles and Reforms**

The aim in this department is to make our students adopt Atatürk's principles which constitute the basis of the state and to display his great statesmanship, his revolutionary personality and leadership, his nationalistic sensibility rejecting racism and his efforts to establish the foundation and protection of international peace as well as his military character by telling them in which circumstances and how Turkish Republic was founded.

#### **Turkish Language and Literature**

This department aims at developing the undergraduates' word attack skills in Turkish language. There are verbal and written narrative, speed reading and writing techniques, children's literature, rhetoric, Turkish course for foreigners (elective) and Ottoman Turkish (elective) courses besides Turkish Language 1-2 at this department.

#### **Foreign Languages**

The aim in this department is to bring the students to a level at which they can easily follow their courses, keep up with the scientific and technological developments following the publications in English with the ability to interpret and translate them and be able to communicate in professional, cultural and social environment. In addition to English in prep class, there are compulsory English 1 and English 2 courses at first and second terms and also elective courses (English, Chinese, Russian and German).

#### **Department of Informatics**

#### **Human Rights Research and Application Centre**

#### **Human and Society Sciences Research and Application Centre**

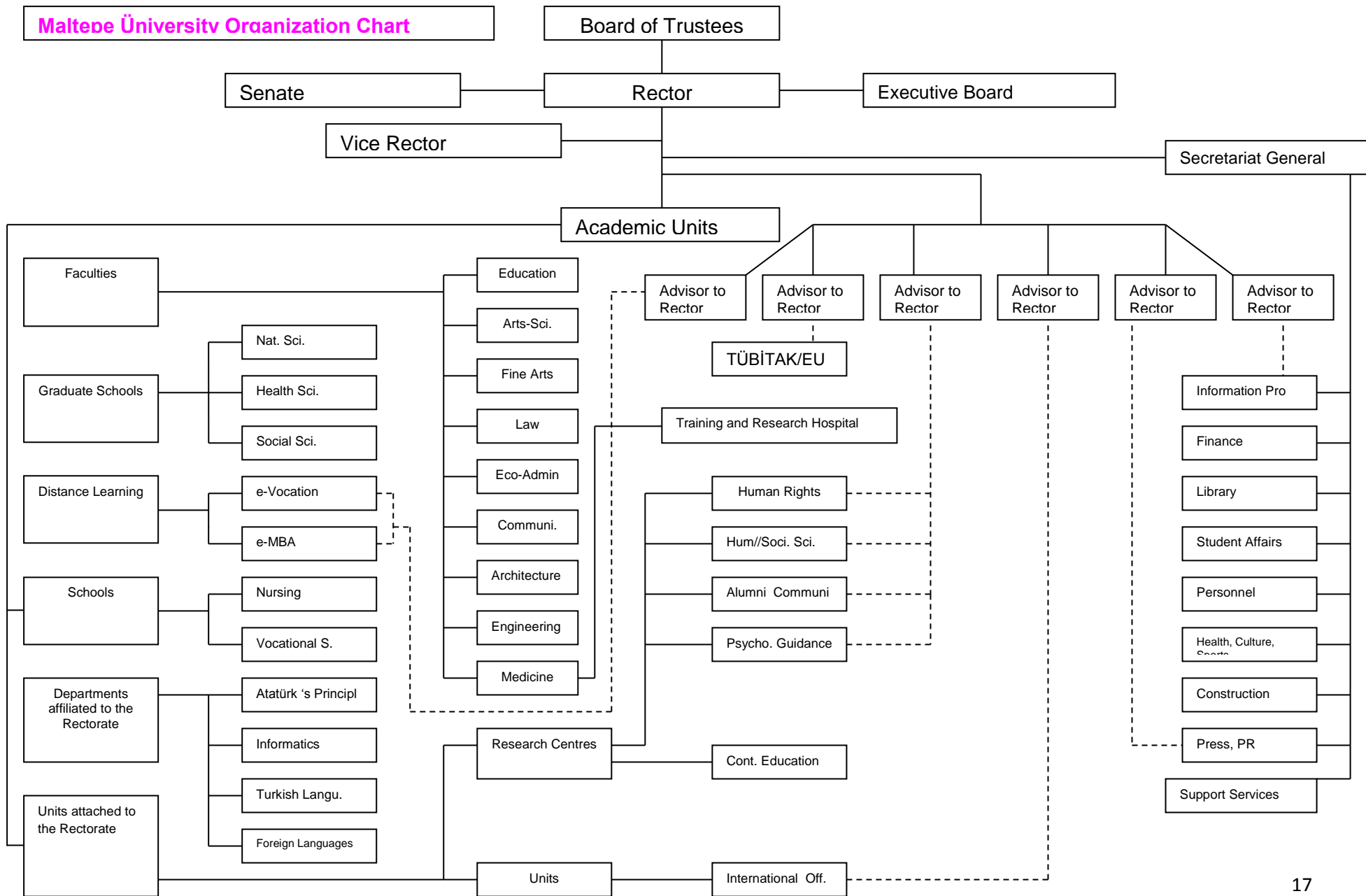
#### **Continuing Education Centre**

**International Relations Unit  
European Union Education and Youth Programme  
Distance Education Unit**

**2.3.1. Organizational Structure Chart**



**Maltese University Organization Chart**



## 2.4. Internal Analysis

The University, which was founded in accordance with the law number 4282, is subject to the terms pertaining to the Foundation and Higher Education Institution Law number 2547, and it has the status of a legal entity.

### 2.4.1. Sources Analysis

#### 2.4.1.1. Human Resources/ Internal and External Shareholders

At our university there has to be students, instructors satisfaction surveys in order to prepare a strategic plan, to shape the facilities that the university provides in line with the requirements of beneficiaries and to take into consideration the opinions of the parts that the foundation is interaction with. (Annex 1)

The results of the surveys are evaluated by Strategic Planning Team and the data is used to make a Strategic Plan. The stakeholders of Maltepe University are below (Table 3).

**Table 3. Shareholders**

	Shareholders	Beneficiary/ User	Ultimate Partner	Strategic Partner
EXTERNAL	The Ministry of Education		X	
	Board of Higher Education		X	
	Inter-university Board		X	
	TÜBİTAK, TÜBA and other national and international research institutions			X
	KOSGEB, BAĞKUR, Development Agencies	X		X
	Social Security Institution		X	
	State Planning Organization			X
	Other Universities			X
	Local Administrations			X
	Non-Governmental Organizations			X
	Industrial Enterprises / Trade Associations			X
	Financial and reel sector institutions	X		X
	Military Institutions	X		
	Student Families	X		
	Graduates			X
Media Companies	X		X	
INTERNAL	Academic Staff	X		X
	Administrative Staff	X		X
	Students	X		X
	University Units	X		X

#### 2.4.1.1.1. Academic Staff

There was 482 academic staff at our university in 2010. The detailed information is in Table 4 and Graphic 1.

**Table 4. Distribution of Academic Staff According to the number and title (2010)**

Title	Number
Professor	65
Associate Professor	16
Assistant Professor	155
Instructor	62
Lecturer	54
Research Assistant	128
Expert	2
Total	482

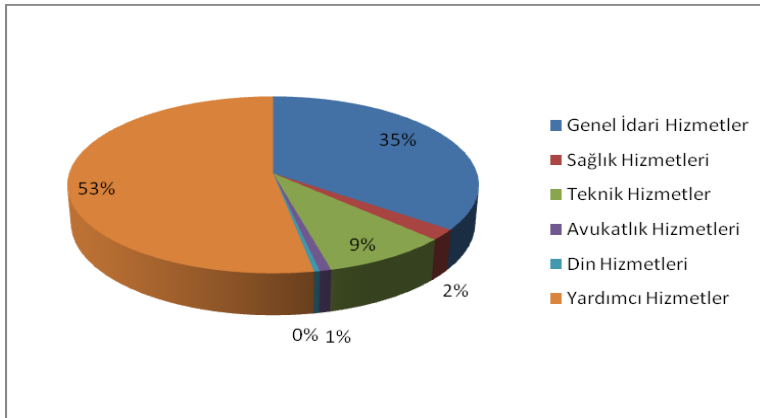
### 2.4.1.2 Administrative Staff

There was 250 administrative staff at our university in 2010. The detailed information is in Table 5 and Graphic 2.

**Table 5. Distribution of Administrative Staff (2010)**

Service	Number
Administration	88
Health	5
Technical	22
Law	2
Religion	1
Supportive	132
Total	250

**Graphic 2: Distribution of Administrative Staff (2010)**



### 2.4.1.1.3. Student

The number of students studying at our university is 6717 by the end of June 2010. Table 6 shows the related details.

**Table 6. The Distribution of Students According to the Units (June 2010)**

Associate Degree (Short Cycle)	Number of Students
<b>Vocational School</b>	
Banking and Insurance	14
Computer Programming	30
E-Computer Programming	144
Computer Programming (Second Education)	12
Office Management and Executive Assistance	29
Office Management and Executive Assistance-Second Education	10
Child Development	51
Child Development-Second Education	27
Filmmaking Techniques	15
Public Relations and Publicity	57
Public Relations and Publicity-Second Education	12

Furniture and Decoration-Second Education	61
Radio and Television Production	81
Radio and Television Production-Second Education	12
Medical Documentation and Secretariat	14
Tourism and Hotel Management	73
Tourism and Hotel Management-Second Education	11
Tourism and Hotel Management-(IKMEP)	1
Logistics	18
E-Accounting and Tax Applications	43
E-MBA	91
<b>Total</b>	<b>806</b>

### **Master's Degree (Second Cycle)**

#### **Faculty of Education**

Computer Education and Instructional Technologies	24
Primary School Mathematics Education	116
English Language Teaching	132
Preschool Teacher Education Programme	52
Guidance and Psychological Counselling	200
Teacher Education for Gifted Children	12
Teacher Education for Mentally Disabled Students	16
<b>Total</b>	<b>552</b>

#### **Faculty of Arts and Sciences**

Philosophy	44
Mathematics	44
Psychology	220
Social Work	1
Sociology	
<b>Total</b>	<b>356</b>

#### **Faculty of Fine Arts**

Animation	43
Photography and Video	46
Visual Arts	34
Acting	80
Plastic Arts	13
Cinema	25
<b>Total</b>	<b>241</b>

<b>Faculty of Law</b>	<b>Total</b>	<b>566</b>
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#### **Faculty of Economics and Administrative Sciences**

Banking and Finance	7
Economics	116
Human Resources Management	7
Management	202
Accounting and Auditing	4
International Relations and European Union	161
International Relations and European Union (English)	16
International Trade and Logistics Management	86

International Trade and Logistics Management (English)	16
<b>Total</b>	<b>615</b>

#### Faculty of Communication

Visual Communication and Design	304
Public Relations and Publicity	192
Radio, TV and Cinema	125
<b>Total</b>	<b>621</b>

#### Faculty of Architecture

Graphic Design	117
Interior Architecture	308
Architecture	290
<b>Total</b>	<b>715</b>

#### Faculty of Engineering and Natural Sciences

Computer Engineering	170
Computer Engineering (English)	47
Electrical-Electronics Engineering	149
Industrial Engineering	171
Software Engineering	58
Software Engineering (English)	41
<b>Total</b>	<b>636</b>

<b>Faculty of Medicine</b>	<b>Total</b>	<b>248</b>
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<b>School of Nursing</b>	<b>Total</b>	<b>203</b>
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#### Master's Degree (Second Cycle)

#### Graduate School of Science and Engineering

Computer Engineering (With Thesis)	11
Computer Engineering (Without Thesis)	0
Electronics Engineering (With Thesis)	6
Industrial Engineering (With Thesis)	0
Industrial Engineering (Without Thesis)	0
Mathematics (With Thesis)	261
Architecture (With Thesis)	3
Architecture (Without Thesis)	1
Restoration (With Thesis)	2
Restoration (Without Thesis)	1
Structures and Earthquake Engineering (With Thesis)	0
Structures and Earthquake Engineering (Without Thesis)	0
<b>Total</b>	<b>285</b>

#### Graduate School of Social Sciences

Forensic Psychology (With Thesis)	13
Forensic-Clinical Psychology (With Thesis)	12
Management and Auditing of Education (With thesis)	52
Educational Philosophy (With Thesis)	4
Industry and Organizational Psychology (With Thesis)	34
Philosophy (With thesis)	13
Philosophy (Without thesis)	2
Teaching Philosophy (Without Thesis)	54

Philosophy and Social Politics (With Thesis)	3
Developmental Psychology (With Thesis) Interior Design (With Thesis)	40
Interior Design (With Thesis)	4
Interior Design (Without Thesis)	1
Economics (With Thesis)	7
English Language Teaching (With Thesis)	20

Human Rights (With thesis)	32
Human Rights (Without thesis)	25
Business Administration (Without thesis)	1
Business Administration (Without thesis)	34
Business Administration e-MBA Programme (Without thesis/English)	1
Business Administration e-MBA Programme (Without thesis)	349
Clinical Psychology (With Thesis)	47
Accounting and Finance (With Thesis)	9
Private Law (With thesis)	19
Marketing Communications (With thesis)	11
Marketing Communications (Without thesis)	1
Psychology, Human Sciences and Philosophy (With Thesis)	1
Radio, Cinema and Television (With thesis)	11
Radio, Cinema and Television (Without thesis)	4
Rehabilitation Psychology (With Thesis)	1
Sociology (With thesis)	7
Sociology (Without thesis)	2
<b>Total</b>	<b>814</b>

## Doctorate (Third Cycle)

### Graduate School of Science and Engineering

Computer Engineering	15
Architecture	2
<b>Total</b>	<b>17</b>

### Graduate School of Social Sciences

Philosophy	7
Economics	16
Communication Studies	13
Psychology	3
<b>Total</b>	<b>39</b>

## 2.4.1.2. Physical Resources

### 2.4.1.2.1. Campus

Marmara Education Village, on which Maltepe University is located, is deployed on 300.000 m<sup>2</sup> indoor and 750.000 m<sup>2</sup> outdoor area. It comprises:

- o 188 classrooms with a capacity for 8324 students,
- o 27 laboratories,
- o 41 ateliers,
- o 13 sport facilities,
  - 2 tennis courts (indoor),
  - 3 outdoor basketball courts,
  - 3 outdoor football fields,
  - 1 football field that complies with the FIFA standards,

- 4 tennis courts (outdoor),
- 2 squash courts,
- 2 indoor swimming pools,
- 1 outdoor swimming pool,
- o 7 auditoriums with the capacity for 4506 people.

All buildings were designed with an effort to make them convenient for disabled students.

Dormitories consist of 14 separate buildings with a capacity of 600 students and are located on the campus. Medical services are carried out in the Medical Centre, which is a separate building with two floors. In addition, there are many restaurants/cafes and main cafeterias which offer a wide range of food ranging from traditional Turkish meals to fast food.

### Map of the Campus



### Transportation Map



#### 2.4.1.2.2. Information Technologies and Technical Infrastructure

The department of Information Technologies continues to work to provide the university with an information technologies and communication infrastructure that complies with the modern standards. The department has one information technologies centre and 15 computer laboratories. These units are backed up with 50 servers, 1500 computers, and projectors with networks, printers, scanners and other peripheral units. In addition to applied courses, research and development activities are also carried out in the laboratories. Moreover, our instructors and students are provided with free access to internet during the whole day.

#### 2.4.1.2.3. Library Facilities

Our library has 2.500 m<sup>2</sup> indoor area and a shelf capacity for 200.000 volumes. Free study rooms and computers are available for students.

Wireless internet is available in the library building. Rare books and special collections which were named after their donors (Prof. Dr. Nermi Uygur Collection, Linguist Halidun-Seba gen Collection, Armağan Yüksel Collection, Prof. Dr. Erkut Özel Architecture Collection, Nail Güreli Collection, Arif Hikmet Par Collection), are located in a different section in the library. Books in the collections are classified within themselves in an open rack system. Vedat Günyol Kollection is located in a different building on the campus.

The library provides the faculties, institutes and schools with the knowledge and documents (books, periodicals, e-books, online databases, DVDs, VCDs etc) that they need and continues to grow.

The Archive of Official Gazzette and Code of Laws that goes back to the copies of 1941 is available in the periodicals section. 2155 journal names, 167 national and international journals that we have subscribed, 1008 hardcover journals are available in alphabetical order in the open racks in the periodicals section. We have subscription to 29 databases, including one e-book (Ebrary) subscriptions and other full text, abstract, e-reference and bibliographic databases.

We are moving from the DOS (Dewey decimal classification) to LC (Library of Congress) classification system. Our library is involved in the Interlibrary Loan System (ILL).

#### 2.4.2. Social and Cultural Activities

Maltepe University Student Council acts as a bridge between the university administration and students by



maintaining the flow of communication. Student Council makes it possible for students to become a part of the decision making process of the university administration. Elections for the Student Council are carried out in accordance with the Student Council Election Directive and in a democratic manner. The Head of the Student Council and the members of the Council attend the meetings of Board of Trustees and the Senate and share the opinions and suggestions of the students with the administration. The Head of the Student Council has the right to represent Maltepe University at the Higher Education Institute.

Student Clubs, in accordance with the mission of Maltepe University, act with the purpose of enhancing the physical, mental, cultural and artistic development of the students and increasing their abilities and qualifications in these fields and carry out its activities within this framework. Their activities are evaluated periodically by the Department of Health, Sports, and Culture. Below is a list of student clubs (Table 7).

**Table 7. Student Clubs**

1	Music Club
2	Folk Dance Club
3	Sports Club
4	Theatre Club
5	Dance Club
6	Tennis Club
7	Photography Club
8	Cinema Club
9	Bookworms Club
10	Conscious Youth Society
11	Travel Club
12	Fine Arts Club
13	Acute Club
14	Civilization Club
15	Chess Club
16	Community Volunteers Club
17	Philosophy Club
18	European Union Projects Club
19	Entrepreneurism Club
20	International Relations and EU Club
21	Republic and Illumination Club
22	Law Club
23	Communication Club
24	Quality Club
25	Management and Economics Club
26	Special Education Club
27	Psychology Club
28	Psychological Guidance and Counselling Club
29	Sociology Club
30	Event Organization Club
31	Conscious Consumers' Club
32	Science and Technology Club
33	Logistics Club
34	ERASMUS Student Club

**Table 8. Cultural and Artistic Activities that were Carried out during 2009-10 Academic Year<sup>1</sup>**

	Date	Type of Activity	Definition (Education, excursion, performance, causerie, project, conference, etc.)	Organizing (Faculty/Institute/Club/ Union, etc.)	Number of Students Who Attended the Activity
1	08.10.2009	Education	Educational Excursion "Istanbul Museum of Modern Art"	Faculty of Architecture Department of Architecture	90
2	13.10.2009	Education	Educational Excursion "Ribbon Building"	Faculty of Architecture Department of Architecture	70
3	21.10.2009	Education	Educational Excursion "Outdoor Nature Museum"	Faculty of Architecture Department of Architecture	50
4	27.10.2009	Artistic	Republican Concert "Tuluyhan UĞURLU" Anatolia: Country of Sun Anadolu	Department Of Health, Culture and Sports	1500
5	03.11.2009	Artistic	Project named "Tomorrow, then" (10. International Short Film Festival)	Faculty of Fine Arts	80
6	3-6.11.2013	Festival	Project Festival "International Asian Architecture and Civil Engineering Students Diploma Projects Festival"	Faculty of Architecture Department of Architecture	250
7	06.11.2009	Cultural	Conference "The Basic Qualities of Republic and Atatürk"	Department of Health, Culture and Sports	480

<sup>1</sup> As detailed information is not available about each activity, educational activities and causeries are included in this table as well as artistic and cultural activities. That is why some of these activities might be included in Table 9.

8	10.11.2009	Cultural	Conference " The Future Atatürk of Ours"	Department of Health, Culture and Sports	490
9	11.11.2009	Causerie	Causerie with Erdil Yaşaroğlu	Faculty of Architecture Department of Graphic Design	150
10	23.11.2009	Artistic	Concert" Fazıl SAY"	Department of Health, Culture and Sports	2000
11	25.11.2009	Artistic	Causerie "The Living History of Turkish Cinema"	Vocational School, Department of Film-Making Techniques	150
12	04.12.2009	Artistic	"AC 2010 Animation Celebration İstanbul"	Faculty of Fine Arts	300
13	07.12.2009	Artistic	Concert "Özgün"	Department of Health, Culture and Sports	1500
14	08.12.2009	Education	Educational Excursion "Ataköy Housing Estate"	Faculty of Architecture Department of Architecture	70
15	09.12.2009	Cultural	Seminar "The Process of Learning"	Vocational School Department of Child Development	150
16	11.12.2009	Education	Visiting a Construction Area "Limak Hotel Construction"	Faculty of Architecture Department of Architecture	35
17	15.12.2009	Cultural	Seminar "External Transfer Exams and Credit System"	Vocational School Department of Computer Programming	150
18	16.12.2009	Cultural	Causerie "Question and Answer – Cem YILMAZ	Department of Health, Culture and Sports	1800
19	16.12.2009	Causerie	Causerie on Football and Life with Abdullah Avcı ve Okan Buruk	Faculty of Communication	210
20	22.12.2009	Cultural	Educational Excursion " Sakıp SABANCI Museum"	Sociology Club	60
21	23.12.2009	Causerie	Causerie and Exhibition on Human and Photography with İsa Çelik	Faculty of Communication	143
22	23.12.2009	Cultural	Seminar "Child Films-The Effects of Child Films on Children"	Vocational School- Departments of Child Development and Radio and TV	150
23	28.12.2009	Cultural	Traditional Food Contest- Preparatory Class Students	Department of Foreign Languages	600
24	29.12.2010	Artistic	Causerie and Signature Day with Sunay Akın "Moon Thief"	Theatre Club	450
25	30.12.2009	Causerie	Tamer Şahin The Internet and the World from the Viewpoint of the First Hacker of Turkey	Faculty of Communication	185
26	30.12.2009	Cultural	Seminar "Awareness of Social Responsibility"	Vocational School- Department of Child Development	250
27	05.01.2010	Causerie	Radio Programme TRT 1 (Still ongoing)	Faculty of Art and Sciences/Departments of Psychology and Philosophy	
28	20-27.02.10	Artistic	"The Animated Talent Camp"	Faculty of Fine Arts	90
29	21.02.2010	Artistic	"In the Sea with my Camera 3 and 4 Exhibition of Underwater Works	Faculty of Fine Arts	240
30	24.02.2010	Artistic	Opening Concert for the Spring Semester "İstanbul State Symphony Orchestra"	Department of Health, Culture and Sports	1450
31	01.03.2010	Excursion	Educational Excursion "Tuzla"	Faculty of Architecture Department of Architecture	55
32	03.03.2010	Cultural	Traditional Song Contest-Preparatory Classes	Department of Foreign Languages	600
33	07-14.03.2010	Exhibition	Hidden Goddesses – Painting Exhibition	Faculty of Communication	550
34	08.03.2010	Artistic	Hidden Pleasures in our Life Spans that are Spent Rubbing Along"	Department of Health, Culture and Sports	170
35	08.03.2010	Artistic	Theatre Bosphorus " The Bus"	Department of Health, Culture and Sports	550
36	12.03.2009	Cultural / Artistic	Educational excursion to the Art Exhibition at Sakıp Sabancı Museum: "Venice and İstanbul during the Ottoman Empire-Aka Love"	Faculty of Arts and Sciences, Department of Sociology, Sociology Club	15
37	17.03.2010	Artistic	Poem Performance: The Poems of Ümit Yaşar OĞUZCAN	Department of Turkish Language and Literature - Sharing-Literature Club	420
38	17.03.2010	Artistic	"A Charming Meeting in İstanbul -An Animation Workshop with Kazu Kibuishi	Faculty of Fine Arts	50
39	19.03.2010	Excursion	Educational Excursion "Kavacık Limak	Faculty of Architecture	

			Hotel Construction Site”	Department of Architecture	30
40	22.03.2010	Artistic	Seminar and exhibition “The University Students Talk about Refugees”	Faculty of Fine Arts	150
41	23.03.2010	Artistic	Istanbul Education and Culture Foundation-Film Screening: “Daylight Cleansing Agent”	Department Of Health, Culture and Sports	45
42	24.03.2010	Artistic	Causerie with Oktay KAYNARCA	Rectorate	480
43	24.03.2010	Cultural	Seminar “Success Psychology Summit”	Vocational School Hospitality Services	80
44	25.03.2010	Artistic	27 March World Theatre Day activities	Faculty of Fine Arts	110
45	26.03.2010	Artistic	“The Notification” Play	Faculty of Fine Arts	350
46	31.03-11.04 2010	Exhibition	In the Sea with My Camera – Photography Exhibition	Faculty of Communication	850
47	01.04.2010	Artistic	Animation Festival	Faculty of Fine Arts	400
48	01.04.2010	Artistic	“Pantomime Workshop” Ulvi Sarı	Faculty of Fine Arts	230
49	01.04.2010	Fam Trip	Taking the Students of Avans University to the Foundations of “Blue Pencil” and “Independence Again”	Department of Psychology	45
50	07.04.2010	Cultural	Knowledge Contest in English	Department of Foreign Languages	250
51	09.04.010	Cultural	Symposium: 8 <sup>th</sup> Youth and Counselling Symposium	Faculty of Education	100
52	12-19.04.2010	Exhibition	Exhibition “Istanbul 2010 European Culture Capital”	Faculty of Architecture Department of Graphic Design	200
53	09.04.2010 12.05.2010 01.06.2010	Artistic	“Marriage” Play	Faculty of Fine Arts	1500
54	13.04.2010	Artistic	“Stages of Success” Seminar	Faculty of Fine Arts	65
55	14.04.2010	Cultural	Drama	Department of Foreign Languages	800
56	19.04-24.05.2010	Artistic	“Exhibitions of Sky Corridors”	Faculty of Fine Arts	240
57	21.04.2010	Causerie	Causerie with Ali Saydam	Faculty of Communication	85
58	27.04.2010	Exhibition	Painting Exhibition “Istanbul in my Dreams”	Faculty of Communication	300
59	07.05.2010	Artistic	5 <sup>th</sup> International Student Triennial	Faculty of Fine Arts	85
60	10.05.2010	Cultural	Seminar “Yellow Key Training”	Community Volunteers Club	45
61	10.05.2010	Cultural	Causerie with Aytül Akal	My Child World Club	50
62	10.05.2010	Cultural	Conference “Children Literature”	Faculty of Education	100
63	11.05.2010	Artistic	1st Regional Commend Band Concert	Rectorate	100
64	12.05.2010	Causerie	“City Culture and Protection”	Faculty of Architecture Department of Architecture	250
65	12.05.2010	Cultural	Spelling Bee	Department of Foreign Languages	500
66	14.05.2010	Causerie	Causerie “Design and Advice for Students about Interior Design”	Faculty of Architecture Department of Interior Design	250
67	17.05.2010	Cultural	Excursion “Philosopher Bedia AKARSU	Philosophy Club	30
68	17.05.2010	Causerie	Causerie with Şafak Sezer	Faculty of Communication	172
69	26.05.2010	Artistic	9 <sup>th</sup> Traditional Poem Contest “Nâzım Hikmet, His Life and Poems	Department of Turkish Language and Literature - Sharing-Literature Club	200
70	03.06.2010	Artistic	“The Sea Gull, Anton Chekhov” End of the Year Show	Faculty of Fine Arts	150
71	07-18.06.10	Artistic	Exhibition “Diploma Projects”	Faculty of Fine Arts	95
72	17-28.05.2010	Exhibition	Exhibition “5 Colours”	Faculty of Architecture Department of Interior Design	200
73	24.06.2010	Exhibition	Painting Exhibition Ass. Prof. Mehmet SAĞBAĞ	Faculty of Architecture	200
74	05.07.2010	Artistic	“The Ones that Rebel Against Philosophy: The Documentary of İoanna Kuçuradi	Faculty of Fine Arts	450

### 2.4.3. Scientific Activities

Our university got the 86th place among 131 universities in 2010 list of SCI+SSCI+ AHCI publications.

	University	SSC	SSCI	AHCI	Gross Total	Net Total	No. of Academician	ratio
86	Maltepe University	35	4	1	40	38	200	0,19

Source: <http://www.yok.gov.tr/content/view/320/118/>

**Table 9. 2009-10 Academic Year Scientific Activities**

	Date	Type of Activity	Description (Training, Trip, Exhibit, Panel, Project, Conference Etc.)	Organised by (Fac/Sch/Club, Assos. Etc)	Student Attendance
1	09.11.2009	Scientific	Seminar "CEH"	Science and Technology Club	85
2	23.11.2009	Scientific	Project Application in Empowering Preschool Education Donation Programme by European Union Finance and Adjudication Unit named "Increasing Preschool Education awareness in Sancaktepe: Field Study and Application"	Faculty of Arts and Sciences / Sociology Department and Vocational School	2
3	04.12.2009	Scientific	Trip "Positive Life Association Trip for AIDS Week"	Scientific Research Club	30
4	04.12.2009	Scientific	Conference "AIDS Week Activity"	Scientific Research Club	70
5	09.12.2009	Scientific	Seminar "New Applications by Microsoft Windows 7 and Microsoft Office 2010"	Science and Technology Club	60
6	23-24.12.2009	Scientific	Seminar "Information Summit 09"	Science and Technology Club	65
7	15.01.2010 31.12.2010	Scientific	"Formation and Transformation of Cultural Identity on Some Prince Islands" : A Qualitative Study - Documentary Shooting, "Project named 2010"	Faculty of Arts and Sciences / Sociology Department, Vocational School and MUTAM	60
8	01.04.2010	Scientific	Conference "Psychological Counselling in Schools"	Psychological Guidance and Counselling Club	85
9	13.04.2010	Scientific	Seminar " My Career and I"	Science and Technology Club	65
10	14.04.2010	Scientific	Conference " Microsoft .NET2010 and Innovations"	Faculty of Engineering and Science and Technology Club	85
11	26.04.2010	Scientific	Conference "Autism / Growth Disorders in Children"	Psychology Club	65
12	27-28.04.2010	Scientific	Seminar "8th Information Days"	Science and Technology Club	120
13	04.05.2010	Scientific	Discussion " Discussion on Architecture"	Architecture Club	90
14	05-7.05.2010	Scientific	Attendance to 16th National Sociology Students Congress in Van University	Faculty of Arts and Sciences / Sociology Department and Sociology Club	5
15	10.05.2010	Scientific	Conference "Communication Skills"	Science and Technology Club	70
16	18.12.2009	Panel	Training "Interdisipline and Academic Opportunities in Yacht Design Education"	Faculty of Architecture/	200

				Architecture Department	
17	01.03/24.05.10	Panel	Monday Discussions	Faculty of Administrative Sciences and Economy	1000
18	10.05.2010	Panel	Discussion "Peace with Neighbours in Istanbul Istanbul"	Faculty of Administrative Sciences and Economy	150
19	11.03.2010	Conference	Commemoration Programme for the Acceptance of National Anthem and Mehmet Akif Ersoy	Atatürk's Principles and Turkish Revolutionary History Department and - Turkish Language and Literature Department	350
20	16.03.2010	Cultural	Conference "No Entrance to Dardanelles"	Health, Culture and Sports Centre	500
21	25.03.2010	Conference	Conference "Internationalization and Entrepreneurship"	Faculty of Economics and Administrative Sciences	150
22	10.04.2010	Conference	Conference "Resistance to Learning and Teaching Profession"	Faculty of Education	150
23	22.04.2010	Conference	"Innovation and Entrepreneurship"	Faculty of Economics and Administrative Sciences	100
24	12.03.2010	Congress	"Logistics and Trade Meet"	Faculty of Economics and Administrative Sciences	200
25	21.05.2010	Workshop	"From Economic Crisis to the rise of Economics"	Faculty of Economics and Administrative Sciences	80
26	17-19.06.2010	Workshop	Congress "International Logistics and Silk Way"	Faculty of Economics and Administrative Sciences	60

#### 2.4.4. Financial Analysis

The main financial source is tuition from students Fees for 2010-11 academic year: The Faculty of Medicine: 22.500 TL. The Faculty of Education 13.850 TL. and other faculties: 16.950TL.; The School of Nursing 6.500TL., Vocational School 9.250 TL. and Distance Learning Vocational School 2.800 TL. The School of Social Sciences: Doctoral Programme 18.000-22.500 TL, Master 1.350-13.500 TL and the School of Natural Sciences: Master 4.500-9.500 TL.

The expenditures are academic administration expenditures, full-time part-time academic staff expenditures, travel expenses, meeting expenses, meeting expenses, scholarships, licence hiring expenses, etc.

#### 2.4.5. Environmental Analysis

While describing Maltepe University's external environment European Union perspective is also taken consideration. A good analysis of global change trends and interaction areas is vital for a healthy structure depending on strategies.

##### 2.4.5.1. Geographic Position

Istanbul is one of the most important city centres of Europe. It is a sort of connection point for Europe to connect Asia and Caucasus. The most characteristic feature of the city is the Bosphorus. It has 32 municipalities. It is situated in Çatalca and Kocaeli Peninsula and is near to North Anatolian Fault Line. Migration to Istanbul, the decreasing size of families, the decrease in the young population is the issues to be considered to plan education facilities. Besides, increasing elder population should be taken into consideration in terms of life-learning programmes

### **2.4.5.2 Economic Structure**

Istanbul is one of the most economically developed cities in Turkey and has the role of routing Turkish economy. Istanbul has the power to determine economic growth with both national and international relations. We can trace the growth level by added value. There have been many fluctuations in Istanbul economy due to economic crises since 1990. Istanbul has the highest capacity of employment. It has 21-23% of Turkish economy. It organizes international economic relations.

According to tentative TUGK business census results there are 810.898 business organisations in Istanbul. Industry sector employment number is 5 million in general in Turkey and it is 1.4 in Istanbul with a 28.2% share. In service sector this rate is 20,1 which is 23% in total for Istanbul for both industry and service sector. Istanbul offers employment and university-industry collaboration opportunities.

### **2.4.5.3 Education**

Universities are important shareholders of educations in terms of collaboration and competition. There are 160 universities as of 2010. In Istanbul there are 44 universities and vocational schools 9 of which are state universities. Only in 2010 2 state and 8 foundation universities and vocational schools were founded.

## **2.5. SWOT Analysis**

SWOT analysis is a sort of method that analyses the strengths and weakness and the threats and opportunities of an organization and helps develop strategies accordingly. SWOT analysis helps top management understands the factors that significantly affect the university's (organisation) performance and develop a plan that will help them be ready. "Strategic issues" are the internal and external factors that help organisation reach its goals. It is not possible for the top management to monitor and know what is going on in all departments. With the help of SWOT analysis it is possible to determine all strategic issues in all levels and inform top management. In all departments, **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats are determined and decided which ones are controllable. It is quite natural that different organisations or universities have different strategic issues or the same universities have different strategic issues in different times. So it is hard for top management to determine the future conditions and to decide which issue is a crucial one.

### **2.5.1. Strengths**

- S1. Our university's location in Istanbul..
- S2. Wide campus and earthquake resistant buildings.
- S3. Having all departments in Marmara Education Village campus except the Faculty of Medicine and providing a campus life for students.
- S4. Providing health, sports, social and cultural activities within the campus.
- S5. Having physical conditions to host international scientific meetings. .
- S6. A wide range of associate degree, undergraduate and graduate programmes.
- S7. Wireless connection in all units.
- S8. Focus on the improvement of technological opportunities.
- S9. Computer labs for student use.
- S10. Young, dynamic and qualified academic and administrative staff.
- S11. Providing guidance and help for students and their parents when needed.
- S12. Having ERASMUS Charter.
- S13. Kicking-off intensive studies to apply ECTS in education programmes.
- S14. Updating curricula. .
- S15. Practical projects for social benefit.
- S16. Academic success scholarships for students.
- S17. The variety of students' clubs and supporting the activities organised by them.

### **2.5.2. Weaknesses**

- W1. The problems in institutionalization process.
- W2. The lack of academic research activities in quantity.
- W3. The lack of academic and administrative staff and the unbalanced allocation of course and workloads among them.
- W4. Insufficient support for research by the university.
- W5. Insufficient infrastructure (library, labs etc.) for research.
- W6. Undesired consultancy in graduate research advising processes due to lack of qualified

- advisors and time. Unequal student/lecturer ratio among faculties.
- W7. Insufficient and ineffective communication, collaboration and cooperation between units.
- W8. Lack of promotional activities to attract students.
- W9. Ineffective and limited communication net with alumni.
- W10. Not having a correspondence etiquette and a feed-back and archiving.
- W11. Not providing part-time jobs for students who are in need of.

### **2.5.3. Opportunities**

- O1. A large number of collaboration with private and public sectors (having an industrial zone near university).
- O2. European Union projects and international collaboration projects and the increasing support by State Planning Organization and Turkish Scientific and Technological Research Institution and European Union Framework programmes especially for research projects and scientific activities.
- O3. Bologna Process to assure the quality of higher education programmes.
- O4. Encouraging ERASMUS programmes.
- O5. Giving importance to life-long learning.
- O6. Increased demand for courses, seminars and certificate programmes due to the demand for qualified employees.
- O7. Offers from non-governmental organizations and local authorities for partnership in social responsibility projects.
- O8. The graduate education requirement for appointments and promotions and the attractiveness of graduate education with the changes in regulations.
- O9. Young, dynamic and innovative human resource in terms of employment.
- O10. The increasing importance given to research and development.
- O11. Increasing transportation and accommodation facilities in our university.

### **2.5.3. Threats**

- T1. Too many new foundation universities in Turkey and especially near our location.
- T2. The state university preference by successful students due to their relative reputation and economic reasons.
- T3. The increasing attractiveness, variety and efficiency of promotional activities by other foundation universities. T4. Insufficient level of university-industry collaboration.
- T5. The industry preference of well-equipped lecturers due to high salaries by the industry.
- T6. The change in Horizontal Transfer.

## **3. FUTURE OUTLOOK**

### **3.1. Our Mission**

To educate students who are conscious of today's global changes and who are able to adapt easily, who are creative thinkers and change makers, who are proactive. We cultivate individuals who are able to produce knowledge and service projects with a sense of social responsibility and awareness; who are able to improve and use current knowledge and technology. We want students to be authorities in their fields of study, knowledgeable about future global trends and prepared to conduct scientific research to contribute to our country's and the world's prosperity.

### **3.2. Our Vision**

Our vision is to become a world university structured on the expression; "Free in thought, modern in education and universal in science".

### **3.3. Core Values**

- Dedication to the principles of Atatürk and the Republic,
- Giving importance to social values and having social responsibility,
- Having respect for nature,
- A commitment to human rights and the rule of law,
- Freedom in thought and expression,
- Modernity in education,
- Universality in science and education; enriching education through national and international interaction (internationalisation),

- Production of scientific knowledge based on ethical principles,
- Considering research as an integral part of higher education,
- Openness, transparency and accountability in communication and management,
- Trustworthiness,
- Being innovative and creative,
- Giving importance to continuous development, improvement and lifelong learning,
- Contributing to the community, the country and humankind,
- Involving all shareholders in university issues,
- Encouraging team work and interdisciplinary studies,
- Autonomy,
- Respect, love, and tolerance to people, cultures and diversities.

### **3.4. University's Policies**

The content of education has accelerated due to globalisation. Considering this rate of change the management of our university has determined policies parallel to our vision to "be a university of the world" with a holistic approach. Below are these policies:

#### **A. Administration**

1. The management must be based on mutual trust, love and respect.
2. There must be transparency in all work and transactions.
3. There must be a participative management; with involvement at all levels and team work must be encouraged.
4. Decisions must be made with objective knowledge.
5. Worthiness, competence and justice must be the principles in right and task distribution.

#### **B. Education and Research**

1. There must be principles based on research, production, creation and learning which help free thought and expression.
2. Curriculum must be developed with flexibility and an innovative approach.
3. The projects and scientific research which contribute to science and serve our environment and the country must be encouraged. Research and development activities must be encouraged in the university. Within this aim:
  - a) The number of master programmes must be increased and new doctoral programmes must be developed. To do so, a portion of the budget must be allocated to encourage all research at the masters and doctorate levels.
  - b) We should give priority to projects, technology development and the improvement of university-industry relations.
  - c) Inter-department, inter-university and international collaboration opportunities in research must be increased.
4. Students must be encouraged to join exchange programmes within the European Union education and youth programme framework to enable them to learn about different cultures and the educational philosophies in these countries. Additionally, careful consideration should be paid to increase the number and satisfaction of incoming students.

#### **C. Human Resources**

1. There must be future plans for academic and administrative staff appointment, and all staff must be involved in all activities to ensure the continuity of functions, goals and plans of the university.
2. Academic and administrative staff recruitment at the appropriate time and for required positions must be a basic principle.

#### **D. Publication**

1. Administrative staff should be encouraged to publish their work and research and these publications should be shared for the social benefit.
2. The university should begin work to produce refereed journals and citation index journals.
3. Electronic journals should be improved with new technology.
4. The main duty of academicians is to educate, to do research / publications and to contribute to social responsibility projects. The university management should take this into consideration and allocate their workload equitably.



## **E. e-Learning and Life-long Learning**

1. As one of the few universities which have e-learning and also e-learning degree programmes we should continue this trend and set an example for other universities in the process.
2. Our university should structure e-learning with a continuing education approach with the aim of serving professionals who are in need of education for their career path. Our programmes should also be geared towards those who want to complete their education and improve themselves. We should have modular programmes designed according to the needs and schedules of working professionals. Our university must strive to become a leader in this educational method in Turkey.

## **F. Contribution to the European Higher Education Field and Related Activities**

We should improve academic quality, mobilisation and the social dimension of our courses, give support to improve a European based policy for quality assurance in education and take an active role in all these activities with a strong institutionalisation focus.

## **G. Assumptions for Future Internal and External Relations**

Between 2011-2015 it is assumed that:

### **1. In the University;**

- 1.1. Students will go on trusting our university/faculty/school/vocational school.
- 1.2. The collaboration between academic units will increase as desired.
- 1.3. The administration of university/faculty/school/vocational schools will enhance convenience and accessibility.

### **2. On the Board of Trustees;**

- 2.1. The support to the university administration to enable it to achieve university's function.
- 2.2. The current departments will be supported in their quantitative and qualitative development and new departments will be opened.

### **3. In the Turkish Higher Education System;**

- 3.1. The Higher Education Council will go on supporting foundation universities.
- 3.2. It will support our university to open various graduate and undergraduate programmes.
- 3.3. It will provide coordination and have the role of facilitator to analyse and solve existing problems of universities.

### **4. In National Scientific Institutions;**

- 4.1. TÜBİTAK will go on supporting our projects.
- 4.2. TÜBİTAK will go on providing student and researcher scholarships.
- 4.3. TÜBA will go on supporting research.
- 4.5. Our strong relationships with the National Agency within the framework of European Union Education and Youth Programmes will continue.

### **5. In Media;**

- 5.1. Turkish media will recognise the position of foundation universities in Turkish Higher Education.
- 5.2. Foundation universities will play an active role in earning the trust of Turkish society in matters related to knowledge production and student relations.

### **6. In Turkey;**

- 6.1. Respect and trust in universities as knowledge centres will increase.
- 6.2. Public and private institutions will benefit more from scientific work and research.
- 6.3. It will be understood that foundation universities will revitalize Turkish Higher Education.
- 6.4. The public trust in foundation universities will increase.
- 6.5. The public will benefit from international peer institutions which have relationships with foundation universities.
- 6.6. Students and graduates of foundation universities will be recognized for their sensitivity towards national and international issues.

## **H. University and Environment**

It is assumed that;

1. The knowledge and experience gained at universities will be presented as a public service in order to improve life standards starting at the community level.
2. The university will maintain positive relations with its surrounding environment through its "city-campus" approach.
3. The academic staff and students will play an active role in environmental support.

#### I. Physical Infrastructure and Campus Life

It is assumed that;

1. Areas outside of the classroom where students can meet, discuss, and improve themselves will be expanded.
2. The advantages of being a university with a cohesive campus culture will be applied to promote team work and participation among the student body.
3. The fast and easy reach opportunities to knowledge for students will be increased.
4. The library will be enriched adding various academic and scientific publications.

### 3.5 Strategic Goals, Targets, Performance Indicators and Activities

Please find below Maltepe University's Strategic Goals, Targets, Performance Indicators and Activities. Besides you can see responsible units for the activities in Table 10.

#### EDUCATIONAL ACTIVITIES

<b>STRATEGIC GOAL 1. To Increase and Maintain the Quality of Academic Programmes</b>	<b>Target 1. To make academic programmes parallel with the European Union Higher Education Norms</b>	
	<b>Activities</b>	<p><b>A1.</b> To organize a University Quality Team consisting of a representative from each unit in order To make academic programmes parallel with European Union Higher Education Norms and to conduct the studies of the team.</p> <p><b>A2.</b> To post related documents on Web.</p> <p><b>A3.</b> To design all courses in a new syllabus format in accordance with Bologna process and put them into the electronic system.</p> <p><b>A4.</b> To enable students to access all syllabi</p> <p><b>A5.</b> To make the necessary preparations to apply for European Credit Transfer System (ECTS) and Diploma Supplement.</p>
	<b>Performance Indicators</b>	<p><b>PI1.a.</b> To have had minimum 13 representatives from faculties/schools/vocational schools in University Quality Team and to have at least 15 meetings each year</p> <p><b>PI1.b.</b> To have made at least 15 meetings each year as University Quality Team.</p> <p><b>PI2.</b> To have posted related documents on Web.</p> <p><b>PI3.</b> To have design all courses in a new syllabus format in accordance with Bologna process and to have put them all into the electronic system.</p> <p><b>PI4.</b> To have prepared all information in ECTA Application Form and to have posted it on Web.</p> <p><b>PI5.</b> To have applied to European Commission for European Credit Transfer System (ECTS) and Diploma Supplement.</p>
	<b>Deadline</b>	The end of 2012
	<b>Target 2. To make academic staff of both the university and outside the university contribute to improve syllabi and the quality of programmes</b>	
<b>Activities</b>	<p><b>A1.</b> To organize programme development teams and to have related meeting.</p> <p><b>A2.</b> To make programme development teams prepare proposals to improve the quality of programmes.</p> <p><b>A3.</b> To have a variety of elective courses designed according to the needs of business life.</p> <p><b>A4.</b> To invite experts and well-known people in their fields as quests speakers.</p> <p><b>A5.</b> To consider latest literature and reputable programmes while preparing programmes.</p>	

<b>Performance Indicators</b>	<p><b>PI1.a.</b> To organize programme development teams in 13 faculties/schools/vocational schools.</p> <p><b>PI1.b.</b> To have Minimum one meeting each year.</p> <p><b>PI2.a.</b> To have minimum 2 proposals proposed by programme development teams in order to improve the quality of the programmes. .</p> <p><b>PI2.b.</b> To make programme developments teams evaluate the quality of the programmes at least one a year and put it into practice.</p> <p><b>PI3.a.</b> To increase the ratio of ECTS credits of elective courses to 25% in total ECTS credits.</p> <p><b>PI3.b.</b> To update all syllabi according to the extend how much workload, course outputs and programme outputs are met evaluating the student evaluation results.</p> <p><b>PI4.</b> To have welcomed al least one expert each year.</p> <p><b>PI5.</b> To have minimum 2 course resources in the syllabi as written within the last five years.</p>
<b>Deadline</b>	The end of 2015
<b>Target 3. To improve English language proficiency in the long term</b>	
<b>Activities</b>	<b>A1.</b> To start preparations to open programmes whose medium of instruction is English.
<b>Performance Indicators</b>	<p><b>PI1a.</b> To get the approval of Higher Education Council for minimum 5 new English departments/programmes in 2011.</p> <p><b>PI1b.</b> To get the approval of Higher Education Council for minimum 2 new English departments/programmes between 2012-15.</p>
<b>Deadline</b>	The end of 2015
<b>Target 4. To increase the number of minor/major programmes</b>	
<b>Activities</b>	<p><b>A1.</b> To increase the number of minor/major programmes.</p> <p><b>A2.</b> To make academic staff from various fields develop a common programme and prepare interdisciplinary graduate programmes</p>
<b>Performance Indicators</b>	<p><b>PI1.</b> To increase the number of minor/major programmes as two for each every year.</p> <p><b>PI2.</b> To have minimum 2 interdisciplinary graduate programmes by the end of 2015.</p>
<b>Deadline</b>	The end of 2015
<b>Target 5. To enable administrative and academic staff and students to improve their knowledge, experience and skill in universities abroad</b>	
<b>Activities</b>	<p><b>A1.</b> To send academic/administrative staff in all levels abroad via scholarships, exchange programmes.</p> <p><b>A2.</b> To increase the number of universities for ERASMUS exchange charters. .</p> <p><b>A3.</b> To increase the number of incoming/outgoing students by ERASMUS programme.</p>
<b>Performance Indicators</b>	<b>PI1.</b> To increase the percentage of outgoing administrative/academic staff to 100% for the first 4 years and 60% for the last year.
<b>Deadline</b>	<p><b>PI2.</b> To update ERASMUS bilateral agreements and to have minimum 2 new contracts each year. .</p> <p><b>PI3.</b> To increase the percentage of outgoing students to 100% for the first 3 years and 50% for the last two years.</p>
<b>Activities</b>	The end of 2015
<b>Target 6. To have incoming academic/administrative staff to make them contribute to our university</b>	
<b>Activities</b>	<p><b>A1.</b> To have incoming academic/administrative staff in all levels from abroad via scholarships, exchange programmes etc.</p> <p><b>A2.</b> To increase the number of students benefitting ERASMUS programmes.</p>
<b>Performance Indicators</b>	<p><b>PI1.</b> To increase the number of incoming academic/administrative staff up to minimum 10 every year in the university.</p> <p><b>PI2.</b> To increase the percentage of outgoing students to 100% for the first year and 50% for the last four years.</p>
<b>Deadline</b>	The end of 2015
<b>Target 7. To attract young and successful academic members in their fields to the university to increase the job tenure of available ones</b>	

	<b>Activities</b>	<b>A1.</b> To decrease the workload of academic staff and to have a fair distribution. <b>A2.</b> To evaluate academic staff satisfaction. <b>A3.</b> To determine crucial satisfaction factors and make the necessary developments. <b>A4.</b> To award invaluable studies of the staff
	<b>Performance Indicators</b>	<b>PI1.</b> To give maximum 20 hours of teaching per week per academician and to consider R&D studies and projects. <b>PI2.a.</b> To evaluate academic staff satisfaction every two years with the forms in Annex 1. <b>PI2.b.</b> To plan developmental activities according to the academic staff satisfaction evaluation studies and apply these activities.
	<b>Deadline</b>	<b>A1.</b> The end of 2015 <b>A2.</b> Once in a two years until the end of 2015
	<b>Target 8. To increase the effectiveness of field studies</b>	
	<b>Activities</b>	<b>A1.</b> To do field research with students in suitable programmes
	<b>Performance Indicators</b>	<b>PI1.</b> Minimum one field study in each programme
	<b>Deadline</b>	Once every year until the end of 2015
	<b>Target 9. To increase the educational service quality of language skills offered to students</b>	
	<b>Activities</b>	<b>A1.</b> To offer various language courses to meet the demand of students. <b>A2.</b> To encourage students to take different languages courses.
	<b>Performance Indicators</b>	<b>PI1.</b> To offer minimum two different language courses according to the demands of students in the School of Foreign Languages. <b>PI2.</b> To increase the number of students who take different language courses from the School of Foreign Languages up to minimum 10 every year.
	<b>Deadline</b>	The end of 2015
	<b>Target 10. To decrease the rate of associate degree, undergraduate, graduate students who leave university within the first year.</b>	
	<b>Activities</b>	<b>A1.</b> To orient students in their first year by their departments. . <b>A2.</b> To give academic guidance in the first year to increase the success of the students and to make them get used to the university.
	<b>Performance Indicators</b>	<b>PI1.</b> To make one-week orientation programmes at the beginning of each semester by the head of Departments/Main Departments/Programmes. <b>PI2.a.</b> To make advisors see their students every week on a regular basis within the first year. <b>PI2.b.</b> To make Health, Culture and Sports Centre organize a night and an excursion every semester.
	<b>Deadline</b>	The end of 2015
<b>STRATEGIC GOAL 2.</b> To Improve the Quality and Quantity of	<b>Target 1. To increase the percentage of acceptance based on the university entrance exam</b>	
	<b>Activities</b>	<b>A1.</b> To take part in national education fairs regularly. <b>A2.</b> To promote degree programmes to successful students at high schools and university exam preparation courses. <b>A3.</b> To give scholarship to students who prefer our university according to hheri points at the university entrance exam.
	<b>Performance Indicators</b>	<b>PI1.</b> To have taken part in minimum two national education fairs every year. <b>PI2.</b> To increase the percentage of high schools and courses visited for promotional activities 25% every year. <b>PI3.</b> To increase the number of students with 25%, 50% and 75% scholarship every year in addition to the ones with 100%.
	<b>Deadline</b>	The end of 2015
	<b>Target 2. To have qualified students to graduate programmes</b>	

<b>Activities</b>	<p><b>A1.</b> To increase the Academic Personnel Graduate Education Exam (ALES) score and GPE score to accept students to graduate programmes and make evaluations in accordance with Higher Education Council.</p> <p><b>A2.</b> To increase the quota for the programmes. .</p> <p><b>A3.</b> To prepare a criteria for interviews of these graduate programmes.</p> <p><b>A4.</b> To ask for a reference letter from the applicants.</p> <p><b>A5.</b> To increase the number of our own graduates that applies for our graduate programmes.</p>
<b>Performance Indicators</b>	<p><b>PI1.</b> To accept the students to the degree programmes with higher the Academic Personnel Graduate Education Exam (ALES) scores and GPE scores compared to previous year. .</p> <p><b>PI2.</b> To announce and have at least one promotional meeting for the candidates to increase the number of students.</p> <p><b>PI3.</b> To have interviews with candidates in accordance with the criteria prepared.</p> <p><b>PI4.</b> To evaluate letters of reference for acceptance..</p> <p><b>PI5.a.</b> To make a 50% discount for our own graduates in order to increase the number of our own graduates in graduate programmes..</p> <p><b>PI5.b.</b> To introduce Maltepe University undergraduate students with graduate programmes in their last years.</p>
<b>Deadline</b>	The end of 2015
<b>Target 3. To increase GPE scores of the graduates</b>	
<b>Activities</b>	<p><b>A1.</b> To have a variety of evaluation such as projects/assignments in addition to exams.</p> <p><b>A2.</b> To promote projects/assignments in course evaluations in addition to exams and to have seminars on assessment and evaluation methods.</p>
<b>Performance Indicators</b>	<p><b>PI1.</b> To include minimum one evaluation instrument in course assessment in addition to the exam.</p> <p><b>PI2.</b> To have at least one seminar on assessment and evaluation methods.</p>
<b>Deadline</b>	The end of 2015
<b>Target 4. To increase the number of students without losing the current ratios</b>	
<b>Activities</b>	<p><b>A1.</b> To increase the number of undergraduate and graduate students.</p> <p><b>A2.</b> To increase the number of students from other parts of İstanbul and foreign students.</p>
<b>Performance Indicators</b>	<p><b>PI1a.</b> To have a 10% increase in the percentage of students compared to previous year..</p> <p><b>PI1b.</b> To determine the increase rate keeping the undergraduate students/academic staff ratio not more than 30%.</p> <p><b>PI1c.</b> To have maximum 20% undergraduate students/academic staff ratio.</p> <p><b>PI2.</b> To increase the percentage of students from other parts of Turkey and foreign students 5% every year.</p>
<b>Deadline</b>	The end of 2015
<b>Target 5. To increase the number of academic members who are able to lecture in English in accordance with the criteria of the Higher Education Council</b>	
<b>Activities</b>	<b>A1.</b> To look for academic staff who has undergraduate and/or graduate degree abroad or at universities of which medium of instruction is English and to attract them to our university.
<b>Performance Indicators</b>	<b>PI1.</b> To have a yearly 10% departmental increase in the number of academic staff who has undergraduate and/or graduate degree abroad or at universities of which medium of instruction is English.
<b>Deadline</b>	The end of 2015

<b>Target 6. To improve the quality of current academic staff</b>	
<b>Activities</b>	<p><b>A1.</b> To develop education programmes for academic staff, to encourage them to all activities in both national and international levels.</p> <p><b>A2.</b> To enable academic staff to benefit life-long learning opportunities.</p> <p><b>A3.</b> To increase the number of Master/Doctoral research papers per academician and to have a fair distribution. .</p> <p><b>A4.</b> To increase the number of yearly publications, scientific activities, awards and references per academician.</p>
<b>Performance Indicators</b>	<p><b>PI1.</b> To organize minimum one education programme for the academic staff of all departments.</p> <p><b>PG2.a.</b> To encourage all academic staff to participate in minimum one national or international activity.</p> <p><b>PG2.b.</b> To have English courses for academic staff to prepare them for language exams (KPDS/UDS) in the frame of life-long learning opportunities..</p> <p><b>PG3.</b> To have a fair distribution of research papers among academic staff.</p> <p><b>PG4.</b> To put financial award to increase the number of yearly publications, scientific activities, awards and references per academician.</p>
<b>Deadline</b>	Every year until the end of 2015
<b>Target 7. To improve collaboration with the industry to make projects for the employment of graduates</b>	
<b>Activities</b>	<p><b>A1.</b> To encourage practical research papers and projects related to the needs of organizations.</p> <p><b>A2.</b> To have internship contracts with organisations.</p> <p><b>A3.</b> To organise career days and invite reputable organisations in the sector.</p>
<b>Performance Indicators</b>	<p><b>PI1.</b> To have minimum 2 practical research papers/projects on faculty basis.</p> <p><b>PI2.a.</b> To increase the number of industrial organizations we sign internship contracts with.</p> <p><b>PI2.b.</b> To arrange contracts to be able to send 3 internship students to each organization.</p> <p><b>PI3.a.</b> To invite organizations according to the needs of each faculties' departments and to have minimum one "career days" every year.</p> <p><b>PI3.b.</b> To invite the executives of industrial to introduce them our universities' scientific, cultural and social activities. organizations at least once a year.</p>
<b>Deadline</b>	Every year until the end of 2015
<b>Target 8. To involve students in all decision making mechanisms in all levels</b>	
<b>Activities</b>	<b>A1.</b> To involve students in all decision making mechanisms in all levels.
<b>Performance Indicators</b>	<p><b>PI1a.</b> The number of invitation of the Head of Student Council to the University Senate when the agenda is on the issues about the students.</p> <p><b>PI1b.</b> The number of invitation of the Student Representatives of faculties/schools/vocational schools to the board meetings of faculties/schools/vocational schools when the agenda is on the issues about the students.</p>
<b>Deadline</b>	The end of 2015

## SCIENTIFIC RESEARCH ACTIVITIES

<b>STRATEGIC GOAL To Improve Research Conditions, Infrastructure and the Research Environment</b>	<b>Target 1. To increase the number of projects carried out with funds from organisations such as the EU, the Turkish Scientific and Technological Research Council (TÜBİTAK), the State Planning Organization (DPT), etc.Planning Organization (DPT) etc.</b>	
	<b>Activities</b>	<b>A1.</b> To inform and attract academic staff about the opportunities provided by EU programmes, TÜBİTAK and DPT and Technoparks.
	<b>Performance Indicators</b>	<p><b>PI1a.</b> To have at least one meeting each year to inform and attract academic staff about the opportunities provided by EU programmes, TÜBİTAK and DPT and Technoparks.</p> <p><b>PI1b.</b> To have a 10% increase in the number of projects on these issues..</p>
	<b>Deadline</b>	Every year until the end of 2015

<b>Target 2. To develop relationships with other universities and research organizations and to be a member of international information nets</b>	
<b>Activities</b>	<b>A1.</b> To develop mutual projects with other universities and research institutions. <b>A2.</b> To enable academic staff from various units of our university to participate in these projects. . <b>A3.</b> To increase the number of national and international organizations whose networks we are a member of.
<b>Performance Indicators</b>	<b>PI1.</b> To have at least one meeting each year to develop mutual projects with other universities and research institutions. <b>PI2.</b> To increase the number of academic staff that participate in these projects. <b>PI3.</b> To double the number of national and international organizations whose networks we are a member of every year.
<b>Deadline</b>	The end of 2013
<b>Target 3. To access latest academic and scientific publications</b>	
<b>Activities</b>	<b>A1.</b> To increase the number of periodicals and electronic publications in the library. <b>A2.</b> To increase the number of books per student. <b>A3.</b> To increase the average working hours of the library. <b>A4.</b> To increase the service quality of Web page.
<b>Performance Indicators</b>	<b>PI1.</b> To have a 25% increase each year in the number of periodicals and electronic publications in the library. <b>PI2.</b> To have a 25% increase in the number of books per student. <b>PI3.</b> To increase the average working hours of the library half hour a day. <b>PI4a.</b> To increase the number of electronic databases and to have an off-campus access with library membership system. <b>PI4b.</b> To increase the number of Web visitors.
<b>Deadline</b>	The end of 2012
<b>Target 4. To make research paper/research quality evaluation process more transparent and effective</b>	
<b>Activities</b>	<b>A1.</b> To set scientific qualitative criteria for proposals. <b>A2.</b> To announce the date and place information of graduate thesis defence officially on a related page of our Web page and to have them open to the public. <b>A3.</b> To have various members for the jury.
<b>Performance Indicators</b>	<b>PI1.</b> To prepare a format and a guide for proposals. <b>PI2.</b> The number of official announcements on the Web. <b>PI2.</b> The number of various juries gathered for different students.
<b>Deadline</b>	The end of 2011
<b>Target 5. To determine the primary research fields</b>	
<b>Activities</b>	<b>A1.</b> To determine the primary and supported research fields in Turkey and in the world in Social Sciences, Health Sciences, Natural Sciences and Engineering, to support all studies on these.
<b>Performance Indicators</b>	<b>PI1a.</b> To have at least one meeting to determine the primary and supported research fields in Turkey and in the world in Social Sciences, Health Sciences, Natural Sciences and Engineering and to report it. <b>PI1b.</b> To announce these primary topics on related Research and Practice Centres' Web pages.
<b>Deadline</b>	The end of 2015

STRATEGIC GOAL 2. To Increase the Quality and Quantity of Scientific Publications	<b>Target 1. To consider the quality and quantity of publications as a criteria for recruitment and promotions</b>	
	<b>Activities</b>	<b>A1.</b> To consider the quality and quantity of publications as a criteria for recruitment and promotions.
	<b>Performance</b>	<b>PI1.</b> To prepare Maltepe University Recruitment and Promotion Criteria.
	<b>Deadline</b>	The end of 2011
	<b>Target 2. To increase the number of publications based on Doctoral and Master research papers</b>	
	<b>Activities</b>	<b>A1.</b> To publish qualitative and quantitative research papers. <b>A2.</b> To increase the number of journals such as <i>Journal of Science and Letters</i> and <i>Journal of Medicine</i> to create an opportunity for these papers to be published.
	<b>Performance Indicators</b>	<b>PI1.</b> To set a scientific criteria to choose research papers. <b>PI2.</b> To increase the number of journals to minimum 4 in five years.
<b>Deadline</b>	The end of 2015	
STRATEGIC GOAL 3. To Contribute to National and International Science and Technology with Scientific Studies	<b>Target 1. To increase the number or national and international publications</b>	
	<b>Activities</b>	<b>A1.</b> To make studies in all units of the university to produce publications that worth to be published in international journals. <b>A2.</b> To award academic staff to increase these studies. <b>A3.</b> To arrange the workload of the academic staff according to the number of publications they are planning for that year. <b>A4.</b> To increase collaborative studies in addition to individual studies. <b>A5.</b> To increase the number of research assistants.
	<b>Performance Indicators</b>	<b>PI1.</b> To have a 10% increase in the number of publications in <i>Citation Index</i> . <b>PI2.</b> To award academic staff who achieve PI1 by university management. <b>PI3a.</b> To set a workload arrangement system that considers the number of publications. <b>PI3b.</b> To feedback academic staff about their academic activities. <b>PI4.</b> To have at least one department that has a collaborative publication . <b>PI5.</b> To have at least one research assistant in all departments/ programmes.
	<b>Deadline</b>	The end of 2015
STRATEGIC GOAL 4. To Increase the Quality and Quantity of Interdisciplinary Projects	<b>Target 1.To organise meetings in each semester in which different disciplines come together to discuss mutual projects</b>	
	<b>Activities</b>	<b>A1.</b> To inform academic staff about project opportunities. <b>A2.</b> To have meetings at the university to create an environment for mutual projects. <b>A3.</b> To have interdisciplinary projects.
	<b>Performance Indicators</b>	<b>PI1.</b> To inform academic staff regularly about project opportunities via Web page. <b>PI2.</b> To have at least one meeting a year at the university to create an environment for mutual projects. <b>PI3.</b> To have minimum 3 projects each year.
	<b>Deadline</b>	The end of 2015



<b>STRATEGIC GOAL 5.</b> <b>To Organise Scientific Meetings and to Encourage Academic</b>	<b>Target 1. To increase the number of scientific national and international meetings that academic staff attend</b>	
	<b>Activities</b>	<b>A1.</b> To have scientific meetings at the university in national level. <b>A2.</b> To have scientific meetings at the university in international level. <b>A3.</b> To attract academic staff to participate.
	<b>Performance Indicators</b>	<b>PI1.</b> To host minimum 5 national scientific meetings a year. <b>PI2.</b> To host minimum 1 international scientific meeting a year. <b>PI3.</b> To prepare Promotional Guideline.
	<b>Deadline</b>	The end of 2015

#### ADMINISTRATIVE ACTIVITIES AND INFRASTRUCTURE SERVICES

<b>STRATEGIC GOAL 1. To Increase the Productivity and Efficiency of the Processes on Administrative and Academic Activities</b>	<b>Target 1. To have clear and detailed job descriptions for academic and administrative staff in all units of the university</b>	
	<b>Activities</b>	<b>A1.</b> To have job descriptions for all posts.
	<b>Performance Indicators</b>	<b>PI1.</b> To have written job descriptions, to update them and to have top management to approve and announce them.
	<b>Deadline</b>	The end of 2015
	<b>Target 2. To plan human resources to serve the needs of academic and administrative staff</b>	
	<b>Activities</b>	<b>A1.</b> To determine the need of academic and administrative staff in all units and to recruit them.
	<b>Performance Indicators</b>	<b>PI1a.</b> To have a minimum 80% decrease in the need of staff. <b>PI1b.</b> The recruited personnel/needed personnel ratio.
	<b>Deadline</b>	The end of 2015
	<b>Target 3. To have regular in-service training to improve the performance of administrative staff</b>	
	<b>Activities</b>	<b>A1.</b> To develop/have in-service training in accordance with the needs of the staff.
	<b>Performance Indicators</b>	<b>PI1.</b> To have minimum two in-service trainings every year.
	<b>Deadline</b>	The end of 2015
	<b>Target 4. To increase institutionalization and to improve organisational culture</b>	
	<b>Activities</b>	<b>A1.</b> To analyse/develop organisational culture. <b>A2.</b> To improve formal communication channels for corporate communication and to have a planned communication method inside the university. <b>A3.</b> To increase the number of activities in which managers and subordinates come together for cooperation, collaboration and support. <b>A4.</b> To enable staff to benefit the university facilities.
	<b>Performance Indicators</b>	<b>PG1.</b> To have a committee to analyse the organisational culture and to develop data collection methods and techniques. <b>PG2.</b> The ratio of formal communication/informal communication use by the staff. <b>PG3.</b> To have an activity each month in which managers and subordinates come together for cooperation, collaboration and support. <b>PG4.</b> To make a discount for the staff when using university facilities.
	<b>Deadline</b>	The end of 2012

	<p><b>Target 5. To increase the satisfaction of administrative and supporting service staff</b></p> <p><b>Activities</b> A1. To prepare/apply staff satisfaction questionnaire. A2. To determine the critic factors for satisfaction and to make the necessary improvements.</p> <p><b>Performance Indicators</b> PI1. To evaluate administrative staff satisfaction once a year with the form in Annex 1. PI2. To plan/apply activities once in every two year to make the necessary improvements according to the results of administrative staff satisfaction study.</p> <p><b>Deadline</b> The end of 2013</p>
<p><b>STRATEGIC GOAL 2. To improve the support services offered to students and employers</b></p>	<p><b>Target 1. To improve the quality of student affairs service</b></p> <p><b>Activities</b> A1. To revise student affairs' processes. A2. To increase communication between student affairs and academic advisors. A3. To have seminars to inform academic units about student affairs regulations.</p> <p><b>Performance Indicators</b> PI1. The number of revised and improved processes. PI2a. To make student affairs office and academic advisors come together at least once before each academic semester. PI2b. To have a blog among student affairs office and academic advisors. PI3. To have at least one seminar a year to inform academic units about student affairs regulations.</p> <p><b>Deadline</b> The end of 2015</p>
	<p><b>Target 2. To improve health, culture and sports services, to enable student clubs to use campus facilities</b></p> <p><b>Activities</b> A1. To enable students to facilitate health services in the university. A2. To enable students to facilitate main cafeteria services in the university. A3. To enable students to facilitate dormitory services in the university. A4. To encourage students to take part in sports activities.</p> <p><b>Performance Indicators</b> PI1. To have a 10% increase in the number of students using health services. PI2. To have a 10% increase in the number of students using food services. PI3. To have a 10% increase in the number of students using dormitory services. PI4. To have a 10% increase in the number of students taking part in sports activities.</p> <p><b>Deadline</b> The end of 2015</p>
	<p><b>Target 1. To supply current and new units' equipment and service needs</b></p> <p><b>Activities</b> A1. To determine equipment and service needs.</p> <p><b>Performance Indicators</b> PI1. To supply 80% of these needs.</p> <p><b>Deadline</b> The end of 2015</p>
	<p><b>Target 2. To strengthen the systems and equipment of IT and make them user friendly</b></p> <p><b>Activities</b> A1. To strengthen back-up systems. A2. To have UPS. A3. To have user-friendly university Web page.</p> <p><b>Performance Indicators</b> PI1. To have back-up systems in five years. PI2. To purchase 80% of UPS needed. PI3. To meet the demands for a user-friendly Web page.</p> <p><b>Deadline</b> The end of 2015</p>
	<p><b>Target 3. To start the construction of MU's Technopark</b></p> <p><b>Activities</b> A1. To prepare Technopark projects, to get the approval for construction, and to complete the construction.</p> <p><b>Performance Indicators</b> PI1. To put Technopark in service.</p> <p><b>Deadline</b> The end of 2015</p>
	<p><b>STRATEGIC GOAL 3. To Meet the Physical, Technical Infrastructure and Equipment Needs and to Increase Productivity</b></p>

<b>STRATEGIC GOAL 4. To have a campus for otherwise abled / special needs</b>	<b>Target 4. To equip classrooms with projections and computers</b>	
	<b>Activities</b>	<b>A1.</b> To meet the demands of equipment, service and maintenance needs.
	<b>Performance Indicators</b>	<b>PI1.</b> The number of demands met.
	<b>Deadline</b>	The end of 2011
	<b>Target 5. To encourage the use of social, health, cultural and sports facilities</b>	
	<b>Activities</b>	<b>A1.</b> To prepare materials such as posters and brochures that promote university's facilities and to increase the number of news in both local and national press.
	<b>Performance Indicators</b>	<b>PI1a.</b> The number of materials handed out and the number of news. <b>PI1b.</b> To have a 20% increase in the number of the ones using university's facilities.
	<b>Deadline</b>	The end of 2015
	<b>Hedef 1. To improve the infrastructure services to have a campus for the otherwise abled</b>	
	<b>Activities</b>	<b>F1.</b> To arrange all buildings on the campus according to the needs of the otherwise abled.
<b>Performance Indicators</b>	<b>PG1.</b> To arrange 80% of all buildings and toilets according to the needs of the otherwise abled.	
<b>Deadline</b>	The end of 2015	

## SOCIAL ACTIVITIES

<b>STRATEGIC GOAL 1. To Increase the Number of Public and Private Sector Activities Attended by Academic Staff</b>	<b>Target 1. To increase the number of projects carried out with national and international external shareholders</b>	
	<b>Activities</b>	<b>A1.</b> To have social responsibility projects.
	<b>Performance Indicators</b>	<b>PI1.</b> To have a 20% increase in the number of social responsibility projects.
	<b>Deadline</b>	The end of 2015
	<b>Target 2. To improve the services of departments/programmes for industry</b>	
	<b>Activities</b>	<b>A1.</b> To make research and give education in the subjects industry needs.
	<b>Performance Indicators</b>	<b>PI1.</b> The number of research and educational activities by academic staff in the subjects industry needs.
	<b>Deadline</b>	The end of 2015
	<b>Target 3. To encourage projects, presentations, training and publications done in collaboration with industrial, governmental, non-governmental and scientific organisations keeping in mind that academic staff is the most important promotional tool</b>	
	<b>Activities</b>	<b>A1.</b> To prepare and apply a promotional regulations for projects, presentations, training and publications of academic staff done in collaboration with industrial, governmental, non-governmental and scientific organisations.
	<b>Performance Indicators</b>	<b>PI1.</b> To have minimum two studies and to award these.
	<b>Deadline</b>	The end of 2015
	<b>Target 4. To be in the press</b>	
	<b>Activities</b>	<b>A1.</b> To make the press ask for the opinions of academicians in written and visual press. <b>A2.</b> To ensure that scientific, cultural and social activities are shared regularly in the press.
	<b>Performance Indicators</b>	<b>PI1.</b> The number of consultancy to the opinions of academicians in written and visual press. <b>PI2.</b> The number of shared scientific, cultural and social activities in the press.
	<b>Deadline</b>	The end of 2015

	<b>Target 5. To make sure that Alumni Association has an effective and continuous communication with the alumni.</b>	
	<b>Activities</b>	<b>A1.</b> To increase the function of the association so that the number of members increase. <b>A2.</b> To make the association to take the responsibility of the graduates' employment. <b>A3.</b> To make the association to develop a project on this.
	<b>Performance Indicators</b>	<b>PI1.</b> The increase in the number of members and a place allocated for the association by the top management. <b>PI2.</b> To ensure 10% recruitment of the graduates with the collaboration with the industry.
	<b>Deadline</b>	The end of 2015
<b>STRATEGIC GOAL 2. To Increase the Number of Activities to Contribute to Social Development</b>	<b>Target 1. To improve collaboration with private, public and non-governmental organisations and institutions</b>	
	<b>Activities</b>	<b>A1.</b> To improve collaboration with private, public and non-governmental organisations and institutions under the framework of social responsibility. <b>A2.</b> To open social responsibility courses (family school, literacy courses) using university's equity capital.
	<b>Performance Indicators</b>	<b>PI1.</b> To have minimum two studies a year. <b>PI2.</b> The increase in the number of studies.
	<b>Deadline</b>	The end of 2015
	<b>Target 2. To increase the variety of medical practices in our University Hospital</b>	
	<b>Activities</b>	<b>A1.</b> To make the hospital offer new services improved in accordance with health science, technology and literature.
	<b>Performance Indicators</b>	<b>PI1.</b> The number and variety of new services offered by the university hospital.
	<b>Deadline</b>	The end of 2015
	<b>Target 3. To follow-up the satisfaction of patients and their relatives in our Hospital</b>	
	<b>Activities</b>	<b>A1.</b> To prepare a patient and their relatives satisfaction questionnaire. <b>A2.</b> To record their satisfaction results.
	<b>Performance Indicators</b>	<b>PI1.</b> To prepare the questionnaire by the end of 2011. <b>PI2.</b> To start to keep records of satisfaction as of 2012.
	<b>Deadline</b>	The end of 2015

### 3. 6 Agenda and Responsible People: Table 10: The Units Responsible to Meet Goals and Targets

Goals and Targets	Rectorate	Faculty	Schools	School	Vocational School	School of Foreign Lang.	International Relations	Health, Culture and Sports Centre	Construction Works Centre	Student s' Clubs	Library	IT	Finance	Student Affairs	Personnel Management	Career Centre	Research and Appl. Centre	Research Hospital
EDUCATION ACTIVITIES																		
G1/T1	X	X	X	X	X													
G1/T2	X	X	X	X	X													
G1/T3	X	X	X	X	X													
G1/T4	X	X	X	X	X													
G1/T5		X	X	X	X		X											
G1/T6	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X
G1/T7	X														X			
G1/T8		X	X	X	X												X	
G1/T9						X												
G1/T10		X	X	X	X			X										
G2/T1	X																	
G2/T2	X		X															
G2/T3		X	X	X	X													
G2/T4	X																	
G2/T5	X																	
G2/T6	X	X	X	X	X	X												
G2/T7	X	X	X	X	X	X											X	
G2/T8	X	X	X	X	X	X												
RESEARCH ACTIVITIES																		
G1/T1	X	X	X	X	X		X											X
G1/T2	X	X	X	X	X		X				X							
G1/T3	X										X							
G1/T4			X															
G1/T5	X	X	X	X	X		X											X
G2/T1	X																	
G2/T2	X	X	X	X	X													X
G3/T1	X	X	X	X	X													X
G4/T1		X	X	X	X					X							X	
G5/T1	X	X	X	X	X													X
ADMISITRATIVE ACTIVITIES AND INFRASTRUCTURE ACTIVITIES																		
G1/T1	X															X		
G1/T2	X															X		
G1/T3	X															X		
G1/T4	X	X	X	X	X			X		X						X		
G1/T5	X															X		
G2/T1	X													X				
G2/T2	X							X										
G3/T1	X								X				X					
G3/T2	X																	
G3/T3	X								X									
G3/T4	X												X					
G3/T5	X							X										
G4/T1	X								X									

SOCIAL ACTIVITIES																
G1/T1	X	X	X	X	X											X
G1/T2	X	X	X	X	X											X
G1/T3	X	X	X	X	X											X
G1/T4	X															
G1/T5	X														X	
A2/H1	X	X	X	X	X											X
A2/H2	X															X
A2/H3	X															X

### 3.7 Follow-up/Evaluation/Improvement Studies (Internal Analysis)

In our university's 2006-2010 Strategic plan, we stated our goals and targets, However, as activities and performance indicators related to these goals and targets it was not possible to have a **self-evaluation** at the end of 2010. As of today, there will be a continuous self-assessment on each strategic goal, targets for them, and all activities planned to reach those targets and their performance indicators will be taken into consideration. Our Internal Analysis (auditing) will start at the first half of 2011. Please find internal auditing report form in App. 3.

### RESOURCES

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