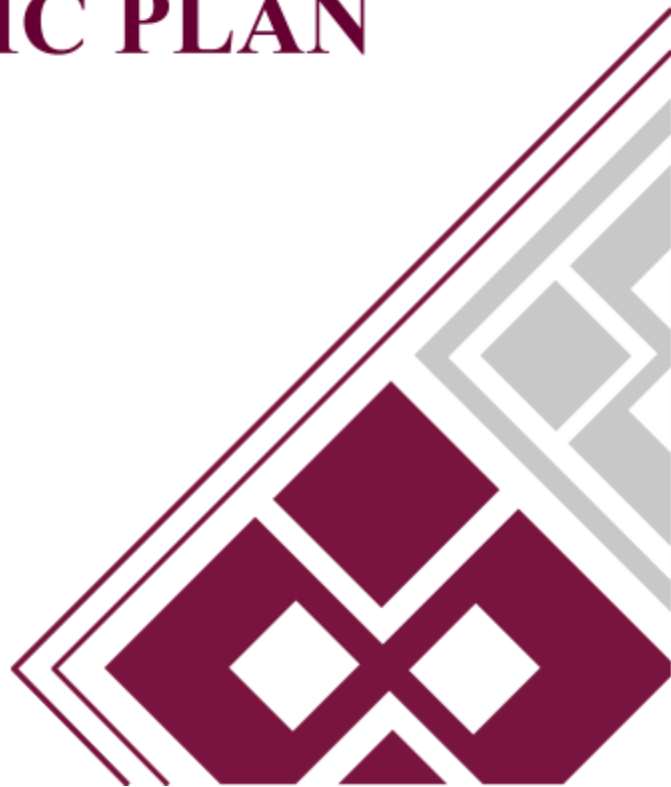




FIRAT UNIVERSITY
FIRAT UNIVERSITY
STRATEGIC PLAN

2023 - 2027

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2026

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2025

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Abbreviations

BAP	Scientific Research Projects Unit
BIDB	Department of Information Processing
DDYO	Digital Transformation and Software Office
EAEVE	European Union Association of Veterinary Medicine Educational Institutions
EBYS	Electronic Document Management System
FSMH	Intellectual and Industrial Property Rights
FUSEM	Firat University Continuing Education Centre
FUZEM	Firat University Distance Education Centre
GZFT	Strengths, Weaknesses, Opportunities and Threats
İİBF	Faculty of Economics and Administrative Sciences
İŞGEM	Development Centre
İŞKUR	Turkish Employment Agency
KALKOM	Quality Commission
KOSGEB	Small and Medium Enterprises Development Organisation
KDDB	Department of Library and Documentation
MEB	Ministry of National Education
MYO	Vocational School
ÖSYM	Measurement, Selection and Placement Centre
PDB	Personnel Department
PESTLE	Political, Economic, Socio-cultural and Technological Analysis
PKDO	Project Coordination and Consultancy Office
PDCA	Plan, Implement, Control and Take Measures Cycle
Q1, Q2	Quartile - Journal Classification System
SCI	Science Citation Index
SGDB	Department of Strategy Development
SP	Strategic Plan
SSCI	Social Science Citation Index
NGO	Civil Society Organisations
TAHAM	Agriculture and Animal Husbandry Application and Research Centre
TGB	Technology Development Zone
TÖMER	Turkish Language Teaching Application and Research Centre
TTO	Technology Transfer Office
TUBA	Turkish Academy of Sciences
TUBITAK	Scientific and Technological Research Council of Turkey
URAP	University Ranking by Academic Performance
UAK	Presidency of the Interuniversity Board
YKS	Higher Education Institutions Examination
HIGHER EDUCATION	Council of Higher Education
YÖKAK	Higher Education Quality Board



Rector Presentation



Universities are scientifically autonomous organisations established to produce knowledge at the highest level by considering the welfare of the society, to transform the knowledge produced into technology, products and services, and to make the knowledge ecosystem sustainable by transferring the knowledge gained to new generations. In the modern university structure, these activities are carried out under the titles of *education and training, research and development and social contribution*. The duties of universities established by law in our country are defined in the Higher Education Law No. 2547.

Our university was established on 1 April 1975 with the Law No. 1873 on the Establishment of Four Universities and was named **Firat University**. Since the day it was founded, has fulfilled its duties with great devotion with a devotion. The university was included in the scope of Research Universities by the Council of Higher Education and assumed an important mission for our country. In this context, as a research-oriented and student-centred university that prioritises the needs of society; It continues to carry out its activities with 18 faculties, 4 institutes, 2 colleges, 1 conservatory and 9 vocational schools with a high sense of responsibility.

Considering the last decade in particular, the higher education sector has been put into an important competitive environment in terms of its fields of activity, various differentiation strategies have been developed and a period of specialisation in universities has been initiated. Especially today, when the number of universities has increased, diversity in the higher education sector has developed, internationalisation has gained importance and commercialisation of knowledge has become more and more prominent, it is inevitable for universities to determine their unique differentiation strategies and specialisation area preferences by taking into account the views of all stakeholders.

As in public administrations, universities have started to prepare strategic plans since 2003 in order to determine priorities in their fields of activity, to ensure financial transparency, to effective use of public resources and to monitor the rate of achievement of their goals and objectives. The first strategic plan of our university was prepared and implemented for the period 2009-2013, the second plan was prepared and implemented for the period 2014-2018 and finally prepared and implemented for the period 2019-2023. However, due to the change of the top manager, the coronavirus epidemic that affects the whole world and the earthquake of 6.8 magnitude that occurred in our city on 24.01.2020, it was necessary to renew the existing strategic plan.

In the 2023-2027 strategic plan period of our university; the goals that focus on research and research outputs, where students are more active in research and social activities, deepening internationalisation efforts, prioritising the technological needs of the country and the region under the guidance of development plans; digital transformation, green development and management information systems and climate change studies are based on the goals that care and develop.

I would like to thank all our stakeholders, Strategy Development Board, Strategic Planning Team and Strategic Plan Advisory Group members who contributed to the preparation of our 2023-2027 Strategic Plan and wish the plan to be beneficial for our country and our University.

Prof. Dr. Fahrettin GÖKTAŞ
Rector

01 Section



At a Glance Strategic Plan

1 Strategic Plan at a Glance

Mission

Euphrates University;

It is committed to academic, social and cultural development together with all its stakeholders, to produce knowledge and technology at international level, and to transform its products into social welfare.

Vision

Our ideal

To be a university that lives and lives with qualified knowledge, keeps justice above all else, and sets an example with its high quality standards.

Core Values

Quality Our university attaches importance to quality, internalisation and continuity of quality in education, research and administrative activities.

Transparency: Transparency and accountability in management activities, as well as maintaining a sense of trust between individuals and units are essential.

Commitment to Ethical Values: One of our core values is to fulfil our duties in line with our mission and objectives; to fulfil our duties fairly, honestly, respectfully and on time in accordance with ethical rules.

Participation In order to realise a quality and successful management, the participation of internal and external stakeholders is considered important in the execution of the works.

Student Orientation: Our core values include conducting studies to continuously increase student satisfaction, involving students in decision-making processes, conducting student-centred education and ensuring continuous improvement with feedback from students.

Social Responsibility: It is one of the fundamental values of our University to fulfil our responsibilities on priority issues related to our province, our region and our country.

Sensitivity Firat University is sensitive to the protection and development of human and moral values, fundamental rights and freedoms, and natural riches.

Efficiency Our basic principles are to continue our basic duties successfully and effectively to carry out studies that will

Aims and Objectives

A1: Contributing to Qualified Manpower with Contemporary Education and Training Methods

- H1.1:** Diversity and quality of diploma programmes will be increased
- H1.2:** Student participation in research processes will be doubled by the end of the plan period
- H1.3:** Internationalisation activities will be doubled by the end of the plan period
- H1.4:** Social and cultural activities supporting education and training will be increased
- H1.5:** Education and training infrastructure will be improved by 50% until the end of the plan period

A2: Disseminating Scientific and Technological Researches Producing Universal Values

- H2.1:** The level of institutional research competence will be doubled by the end of the plan period
- H2.2:** Contribution to researcher manpower will be increased by 25% until the end of the plan period
- H2.3:** Research collaborations will be doubled by the end of the plan period
- H2.4:** Research infrastructure will be strengthened by 20% every year

A3: Conclusion Focused, Social and Economic Benefit Supporting Transformative Entrepreneurship

- H3.1:** Manpower included in the entrepreneurship ecosystem will be increased by at least 10 per cent every year
- H3.2:** Entrepreneurship Practices will be improved by 10% every year
- H3.3:** Activities of Firat Teknokent and Firat TTO will be increased

A4: Improving the Perception of a Socially and Environmentally Responsive University

- H4.1:** Training, Projects and Social Activities for the Community will be increased by 15% every year
- H4.2:** Environmental and Barrier-Free University activities will be increased
- H4.3:** Health services delivery will be improved
- H4.4:** Health services infrastructure will be improved by 15 per cent each year
- H4.5:** Veterinary services and animal husbandry research will be improved

A5: Corporate Structure, Human Sources and Governance Strengthening Fields

- H5.1:** Stakeholders' satisfaction level with service delivery will be increased
- H5.2:** Institutional infrastructure will be improved at least twice by the end of the plan period
- H5.3:** Human development activities will be increased by 25% every year
- H5.4:** Informatics infrastructure will be improved new information systems will be acquired



02 Section

Key Performance Indicators



2 Key Performance Indicators

The key performance indicator set of our differentiation strategies has been categorised into five groups in relation to our fields of activity and fifteen prominent indicators are listed below. In addition, the initial values and expected values of key performance indicators at the end of the period are presented in Table 1.

A- Education and Training

- Number of accredited diploma programmes
- Number of research projects with student participation
- Number of international students
- Number of classrooms (hybrid teaching environments, etc.) supported by technology-based systems

B- Research

- Number of articles published in Q1 and Q2 journals in SCI/SCI-Expanded/SSCI indexes
- Number of national and international patent certificates
- Number of doctoral theses completed per academic staff
- Number of Projects Received from National R&D and Innovation Support Programmes

C- Entrepreneurship

- University's place in the Entrepreneur and Innovator Index
- Proportion of employment of PhD or doctoral students in Firat TDZ

D- Social Contribution

- Number of events organised to contribute to the society
- Green, environmentally friendly university index ranking

E- Institutional Capacity

- Completion rate of new education and living buildings
- Completion rate of Human Management System
- Completion rate of Continuous Data Tracking System

Table 1 Key Performance Indicators

Plan Period Initial Value*	Key Performance Indicators	Targeted Value at the End of the Plan Period (2027)
12	Number of accredited diploma programmes	30
225	Number of research projects with student participation	500
1847	Number of international students	4000
8	Number of classrooms (hybrid teaching environments, etc.) supported by technology-based systems	30
513	Number of articles published in Q1 and Q2 journals in SCI/SCI-Expanded/SSCI indexes	1150
9	Number of national and international patent certificates	30
0,17	Number of doctoral theses completed per academic staff	0,30
27	Number of Projects Received from National R&D and Innovation Support Programmes	70
41	University's place in the Entrepreneur and Innovator Index	23
2,7	Proportion of employment of PhD or doctoral students in Firat TDZ	10
80	Number of events organised to contribute to the society	630
13	Green, environmentally friendly university index ranking	6
5	Completion rate of new education and living buildings	45
0	Completion rate of Human Management System	100
0	Completion rate of Continuous Data Tracking System	100

* 2021 Year-end value

03 Section

Strategic Plan Preparation Process



3 Strategic Plan Preparation Process

Due to the change of senior managers at our university, the coronavirus epidemic disease that affects the whole world and the 6.8 earthquake that occurred in our city on 24 January 2020, the necessity to renew our strategic plan in force arose and the necessary steps were taken within the scope of Article 16, paragraph 2/ç and 3 of the Regulation on the Principles and Procedures Regarding Strategic Plans, Performance Programmes and Annual Reports to be Prepared by Public Administrations.

Ownership of the Plan

As a result of the correspondence with the Presidency of the Presidency of Strategy and Budget, it was deemed appropriate to re-prepare the strategic plan of our university to cover the period 2023-2027, and the Strategy Development Board, Strategic Planning Team and Strategic Plan Advisory Group were established to take part in the preparation of the new plan. The Rectorate Circular on the initiation of the strategic plan studies for the 2023-2027 period and the ownership of the plan was announced to all units of our university with a letter dated 11 September 2021. In the circular; In the process of preparing the strategic plan, all the staff of our university, especially the unit managers, were asked to participate at the maximum level by showing the necessary diligence and to fulfil the expected tasks in a timely and effective manner.

Organisation of the Planning Process

The Advisory Group, which was established to guide the work to be carried out by the Strategy Development Board and the Strategic Planning Team, supported the members in planning how and when the meetings will be held, determining the information collection procedure, following new developments during the studies and meeting the information needs of the sub-committees. The first briefing meeting for the Strategy Development Board and Strategic Planning Team was held on 18 October under the chairmanship of the Rector.

Preparation Programme

In the first stage of the plan preparation studies, first of all, taking into account the preferences of the team members, sub-areas / thematic areas were determined and sub-group responsibilities were defined and necessary information meetings and document sharing held by the Advisory Group. A digital platform that can be used if necessary for document sharing and meeting activities of subgroups has been created. With the letter dated 09 November 2021, all academic and administrative units of our university were asked to form a two-person strategic planning team.

The timetable for the execution of the strategic plan studies is presented in Table 2.



Table 2 Strategic Plan Timetable

Description		June	July	August	September	October	November	December	January	February	March	April
1	Obtaining Approval for SP Preparation	■										
	Formation of the Board and Organisation of the Planning Process		■									
	Organising the Information Meeting			■	■							
	Time Plan				■							
SITUATION ANALYSIS												
	Corporate History				■							
	Evaluation of the Implemented Strategic Plan				■	■						
	Legislation Analysis						■	■				
	Analysing Top Policy Documents						■	■	■			
	Programme-Subprogramme Analysis						■	■	■			
2	Determination of Activity Areas and Products and Services						■	■	■			
	Stakeholder Analysis						■	■		■		
	Internal Analysis						■	■		■		
	Academic Activities Analysis						■	■		■		
	Higher Education Sector Analysis						■	■		■		
	SWOT Analysis						■	■		■		
	Determinations and Needs						■	■		■		
LOOKING TO THE FUTURE												
3	Mission							■	■		■	
	Vision							■	■		■	
	Core Values							■	■		■	
DIFFERENTIATION STRATEGY												
4	Location Preference							■	■			
	Success Region Preference							■	■			
	Value Presentation Preference							■	■			
	Core Competence Preference							■	■			
DETERMINATION OF OBJECTIVES, TARGETS AND STRATEGIES												
5	Objectives							■	■	■		
	Targets							■	■	■		
	Performance Indicators							■	■	■		
	Risks							■	■	■		
	Strategies							■	■	■		
	Cost Estimate							■	■	■		
6	SUBMISSION OF											■



04 Section

Situation Analysis



4 Situation Analysis

A. Corporate History

Since the 1940s, the intense demand for higher education in the region has been an important reason for the establishment of a university in Elazığ, and in 1967, Elazığ Higher Technical School was opened to education with the departments of Machinery and Construction. The Technical School was transformed into Elazığ State Engineering and Architecture Academy (EDMMA) in 1969 with the law numbered 1184. In 1970, the Faculty of Veterinary Medicine was established affiliated to Ankara University, thus both the development needs of the region were taken into consideration and the demand for higher education was tried to be met.

Our university was named Firat University with the Law No. 1873 on the Establishment of Four Universities dated 1 April 1975 and became a public legal entity subject to the Universities Law No. 1750. Since this date, together with the Faculty of Science, Faculty of Literature and Faculty of Veterinary Medicine, it has continued to work to fulfil its duties and responsibilities assigned to it by law, and increasing qualified manpower and regional development have been among its priority targets.

With the Higher Education Law No. 2547 dated **1981**, our university has been transformed into a public institution with duties in the fields of education, scientific research, publication and counselling, training manpower and serving the society. Thus, the principles regarding the organisation, functioning, duties, authorities and responsibilities, education-training, research, publication, teaching staff, students and other personnel of our university as well as other universities have been defined in integrity.

In 1982, with the establishment of the Faculties of Engineering, Medicine and Technical Education, an important mission change occurred in our University. The Faculty of Medicine Hospital has made significant contributions to both the formation of employment, meeting the physician needs of our country and providing quality health services to the people of the region, the Faculty of Engineering has made significant contributions to both the training of qualified manpower and research activities, and the Faculty of Technical Education has made significant contributions to research activities as well as training technical teachers.

In 1983, with the establishment of postgraduate institutes, our University a new mission. Thus, contributions have been made to meet the need for teaching staff in higher education, to accelerate research activities and to contribute to the qualified human resources needed by the private sector by increasing university-industry co-operation.

In the period **1983-2006**, a total of 6 faculties, 3 colleges and 12 vocational schools were established in the provinces of Bingöl, Muş, Tunceli, especially in Elazığ and Kemaliye district of Erzincan.

School of Higher Education has been operating within the body

of our University. In this period, the responsibility of education and training imposed by the Higher Education Law was successfully fulfilled both in Elazığ and in the development areas in its hinterland, contributing national and regional prosperity. However, the assignments of academic staff to the provinces and the second education programmes opened in this period have dragged our University to the focus of education.

With the enactment of the Public Financial Management and Control Law No. 5018 in 2003, the principle of transparency and accountability has gained importance in all management processes. At our university, processes such as participatory management approach, internal and external stakeholder relations, sub-component activities for internal control, strategic planning, programme-based budgeting studies, etc. have gained effectiveness and until today. The first strategic plan of our university was prepared and implemented for the period 2009-2013, the second plan for 2014-2018 and the third plan for 2019-2023.

In **2007** and **2008**, with the establishment of Bingöl, Muş Alpaslan, Erzincan Binali Yıldırım and Tunceli Munzur Universities, the higher education institutions operating under our University in these provinces were transferred to the relevant universities. In this process, it has been observed that our University has accelerated from the focus on education and training to the focus on research and entrepreneurship.

In 2016, with the classification of "Research Universities" initiated as a project of the Council of Higher Education (YÖK) and the publication of the Regulation on Higher Education Quality Assurance and Higher Education Quality Board No. 30604 dated **2018**, efforts to gain Research University status and quality activities have started at our University. These studies have also brought new strategies and mission changes to the agenda at our University and led to the strengthening of the focus on research and entrepreneurship.

On **24 January 2020**, the epicentre of which was Elazığ/Sivrice The 6.8 magnitude earthquake and the coronavirus virus epidemic that started worldwide in the same year had significant consequences especially in our University. On the one hand, while dealing with the problems of medium /severely damaged buildings caused by the earthquake, on the other hand, the closure process entered in March due to the epidemic and the related economic contraction negatively affected the budget, education, research and social contribution activities of our University.

Our university was included in the scope of Research Universities by the Council of Higher Education on **13.12.2021** and currently; It continues its activities with 18 faculties, 2 colleges, a state conservatory, 9 vocational schools, 4 institutes, 26 research centres, a university hospital, a dentistry hospital and an animal hospital.

B. Evaluation of 2019-2023 Period Strategic Plan

The evaluation of the implemented strategic plan was made by using the realisation levels of the objectives of the plan. In determining the realisation levels of the targets, the year-end 2021 data of the performance indicators of the relevant target were used and the target realisation rates were calculated and presented in Table 3. It should not be ignored that the values given in the table were obtained before the end of the plan period and some of them may be completed until the end of the normal plan period. At this stage, it should be analysed in detail the performance data is produced in a healthy manner, its ability to represent the achievement of the target and objective, and whether a more reliable performance indicator can be created.

The performance indicators to be continued/ discontinued to be used in the current plan period and the performance indicators to be added were determined. As a result of the studies carried out, it has been observed that the target achievement times and target success criteria should be improved in the target definitions in the current plan, however, information on the rate at which the targets have been achieved can be obtained from the calculated values of the performance indicators defined in the target cards. The objectives of our university, which are defined in the objectives of the strategic plan being implemented and open to improvement, are classified in Table 4 according to the fields of activity.

Table 3 2021 Year-end Realisation Rate of the Strategic Plan for the Period 2019-2023

Aims and Objectives		Realisation Percentage
To improve the quality of education and social life		64
Objective 1.1. Improving the quality of education and training		100
Target 1.2. Improving the physical infrastructure related to learning		47
Target 1.3. Improving the physical infrastructure related to social life		60
Objective 1.4. Improving the quality of internationalisation		62
Objective 1.5. Establishment of new units create different options in education		50
OBJECTIVE 2. To Develop Scientific Research Activities		78
Objective 2.1. Increasing the number of science/art studies carried out by academicians of our university		95
Objective 2.2. Increasing the number of externally funded projects carried out at our university		100
Objective 2.3. Supporting scientific activities in national priority areas and developing cluster studies		83
Objective 2.4. Strengthening research activities/infrastructure		60
Target 2.5. Developing company, project, intellectual industrial and property rights activities within Firat Teknokent and Firat TTO		53
OBJECTIVE 3. To Develop Services for the Community		68
Objective 3.1. Increasing educational, cultural, artistic and sportive activities for the society		86
Objective 3.2. Establishment of new units and infrastructures for health services		57
Objective 3.3. Increasing the quality of service at the University Hospital		99
Objective 3.4. Increasing the total capacity and patient satisfaction at the University Hospital		70
Objective 3.5. Improving Veterinary Services and Livestock Research		30
To Strengthen University-Public-Private Sector Collaboration		83
Objective 4.1. To develop technology and R&D based and sustainable projects with local and regional public and private sector stakeholders increasing co-operation		100
Accredited Laboratories and Calibration Centres within Firat University and Firat Technopolis Creation of a centre		86
Target 4.3. Research and project activities for the defence industry and high technology sector incentivising		62
OBJECTIVE 5. Strengthening the Institutional Structure		54
Objective 5.1. To improve the institutional culture, sense of belonging and stakeholder ties of students, alumni and staff strengthening		70
Objective 5.2. Increasing the satisfaction levels of students and staff		30
Target 5.3. Internal control system for strengthening institutionalisation in all units raising awareness		56
Target 5.4. To ensure the effective use of the management information system by extending it to all areas ensuring.		90
Target 5.5. Strengthening the Quality Assurance System		25

Table 4 Objectives of the Strategic Plan for the 2019-2023 Period Open for Improvement

Field of Activity	Indicators Open for Improvement
Education	<ul style="list-style-type: none"> Increasing Barrier-Free University activities, need for common buildings for new faculties and institutes. Accommodation needs of foreign students and construction of a student house. Increasing the number of undergraduate and graduate programmes offering education in a foreign language, the number of faculty members teaching in a foreign language and international promotion activities.
Research	<ul style="list-style-type: none"> Increasing BAP support for projects in priority areas. Establishment of advanced technology research institutes and centres. Increasing the number of companies established within the Technopolis, establishing a TTO within the University.
Entrepreneurship	<ul style="list-style-type: none"> Completion of the accredited calibration centre, increasing the number of laboratory services performed for the sector. Determination of the advanced laboratory service needs of the public and private sector. Establishing research clusters, increasing cooperation activities with the Presidency of Defence Industries and National Defence Industry Companies.
Social Contribution	<ul style="list-style-type: none"> The number of people benefiting from the activities and certified training programmes organised for the community and the number of social responsibility projects carried out. Number of special units in the University Hospital (Palliative Care Centre, Bone Marrow Transplant Centre, Obesity Centre, Diabetic Foot Unit), Construction of the Faculty of Dentistry-Hospital building. Development of the intensive care unit of the university hospital. Purchase of new equipment for sheep breeding, horse breeding and poultry units, modernisation of indoor and outdoor shelters.
Organisational Structure	<ul style="list-style-type: none"> Creating new living spaces (culture-congress centre, semi-Olympic swimming pool). Regular implementation of stakeholder satisfaction surveys. Raising awareness about the control system.

C. Legislation Analysis

In the Law No. 2547 on Higher Education, the main duties of universities are expressed as "to provide modern education and training, scientific research, publication and consultancy, and to serve the country and humanity in order to train manpower in accordance with the needs of the nation and the country". In terms of organisation, our university is subject to the Law No. 2809 on the Organisation of Higher Education Institutions,

It is subject to the Higher Education Personnel Law No. 2914 and the Public Financial Management and Control Law No. 5018 and duly fulfils the duties assigned by law. Legislative problems and needs encountered within the scope of activities are given in Table 5.

Table 5 Legislation analysis

Legal Obligation	Basis	Findings	Needs
------------------	-------	----------	-------



Education and Training

1. Based on the principles of contemporary education and training, based on the needs of society and to utilise its material resources rationally, efficiently and economically in line with the principles and objectives of development plans
To train manpower by providing education and training at various levels based on secondary education.
2. To make practical training.
3. Cooperation with higher education institutions abroad and other organisations at all levels may conduct international joint education and training programmes.

- Constitution of the Republic of Turkey No. 2709 (Art. 130/1)
- No. 2547 Law on Higher Education (Art. 4, 5, 12/a, b)
- No. 2547 Law on Higher Education, (Art. 50/b)
- Law No. 2547, (Art. 43/d, Art. 50/b)

- Our university is one of the leading universities of the country at associate, undergraduate and postgraduate level.
It provides modern education and training in line with the needs.
- YKS student quotas are increased by YÖK without taking physical conditions into account.
- 2547/m.12/i applied
The importance of practical training is emphasised, but additional course fees for practical training are reduced.
- Future professions and interdisciplinary programme graduates undefined in state personnel codes.

- The proposed YKS quotas should not be increased.
- Interdisciplinary programmes for priority areas and future professions should be supported.
- Work and duties of graduates of interdisciplinary programmes definitions are made and state personnel staff must be recognised.
- Opportunities for practical training should be increased.
- Educational co-operation abroad should be encouraged.

Table 5 Read more (Mezuat analysis)

Legal Obligation	Basis	Findings	Needs
<p>Student Needs and Activities</p> <p>1. Universities, protection of students' physical and mental health, such as housing, nutrition, work and leisure time</p> <p>To meet the social needs of the students and for this purpose, within the limits of budgetary possibilities, reading halls, inpatient health centres, student canteens and restaurants, meeting, cinema and theatre halls, sports halls and</p> <p>They are responsible for providing fields camping places and taking the necessary measures to ensure that students benefit from them in the best possible way.</p>	<ul style="list-style-type: none"> • Law No. 2547, (Art. 47) 	<ul style="list-style-type: none"> • Social facilities and activities are organised for students to the extent possible. • Cooperation with the governorship, municipality and other institutions and organisations, especially in infrastructure works strengthening and prioritising student-oriented demands. In this context, inter-institutional conflicts is happening. 	<ul style="list-style-type: none"> • Governorship, Municipality and other institutions and organisations separate and mandatory budgets may be allocated in this context. • Student social to ensure that its facilities and social activities are properly managed. • specially trained for the fields, diploma graduates of these programmes be employed in universities.
<p>Research and Development</p> <p>1. Scientific in accordance with the principles and objectives of development plans to conduct research, extension and consultancy.</p> <p>2. Scientific research project evaluating, accepting, supporting proposals, funding projects supported by national or international organisations, carry out and monitor services related to these,</p> <p>To evaluate and the results.</p> <p>3. When an invention is made as a result of scientific studies or research carried out at the university, the inventor must notify the university of the invention in writing and without delay is liable.</p>	<ul style="list-style-type: none"> • Higher Education No. 2547 Law (Art. 4/1-c; Art. 12/a; Art. 58/1-b; Additional Art. 28) • Higher Education Scientific Regulation on Research Projects • Industrial Law No. 6769 Property Law (Art. 121/2) 	<ul style="list-style-type: none"> • University Scientific Research Projects (BAP) It evaluates the projects proposed through the Coordination Office, accepts the appropriate ones and supports them within the framework of the legislation. Project results are shared with the public as articles or papers. • Inventions at our university are evaluated by the Intellectual and Industrial Property Rights (IPR) commission and it is decided whether the invention is a Service Invention or a Free Invention. • Patent studies at our university are carried out with the help of Firat Technology Transfer Office. 	<ul style="list-style-type: none"> • Within the scope of university-industry co-operation projects should be given positive discrimination. • Incentives, audits and support for the conversion of project results into products and commercialisation should be increased. • Research clusters should be provided and necessary laboratory and equipment should be provided. • The publicity of the project activities should be more intensive.
<p>Contribution to Society</p> <p>1. To disseminate scientific data through speech, writing and other means to raise the level of life of the Turkish society and to enlighten the public opinion.</p>	<ul style="list-style-type: none"> • No. 2547 Law on Higher Education (Art. 12/c) 	<ul style="list-style-type: none"> • Our university carries out studies for the benefit of society and the scientific data obtained are published through articles, interviews, symposiums, etc. public, culture and art activities are open to the public. is realised. 	
<p>Organisational Capacity</p> <p>1. Universities prepare Strategic Plans through participatory methods in order to measure, monitor and evaluate institutional indicators.</p> <p>2. Faculty members working as assistant administrators are obliged to give a minimum of five hours of lectures per week.</p> <p>3. Universities prepare a file and archive directive.</p>	<ul style="list-style-type: none"> • Law No. 5018 on Public Financial Management and Control, (Art. 9) • No. 2547 Law on Higher Education (Art. 36) • Regulation on State Archive Services (Art. 24) 	<ul style="list-style-type: none"> • While our university is in the 2019-2023 Strategic Plan, the top Due to the change of management, by obtaining the necessary permissions, 2023-2027 by taking into account the Plan Preparation Guidelines for 2021 has prepared a new plan for the period. • Faculty members who serve as assistant administrators spend at least as much time and take as much responsibility as administrators. • Our university an electronic document management system and archive service. 	<ul style="list-style-type: none"> • Mechanisms are to encourage and reward academic staff who take part in boards and commissions that are of general interest to the university, such as strategic plan preparation, monitoring and evaluation, and internal control certification and updating. • Assistant manager The compulsory course load of faculty members in return for salary can be cancelled.

D. Top Policy Documents Analysis

In this section, policies, objectives, targets, measures and actions included in the top policy documents

Within the framework of the duties and fields of activity of our university analysed and in Table 6.

Table 6 Top Policy Documents

Top Policy Document	Related Section/Reference	Assigned Tasks/Needs
	2.2.1.1.4. Human Resources	332.5. The number and diversity of associate, undergraduate and graduate programmes for priority sectors will be increased, and universities will attach importance to R&D activities in these areas.
	2.2.1.1.7. R&D and Innovation	349.1. Human resources with PhD degrees needed in the industry will be increased through university-industry cooperation. 349.3. In cooperation with universities and industry, postgraduate programmes will be opened in priority sectors.
	2.2.3.2. Science, Technology and Innovation	441. The effectiveness of research infrastructures in the R&D and innovation ecosystem will be increased through a structure that conducts pioneering research, employs qualified labour force and works in cooperation with the private sector. 442.1. Employment of post-doctoral contract researchers in research universities will be increased. 454.2. Intellectual property rights will be included in the curriculum at undergraduate and graduate level in faculties of basic sciences, economics, business administration, architecture, engineering, communication and fine arts.
	2.2.3.5. Information and Communication Technologies	476.3. Cyber security undergraduate and graduate programmes will be established at universities, and the cyber security curricula of existing undergraduate programmes in the field of informatics will be improved.
	2.3.1. Education	549.2. Design and skill workshops will be established according to students' interests and abilities. 563.2. The number of qualified international students in the higher education system will be increased. 563.3. The number of qualified foreign academics will be increased. 563.4. The number of programmes offering education in foreign languages will be increased, accommodation opportunities of higher education institutions for international students will be improved and institutional capacity in internationalisation will be increased.
	2.3.2. Employment and Working Life	566.1. Courses and programmes will be organised to train the labour force in new occupational fields emerging from digital transformation. 571.1. In order to ensure the transition of university students to the labour market, university-private sector cooperation will be improved.
	2.3.7. Youth	620.4. Young people will be made aware of and guided in volunteering activities and their participation in voluntary activities will be encouraged. 621.1. Awareness-raising activities on health, social media and legal literacy, and programmes to strengthen skills will be carried out in schools, higher education student dormitories and youth centres.
	2.5.1.3. Civil Society	779.5. Efforts will be made to expand civil society centres in universities and to open civil society certificate and master's degree programmes.
	2.5.2.4. Human Resources in Public Sector	805.1. Personnel units in public institutions and organisations will be structured with a human resources management approach and their capacity will be strengthened. 806.2. In-service training programmes for public personnel will be conducted on a regular basis and trainings will be developed to provide management skills to personnel at all levels. 811. By following international technological trends and developments, the capacities of public institutions to manage the digital transformation process will be improved and human resources in IT units will be strengthened. 813. Open source software and institutional capacity in this field will be developed in public institutions. 814.4. Training and awareness-raising activities on the protection of personal data will be carried out for the personnel working in public institutions.
Medium Term Programme (2022-2024)	1. Growth	8. New R&D projects for breakthrough technologies will be initiated, and pioneering research in areas such as quantum, artificial intelligence, biotechnology and genetics will be supported.
	3. Employment	2. Awareness will be raised on the jobs of the future, especially in the fields of digitalisation and green transformation, and studies will be carried out for skills. 4. Internship and other talent management activities for students will be expanded, and basic skills and competences demanded by the real sector will be increased.
YÖKAK 2022 Report	Higher Education Institutions	<ul style="list-style-type: none"> • The number and diversity of programme accreditation will be increased. • A traceable relationship will be established between research and development processes and education and training processes. • Distance education competences, digital literacy skills and teaching competences of faculty members will be increased. The use of learning management systems, digital content production, student-centred distance education methods, alternative assessment approaches, copyright and ethics in digital learning tools and products will be covered. • Student participation in research and development activities will be increased. • Awareness of planning, monitoring and improvement of social contribution will be increased. • Efforts will be made to improve the leadership behaviours of managers such as strategic management, change management and agile management.

E. Programme - Subprogramme Analysis

Guide (Version 1.1, 2021), it is detailed for the first time in our 2023-2027 Strategic Plan and given in Table 7.

Programmes and Sub-Programmes defined within the current budget and their achievement status and needs, Strategic Planning for Universities

Table 7 Programme and Sub-Programmes

Programme	Sub-Programme	Findings	Needs
Research, Development and Innovation Programme Objective: Contribution to Turkey's Scientific and Technological Ecosystem	Research Infrastructures Sub-programme objective: Establishing research infrastructures in higher education institutions and increasing their capacities strengthening	<ul style="list-style-type: none"> Research infrastructure project Research support for prioritised areas 	<ul style="list-style-type: none"> Due to the fact that our university is a research university, the funds, machinery-equipment, etc. needed to strengthen the research infrastructure in priority areas are provided. to be
	Higher Education Scientific Research and Development Sub-programme objective: Innovation-oriented scientific research in higher education institutions increasing the number of studies	<ul style="list-style-type: none"> Number of patents Number of products commercialised as a result of R&D Research centres Number of projects carried out with industry Number of research projects supported under BAP 	<ul style="list-style-type: none"> Meeting the patenting expenses of service inventions Announcing the outputs of R&D activities to internal and external stakeholders, commercialisation activities expenses Maintenance and repair costs of existing infrastructure Providing financial support to postdoctoral researchers Within the scope of international co-operation Supporting the research activities carried out
Lifelong Learning Aim of the Programme: Improving Quality and Access to Lifelong Learning Programmes Increasing	Higher Education Institutions Continuing Education Activities Sub-programme objective: To provide trainings to all segments of the society in the areas they need, to ensure cooperation with public institutions and organisations, private sector and international organisations contribute to the development of	<ul style="list-style-type: none"> Number of activities for alumni Number of complementary courses Total hours of courses provided 	<ul style="list-style-type: none"> Increasing activities for career development of students Train-the-trainer programme Increasing the number of courses in priority areas Providing public and industry orientated courses Courses for professions
Therapeutic Health Aim of the Programme: Execution of Therapeutic Health Services and Health Research Activities Development	Therapeutic Health Sub-programme objective: Ensuring that curative health services are accessible and effective	<ul style="list-style-type: none"> Number of operations Ratio of qualified beds in university hospitals Bed occupancy rate in university hospitals Number of inpatients 	<ul style="list-style-type: none"> Supply of needs for health tourism, machinery-equipment, etc. fulfilment Eliminating the lack of personnel needed in the University Hospital and Oral and Dental Health Centre Employment of technical staff
Higher Education Service: Aim of the Programme: Providing Scientifically Based Higher Education Services at International Standards	Professional Development of Instructors Sub-programme objective: Competent in his/her field, researcher, information producer and transmitter training academics	<ul style="list-style-type: none"> Research grant Number of students benefiting Foreign language abroad provided by YÖK scholarships to increase their competences number of beneficiaries 	<ul style="list-style-type: none"> Project-oriented graduate thesis Carrying out activities such as training, promotion, etc. increase the number of studies Domestic and international academic activity expenses
	Associate Degree Education, Undergraduate Education and Graduate Studies Sub-programme objective: Graduates with professional competence and open to development cultivation	<ul style="list-style-type: none"> Number of, undergraduate and graduate students Doctoral studies number of completers 	<ul style="list-style-type: none"> Level of counselling services for students in graduate studies Expenses for education and training activities Demolition and reconstruction of moderately and severely damaged classroom buildings Supporting student projects Practical trainings: need for equipment and consumables Technical trip expenses Additional course fees, exam fees and travelling expenses for exams The need for teaching staff and technical personnel applied trainings Continuous development of distance education infrastructure Volunteering course activities
	Student Life in Higher Education	<ul style="list-style-type: none"> Number of students benefiting from accommodation services 	<ul style="list-style-type: none"> Activities to meet the basic needs of students Increasing

Management and Support Programme	<p>Sub-programme objective: Provision of nutrition and accommodation services to higher education students Improving the quality of life of students by supporting their personal and social development</p>	<ul style="list-style-type: none"> • Number of students benefiting from nutrition services • Social facilities per student • Number of student clubs and societies • Number of social, cultural and sportive activities • Accommodation expenditure per student in higher education • Satisfaction rate with student life in higher education • Health services provided to students in higher education ratio to total students 	<ul style="list-style-type: none"> • Increasing the number of student clubs that operate in accordance with the needs of the day (fight against addiction, volunteering activities, etc.) • Arrangements for student social facilities and extracurricular time use • International Student Office expenses • New reading halls, hobby areas, indoor and outdoor sports areas, bicycle path construction needs to meet the needs of
	<p>Inspection, Audit and Consultancy Services Sub-programme objective: Provision of the required management and support services to provide effective, efficient and economical service by improving</p> <p>Senior Management, Administrative and Financial Services Sub-programme objective: Provision of the required management and support services to provide effective, efficient and economical service by improving</p>	<ul style="list-style-type: none"> • Purchase of commercial software and subscription expenses • Executive meetings • Academic and administrative staff and labour payments • Service and goods purchases • Rental expenses 	

F. Determination of Fields of Activity and Products and Services

Taking into account the outputs of the Legislative Analysis and the Programme-Sub-Programmes for which our University is responsible

determined by taking corporate basic product and services are given in Table 8.

Table 8 Determination of Fields of Activity and Products and Services

Field of Activity	Product and Service List
A Education and Training	<ol style="list-style-type: none"> 1. Foreign Language Preparatory, Associate, Undergraduate, Undergraduate, Graduate Education 2. Distance Education 3. Continuing Education 4. Speciality and Subspecialty Programmes 5. National and International Student/Faculty Exchange Programmes 6. Library Services
B Research and Entrepreneurship	<ol style="list-style-type: none"> 1. Research-Development and Consultancy Services 2. Scientific Publication and Meeting Services 3. Application and Research Centres 4. Research Support Units (Project Support Unit, TTO, etc.) 5. Public-University-Industry and Private Sector Collaborations 6. Patent and Utility Model Registration Services
C Social Contribution	<ol style="list-style-type: none"> 1. Nutrition, Accommodation and Health Services 2. Sports, Culture and Art Activities 3. Radio-TV Programme Participation Activities 4. Social Responsibility Projects
D Organisational Capacity	<ol style="list-style-type: none"> 1. Administrative Financial and Support Services 2. Corporate Communication Publicity Press and Publication Services 3. Building Works Services 4. Information Processing Services 5. Law Office Services 6. Security Services

G. Stakeholder Analysis

Our university, while performing services in its fields



FIRAT
UNIVERSITY

of activity
rational

sources of

STRATEGIC PLAN

2023 - 2027

It takes into account the views of the parties with which it interacts to ensure its utilisation. Thus,

It is aimed to produce policies and develop strategies with participatory approaches in line with the needs of those who benefit from our services, and it is aimed to ensure that the strategic plan is owned by the stakeholders and to increase the level of success. The stakeholders of our university are those who are directly or indirectly related to, positively or negatively affected and influenced by our products and services.

The internal and external stakeholders are defined in two groups as internal and external stakeholders. Our internal and external stakeholders and their priorities importance and impact are summarised in Table 9. Our products and services that our stakeholders directly or indirectly affect or are affected by are presented in Table 10.

Table 9 Firat University Stakeholder List

Stakeholder Name	Internal Stakeholder (IP)/ External Stakeholder (DP)	Importance Rating	Impact Rating	Priority
Academic Staff	IP	Y	G	BÇ
Administrative Staff	IP	Y	G	BÇ
Students	DP	Y	G	BÇ
Potential Student Resources	DP	Y	G	BÇ
Alumni	DP	Y	G	BÇ
Student Families	DP	Y	G	BÇ
Retired Personnel	DP	D	Z	WATCH
Firat University Hospital	IP	Y	G	BÇ
Patients and Relatives	DP	D	Z	Watch
Firat Technopolis	DP	Y	G	BÇ
Firat Technopolis Companies	IP/DP	Y	G	BÇ
Firat Technology Transfer Office	DP	Y	G	BÇ
Ministry of National Education	DP	Y	Z	WATCH
Ministry of Youth and Sports	DP	Y	G	BÇ
Ministries	DP	Y	G	BÇ
Education Accreditation Organisations	DP	Y	G	BÇ
Elazığ Chamber of Commerce and Industry Bşk.	DP	Y	G	BÇ
Organised Industrial Zones in the region	DP	Y	G	BÇ
Science, Technology and Innovation Policies Board	DP	Y	G	BÇ
Presidential Strategy and Budget Directorate.	DP	Y	G	BÇ
Other Universities	DP	Y	G	BÇ
Elazığ Governorship	DP	Y	G	BÇ
Elazığ Municipality	DP	Y	G	BÇ
Elazığ Local Governments	DP	Y	G	BÇ
Elazığ Silk Road Youth Centre	DP	Y	G	BÇ
Euphrates Development Agency	DP	Y	G	BÇ
İŞGEM	DP	Y	G	BÇ
Press Organisations	DP	Y	G	BÇ
Employers and Firms	DP	Y	G	WG
Public Procurement Authority	DP	Y	G	BÇ
KOSGEB	DP	Y	G	BÇ
Professional Chambers	DP	Y	G	BÇ
Private Health Institutions	DP	D	Z	WG
Court of Accounts	DP	D	Z	WATCH
Civil Society Organisations	DP	Y	G	BÇ
Suppliers	DP	Y	Z	WG
TUBITAK	DP	Y	G	BÇ
Turkish Patent and Trademark Office	DP	Y	G	WG
National Agency of Turkey	DP	Y	G	BÇ
Bşk. for Turks Abroad and Related Communities	DP	Y	G	BÇ
UAK	DP	Y	G	BÇ

DP	Y	G	BÇ
DP	Y	G	BÇ

IP: Internal Stakeholder, DP: External Stakeholder, Y: High, D: Low, G: Strong, Z: Weak, : Strong, Z: Weak: Work Together, WG: Look After Your Interests

Table 10 Stakeholder-Product/Service Matrix

STAKEHOLDER	Education and Training						Research and Entrepreneurship						Social Contribution				Institutional Capacity Building						P
	A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	D1	D2	D3	D4	D5	D6	
Academic Staff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	22
Administrative Staff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	22
Students	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	22
HIGHER EDUCATION	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	21
Other Universities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	18
Press Organisations	✓		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	17
Professional Chambers	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓		✓	✓	✓		✓				✓	15
Alumni			✓			✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓		13
Civil Society Organisations	✓		✓				✓	✓	✓	✓	✓			✓	✓	✓		✓	✓		✓		13
CB Strategy and Budget Presidency						✓	✓	✓			✓	✓			✓		✓	✓	✓	✓			12
Science Technology and Innovation Pol. Board	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓				✓		✓		✓			12
Employers and Firms	✓	✓	✓				✓		✓	✓	✓	✓				✓		✓		✓	✓		12
Elazığ Silk Road Youth Centre		✓	✓			✓	✓	✓	✓	✓	✓			✓		✓		✓					11
Firat University Hospital			✓	✓			✓						✓			✓	✓	✓	✓	✓	✓	✓	11
Suppliers							✓	✓	✓				✓	✓			✓	✓	✓	✓	✓	✓	11
Patients and Relatives				✓			✓						✓			✓	✓	✓	✓	✓	✓	✓	10
Firat Technopolis							✓	✓	✓	✓	✓	✓					✓		✓	✓			9
Elazığ Governorship			✓				✓				✓		✓	✓	✓	✓		✓				✓	9
Elazığ Municipality			✓				✓				✓		✓	✓	✓	✓		✓				✓	9
Elazığ Local Governments			✓				✓				✓		✓	✓	✓	✓		✓				✓	9
In the region Organised Industrial Zones	✓		✓				✓	✓	✓		✓	✓			✓		✓						9
Youth and Sport Ministry of	✓		✓			✓					✓		✓	✓		✓		✓	✓				9
Court of Accounts	✓	✓	✓	✓									✓	✓			✓		✓	✓			9
National Agency of Turkey	✓		✓		✓	✓					✓	✓			✓		✓						9
Turks Abroad and Akin. Chairman.	✓	✓	✓		✓	✓								✓		✓		✓					8
Euphrates Development Agency			✓			✓	✓		✓	✓	✓	✓					✓						8
Firat Technology Transfer Office							✓	✓	✓	✓	✓	✓					✓				✓		8
Student Candidates			✓										✓	✓	✓	✓		✓		✓			7
Elazığ Trade and Industry Chamber President			✓				✓	✓	✓		✓	✓					✓						7
Private Health Institutions				✓			✓		✓		✓		✓			✓		✓					7
TUBITAK							✓	✓	✓	✓	✓	✓											6
Turkish Patent and Trademark Institution							✓	✓	✓	✓	✓	✓											6
Public Procurement Authority							✓						✓				✓		✓	✓			5
İŞGEM			✓				✓				✓					✓		✓					5
KOSGEB			✓				✓				✓					✓		✓					5
Number of Beneficiaries	15	11	26	11	7	13	30	19	22	17	26	19	18	20	12	24	11	31	13	16	13	12	

H. Internal Analysis

Our university has analysed its current and needed human resources, physical infrastructure and financial status in order to fulfil its duties and responsibilities, to achieve the goals, objectives, performance values and future vision stipulated in the strategic plan and shared the results in this section. The analyses were conducted not only in terms of quantity but also in terms of quality. For this purpose, firstly, corporate business processes and job descriptions were reviewed and the competencies required to achieve the desired corporate and individual performance were evaluated. In parallel with these studies, process modelling and improvement studies were also carried out. In this context, existing personnel were assigned to units appropriate to their titles and qualifications, and appropriate

The needs analyses for in-service trainings are continued to be carried out sensitively in order to include them in the processes and to provide information on developing technologies and legislation. The organisation chart of our university, which expresses the human resources management, administrative and academic hierarchy, and general application areas for personnel at a glance, is given in Figure 1. Organisation Schematic

The duties and responsibilities within the scope of the fields of activity of our University were taken into consideration while creating the organisation chart. Thus, our organisation chart is used as an important guide in strategic planning and management.



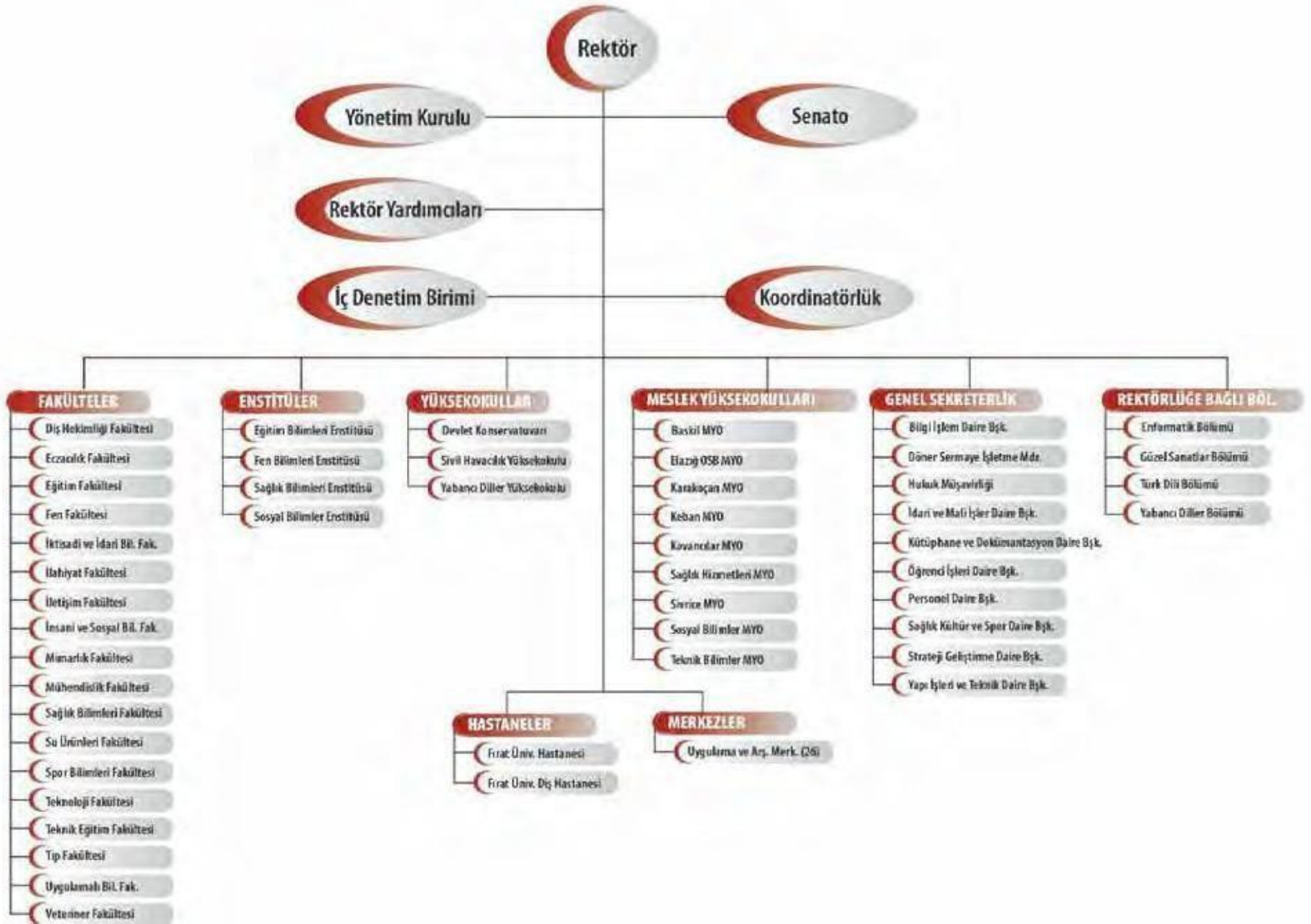


Figure 1 Firat University Organisation Chart

Human Competency Analysis

Personnel competence is defined as the behaviours that encompass all of the knowledge, skills and attitudes that will ensure the expected corporate and individual performance in order to achieve our goals while fulfilling our duties and responsibilities in our field of activity. For this reason, in the fulfilment of the tasks, the quality of the personnel comes to the fore as much as the number of personnel, and it is also important to assign tasks in accordance with the competence of the personnel. It is clear that corporate goals cannot be achieved and corporate and personal happiness cannot be ensured if tasks appropriate to competences are not assigned. Based on these facts, job descriptions and business processes are reviewed in parallel with human resources competency analyses.

The duties, authorisations and responsibilities defined for the position/ cadre were reviewed and efforts were made to redefine them. As a result of these studies, the gap between the competence levels of the position, unit and university in general and the competence levels required to achieve the desired goals at the end of the strategic plan period was determined.

The changes in the number of academic and administrative personnel according to their titles for the last five years are presented in Table 11, the age distribution of personnel is presented in Table 12, and the educational status of administrative personnel is presented in Table 13.

*Table 11 Change in the number of personnel by years**

		Title	2017	2018	2019	2020	2021
Academic		Professor	361 (1)	369 (1)	394 (1)	424 (1)	420 (1)
		Associate Professor	175	171	200	189	213
		Doctor Faculty Member	349	393	357	363	335
		Research Assistant	654	719	736	703	739
		Lecturer	173 (8)	201 (7)	241 (7)	259 (7)	271 (6)
		Academic Total	1712	1853	1928	1938	1978
Administrative		General Administrative Services Class	677	674	655	636	623
		Health Services Class	314	304	299	288	278
		Technical Services Class	158	154	151	146	147
		Advocacy Services	2	2	2	2	2
		Auxiliary Services Class	133	133	133	129	125
		657/4-B	181	301	389	612	669
		Temporary Staff (4-C)	9	-	-	-	-
		Permanent Labourer	5	528	531	800	783
		Administrative Total	1479	2096	2160	2613	2627
Revolving Capital		General Administrative Services	5	4	3	3	4
		Health Services	120	115	109	107	107
		657/4-B	8	8	8	8	8
		Permanent Labourer	-	906	881	847	824



Revolving Fund Total	133	1033	1001	965	943
GENERAL TOTAL	3324	4982	5089	5516	5548

*The number of foreign personnel is given in brackets.

Table 12 Age distribution of personnel as of 2021

		Title	19-24	25-34	35-44	45-54	55-60	61 and above	Total
Academic		Professor	-	-	37	212	123	48	420
		Associate Professor	-	4	103	83	16	7	213
		Doctor Faculty Member	-	39	195	68	24	9	335
		Research Assistant	12	575	143	9	-	-	739
		Lecturer	-	95	94	45	28	9	271
		Academic Total	12	713	572	417	191	73	1978
Administrative		General Administrative Services Class	4	61	139	272	127	20	623
		Health Services Class	1	72	108	83	11	3	278
		Technical Services Class	1	16	26	54	31	19	147
		Advocacy Services	-	1	1	-	-	-	2
		Auxiliary Services Class	6	17	16	41	25	20	125
		657/4-B	134	476	55	4	-	-	669
	Permanent Labourer	47	167	298	230	41	-	783	
		Administrative Total	193	810	643	684	235	62	2627
Revolving Fund		General Administrative Services	-	1	-	1	2	-	4
		Health Services	-	21	80	6	-	-	107
		657/4-B	-	5	2	1	-	-	8
		Permanent Labourer	7	132	285	357	43	-	824
		Revolving Fund Total	7	159	367	365	45	0	943
		GENERAL TOTAL	212	1682	1582	1466	471	135	5548

Table 13 Educational status of administrative staff by years*

Degree	2017		2018		2019		2020		2021	
	K	E	K	E	K	E	K	E	K	E
PhD	0	3	1	2	1	3	2	2	1	2
Master's Degree	33	35	37	38	39	39	40	38	43	40
Licence	357	297	372	302	385	312	373	298	362	296
Associate Degree	91	279	85	268	58	249	66	243	58	238
High School	54	190	35	179	33	171	29	165	30	163
Primary education	12	58	12	55	9	53	8	47	8	45

* 4/B, 4/C and Permanent Workers are

The change in the number of personnel over the years creates a positive outlook in terms of capacity. However, we consider the education and age distribution of

administrative staff as a direction open to improvement, especially in achieving the future vision of our University,

which was selected as a Research University in 2021. It is that the number of master's degree graduates and their

change over the years is an important gain, but the number

of administrative staff with doctorate degrees is also a direction open to improvement.

Master's and doctorate education of administrative

personnel should be considered important for all public

employees. For this purpose, mechanisms encouraging

postgraduate education should be established and

Necessary regulations should be implemented by the legislators.

In order for the human resources of our university to focus on the targets in line with the determined objectives and to contribute more to the development of our university, it is necessary to carry out activities to increase motivation and to provide in-service trainings on subjects to be determined by needs analyses. In order for these studies to be carried out in a way to meet the needs, it is important to establish a human resources unit in our University and to employ a sufficient number of personnel specialised in this field and necessary studies have been initiated in this regard.

Corporate Culture Analysis

Firat University is a university with a history of more than 50 years. Our university was founded with a focus on medical and health sciences, especially engineering, veterinary and basic sciences. For this reason, the analytical thinking and decision-making ability and disciplined working habits of its employees have developed significantly. It is seen that these personal characteristics are reflected in the institutional behaviours and the success of transferring them to the personnel who joined our family later on is ensured. With the dissemination of the Quality Assurance system in Higher Education, the creation of internal and external evaluation reports and the realisation of the PDCA cycle in Quality, an important quality awareness has started to emerge in our University.

Participation The decision-making procedures of academic units are defined by Law No. 2547 and the Regulation on Academic Organisation in Universities, and academic ordinary meetings are held regularly in all units of our University, extraordinary meetings are also held when necessary, and the decisions taken are with the participation of academic staff. In addition, preparations are made with a participatory approach by forming boards and commissions in the issuance of regulations, directives, implementation procedures and principles, quality management and strategic planning, and final decisions are taken by the decision-making bodies of the university. In decision-making processes, technological opportunities such as online electronic meetings, electronic opinion-making environments and electronic voting are frequently utilised.

Collaboration Today, it is indispensable to cooperate with all stakeholders not only for sociological, economic and technological developments but also for academic studies. At our university, intensive efforts are underway to create strong collaborations with all our stakeholders and to make these studies a part of the corporate culture. In the current situation, it is expected that the mechanisms encouraging collaborations will be further developed in terms of quantity and quality, and especially the collaborations with international institutions and organisations will be intensified.

Dissemination of Information: Recently, with the widespread use of social media tools, it is seen that especially the posts made on official accounts are effective in disseminating information. Now, many of our sub-units can share information through electronic groups in which their personnel are included, and the personnel who want to can access information 24/7 without depending on working hours

access and sharing possible. In addition, the Electronic Document Management System (EBYS) is used in our University to ensure information security and official use of information. Decisions officially communicated to the University or taken within the organisation are communicated to all parties via EBYS and the signature required for official decisions is obtained. processes electronic as a student information system. In sharing information about students, information dissemination is carried out through SMS and e-mail channels on the Student Information System.

Learning: Although there are no specially organised mechanisms for employees to share their knowledge, skills and experiences with each other, it is seen that academic staff make learning continuous through academic activities such as seminars, conferences, etc. In order to develop mechanisms to ensure continuous learning for administrative staff, there is a need for the establishment of a human resources office that will first conduct needs analyses and then create the necessary environments. Academic and administrative managers can access up-to-date information by following the sharing and exchange of views in the national electronic working groups they are a part of, or by attending thematic meetings organised during the year. competences are able to continuously improve.

Internal Communication: The official written communication channel within the university is EBYS. It is essential to establish official written communication through EBYS by paying attention to the hierarchical order. However, there are no restrictions on horizontal, vertical or cross communication via EBYS. Although there is no internal regulatory text on this issue, maximum attention is paid to the hierarchy within the framework of respect, which is a part of our corporate culture. The corporate internal telephone system is used for informal or verbal communication. There are no horizontal, vertical and diagonal communication restrictions in the internal telephone system. Thus, every employee can easily access top managers.

Especially In horizontal communication, communication based on respect and sincerity and primarily involving information sharing is widely used. It is always possible for all employees to meet face to face with each other sincerely in environments such as the University Social Centre, University House and K lt r Park. In addition, the senior management of the University organises annual visit programmes to meet with units and employees at all levels, to receive suggestions for solutions to problems and to exchange ideas about official decisions.

Physical Resource Analysis

Relations with Stakeholders: Efforts are ongoing to increase the participation of stakeholders in service delivery and decision-making processes, but the desired level has not yet been reached. During the preparation process of the strategic plan, especially internal stakeholders were informed in writing and verbally, and care was taken to ensure intensive participation on a voluntary basis.

Strategic Management: The level of ownership of senior management in the preparation, implementation and monitoring of the strategic plan is considered positive. Strategic plan preparation, implementation

and Monitoring
processes top
Management by

Centre
Civilian

Laboratory

Aviation

The plan is closely monitored, deviations from the plan are emphasised and measures are taken to mitigate the risks foreseen.

Reward and Punishment: The penal legislation at universities is defined by Law No. 2547 and no other institutional penalty system is used. According to the Law, the penalty system starts to work when any evidence-based denunciation is received, and final penalty decisions made by the relevant disciplinary supervisors and/or the relevant disciplinary boards as a result of the investigations carried out within the legal period depending on the provisions of the Law. Several mechanisms are used as a reward system at our university. The most widely used mechanism is the presentation of certificates of achievement given at a ceremony.

Our university carries out its activities in eight areas including the Rectorate, Engineering and Harput Campus (Kesik Köprü location). The Rectorate Campus was established on a total area of 5,140,284 m², including 4,395,714 m² of land deeded to the treasury and allocated to the University and 744,570 m² expropriated and registered on behalf of the University; The Engineering Campus was established on an area of 876,658 m⁽²⁾ of land deeded to the treasury and allocated to the University. the Harput Campus of 5.552.511 m² allocated to our university; Faculty of Communication,

High School Laboratories with
farmer trainings too is being carried out by
"Agriculture and Animal Husbandry Application
and Research Centre (TAHAM)" for education and
research activities continue is currently in
operation. On a 418.732 m² land in Yurtbaşı, the
Faculty of Veterinary Medicine their work to support
agricultural activities are being carried
out, and in Sivrice Cevizdere 4.285
m⁽²⁾ field The Education and
Recreation Facilities of our University continue to
serve. University campus areas are given in Table 14,
registered and allocated areas are given in Table 15
and the breakdown of service areas is given in Table
16.

Table 14 University Campus Areas

City Centre Campuses			
Location	Total Size (m ²)	Ownership Status	
		University Property (m ²)	Allocated from Treasury (m ²)
Rectorate	5.140.284	744.570	4.395.714
Engineering	876.658		876.658
Harput Campus	5.552.511	750.000	4.802.511
Yurtbasi Town	418.732		418.732
Cip Village	15.700		15.700
TOTAL	12.003.885	1.494.570	10.509.315

District Campuses			
Location	Total Size (m ²)	Ownership Status	
		University Property (m ²)	Allocated from Treasury (m ²)
Kovancilar	78.026		78.026
Karakoçar	31.415		31.415
Baskil	380.047		380.047
Kebar	21.329	21.329	
Sivrice	6.197	6.197	

TOTAL	517.014	27.526	489.488
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Table 15 and Allocated Lands in Elazığ City Centre on behalf of Firat University

Lands and Allocated in Elazığ City Centre in the Name of F.U.		
	Neighbourhood/Village	Total Area (m²)
Immovables Registered in the Land Registry	Zafran	686.249,38
	Sürsürü	21.606,79
	Şahinkaya	13.469,13
Middle Goods	Zafran	100.000,00
	Zafran	4.548.496,00
Allocated Lands	Sürsürü	647.123,00
	Hinsor	2.864.461,00
	Hankendi	505.721,00
	Lower Holpenk	2.182.329,50
	Yurtbasi	418.732,00
	Cip	15.700,00

Table 16 Firat University Service Areas

Intended Use	Quantity	Area (m²)
Classroom	429	35.195,17
Amplifier	66	7.553,26
Seminar Room	60	2.428,69
Laboratory	340	26.481,73
Private Study Room	25	2.844,68
Research Laboratory	37	1.504,79
Data Processing Room	9	608,34
Special Purpose Training Room	7	387,29
Quiet Areas (Reading Areas)	11	5.189,25
TOTAL EDUCATION AREA	984	82.193,20
Academic Staff Offices	1750	35.576,71
Administrative Staff Offices	935	19.335,31
Warehouse	550	19.641,36
Archive	93	4.593,00
Workshop	34	3.084,59
TOTAL ADMINISTRATIVE AREA	3362	82.230,97
Congress and Culture Centre	2	705,04
Conference Hall	25	4.343,25
Meeting Room	58	3.553,85
Canteen/Cafeteria	45	5.296,91
Dining Hall	41	6.747,58
Sports Hall	4	4.688,84
Engineering Lodgings	188	22.876,3
Rectorate Lodgings	155	18.912,95
TOTAL SOCIAL AREA	518	67.124,72

The buildings of our university were damaged by the 6.8 magnitude earthquake in Elazığ on 24 January 2020.

The Faculty of Theology, which was found to be severely damagedseverely affected afterwards,

The buildings of Chemical Engineering, Indoor Sports Hall and Social Facility were demolished, the retrofitting works of the Faculty of Science D Block and Civil Engineering Hydraulic Laboratory buildings, which were moderately damaged, were completed, and the retrofitting projects of the Medico-Social building were prepared and the tender stage was reached. Repair works of slightly damaged buildings have been completed. In addition, the construction of the Faculty of Dentistry and Hospital has started and the construction process continues. project design studies related to the construction of the Central Classrooms and Administrative Building and

completed, and the construction tender is planned to be held in 2022.

The needs for faculties, classrooms and social facilities of our University, whose first buildings were constructed in 1967 and whose building deficiencies were significantly eliminated in 1985, are listed in Table 17 according to their priorities.

The breakdown of registered vehicles of our university as of 2021 is given in Table 18.

Table 17 Facilities Needed

No	Needed Facilities and Areas	Area (m ²)
1	Faculty of Dentistry and Hospital Building	14.500
2	Central Classroom and Administrative Building	16.600
3	of Information Technologies and Digital Transformation and Software Office Building	2.700
4	Faculty of Pharmacy Building	10.000
5	Closed Garage and Operations Building	6.000
6	Hospital Multi-storey Car Park	12.000
7	Congress, Culture, Art and Student Life Centre	35.000
8	Indoor Swimming Pool	8.000
9	Solar Power Plant (SPP) Facility (3 MW)	
10	Priority Areas Research Clusters and Thematic Research Laboratories	5 x 2.000
11	Institutes Common Building	2.000
12	Bicycle Path and Landscaping	5.000 m
13	Faculty of Health Sciences Building	8.000
14	Health Sciences Amphitheatres (3 300 people)	3.000
15	Animal Hospital	8.000

Table 18 Breakdown of Vehiclesto the University as of 2021

Movable Name	Quantity	Movable Name	Quantity
Office Vehicle	2	Ambulance	2
Passenger Cars	11	Fire Truck	1
Bus	4	Cleaning Vehicle	2
Minibus	4	Irrigation Tanker	2
Half Bus	6	Platform Tool	1
Pickup Truck	2	Motorbike	4
Pickup truck	6	Scoop	2
Tractor	3	Sewerage Truck Truck	1
		Fishing Boats	1

Technology and Information Infrastructure Analysis

Firat University uses technology and information systems intensively to carry out its education, research, social contribution and administrative activities. had a strong informatics infrastructure and significant experience over the years. At our university;

- ✓ Electronic Document Management System (EBYS) for internal and external correspondence,
- ✓ Student Information regarding student affairs System (OBS),
- ✓ Hospital automation systems,
- ✓ TTS in TUBITAK transactions,
- ✓ Accounting Management Systems (MYS) and Public Information System (KBS) of the Ministry of Treasury and Finance and e-budget for accounting services,
- ✓ Regarding project supports, FÜBAP Automation etc. are used.

Central Authentication System (CAS) is used for access to all web-based services at our university. Thus, with a single user name and password, access to many systems such as website management, e-mail, additional course fee automation, student information system, personnel information system, academic personnel information system, FÜBAP automation, lodging request application system, national and international student application system, etc. can be provided.

Within the scope of web services; the websites of all academic and administrative units are opened and used through the Content Management System managed by the Department of Information Technologies. In addition, Domain/Hosting/email service is provided upon request for activities such as Conference/Panel/Symposium etc. Training and counselling services are also provided to the units for such websites. Within the scope of e-mail services; academic, administrative, and other

e-mail service with unlimited storage space is offered to our staff.

With EBYS, correspondence between internal units and with other public institutions and organisations is carried out electronically;

- ✓ Standardisation of correspondence,
- ✓ Shortening the referral, paraphrase and approval times of correspondence,
- ✓ Saving labour, time and stationery costs,
- ✓ Ensured that correspondence is archived in a healthy and secure manner.

Department of Information Technologies, within the scope of software and licence services at our university; procurement processes of the software used, post-purchase installation, configuration, Coordination processes.

The digital transformation and software services needed are developed within the framework of open source code principles under the coordination of the Digital Transformation and Software Office (DDYO), which was established as a unit under the Rectorate, and external demands are also met.

Our University within the organisation used all computers operation system and office software licence contracts every renewed annually. All

software within the university to everyone delivery <http://indir.firat.edu.tr> website has been put into service. Department of Information Technologies hardware and infrastructure services within the scope of all installation of computers, printers, projectors, etc. used in units and care operations is in charge of the network. In addition, it carries out all structured cabling (copper, fibre-optic), cable termination, cabinet arrangement activities on the campus of our university and in this context, it carries out the installation and management of network switches and wireless access points.

The list of current technological devices is presented in Table 19 and the databases subscribed as of 2021 are presented in Table 20.

Table 19 List of Technological Equipment

Device Description	Quantity	Device Description	Quantity
Computer Chassis	6012	Security Camera	317
Computer Screen	2244	Digital Camera	113
Computer Monitor	2125	Video Conference Camera	5
Laptop Computer	495	IP Camera	325
Tablet PC	107	Television	951
Laser Printer	1501	Projection Device	788
Printing Machine	31	IP Telephony	670
Photocopier Machine	86	Lavalier Microphone	24

Table 20 Subscribed Databases as of 2021

Databases	
1	Science Direct
2	Web of Science
3	Springer Link
4	Taylor & Francis
5	Wiley Online Library
6	IEEE-IEL (with ULAKBIM National Licence Agreement)
7	ACS (American Chemical Society)
8	EBSCO - Ebook Super Collection
9	CAB Abstracts
10	EBSCO host Databases
11	ProQuest Ebook Central Electronic Book
12	ProQuest - University Press Ebook Subscription
13	ProQuest Digital Dissertations & Thesis Full Text
14	Idealonline Medicine Books
15	OVID LWW-Lippincott Williams and Wilkins Total Acc
16	JSTOR EBA Evidence-Based Electronic Book
17	JSTOR Archive Journal Content
18	Turkey Citation Index
19	Turcademy Electronic Book
20	SAGE Premier Journals
21	Turnitin
22	InCites Benchmarking & Analytics
23	Natron Software Video Training Portal
24	Scopus Elsevier
25	iThenticate
26	Emerald

Financial Resource Analysis

The main purpose of the financial resource analysis is to ensure that the objectives, targets, performance indicators and strategies in the strategic plan are determined in a realistic manner, taking into account the budget of our University. While estimating the financial resources, the medium-term programme was used for the first three years. Off-budget

In the estimation of the resources after the first three years and the resources after the first three years, the revenues from the activities carried out by the University in the last five years were taken into consideration. As a result of the financial resource analysis, the expectation values of Special Budget, Revolving Fund and External Resources are presented in Table 21

Source	First Year of the Plan (2023)	Second Year of the Plan (2024)	Third Year of the Plan (2025)	Fourth Year of the Plan (2026)	Fifth Year of the Plan (2027)
Special Budget	983.708.000	1.089.439.000	1.310.000.000	1.572.000.000	1.886.000.000
Revolving Capital	510.000.000	630.000.000	790.000.000	1.000.000.000	1.250.000.000
External Source	32.000.000	40.000.000	45.000.000	53.000.000	61.000.000
TOTAL	1.525.708.000	1.759.439.000	2.145.000.000	2.625.000.000	3.197.000.000

Table 21 Estimated Resources Table

* Extra-budgetary funds are included in the external resource estimate.

* The rate of increase of the appropriations compared to the previous year has been applied as 25% for 2025 and beyond.

* General administrative expenses are excluded.

I. Academic Activities Analysis

Academic activities were analysed in terms of education and training, research, entrepreneurship and social contribution, and the strengths/weaknesses for each activity area were determined with a participatory approach. Measures that can be taken to strengthen the weaknesses identified were discussed in detail and the results are summarised in Table 22.

Since the main stakeholder of the services provided is the student, the number of students in the same period is also given in Table 23. In addition, the numerical distribution of diploma programmes, which expresses the variety and load of education and training services, is given in Table 24.

Table 22 Academic Activities Analysis

Basic Academic Activities	Strengths	Weaknesses/Problem Areas	What should be done?
	<ul style="list-style-type: none"> Diversity of diploma programmes at associate, undergraduate and graduate levels, double major and minor applications, interdisciplinary undergraduate and graduate programmes International diploma recognitions Intensive use of national and international exchange programmes Large campus in the city centre 24/7 library with rich content that can be accessed remotely Graduate Tracking System, Career Student-oriented systems such as Planning Centre and University-employment cooperation Distance Education Centre with fast positioning in all conditions 	<ul style="list-style-type: none"> Infrastructure needs in programmes with increasing number of students Due to the decrease in the number of students risk of programme closure Number of accredited training programmes National and international funding of scholarships, part-time jobs, etc. for postgraduate students Number of programmes offering foreign language education Number of foreign faculty members in education Level of external stakeholder participation in internship, workplace training, curriculum preparation/updating processes Disabled-friendly equipment level Student foreign language skill level 	<ul style="list-style-type: none"> Promotions for secondary education for more qualified student recruitment It must be done. The number of accredited units should be increased. Foreign language education programmes should be established. Curricula should be updated by considering the qualified human resources needed by the public and private sectors. Associate, undergraduate and graduate programmes should be opened for priority areas and future professions. Students' foreign language skills should be strengthened. Inspirational lectures given by national and international scientists using digital facilities conferences and lectures should be increased.
Research	<ul style="list-style-type: none"> Being among the Research Universities Number of publications and citations Ranking 2nd in Turkey with 42 faculty members in the list of the World's Most Influential Scientists 19th in URAP-2021 ranking "Ranking Web of Universities" ranked 21st in our country and 1320th among 31 thousand universities in the world Level of research culture Health research infrastructure In-house support for research projects Increase in the number of national and international patents Project Coordination and Consultancy Office Appointment Directive prioritising research outputs Faculty of Veterinary Medicine EA EVE full Accreditation 	<ul style="list-style-type: none"> Number of project supported research R&D activities are economic output level Number of priority area research centres Number of researchers in priority areas Number of 100/2000 YÖK PhD scholars Interdisciplinary research level Level of support for academic activities abroad Lack of research clusters University-Industry co-operation Number of researchers who are members of international researcher networks Course load of teaching staff Students' level of participation in research Employment of postdoctoral researchers Level of research in social fields Number of externally funded projects 	<ul style="list-style-type: none"> Research clusters should be established in priority areas by using the support to be received as a research university. Qualified international researcher must be employed. Research centres and accreditation of laboratories should be emphasised. Support for academic activities abroad should be increased. Researchers' international their participation in projects should be supported. Public-University-Industry co-operation should be increased in terms of quality and quantity. Employment of post-doctoral researchers should be ensured. Participation in international researcher networks should be encouraged. Providing the necessary time for lecturers to conduct research measures should be taken. Project studies in social fields should be supported. Externally funded projects should be increased.

Core Academic Activities	Strengths	Weaknesses/Problem Areas	What should be done?
<p>Entrepreneurship</p>	<ul style="list-style-type: none"> Diploma programmes giving entrepreneurship courses Applied within the scope of Firat Techno-entrepreneurship Academy Trainings organising entrepreneurship trainings BIGG Drop Project activities In 2009, it became operational as the 21st Technology Development Zone (TDZ) of our country, reaching a turnover of 60.2 million TL with 67 R&D companies and exporting 3.3 million dollars. the presence of Firat Teknokent-TGB Contribution of Firat Teknokent-TGB to the entrepreneurship ecosystem of TRB1 (Elazığ, Malatya, Tunceli, Bingöl) region 2019: FAB-FIRAT prototyping workshop organisation 2020: Euphrates Development Agency Establishing Firat Drop Entrepreneurship Centre in cooperation 2021: Firat Teknokent-TGB calibration laboratory initiation of the accreditation process Financial support for patenting COSME programme 2021: Navigate 2 supported by Firat Teknokent-US Embassy cooperation Innovate project 	<ul style="list-style-type: none"> Implementation of entrepreneurship training outputs Number of students receiving KOSGEB Entrepreneurship Certificate Industrialisation level of the region, sectoral weakness Insufficient number of women entrepreneurs and in innovative fields, insufficient development of entrepreneurship types Number of academic staff with sector experience Focus shift on entrepreneurship due to heavy teaching load in the field of education Number of commercialised patents Lack of communication between graduates working in the sector Level of organisations to provide support in the project financial management process for entrepreneurship projects Support for projects limited amounts, inability to increase financial resources due to economic uncertainties 	<ul style="list-style-type: none"> Student projects can be followed up and directed to entrepreneurship applications. The level of coordination with mentor academics should be increased for the realisation of student projects. Communication of Firat Teknokent-TGB experts with academicians and students should be strengthened. Support for the commercialisation of project outputs (financial, consultancy, bringing together with investors, etc.) should be increased. The scope of courses on entrepreneurship should be expanded and made more active in all units. Students are strong and successful entrepreneurs, exemplary role models should be brought together and interacted with Number of activities for social and commercial entrepreneurship should be increased. Student societies, activities to encourage entrepreneurship should be increased.
	<ul style="list-style-type: none"> University Hospital and Oral and Dental Health Centre Providing quality health services to our country/region/province Faculty of Veterinary Medicine Animal Hospital's service to the region Realisation of multi-faceted social responsibility projects through cooperation with institutions Active participation of students in social responsibility projects Level of certificate programmes conducted by FÜSEM Academic staff providing academic consultancy services to public and private institutions Organisation of radio-TV programmes by lecturers 	<ul style="list-style-type: none"> Level of conferences, interviews, training, culture and art activities organised for social contribution Number of social service projects carried out by student societies Number of volunteering courses in curricula Number of staff at the Animal Hospital of the Faculty of Veterinary Medicine Level of service for disadvantaged groups Co-operation with local administrations Number of projects and promotional activities carried out within the scope of Outsourcing level of social contribution activities 	<ul style="list-style-type: none"> Activities increase the social responsibility awareness of academic staff and students should be diversified. Initiatives to create external resources to increase social contribution (foundation, etc.) must be initiated. Social projects with student participation should be increased. In areas of social contribution Service delivery (hospitals, research and application centres, student activities, etc.) should be continuously monitored through satisfaction surveys, and special efforts should be made to improve them. Co-operation with local administrations should be developed, and external resources should be provided.

Table 22 Continued (Academic Activities Analysis)
Table 23 Changes in the Number of Students according to Degrees of Study (YU: Foreign National)

	Degree	2018	YU	2019	YU	2020	YU	2021	YU
	Associate Degree	7775	73	7972	143	8023	119	8687	86
	Licence	29232	1260	29854	1884	28648	1708	26432	1583
FBE	Master's Degree	2070	199	1633	239	1544	208	1530	146
	PhD	525	54	551	74	554	71	539	63
SOBE	Master's Degree	1828	104	1453	133	1225	125	1456	103
	PhD	256	3	270	4	267	3	262	3
SABE	Master's Degree	500	25	418	20	329	15	333	8
	PhD	198	-	203	2	204	1	212	1
EBE	Master's Degree	912	20	772	16	913	13	1040	5
	PhD	88	-	103	-	105	-	107	-
	High Lis. Total	5310	348	4276	408	4011	361	4359	262
	Doctorate Top.	1067	57	1127	80	1130	75	1120	67
	TOTAL	43384	1738	43229	2515	41812	2263	40598	1998

EBE: Institute of Educational Sciences, SABE: Institute of Health Sciences, SOBE: Institute of Social Sciences, FBE: Institute of Natural and Applied Sciences

Table 24 Change in the Number of Active Diploma Programmes by Years

Degree	2018	2019	2020	2021
Associate Degree	64	64	72	72
Licence	82	82	80	78
Master's Degree	97	99	103	109
PhD	71	70	70	74
TOTAL	314	315	325	333

J. Higher Education Sector Analysis

The trends in the higher education sector and the current sectoral structure have been analysed in order to guide the future position of our university and to determine the issues to be focused on. Sectoral tendency was determined by using political, economic, sociocultural, technological, legal and environmental (PESTLE) analysis. The results obtained from the sectoral trend analysis are given in Table 25.

Competitors, stakeholders, suppliers and regulatory/supervisory organisations affecting industry performance

The results of the sectoral structure analysis are given in Table 26. Thus, macro-environmental opportunities and threats that may affect our University have been identified, and what needs to be done in order to manage / transform the positive and negative factors that are likely to be encountered in the future have been determined. Higher Education Sector Analysing The results reveal important arguments that will shape the future outlook of our University.

Factors	Findings (Factors/Problems)	Impact on University		What to do?
		OPPORTUNITIES	THREATS	
Politics	<ul style="list-style-type: none"> Strengthening the role of universities for R&D activities in priority areas Partially switching to distance education methods in formal education Non-university rights recognised for faculty members in the field of health Transition to Quality Assurance System in Higher Education Publishing the strategy document on Internationalisation in Higher Education Employment of PhD researchers in the private sector increase target 	<ul style="list-style-type: none"> Number of qualified researchers in priority areas Increasing Development of diploma programmes in priority areas In education, research, social contribution and institutional capacity focus on quality in development Sector-specific PhD with private sector co-operation execution of programmes Increasing the number of internationally qualified academic staff and students 	<ul style="list-style-type: none"> Decrease in the number of students and some programmes the risk of closure and the associated risk of reduction of Successful teaching the departure of staff from the university Faculty members in the field of health leaving the institution or transferring to the institution the reduction of the time they devote Increasing the criteria for teaching in a foreign language Appreciation fee for foreign academic staff 	<ul style="list-style-type: none"> New diploma programmes should be opened by considering the needs of the sector. The level of job satisfaction of academic staff in the field of health should be increased. Realistic strategies should be developed for the recruitment of international students and academic staff, and opportunities should be increased in this regard. Awareness of PhD researchers should be developed in the sector. Faculty members be encouraged to improve their language skills.
Economic	<ul style="list-style-type: none"> Increase in the number of public and foundation universities Increased resource allocation to research universities Market price instability Increase in education and research costs 6.8 magnitude Elazig earthquake and local market 	<ul style="list-style-type: none"> Fee policies at public universities may be attractive for qualified students. Benefiting from research university supports R&D for nationalisation and domestic production The shares allocated to studies may increase. 	<ul style="list-style-type: none"> Reduction of funds allocated to education Decrease in support for scientific studies due to costs Building needs for education and research, construction reducing investments Agriculture and turning to livestock farming 	<ul style="list-style-type: none"> Funding for education and research should be increased. Regional businessmen invest in the University to make the necessary changes. Income generating activities of research and application centres should be increased. Disaster support should be utilised more.
Socio-Cultural	<ul style="list-style-type: none"> The people of the region attach importance to education and the demand for education is increasing. The impact of the university on industry and society is increasing. Examples of good practice in social media are increasing. Level of art, culture and social activities in the region inadequate. 	<ul style="list-style-type: none"> The quality of secondary education students in the region is high. The mission of a research university is to provide a platform for business people and may have a positive impact on industrialists. The visibility of the university in national media and social media is increasing. 	<ul style="list-style-type: none"> Qualified prospective students prefer western universities Malicious use of social media Failure to provide sufficient funds for improving the level of social contribution Not having a faculty of fine arts or related departments 	<ul style="list-style-type: none"> The number of qualified students can be increased through promotional activities in secondary education institutions in the region. Dialogues with businessmen should be increased. The influence of the University on the culture of society should be increased. Faculty of fine arts or related departments must be opened.
Technological	<ul style="list-style-type: none"> The need for digital learning and the importance of digital transformation have increased. Technological equipment is rapidly becoming outdated and an ever-increasing amount of investment needs. Areas such as cyber security, big data, artificial intelligence is evolving. 	<ul style="list-style-type: none"> Digital transformation awareness and practices by universities mainstreaming Institutions and organisations on electronic information management system: counselling Excellence and glamour in cyber security establish centres 	<ul style="list-style-type: none"> The number of specialised personnel in the field of cyber security is insufficient. Costs of updating technological equipment Licensing costs of packaged software Technology literacy of older staff 	<ul style="list-style-type: none"> Informatics infrastructure should be strengthened and specialised personnel should be recruited. Regular information about technological developments should be provided and the number of in-service trainings should be increased. Research centres in the field of information technologies competence should be enhanced.
Legal	<ul style="list-style-type: none"> Legislative problems in administrative and technical staff Lack of legislation encouraging the use of renewable energy sources Inadequate reward system in public sector 		<ul style="list-style-type: none"> Difficulties in recruiting qualified administrative and technical staff Inadequate internal and external stakeholder collaborations of universities in the fields of education, research and entrepreneurship to be 	<ul style="list-style-type: none"> Institutional human units should be fully authorised to recruit administrative and technical staff. The use of renewable energy in universities should be encouraged.

<p>Environment I</p>	<ul style="list-style-type: none"> Climate change and energy efficiency issues gaining importance Increased support for climate change and sustainable green development projects Renewable energy and energy efficiency Increasing the number of studies 	<ul style="list-style-type: none"> Suitable for climate change metrology availability of locations Initiation of green campus monitoring processes Increased support for energy management projects Energy systems programmes enhancing their competences 	<ul style="list-style-type: none"> Bureaucracy and prolonged processes encountered in project support processes Level of social consciousness Renewable energy production costs Solid waste management system costs Inadequacy of rainwater recovery systems 	<ul style="list-style-type: none"> Joint projects on environmental awareness and energy efficiency should be carried out in co-operation with local administrations. Waste and recycling projects should be supported. Renewable energy production projects should be supported. Energy systems research infrastructures should be strengthened.
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Table 26 Sectoral Structure Analysis

Sectoral Strengths	Findings (Factors/Problems)	Impact on University		What to do?
		OPPORTUNITIES	THREATS	
Competitors	<ul style="list-style-type: none"> State and foundation universities in big cities Similar training programmes with neighbouring universities R&D of universities in industrial zones research Universities with a more attractive location and foreign language competence for international students Industrialised countries with the support of businessmen universities in cities Better ranked universities in the university rankings 	<ul style="list-style-type: none"> Research University mission and the University's position in the rankings Education and research opportunities in priority areas With regional public institutions and local authorities development of co-operation Increasing importance given to accreditation Increasing importance of workplace and practical training International recognition of diploma programmes in health, veterinary and engineering Involvement of students in the research ecosystem 	<ul style="list-style-type: none"> Foundation universities by the students attractive opportunities provided Insufficient support for promotional activities Failure to influence student preferences at the desired level Inadequacy of social opportunities offered to students Lack of foreign language programmes Internships and students in the region limited number of enterprises for industrial co-operation projects 	<ul style="list-style-type: none"> Strengths should be emphasised and effective promotional activities should be carried out for the target audience. Classrooms, laboratories and The quantity and quality of social spaces are modernised in proportion to the number of students. should be enhanced with designs. International faculty employment should be increased. International research projects should be increased. Public-university-i industry co-operation projects should be increased, in these projects student assignment should be encouraged.
Stakeholders	<ul style="list-style-type: none"> Increased co-operation opportunities with and external stakeholders Increased opportunities for communication with alumni Businessmen increased importance given to entrepreneurship and innovation Activities of the Presidential Human Office 	<ul style="list-style-type: none"> Qualified through cooperation with national/international institutions and organisations recruitment of students Increasing foreign demand for health tourism, specialised staff in special fields Academic consultancy demands of the private sector Presidential Human Resources Office: Career Gateway, Internship Programme, Distance Education Gateway 	<ul style="list-style-type: none"> Coordination problem of research centres Sufficient level of co-operation with stakeholders on entrepreneurship and innovation not to be done Failure to reach the desired level of communication with graduates 	<ul style="list-style-type: none"> Establishing relations with internal and external stakeholders, continuity of communication must be secured. Sectoral service catalogue should be prepared and a needs bulletin should be published. Graduates' sense of belonging should be developed. Presidential Human Office applications should be used more intensively.
Suppliers	<ul style="list-style-type: none"> Public finance obligations Narrow regional supplier network Difficulties reimbursement Inadequacy of legislation on supplier selection and evaluation 		<ul style="list-style-type: none"> Low participation in tenders Variations in health and health reimbursement policies Weak structure of product and service acceptance approval commissions Product and service inadequate standards 	<ul style="list-style-type: none"> Intake processes should be accelerated, legal obligations should be simplified. Purchasing staff must be acquired. The structure of product and service acceptance commissions should be strengthened.
Regulatory/Supervisory Organisations (MoNE, YÖK, accreditation bodies, YÖKAK)	<ul style="list-style-type: none"> Constant changes in MoNE policies and regulations Frequent changes HEC regulations, structuring of regulations by meeting decisions Insufficient number of accreditation organisations Presidential Strategy and Budget Versions of the Presidency's Strategic Plan guide YÖKAK Strategy Plan and Quality Report 	<ul style="list-style-type: none"> HEC project-based applications and opportunities offered Ensuring unity of application throughout the country market Determination of needs throughout the country Putting quality policies in higher education on the agenda and promoting them The instructive nature of the strategic plan guidelines 	<ul style="list-style-type: none"> Preparation of legislation open to interpretation and implementation cause differences Legislative changes to the staff in a timely manner failure to transfer and resistance to change, loss of motivation Insufficient staff competence in accreditation processes Different practices of the Provincial Directorate of Migration Management from other provinces 	<ul style="list-style-type: none"> HEC project-based applications should be utilised more intensively. Legislation Personnel responsible for the follow-up of changes should be appointed. Institutional Internal Evaluation should gain a strong structure and be transformed into a corporate culture must be provided. Institution quality unit should be established.

K. SWOT Analysis

In this section, the internal characteristics that can be controlled by our university, that our university can benefit from in order to achieve its goals and objectives and where it performs successfully are determined as strengths, and the aspects open to development that need to be improved are determined as weaknesses and given in Table 27 under the heading of internal environment. Situations that are beyond the control of our university arising from its external environment and that are likely to provide an advantage are defined as opportunities, issues that are beyond its control and whose negative effects should be prevented or limited threats

as "opportunities and threats". Opportunities and threats were determined by utilising the results of the higher education sector analysis and are presented in Table 28.

The strengths of the organisation and how the weaknesses and threats can be overcome by using the opportunities in the external environment were discussed. As a result of these discussions, the future outlook and strategies of the organisation were shaped, and ways of transforming weaknesses into strengths and threats into opportunities were investigated while setting goals and objectives.

Table 27 SWOT Environment: Strengths and Weaknesses

Environment		
	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Diversity of diploma programmes • Internationally recognised diploma programmes • 24/7 library services open to remote access • Double major and minor programmes • National and international exchange programmes • Number of qualified academic staff • FUZEM infrastructure and experience • EAEVE full accreditation of the Faculty of Veterinary Medicine • Increase in the number of accredited undergraduate programmes • Large and green campus area in the city centre • Pioneering undergraduate programmes in our country, the first in their field: Software Engineering and Forensic Engineering • Diversity of student clubs 	<ul style="list-style-type: none"> • Quality management system in education • Number of students benefiting from scholarships • Number of PhD graduates • Level of use of the graduate tracking system • Number of accredited training programmes • Number of programmes offering foreign language education • Number of foreign doctoral academic staff • Number of foreign students • Number of academic staff benefiting from international exchange programmes • Level of equipment for the disabled • Inadequacy of the reward system • Level of academic staffs command of legislation
Research and Entrepreneurship	<ul style="list-style-type: none"> • Position in university rankings • Number of researchers ranked in the top 2% in the world • Increase in the number of articles in Q1, Q2 • Journals indexed in TR index and other indexes • Presence of Fırat Teknokent- TGB and TTO • BAP Coordinatorship budget • Scholarship support in BAP projects • Patent supports and increase in the number of applications • Research-orientated Appointment and Promotion Directive • Increase in Career Centre activities • Increased interest of businessmen in the university • Strong infrastructure for artificial intelligence and robotics research • Qualified human resources in information technologies • Increased tendency of students towards TUBITAK projects 	<ul style="list-style-type: none"> • Lack of research clusters • Number of students involved in research projects • Number of foreign academic staff • Number of international symposiums and congresses organised • Number of projects carried out jointly with public institutions • Number of externally funded projects • Number of international project activities • Level of research and R&D in priority areas • Number of accredited R&D laboratories • Technopolis income level • Level of financial return of research laboratories • Number of patent, utility model or design applications • High course load of faculty members • Number of academic projects produced in social fields

**Social
Contribution**

<ul style="list-style-type: none">• Presence of a hospital and a dental health centre• Capacity and competences in the field of health• Compliance with health tourism and hospital certification• Presence of TAHAM and animal hospital• Strengthening in external stakeholder communication• FUSEM activities• Increase in the level of co-operation with local press• Increased co-operation with public administrations and joint project development activities• Solution-oriented corporate perspective on current problems	<ul style="list-style-type: none">• Lack of a student life centre• Number of social responsibility projects• Green campus and environmental activities• Number of dentistry faculty members• Student hobby and free workshop areas• Civil defence and natural disaster risk awareness level• Lack of a human office• IT building and equipment needs• Level of security services on campuses• Lack of solid waste management system
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Table 28 SWOT External Environment: Opportunities and Threats

External Environment		
	Opportunities	Threats
	<p>Strong interest of the people of the region in higher education Increased support for interdisciplinary activities 100/2000 YÖK Doctoral Scholarship Programme</p> <p>Population growth in neighbouring provinces</p> <p>The number of qualified secondary education institutions in the region The existence of a second university potential</p> <p>Partially distance education policies in formal education</p> <p>Supporting internationalisation efforts Orientation of the young population towards the professions of the future</p> <p>Increasing demand for interdisciplinary graduate education</p> <p>Increasing interest and need for postgraduate education among public and private sector employees</p> <p>Increasing the need for and demand for lifelong learning The spread of quality culture in society</p> <p>Changes in the new generation's understanding of education and learning</p>	<ul style="list-style-type: none"> • Prospective students prefer western cities • Decrease in the number of students in secondary education • Some diploma programmes are not preferred <ul style="list-style-type: none"> • Decrease and difficulty in student accommodation opportunities, price increases • Scholarship opportunities at other universities <ul style="list-style-type: none"> • YKS quotas are not increased in accordance with the infrastructure, far above the university offer • Insufficient support to encourage undergraduate and graduate education in basic sciences • Increasing number of universities in western cities <ul style="list-style-type: none"> • Students prefer universities in regions with more social opportunities • Weakening of the quality of education in secondary education <ul style="list-style-type: none"> • Low demand for doctoral education due to both time and financial reasons • Difficulties in finding an internship place in applied trainings
e s e a r c h a n d i n g p r e s e n t i o n	<ul style="list-style-type: none"> • Being among the Research Universities • Academic staff allocations in priority areas • Opportunities to participate in EU projects • Diversity of TÜBİTAK supports • Supporting joint research centres <ul style="list-style-type: none"> • Increased interest of industrialists in R&D and need for qualified personnel • Increasing interest in and need for the IT and digital transformation sector • Support for zero waste and environmental studies • High rate of industrialisation in the region • Number of HEPPs on nearby river resources <ul style="list-style-type: none"> • Geography suitable for agriculture and animal husbandry and having large enterprises • Public Regional Directorates in the province <ul style="list-style-type: none"> • Water resources around the province are abundant and suitable for aquaculture 	<ul style="list-style-type: none"> • Level of R&D investments in the region <ul style="list-style-type: none"> • Successful faculty members leaving the institution, increase in opportunities outside the university • Exclusion from research universities • Market price changes and inflation • Increase in unemployment rates <ul style="list-style-type: none"> • Bureaucratic difficulties and financial inadequacies in the employment of qualified administrative staff, technicians/technicians in critical areas and laboratories • Potential of the Sivrice Fault to produce large earthquakes <ul style="list-style-type: none"> • Health policies applied to university hospitals • Combining basic and applied sciences insufficient support for interdisciplinary studies • Difficulties in commercialising the knowledge produced
S o c i a l C o m m u n i t y	<ul style="list-style-type: none"> • Openness of local administrations to co-operation • Civil airport open to international flights • Proximity to the metropolises of Malatya and Diyarbakır • Presence of historical texture and archaeological values • Policies to strengthen communication with NGOs <p>ibu</p> <ul style="list-style-type: none"> • Support for volunteering activities <p>tio</p> <ul style="list-style-type: none"> • Access to low-cost social media • Suitable environment for nature and water sports • Increased need access to accurate information and secure information supply 	<ul style="list-style-type: none"> • Political policy changes <ul style="list-style-type: none"> • Ageing of service buildings and increase in construction costs • Inadequate human resources legislation in public sector • Implementation and management centres that will operate in social fields not supporting the establishment of research centres • Negative change in society's perception of university <ul style="list-style-type: none"> • Information pollution on current and important issues, difficulties in obtaining accurate information

L. Determinations and Identification of Needs

The findings and needs identified as a result of the studies carried out within the scope of the situation analysis are summarised in this section. Based on the identified needs, the new strategic plan

~~The aims and objectives of the period have been guided.~~
The findings/problem areas and needs/development areas identified for each stage of the situation analysis are given in Table 29

Table 29 Identifications and Needs

Table 28 SIFU's External Environment: Opportunities

Situation Analysis Stages	Determinations/Problem Areas	Needs/Development Areas
Implemented Strategic Evaluation of the Plan	<ul style="list-style-type: none"> Duration and success criteria in target definitions? Data management for performance indicators? The level of representation of performance indicators to the targets is insufficient. The level of strategic management understanding is insufficient. 	<ul style="list-style-type: none"> Target definitions should be reorganised. A data management system for performance indicators should be established. Strategic management approach should be popularised.
Legislation Analysis	<ul style="list-style-type: none"> Project incentives for the principles and targets of development plans are insufficient. The number and promotion of projects carried out within the scope of university-industry co-operation is insufficient. Faculty members working as assistant administrators have a compulsory course load. Salaries of PhD holders in administrative staff are not encouraging doctoral education. 	<ul style="list-style-type: none"> Incentives for projects in line with the principles and targets of development plans should be increased. Projects carried out within the scope of university-industry co-operation should be given positive discrimination. Incentives and necessary equipment should be provided for the establishment of research clusters. The course load of the faculty members working as assistant administrators should be cancelled. Salaries of PhD holders in administrative staff should encourage doctoral education.
Analysis of Top Policy Documents		<ul style="list-style-type: none"> The number and diversity of graduate programmes for priority sectors should be increased. Human resources with doctorate degrees needed in the industry should be increased. Research infrastructures, pioneering research R&D and innovation ecosystem with a structure that employs qualified labour force and works in cooperation with the private sector. Design and skill workshops should be established according to students' interests and abilities. The number of qualified foreign academics should be increased. Structuring the Personnel Department with a human resources management approach and capacity be strengthened.
Programme - Sub-Programme Analysis	<ul style="list-style-type: none"> Providing the necessary funds, machinery-equipment, etc. needed to strengthen the research infrastructure in priority areas due to the fact that our university is a research university Providing financial support to postdoctoral researchers Eliminating the lack of qualified personnel needed in the University Hospital and Oral and Dental Health Centre Level of support for student clubs (fight against addiction, volunteering, etc.) Arrangements for student social facilities and extracurricular time use New reading halls, hobby areas, indoor and outdoor sports areas, bicycle path needs Building needs for new faculties 	<ul style="list-style-type: none"> Research infrastructure in priority areas should be strengthened. Financial support should be provided to postdoctoral researchers. The lack of qualified personnel needed at the University Hospital, Oral and Dental Health Centre, Animal Hospital and TAHAM should be eliminated. The level of support for student clubs' activities such as combating addiction, volunteering, etc. should be increased. New reading halls, hobby areas, indoor and outdoor sports areas, bicycle paths, etc. needs should be met. Building needs of new faculties should be met.
Stakeholder Analysis	<ul style="list-style-type: none"> The level of relations with stakeholders is insufficient. 	<ul style="list-style-type: none"> The level of relations with stakeholders should be increased and new communication skills should be acquired. The level of communication with graduates should be improved.
Human Resources Competency Analysis	<ul style="list-style-type: none"> Adaptation programmes for personnel reassignment In-service training level Number of personnel receiving postgraduate education Number and competence of technical staff Number of foreign academic staff 	<ul style="list-style-type: none"> Adaptation programmes should be established for personnel reassignment. The level of in-service training should be increased. Administrative staff should encouraged postgraduate education. The number and quality of technical staff should be improved. The number of foreign academic staff should be increased.
Corporate Culture Analysing	<ul style="list-style-type: none"> Level of participatory management Leader manager training Training of trainers programme Level of reward system implementation 	<ul style="list-style-type: none"> Participatory management approach should be generalised. The number of academic and administrative staff receiving leader manager training should be increased. Training of trainers programme should be implemented more intensively. A reward system should be developed and implemented. Social activities for academic and administrative staff should be increased and a sense of belonging should be created.



Table 29 Continued (Identifications and Needs)

Situation Analysis Stages	Determinations/Problem Areas	Needs/Development Areas
Physical Resources Analysing	<ul style="list-style-type: none"> The ratio of registered areas to allocated areas is low. Retrofitting and renovation works of buildings damaged due to earthquake are not at the desired level. The institution does not have a closed vehicle garage. There is no student life centre building. Building constructions for new faculties could not be completed. There are no student hobby development and open laboratory/workshop areas. 	<ul style="list-style-type: none"> The ratio of registered areas to allocated areas should be improved. Retrofitting and renovation works of buildings damaged due to earthquake must be completed. The need for an indoor vehicle garage and service building belonging to the institution should be met. Student life centre and hobby development and open laboratory/workshop areas should be created. Building needs for new faculties should be met. Suitable buildings should be constructed for the Department of Information Technologies and Digital Transformation and Software Office. Energy efficiency studies should be carried out in buildings. Investments in energy production should be increased.
Technology and Informatics Infrastructure Analysing	<ul style="list-style-type: none"> There is no suitable building for the Department of Information Technologies and Digital Transformation and Software Office. IT infrastructure has not been updated for many years. 	<ul style="list-style-type: none"> IT infrastructure should be updated, server, WiFi and backup capacity should be increased in accordance with the needs of the day. Licence agreements of licensed software should be renewed.
Financial Resources Analysing	<ul style="list-style-type: none"> Existing institutional projects cannot be sustained due to real inflation. There are difficulties in the payment of workers' salaries, which are covered from own revenues. Investments in new education research and social living areas and equipment needed programme and inability to obtain budget appropriations. Unforeseen price increases occur in the purchase of goods and services. The amount of extra-budgetary funds is insufficient. Inability of own income to cover additional course fees 	<ul style="list-style-type: none"> Price updates of existing institutional projects should be made in line with real inflation. Employees whose salaries are paid from own revenues salaries be covered from the treasury. The necessary budget should be provided for new education, research and social life areas and equipment. Measures should be taken against unforeseen price increases, and measures should be taken to increase budget appropriations. Efforts should be made to increase funds outside the special budget.
Academic Activities Analysing	<ul style="list-style-type: none"> The number of accredited education programmes is insufficient. The number of foreign language programmes is insufficient. The number of foreign faculty members in education is insufficient. Barrier-free university facilities are insufficient. The level of research clusters is insufficient. The level of university-industry co-operation is insufficient. The employment of administrative staff in research centres is insufficient. 	<ul style="list-style-type: none"> Promotions for secondary education should be made in order to recruit qualified students. The level of accreditation should be increased. Foreign language education programmes should be established. Priority areas and future professions Associate, undergraduate and graduate programmes should be opened. Barrier-free university facilities should be developed. Employment of post-doctoral researchers should be ensured. Research clusters should be established in priority areas. Competent administrative staff should be employed in research centres. The number of research and social project activities with student participation should be increased.
Higher Education Sector Analysis	<ul style="list-style-type: none"> Internationalisation in Higher Education Strategy Paper Employment of PhD researchers in the private sector Digital learning need and Digital transformation Research opportunities offered to students and part-time employment rate Number of social activities in which students take part 	<ul style="list-style-type: none"> More opportunities should be provided for international students. Digital transformation should be given more importance. Technological infrastructure should be strengthened. Research opportunities offered to students should be increased. The number of social and industrial projects in which students are involved should be increased.



05 Section

**Looking to the
Future**



5 Looking to the Future

Mission

Euphrates University;

It is committed to academic, social and cultural development together with all its stakeholders, to produce knowledge and technology at international level, and to transform its products into social welfare.

Vision

Our ideal

To be a university that lives and lives with qualified knowledge, keeps justice above all else, and sets an example with its high quality standards.

Core Values

Quality: Our university attaches importance to quality, internalisation and continuity of quality in education, research and administrative activities.

Transparency: Transparency and accountability in management activities, as well as maintaining a sense of trust between individuals and units are essential.

Commitment to Ethical Values: One of our core values is to fulfil our duties in line with our mission and objectives; to fulfil our duties fairly, honestly, respectfully and on time in accordance with ethical rules.

Participation In order to realise a quality and successful management, the participation of internal and external stakeholders is considered important in the execution of the works.

Student Orientation: Our core values include conducting studies to continuously increase student satisfaction, involving students in decision-making processes, conducting student-centred education and ensuring continuous improvement with feedback from students.

Social Responsibility: It is one of the fundamental values of our University to fulfil our responsibilities on priority issues related to our province, our region and our country.

Sensitivity Firat University is sensitive to the protection and development of human and moral values, fundamental rights and freedoms, and natural riches.

Efficiency Our basic principles are to continue our basic duties successfully and effectively, to carry out studies that will benefit the society and our stakeholders, to take part in such studies, to ensure the continuity and increase of the added value provided by our University.

06 Section



Differentiation Strategy

6 Differentiation Strategy

Location Preference

Firat University aims to achieve the best in realising all of the research, education, community service and entrepreneurship missions expected from a university within the framework of the priorities of our country and the fourth industrial revolution. Firat University, with its deep-rooted history, serves in research, education, entrepreneurship and social contribution activities and is a research-oriented university with its physical and technological infrastructure as well as its academic and technical staff specialised in their fields. quality prioritises sustainability.

The fact that Firat University is the only university in the Eastern and Southeastern Anatolia Region that has consistently ranked in the top 50 in the Entrepreneurial and Innovative University Index in the last 10 years, that it is among the top 5 universities in our country in the field of Engineering according to the 2021 evaluation of US&News, and that there is a TTO within the technopolis active in 5 modules are closely related to being a research-oriented university. In addition, considering the educational diversity of Firat University, the number of associate and undergraduate programmes is 150, while the number of graduate programmes is 183, which is a result of the research priority of the university.

Success Region Preference

Firat University celebrates the 47th anniversary of its foundation. The establishment of the Faculties of Veterinary Medicine and Engineering dates back much earlier. Our university currently has 18 Faculties, 15 of which are active, 4 Institutes, 2 Schools, 1 State Conservatory, 9 Vocational Schools and 26 Application and Research Centres.

Firat University has identified the fields of engineering and technology, health and veterinary medicine as success areas. Having 2 faculties in the fields of engineering and technology

The accumulation of more than 50 years of experience in the field, the competence of the academic staff, the suitability of the physical and technological infrastructure constitute the main reasons for determining this field as a success zone. In the field of health, providing education at the Faculties of Medicine, Dentistry and Health Sciences and various Vocational Schools, Firat University Hospital being a Regional Hospital, and the services provided at the Oral and Dental Health Centre show the benefits of Firat University to our region and our country in the field of health. Having competent academic and technical staff with more than 50 years of experience in the field of veterinary medicine, providing services to the region with the animal hospital and TAHAM, and the agriculture and animal husbandry potential of the region have made the field of veterinary medicine gain priority in our university.

Value Presentation Preference

Firat University continues its education and training activities in a wide range in its units. In addition to this, it aims to deepen its research activities in the fields of engineering and technology, health and veterinary medicine, which are the priority areas determined in the future, and to have research centres that are at the forefront of national and international platforms in these fields. In addition to this, project studies will be accelerated by improving the cooperation in recent years, especially for the defence industry.

Academic staff and students will be supported to achieve targets such as academic publications, scientific research and development projects, R&D-based production opportunities, innovation, patent ownership, activities that provide intellectual property rights, and commercialisable products. The Value Presentation Preference of our university is summarised in Table 30.

Table 30 Value Presentation Preference

Factors/Preferences	Destroy	Reduce	Increase	Innovate
Social Facilities			✓	
Supports (Scholarships etc.)			✓	
Education Methods				✓
Education Programmes			✓	✓
Second Education Programmes	✓	✓		
Collaborations			✓	✓
Projects			✓	
Entrepreneurship			✓	✓
Corporate Identity and Branding				✓
Establishment of New Research Centres			✓	✓
Publication			✓	
Patent/Innovation			✓	✓
Internationalisation Studies			✓	✓
Student Societies Activities			✓	✓

Core Competence Preference

Innovative, researcher and entrepreneurial corporate culture, personalised education with innovative educational technologies and methods, increasing the level of internationalisation, competence in multidisciplinary and interdisciplinary studies, increasing the quality of graduate programmes, qualified academic and administrative staff, increasing the professional and behavioural competence of the staff, ensuring stakeholder participation and developing effective cooperation mechanisms, institutional structure and functioning based on Total Quality Management, making a positive contribution to humanity and nature

It is among the basic competence preferences of our university.

Considering the priorities and current potential of Firat University, it is seen that the main competence preference will be focused on engineering, health and veterinary medicine. Support to other fields will continue within the limits of possibilities. It is also aimed to establish new research institutes especially in the fields of engineering, health and veterinary medicine and to establish fully equipped centres that will enable R&D activities to be carried out in cooperation at national and international level and to carry out advanced research.





07 Section



Strategy Development

7 Strategy Development

Firat University has determined five objectives with a participatory management approach in order to realise its mission with high quality standards and to reach its vision. In determining the objectives, the results of the situation analysis were utilised and it was aimed primarily to fulfil the legal responsibilities. For each objective, the results of the institutional structure analysis and higher education sector analysis, as well as the determinations and needs, have been taken into consideration and ambitious but achievable targets have been set as much as possible. In the previous strategic plan period

The objectives identified as still open to improvement have been preserved, but care has been taken to ensure that these objectives are measurable. In addition to all these, taking into account the fact that our university is included in the scope of Research Universities and taking into account the differentiation strategy, it has been adopted to focus the future goals on research outputs. Detailed studies on the aims and objectives of our university, which are summarised below, are presented in Table 37 in the Appendix.

A1: Contributing to Qualified Manpower with Contemporary Education and Training Methods

- H1.1:** Diversity and quality of diploma programmes will be increased
- H1.2:** Student participation in research processes will be doubled by the end of the plan period
- H1.3:** Internationalisation activities will be doubled by the end of the plan period
- H1.4:** Social and cultural activities supporting education and training will be increased
- H1.5:** Education and training infrastructure will be improved by 50% until the end of the plan period

A2: Disseminating Scientific and Technological Researches Producing Universal Values

- H2.1:** Institutional research competence level will be doubled by the end of the plan period
- H2.2:** Contribution to researcher manpower will be increased by 25% by the end of the plan period
- H2.3:** Research collaborations will be doubled by the end of the plan period
- H2.4:** Research infrastructure will be strengthened by 20% every year

A3: Supporting Result-Oriented Entrepreneurship that Transforms into Social and Economic Benefits

- H3.1:** Manpower included in the entrepreneurship ecosystem will be increased by at least 10 per cent every year
- H3.2:** Entrepreneurship Practices will be improved by 10% every year
- H3.3:** Activities of Firat Teknokent and Firat TTO will be increased

A4: Improving the Perception of a Socially and Environmentally Responsive University

- H4.1:** Training, Projects and Social Activities for the Community will be increased by 15% every year
- H4.2:** Environmental and Barrier-Free University activities will be increased
- H4.3:** Health services delivery will be improved
- H4.4:** Health services infrastructure will be improved by 15 per cent each year
- H4.5:** Veterinary services and animal husbandry research will be improved

A5: Strengthening Institutional Structure, Human and Management

- H5.1:** Stakeholders' satisfaction level with service delivery will be increased
- H5.2:** Institutional infrastructure will be improved at least twice by the end of the plan period
- H5.3:** Human development activities will be increased by 25% every year
- H5.4:** Informatics infrastructure will be improved new information systems will be acquired





Target Cards

Target Cards

Objective	A1: Contributing to Qualified Manpower with Contemporary Education and Training Methods						
Target	HI.1: Diversity and quality of diploma programmes will be increased						
Programme/Sub Programme Name to which the Objective is Related	Higher Education Services / Associate Degree Education, Undergraduate Education and Postgraduate Education						
Purpose Related Sub Programme Objective	Training graduates with professional competence and open to development						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG1.1.1: Accredited number of diploma programmes *	30	12	16	20	24	28	30
PG1.1.2: Number of diploma programmes for priority areas and future professions *	20	8	10	12	14	15	16
PG1.1.3: Number of students enrolled in minor and double major programmes	15	48	60	75	90	120	150
PG1.1.4: Training of trainers Number of lecturers with training certificate *	20	30	50	70	90	110	150
PG1.1.5: External stakeholders Number of curricula updated with the opinions *	15	15	20	30	40	50	70
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> Academic Units FÜSEM and Registry Office Education Commission Student Affairs Department 						
Risks	<ul style="list-style-type: none"> Long accreditation processes Faculty members cannot devote enough time to accreditation processes Programme proposals for priority areas are not accepted by YÖK Minor/double major due to students' unwillingness to increase their course load not preferring programmes Failure to organise trainings for training of trainers 						
Strategies	<ul style="list-style-type: none"> Exemplary practices for receiving external stakeholder opinions will be disseminated Continuing education centre will be provided to organise training of trainers programme Based on the development plan, studies will be carried out to open departments/programmes for priority areas Support will be given to units entering the accreditation process 						
Cost Estimate	1.223.646.990						
Findings	<ul style="list-style-type: none"> The number of accredited programmes should be increased. staff.edu.tr address has not been effectively implemented and there are deficiencies related to the system Associate, undergraduate and graduate programmes should be opened for priority areas and future professions. There are deficiencies in some programmes for accreditation and the process is long 						
Needs	<ul style="list-style-type: none"> Active use of the system where administrative and academic staff will record the training and certificates received (staff.firat.edu.tr) Ensuring external stakeholder participation in meetings and commissions Providing support services to departments and programmes applying for accreditation process and increasing the number of technical staff in these units 						

* Indicator values are calculated cumulatively.

Objective	A1: Contributing to Qualified Manpower with Contemporary Education and Training Methods						
Target	H1.2: Student participation in research processes will be doubled by the end of the plan period						
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education						
Purpose Related Sub Programme Objective	Increasing scientific studies for innovation in higher education institutions						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG1.2.1: Number of research projects with student participation	25	225	250	275	300	400	500
PG1.2.2: Number of students for external projects	20	60	80	100	120	140	150
PG1.2.3: Project Number of student teams established to prepare *	20	40	45	55	65	70	80
PG1.2.4: Amount of BAP support for student projects (thousand TL)	20	250	300	350	400	450	500
PG1.2.5: Size of research space for students (m ²) *	15	3997,69	4250	4750	5500	7000	8000
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> Academic Units Strategy Development Department Department of Construction and Technical Affairs Project Coordination and Consultancy Office FÜBAP 						
Risks	Failure to identify internal and external projects in which students are involved Lack of sufficient technical support for student teams to prepare projects Lack of applications to BAP by students						
Strategies	<ul style="list-style-type: none"> Existing systems will be utilised more effectively to determine student participation in projects (using a separate system or measurement method for data supply) Trainings to encourage students to participate in projects will be organised It will be ensured that academic staff support students' research activities 						
Cost Estimate	20.900.000						
Findings	<ul style="list-style-type: none"> The number of student teams established for project preparation is insufficient The number of students participating in projects (researchers or scholarship holders) is low Insufficient space/area for students to work in teams 						
Needs	<ul style="list-style-type: none"> Organising activities and trainings to encourage students to participate in projects An add-on to BAP automation is required to monitor students involved in projects Students should be provided with space for research purposes 						

* Indicator values are calculated cumulatively.

Objective	A1: Contributing to Qualified Manpower with Contemporary Education and Training Methods						
Target	H1.3: Internationalisation activities will be doubled by the end of the plan period						
Programme/Sub Programme Name to which the Objective is Related	Higher Education Services / Associate Degree Education, Undergraduate Education and Postgraduate Education						
Sub-objective to which the Objective Relates Programme Objective	Training graduates with professional competence and open to development						
Performance Indicators	Impact on Target (%)	Beginning of Plan Period Value	2023	2024	2025	2026	2027
PG1.3.1: Number of international students	30	1847	2200	2500	2600	3100	4000
PG1.3.2: Number of foreign academic staff	30	7	12	18	22	26	30
PG1.3.3: Number of international joint education programmes *	20	1	2	2	3	3	4
PG1.3.4: Number of students benefiting from international exchange programmes	20	160	170	180	200	220	250
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> Academic Units Personnel Department Foreign Relations Unit Farabi Coordination Office Mevlana Coordinatorship 						
Risks	<ul style="list-style-type: none"> Pandemic etc. extraordinary reasons International scientific inability to organise events Low rate of foreign students preferring our University Failure to open an international joint education programme or failure to reach an agreement to open an international joint education programme 						
Strategies	<ul style="list-style-type: none"> International promotion activities will be increased Students will be encouraged to participate in international exchange programmes Academic units will be encouraged to recruit foreign academic staff 						
Cost Estimate	100.000.000						
Findings	<ul style="list-style-type: none"> Promotional activities for the international recognition of the university are insufficient The number of foreign students is not at the desired level 						
Needs	<ul style="list-style-type: none"> International promotion activities should be increased. 						

* Indicator values are calculated cumulatively.

Objective	A1: Contributing to Qualified Manpower with Contemporary Education and Training Methods						
Target	H1.4: Social and cultural activities supporting education and training will be increased						
Programme/Sub Programme Name to which the Objective is Related	Higher Education Services / Student Life in Higher Education						
Sub-objective to which the Objective Relates Programme Objective	Increasing the quality of nutrition and accommodation services provided to higher education students; improving the quality of life of students by supporting their personal and social development						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026	2027
PG1.4.1: Number of activities organised by student clubs/communities	20	36	120	180	230	280	320
PG1.4.2: Number of social, cultural and sportive activities organised for students	20	28	120	180	230	280	320
PG1.4.3: Number of social responsibility projects prepared by students *	20	28	30	35	40	50	60
PG1.4.4: Number of meetings involving student representatives in institutional decision-making processes *	20	0	15	30	45	60	75
PG1.4.5: To the University amount of donations received (Thousand TL)	20	400	500	750	1000	1250	2500
Responsible Unit	Department of Health, Culture and Sports						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> Academic Units Department of Health, Culture and Sports Strategy Development Department Continuing Education Centre Rectorate, Directorate of Private Secretariat Corporate Communication Coordinatorship 						
Risks	<ul style="list-style-type: none"> Inadequate activities carried out by student clubs/communities Insufficient number of activities organised for students Inadequate social responsibility projects prepared by students Student representatives do not take an active role in decision-making processes 						
Strategies	<ul style="list-style-type: none"> Units will work in coordination in the activities to be organised for students Areas where students will produce social responsibility projects will be identified Elective courses on social responsibility projects will be created Promotions of successful project examples will be disseminated Co-operation of social field students with local administrations and schools will be improved 						
Cost Estimate	100.000.000						
Findings	<ul style="list-style-type: none"> Inadequate activities of student clubs/communities Inadequate social responsibility projects carried out by students Failure to make adequate attempts to win donations Inadequate promotion of successful project examples 						

Needs

- Providing the necessary funds for the activities to be organised for students
- Promoting completed and ongoing social responsibility projects widely
- Coordination of units for activities and projects should be ensured

Objective	A1: Contributing to Qualified Manpower with Contemporary Education and Training Methods						
Target	H1.5: Education and training infrastructure will be improved by 50% until the end of the plan period						
Programme/Sub Programme Name to which the Objective is Related	Higher Education / Associate Degree Education, Undergraduate Education and Postgraduate Education						
Sub-objective to which the Objective Relates Programme Objective	Training graduates with professional competence and open to development						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG1.5.1: Space used for educational purposes size (thousand m ²)	30	82,2	90,0	100,0	110,0	120,0	140,0
PG1.5.2: The most used for education and training purposes Ratio of expenditure on machinery-equipment and fixtures to total budget	20	0,023	0,024	0,026	0,028	0,030	0,032
PG1.5.3: Classrooms supported by technology-based systems (hybrid course environments, etc.) *	30	8	14	18	22	26	30
PG1.5.4: Per student Number of e-resources	20	19,74	22	24	26	28	30
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Strategy Development Department • Department of Construction and Technical Affairs • Department of Library and Documentation 						
Risks	<ul style="list-style-type: none"> • Despite the increase in the number of students, the number of training areas and e-resources remained constant • Insufficient amount of support provided for machinery-equipment and fixtures used for education and training purposes 						
Strategies	<ul style="list-style-type: none"> • The size of the space used for educational purposes will be increased • The amount of support provided for machinery-equipment and fixtures used for education and training purposes will be increased • Number of e-resources will be increased • Classroom and laboratory conditions will be improved by considering distance education methods 						
Cost Estimate	2.324.000.000						
Findings	<ul style="list-style-type: none"> • Failure to increase the size of the space used for educational purposes despite the increase in the number of students • The number of classrooms with the necessary conditions for distance education is insufficient • The number of e-resources is lower than other universities 						
Needs	<ul style="list-style-type: none"> • Not granting student quotas above the number of students requested from YÖK • Hybrid classroom and laboratory facilities to support distance education should be increased • Needs analyses should be made to increase the number of e-resources • Modernisation of the places used for educational purposes should be ensured • Necessary environments should be created for new training units 						

* Indicator values are calculated cumulatively.

Objective	A2: Disseminating Scientific and Technological Researches Producing Universal Values						
Target	H2.1: The level of institutional research competence will be doubled by the end of the plan period						
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education						
Sub-objective to which the Objective Relates Programme Objective	Increasing scientific studies for innovation in higher education institutions						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG2.1.1: SCI/SCI- Number of articles published in Q1 and Q2 journals in Expanded/SSCI indexes	20	513	650	780	900	1000	1150
PG2.1.2: Number of national publications indexed in Ulakbim TR index	20	427	550	700	800	900	1000
PG2.1.3: 10% Ratio of Cited Publications	20	122	160	180	200	250	300
PG2.1.4: Number of national and international scientific events organised	20	178	200	240	280	340	380
PG2.1.5: Number of national and international patent documents *	20	9	12	16	22	26	30
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	Academic Units Department Strategy Development Application and Research Centres Department Library and Documentation Firat Technology Transfer Office Firat Technopolis						
Risks	<ul style="list-style-type: none"> • High course load and administrative duties of academic staff • Insufficient number graduate students and applications in some programmes • Insufficient number of national and international events • Long registration period for patent applications 						
Strategies	<ul style="list-style-type: none"> • Publication in Q1 and Q2 journals will be included in the appointment criteria • Necessary needs will be met for the Library and Documentation Department to have instant access to the number of publications • Necessary support will be provided for the registration of patent applications • National and international scientific activities will be encouraged and supported 						
Cost Estimate	2.500.000						
Findings	<ul style="list-style-type: none"> • Difficulties in identifying publications with university address • Publications under Q1 and Q2 have relatively long printing times • The number of university patents is not at the desired level 						

Needs

- In order to instantly determine the number of publications, events organised, etc. Provision of the system
- Increasing the number of patent applications
- Strengthening the research infrastructure of academics who publish within the scope of Q1 and Q2

Objective	A2: Disseminating Scientific and Technological Researches Producing Universal Values						
Target	H2.2: Contribution to researcher manpower will be increased by 25% until the end of the plan period						
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education						
Sub-objective to which the Objective Relates Programme Objective	Increasing scientific studies for innovation in higher education institutions						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG2.2.1: Number of interdisciplinary graduate programmes *	20	17	19	21	23	25	26
PG2.2.2: Number of doctoral students per doctoral programme	20	15,14	16	18	20	22	25
PG2.2.3: Number of doctoral theses completed per academic staff member	20	0,17	0,20	0,22	0,25	0,28	0,30
PG2.2.4: National and international projects number of scholarship holders	20	41	50	60	75	85	100
PG2.2.5: YÖK, TÜBA, TÜBİTAK science, incentive and art awards *	20	3	5	7	9	10	12
Responsible Unit	Institutes						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Personnel Department • Student Affairs Department • Strategy Development Department • Project Coordination and Consultancy Unit • FÜBAP • Corporate Communication Coordinatorship 						
Risks	<ul style="list-style-type: none"> • Failure to open interdisciplinary graduate programmes • Insufficient number of students applying for PhD programme • Insufficient number of PhD students • Failure to determine the number of scholars in national and international research • Insufficient applications to YÖK, TÜBA and TÜBİTAK science incentive and art awards 						
Strategies	<ul style="list-style-type: none"> • Students graduating from master's degrees will be directed to doctoral studies through counsellors • The number of doctoral programmes will be increased • The number of interdisciplinary graduate programmes will be increased • National and international project trainings will be increased • Academics will be encouraged to apply for science, incentive and art awards 						
Cost Estimate	4.100.000						
Findings	<ul style="list-style-type: none"> • Insufficient number of doctoral students • Insufficient number of students graduating from PhD programme • Difficulties in identifying scholars involved in national and international research to live 						
Needs	<ul style="list-style-type: none"> • Interdisciplinary studies should be increased • PhD programmes should be made attractive for students • Factors affecting success in doctoral programmes should be identified • Establishment of a system to identify fellows working in research 						

* Indicator values are calculated cumulatively.

Objective	A2: Disseminating Scientific and Technological Researches Producing Universal Values						
Target	H2.3: Research collaborations will be doubled by the end of the plan period						
Purpose Relevant Programme/Sub Programme Name	Research, Development and Innovation/Scientific Research and Development in Higher Education						
Sub-objective to which the Objective Relates Programme Objective	Increasing scientific studies for innovation in higher education institutions						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG2.3.1: Number of international publications made through international co-operation	25	391	450	500	600	700	900
PG2.3.2: Amount of international project funding (MTL)	25	0,82	1,0	1,4	1,8	2,0	2,2
PG2.3.3: National R&D and Innovation Support Taken from their programmes number of projects	25	27	32	38	45	55	70
PG2.3.4: National R&D and Innovation Support Amount of funds transferred to the institution from the programmes in the relevant year (MTL)	25	8,6	10,0	18,0	22,0	28,0	35
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> Foreign Relations Office Project Coordination and Consultancy Office Application and Research Centres Department of Library and Documentation FÜBAP 						
Risks	<ul style="list-style-type: none"> Insufficient number of international publications made through international co-operation Insufficient number of projects with international partners/support Insufficient number of publicly funded research projects (Ministries, TÜBİTAK, Local Governments, etc.) 						
Strategies	<ul style="list-style-type: none"> Project trainings will be increased International co-operation will be increased 						
Cost Estimate	2.000.000						
Findings	<ul style="list-style-type: none"> Lack of internationally supported/partnered scientific studies The amount of international project funding is not at the desired level considering the capacity of the university Foreign Relations Office/Technopolis and Project Coordination and Consultancy Office do not work in coordination International cooperation of Application and Research Centres is not at the desired level 						
Needs	<ul style="list-style-type: none"> International co-operation should be increased Project studies with international partners/support should be encouraged It should be ensured that the Foreign Relations Office and the Project Coordination and Consultancy Office work in cooperation Application and Research Centres are encouraged to make international collaborations must be 						

Objective	A2: Disseminating Scientific and Technological Researches Producing Universal Values						
Target	H2.4: Research infrastructure will be strengthened by 20% every year						
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education						
Sub-objective to which the Objective Relates Programme Objective	Increasing scientific studies for innovation in higher education institutions						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG2.4.1: Accredited number of laboratories *	20	0	1	2	3	4	5
PG2.4.2: R&D amount of budget spent (MTL) *	20	16,9	37	61	90	125	165
PG2.4.3: University funding of scientific research projects amount of support provided (MTL) *	20	30,5	60	90	120	160	190
PG2.4.4: Number of clusters established in priority areas *	20	1	3	4	5	5	6
PG2.4.5: Amount of investment in research infrastructure of clusters established in priority areas (MTL) *	20	0	3	7	12	17	22
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Strategy Development Department • Academic Units • Project Coordination and Consultancy Office • Application and Research Centres • FÜBAP 						
Risks	<ul style="list-style-type: none"> • Difficulties in the accreditation process • Inadequate financial support for clusters in priority areas • Resistance to interdisciplinary studies • Inadequate coordination of interdisciplinary studies • Insufficient number of R&D studies 						
Strategies	<ul style="list-style-type: none"> • The laboratories to be accredited will be determined according to their priorities, they will be ensured to meet the necessary conditions and financial support will be provided • R&D work areas will be identified and responsibilities will be assigned to the relevant units • Thematic areas will be identified and supported for clustering activities 						
Cost Estimate	186.500.000						
Findings	<ul style="list-style-type: none"> • The number of accredited laboratories is insufficient • Clustering activities are not at the desired level 						
Needs	<ul style="list-style-type: none"> • Identify thematic areas and team personnel for clusters • A coordination unit should be established for interdisciplinary studies and necessary internal legislation should be established • Necessary financial support for laboratories for which accreditation studies have been started must be provided 						

* Indicator values are calculated cumulatively.

Objective	A3: Supporting Result-Oriented Entrepreneurship that Transforms into Social and Economic Benefits							
Target	H3.1: Manpower included in the entrepreneurship ecosystem will be increased by at least 10 per cent every year							
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education							
Sub-objective to which the Objective Relates Programme Objective	Increasing scientific studies for innovation in higher education institutions							
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027	
PG3.1.1: University's position in the Entrepreneur and Innovator Index	30	41	38	35	33	30	23	
PG3.1.2: University by students Number of awards received from outside	25	8	10	12	15	20	25	
PG3.1.3: Organised outside the university Number of entrepreneurship, technology management and innovation management trainings	25	5	8	12	15	18	20	
PG3.1.4: Undergraduate and Number of entrepreneurship, technology management and innovation management courses at graduate level	20	14	16	18	20	22	24	
Responsible Unit	Rectorate							
Co-operation to be made Unit(s)	Academic Units Corporate Communication Coordinatorship Continuing Education Centre Student Affairs Department							
Risks	<ul style="list-style-type: none"> Decline in the university's place in the entrepreneurial and innovative index Failure to organise entrepreneurship training certificate programme Failure to provide the necessary environment and support for students to prepare for competitions Lack of demand for training on entrepreneurship, technology management and innovation management from outside the University Failure to offer entrepreneurship, technology management and innovation management courses at undergraduate and graduate levels 							
Strategies	<ul style="list-style-type: none"> Entrepreneurship and Innovation Index conditions will be fulfilled Continuing Education Centre organises certificate programmes for entrepreneurship training Trainings on entrepreneurship, technology management and innovation management will be organised for external organisations Initiatives will be taken to introduce entrepreneurship, technology management and innovation management courses at undergraduate and graduate levels 							
Cost Estimate	4.100.000							
Findings	<ul style="list-style-type: none"> Low awareness of entrepreneurship, technology management and innovation management 							
Needs	<ul style="list-style-type: none"> Guiding academics in social sciences to provide training to students and external institutions in the fields of entrepreneurship, technology management and innovation management and to open certified programmes Providing the necessary environment and financial support for students to prepare for competitions 							

Objective	A3: Result-Oriented, Social and Economic Benefit-Oriented Entrepreneurship Supporting						
Target	H3.2: Entrepreneurship Practices will be improved by 10% each year						
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education						
Sub-objective to which the Objective Relates Programme Objective	Increasing scientific studies for innovation in higher education institutions						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG3.2.1: Number of services provided by research laboratories outside the university	25	117	130	145	150	180	200
PG3.2.2: Teaching Number of intellectual and industrial property rights of staff *	25	24	30	40	50	70	100
PG3.2.3: Research level of income generated from the services provided in the laboratories (Thousand TL)	25	295	350	380	420	460	510
PG3.2.4: Total budget of joint projects with industry (MIL)	25	0,88	1,0	1,5	2,0	2,5	3,0
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Application and Research Centres • Technopolis • Firat Technology Transfer Office • Registry Directorate • Intellectual and Industrial Property Rights Commission 						
Risks	<ul style="list-style-type: none"> • Not requesting services from research centres • Faculty members do not apply for products, services and inventions within the scope of intellectual and industrial property rights • Lack of projects carried out jointly with the industry 						
Strategies	<ul style="list-style-type: none"> • Services and laboratories needed by the public and private sectors will be identified • The calibration centre established in Firat Tekokent will be ensured to be active • Laboratory catalogues will be created • Web pages of laboratories will be prepared and experiment prices will be shared • Initiatives will be taken to establish a TTO within the university 						
Cost Estimate	8.600.000						
Findings	<ul style="list-style-type: none"> • Inadequate promotion of laboratories serving outside the university • Lack of projects carried out jointly with the industry • Low number of intellectual and industrial property rights 						
Needs	<ul style="list-style-type: none"> • Strengthening and promoting the infrastructures serving outside the institution • Increasing the number of technical staff • Creation of laboratory catalogues 						

* Indicator values are calculated cumulatively.

Objective	A3: Result-Oriented, Social and Economic Benefit-Oriented Entrepreneurship Supporting						
Target	H3.3: Activities of Firat Teknokent and Firat TTO will be increased						
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education						
Sub-objective to which the Objective Relates Programme Objective	Increasing scientific studies for innovation in higher education institutions						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG3.3.1: Proportion of PhD or doctoral students employed in Firat TDZ	35	2,72	3	4	6	8	10
PG3.3.2: Total turnover of companies in the Technopolis (MTL)	35	62,5	70	76	85	92	105
PG3.3.3: Number of active companies owned or partnered by academicians in Technopolis and incubation centres	30	29	31	35	38	43	50
Responsible Unit	Technopolis						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Rectorate • F.U. University-Industry Cooperation Development Application and Research Centre (FÜSİM) • Project Coordination and Consultancy Office 						
Risks	<ul style="list-style-type: none"> • Global economic recession, capital shortage • Employment of engineering PhD students and graduates in the private sector • Supply of qualified labour force • The costs of establishing and operating a company in technopolis and incubation centres increased • Low project commercialisation rates 						
Strategies	<ul style="list-style-type: none"> • The work of the projects and companies carried out in the Technopolis should be promoted on a wider scale. • Increasing skills in project creation and development • The competencies of the personnel employed in Teknokent can be analysed and postgraduate trainings can be planned in line with the needs. 						
Cost Estimate	500.000						
Findings	<ul style="list-style-type: none"> • Shift of skilled labour force to big cities • The number of PhD and doctoral student staff employed in the Technopolis is low • Total turnover of companies in technopolis can be increased 						
Needs	<ul style="list-style-type: none"> • The number of PhD and doctoral student personnel employed in the companies within the Technopolis should be increased. • Academicians should be encouraged to establish companies and incentives in this direction should be promoted more. 						

Objective	A4: Improving the Perception of a Socially and Environmentally Responsive University						
Target	H4.1: Training, Projects and Social Activities for the Community will be increased by 15% every year						
Programme/Subprogramme Name to which the Objective is Related	Lifelong Learning / Higher Education Institutions Continuing Education Activities						
Sub-objective to which the Objective Relates Programme Objective	Providing trainings to all segments of the society in the areas they need, contributing to the development of cooperation with public institutions and organisations, private sector and international organisations						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026	2027
PG4.1.1: Number of events organised to contribute to society*	25	80	170	270	380	500	630
PG4.1.2: Certificate number of training programmes	25	32	38	42	50	55	70
PG4.1.3: Certificate number of people benefiting from training programmes	25	1317	1500	1800	2200	3000	5000
PG4.1.4: Number of social responsibility projects carried out by the University	25	15	18	22	25	30	35
Responsible Unit	FUSEM						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Department of Health, Culture and Sports • Special Staff Directorate • Corporate Communication Coordinatorship • TÖMER • TAHAM 						
Risks	<ul style="list-style-type: none"> • Inadequate coordination of activities for the community • Failure to increase the number of certified training programmes • Insufficient number of applications for certified training programmes • Inadequate coordination of social responsibility projects 						
Strategies	<ul style="list-style-type: none"> • Certificate programmes will be organised for institutional and external needs • Certificates will be issued and issued from a single location 						
Cost Estimate	14.400.000						
Findings	<ul style="list-style-type: none"> • Organisation of certificate programmes by different departments and this situation causes confusion in the follow-up of certificate programmes and participants 						
Needs	<ul style="list-style-type: none"> • Keeping a single unit responsible for the management of the necessary process related to the certificate programmes to be opened 						

* Indicator values are calculated cumulatively.

Objective	A4: Improving the Perception of a Socially and Environmentally Responsive University						
Target	H4.2: Environmental and Barrier-Free University activities will be increased						
Programme/Subprogramme Name to which the Objective is Related	Lifelong Learning / Higher Education Institutions Continuing Education Activities						
Sub-objective to which the Objective Relates Programme Objective	Providing trainings to all segments of the society in the areas they need, contributing to the development of cooperation with public institutions and organisations, private sector and international organisations						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG4.2.1: Number of awards, flags, insignia received for disability-friendly practices *	30	1	2	3	4	5	6
PG4.2.2: Number of staff in zero waste, green campus and environmentalism *	30	5	15	25	40	55	70
PG4.2.3: Green, environmentalist university index ranking	40	13	11	9	8	8	6
Responsible Unit	Department of Construction and Technical Affairs						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Rectorate • Academic Units • Continuing Education Centre • Corporate Communication Coordinatorship • Disability Unit 						
Risks	<ul style="list-style-type: none"> • Failure to comply with the requirements set out in disability-friendly building construction and landscaping • No certificate programme in the fields of zero waste, green campus and environmentalism • Decline in the ranking of green, environmentally friendly university index 						
Strategies	<ul style="list-style-type: none"> • Activities that will facilitate the lives of the disabled and ensure their adaptation to social life will be increased • Awareness will be raised in the fields of zero waste, green campus and environmentalism • Certified training programmes will be organised in the fields of zero waste, green campus and environmentalism • Efforts will be made to fulfil the requirements of the green, environmentally friendly university index 						
Cost Estimate	1.000.000						
Findings	<ul style="list-style-type: none"> • Low number of disabled-friendly buildings • Inadequate infrastructure for disabled students • Inadequate arrangements for disabled people • Low level of awareness in the fields of zero waste, green campus and environmentalism • No application for environmental quality certification (ISO) 						
Needs	<ul style="list-style-type: none"> • Determining the needs of the existing buildings and carrying out studies to make the new buildings disabled-friendly 						

* Indicator values are calculated cumulatively.

Objective	A4: Improving the Perception of a University Responsive to Society and Environment						
Target	H4.3: Health services delivery will be improved						
Programme/Sub Programme Name to which the Objective is Related	Therapeutic Health/Treatment Services						
Sub-objective to which the Objective Relates Programme Objective	Ensuring that curative health services are accessible and effective						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026	2027
PG4.3.1: Personnel Number of events organised for training	20	314	350	400	450	500	600
PG4.3.2: Satisfaction rate for treatment services	20	84	85	86	88	89	90
PG4.3.3: Bed occupancy ratio	20	54	55	56	58	59	60
PG4.3.4: Total number of patients benefiting from health services (Million)	20	1,2	1,4	1,5	1,6	1,8	2,0
PG4.3.5: Health tourism Number of transactions carried out within the scope of *	20	0	20	30	40	50	60
Responsible Unit	University Hospital						
Co-operation to be made Unit(s)	Rectorate Oral and Dental Health Application and Research Centre Personnel Department Continuing Education Centre						
Risks	<ul style="list-style-type: none"> Lack of machinery-equipment suitable for technology and current conditions Insufficient infrastructure Inadequate promotion within the scope of health tourism 						
Strategies	<ul style="list-style-type: none"> Physical and technological conditions will be improved for patients to receive advanced healthcare services The number of specialised personnel in departments and sub-disciplines will be increased Cooperation protocols will be increased within the scope of health tourism All kinds of training techniques, including leaflets, will be used for the training of hospital staff 						
Cost Estimate	5.250.000.000						
Findings	<ul style="list-style-type: none"> Lack of specialised personnel in some departments Insufficient infrastructure Physicians not preferring public institutions Insufficient promotional activities within the scope of health tourism and insufficient bilateral co-operation 						
Needs	<ul style="list-style-type: none"> Physical Infrastructure support should be increased Expert staff should be employed in specialised departments Innovative approaches should be applied in staff training Bilateral co-operation within the scope of health tourism should be increased 						

* Indicator values are calculated cumulatively.

Objective	A4: Improving the Perception of a University Responsive to Society and Environment						
Target	H4.4: Health services infrastructure will be improved by 15 per cent each year						
Programme/Sub Programme Name to which the Objective is Related	Therapeutic Health/Treatment Services						
Sub-objective to which the Objective Relates Programme Objective	Ensuring that curative health services are accessible and effective						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG4.4.1: Completion rate of the Faculty of Dentistry -Hospital building	40	18	50	100	100	100	100
PG4.4.2: Investment amount for new equipment (MTL) *	30	9,9	20	40	63	85	110
PG4.4.3: Number of specialised units in the University Hospital *	30	3	4	5	6	7	8
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Oral and Dental Health Application and Research Centre • of Construction and Technical Affairs University Hospital 						
Risks	<ul style="list-style-type: none"> • Lack of machinery -equipment suitable for technology and current conditions • Insufficient infrastructure • Failure to provide the necessary budget 						
Strategies	<ul style="list-style-type: none"> • Physical and technological conditions will be improved for patients to receive advanced healthcare services • The number of specialised personnel in departments and sub-disciplines will be increased 						
Cost Estimate	335.000.000						
Findings	<ul style="list-style-type: none"> • Lack of specialised personnel in some departments • Insufficient infrastructure • Physicians not preferring public institutions 						
Needs	<ul style="list-style-type: none"> • Physical Infrastructure support • Providing specialised personnel in specialised departments • Provision of the necessary budget 						

* Indicator values are calculated cumulatively.

Objective	A4: Improving the Perception of a University Responsive to Society and Environment
Target	H4.5: Veterinary services and animal husbandry research will be improved
Programme/Sub Programme Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education
Sub-objective to which the Objective Relates Programme Objective	Establishing research infrastructures in higher education institutions and strengthening their capacities in order to contribute to increasing the knowledge accumulation and technological development of our country

Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
			PG4.5.1: Harput new Animal on the campus	20	0	10	40
Completion rate of hospital construction							
PG4.5.2: Rate of completion of new units for sheep breeding, equine breeding and poultry breeding	20	0	10	40	100	100	100
PG4.5.3: Farm Completion rate of Experimental Research Unit for Animals	20	0	10	40	100	100	100
PG4.5.4: The rate of updating the infrastructure of the High Security (BSL-3) Laboratory at the Faculty of Veterinary Medicine	20	0	100	100	100	100	100
PG4.5.5: Completion rate of the new Food Safety and Quality Research Laboratory	20	0	100	100	100	100	100
Responsible Unit	Faculty of Veterinary Medicine						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Animal Hospital • TAHAM • Department of Construction and Technical Affairs • Strategy Development Department 						
Risks							
Strategies							
Cost Estimate							

Findings

Needs

- Failure to provide sufficient budget
- Failure to provide machinery - equipment in accordance with the technology and conditions of the day
- Failure to employ qualified personnel
- External projects will be considered
- Co-operation with Elazığ Chamber of Commerce and Industry
- Necessary in-service training will be provided for personnel assignments

47.000.000

- Inadequacy of the region's laboratory in the field of agriculture and animal husbandry
- Inadequacy of modern animal husbandry studies
- High agricultural and animal husbandry potential of the region
- Strong academic staff of the Faculty of Veterinary Medicine
- Physical Infrastructure support
- Employment of qualified personnel

Objective	A5: Strengthening Institutional Structure, Human and Management						
Target	H5.1: Stakeholders' satisfaction level with service delivery will be increased						
Programme/Sub Programme Name to which the Objective is Related	Management and Support Programmes / Senior Management, Administrative and Financial Services						
Sub-objective to which the Objective Relates Programme Objective	Providing effective efficient and economical service by developing the required management and support services						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026	2027
PG5.1.1: Number of promotional events *	20	27	60	90	130	160	200
PG5.1.2: Administrative staff satisfaction level	20	73	75	78	80	82	85
PG5.1.3: Student satisfaction level	20	54,4	56	58	62	64	68
PG5.1.4: Satisfaction level of academic staff	20	74	76	78	80	82	85
PG5.1.5: Satisfaction level with the corporate culture	20	0	80	82	84	86	88
Responsible Unit	Rectorate						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> All units 						
Risks	<ul style="list-style-type: none"> Insufficient promotional activities Limited participation in satisfaction surveys Prolonged processes of coping with negativities 						
Strategies	<ul style="list-style-type: none"> Electronic guidance will be provided to academic staff, administrative staff and students to ensure their participation in satisfaction surveys Promotional activities in and outside the city will be increased Skills to cope with negativity will be increased Crisis management information activities will be increased In-service trainings will be given to managerial staff In-service trainings will be organised for administrative staff 						
Cost Estimate	952.500.000						
Findings	<ul style="list-style-type: none"> To determine the satisfaction level of academic and administrative staff and students of the questionnaires applied, lack of development of a survey culture No questionnaire has been organised to determine the level of satisfaction with the corporate culture Lack of a team to plan, implement and evaluate surveys on a regular basis 						
Needs	<ul style="list-style-type: none"> Preparation of satisfaction surveys Preparing a questionnaire to determine the level of satisfaction with the corporate culture Making active use of the academic survey system Establishment of Human Office Administrative staff with the competence to organise, implement and evaluate surveys 						

* Indicator values are calculated cumulatively.

Objective	A5: Strengthening Institutional Structure, Human and Management						
Target	H5.2: Institutional infrastructure will be improved at least twice by the end of the plan period						
Programme/Sub Programme Name to which the Objective is Related	Management and Support Programmes / Senior Management, Administrative and Financial Services						
Sub-objective to which the Objective Relates Programme Objective	Providing effective efficient and economical service by developing the required management and support services						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026	2027
PG5.2.1: New education and living buildings Completion rate *	40	5	10	18	25	35	45
PG5.2.2: Number of buildings rehabilitated *	30	5	10	15	20	25	30
PG5.2.3: Realisation rate of energy and water resources control and monitoring system (ISO 50001 certificate)	30	10	70	100	100	100	100
Responsible Unit	Department of Construction and Technical Affairs						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Rectorate • Department of Administrative and Financial Affairs • Strategy Development Department • Other Units 						
Risks	<ul style="list-style-type: none"> • Insufficient allocations • Increase in construction material prices • Increase in the price of machinery-equipment 						
Strategies	<ul style="list-style-type: none"> • Education areas will be increased by considering modern architectures • Energy saving measures will be taken and environmentally friendly buildings will be constructed • Planning will be made in the fields of insulation and energy control in co-operation with the relevant ministries, taking into account extra-budgetary funds 						
Cost Estimate	520.000.010						
Findings	<ul style="list-style-type: none"> • Building constructions for new faculties could not be completed • High energy consumption • Retrofitting and renovation works of buildings damaged due to earthquake are not at the desired level. • The institution does not have a closed vehicle garage. • There is no student life centre building. • There are no student hobby development and open laboratory/workshop areas. 						
Needs	<ul style="list-style-type: none"> • Building needs of new faculties should be met. • New reading halls, hobby areas, indoor and outdoor sports areas, bicycle paths, etc. needs should be met. • The need for a closed vehicle garage and administrative building of the institution should be met. • Student life centre and hobby development and open laboratory/workshop areas should be created. • Retrofitting and renovation works of buildings damaged due to earthquake should be completed. • Suitable buildings should be constructed for the Department of Information Technologies and Digital Transformation and Software Office. • Energy efficiency studies should be carried out in buildings. • Investments in energy production should be increased. 						

* Indicator values are calculated cumulatively.

Objective	A5: Strengthening Institutional Structure, Human and Management						
Target	H5.3: Human development activities will be increased by 25% each year						
Programme/Sub Programme Name to which the Objective is Related	Lifelong Learning / Higher Education Institutions Continuing Education Activities						
Sub-objective to which the Objective Relates Programme Objective	Providing trainings to all segments of the society in the areas they need, contributing to the development of cooperation with public institutions and organisations, private sector and international organisations						
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026	2027
PG5.3.1: Number of cultural, artistic and sportive activities organised for academic and administrative staff *	20	28	65	110	185	280	400
PG5.3.2: Ratio of administrative staff receiving in-service training to total administrative staff	20	5	15	25	35	45	60
PG5.3.3: Completion rate of Human Resources Management System	20	0	0	100	100	100	100
PG5.3.4: Monitoring and Evaluation of Internal Control Action number of evaluation meetings *	20	0	6	12	24	30	35
PG5.3.5: Number of meetings and events organised on the Personal Data Protection Law *	20	5	11	18	24	30	40
Responsible Unit	Personnel Department						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Department of Health, Culture and Sports • FUSEM • Strategy Development Department Legal Consultancy Corporate Communication Coordinatorship 						
Risks	<ul style="list-style-type: none"> • Failure to raise the level of institutional belonging to the desired level • Administrative staff not participating in trainings • Failure to establish a Human Management System 						
Strategies	<ul style="list-style-type: none"> • Organising events for academic and administrative staff • A system will be established to record the trainings administrative staff • Necessary personnel will be recruited for the Human Management System 						
Cost Estimate	3.900.000						
Findings	<ul style="list-style-type: none"> • Due to the lack of Human Resources Management System, University-wide training plans cannot be made personnel needs and competencies cannot be audited job analyses cannot be updated taking into account the developing conditions, etc. 						
Needs	<ul style="list-style-type: none"> • Establishment of Human Management System 						

* Indicator values are calculated cumulatively.

Objective	A5: Strengthening Institutional Structure, Human and Management						
Target	H5.4: Informatics infrastructure will be improved and new information systems will be acquired						
Programme/Sub Programme Name to which the Objective is Related	Management and Support Programmes / Senior Management, Administrative and Financial Services						
Sub-objective to which the Objective Relates Programme Objective	Providing effective efficient and economical service by developing the required management and support services						
Performance Indicators	Impact on Target (%)	Plan Period Start Value	2023	2024	2025	2026	2027
PG5.4.1: Digital Transformation and Software Office infrastructure of their work Completion rate	20	20	50	100	100	100	100
PG5.4.2: e-Firat Digital Transformation System Number of software acquired *	20	13	15	18	20	23	25
PG5.4.3: IT Disaster Recovery Centre (ISO 27001 certification) Completion rate	20	90	100	100	100	100	100
PG5.4.4: Continuous Data Monitoring System Completion rate	20	0	100	100	100	100	100
PG5.4.5: Amount of investment in computer hardware and software upgrades (MTL) *	20	1,02	2,0	3,5	5,0	6,0	7,0
Responsible Unit	Department of Information Processing						
Co-operation to be made Unit(s)	<ul style="list-style-type: none"> • Strategy Development Department • Digital Transformation and Software Office 						
Risks	<ul style="list-style-type: none"> • Excessive workload of IT staff • Insufficient number of qualified IT personnel • Failure to complete the building of the Department of Information Technologies • Inadequacy of the budget to provide the necessary equipment for the Disaster Recovery Centre 						
Strategies	<ul style="list-style-type: none"> • Recruitment of software/system management for the Department of Information Technologies • Recruitment/training of qualified IT personnel to use BYBS in academic and administrative units • The service building of the Digital Transformation and Software Office will be completed 						
Cost Estimate	151.500.000						
Findings	<ul style="list-style-type: none"> • The integration process of the corporate software in use with each other continues is • Disaster Recovery Centre does not have the conditions in accordance with the legislation • Data required for Quality, Strategic Plan and Annual Reports cannot be monitored instantly 						
Needs	<ul style="list-style-type: none"> • Increasing the number of technical personnel (software developers, system experts) • Updating the information infrastructure (hardware, server, etc.) • Servers and hardware required for Disaster Recovery Centre 						

* Indicator values are calculated cumulatively.



Target Risks and Control Activities

Target Risks and Control Activities

OBJECTIVE 1: Contributing to Qualified Manpower with Contemporary Education and Training Methods			
TARGET	Risk	Description	Control Activity
<p>H1.1: Diploma diversity and quality of programmes will be increased</p>	<ul style="list-style-type: none"> Faculty members not devoting enough time to accreditation processes Proposals for new programmes in priority areas should be submitted to the Council of Higher Education is not deemed appropriate by Students' course loads minor and double major because they do not want to increase not preferring programmes 	<ul style="list-style-type: none"> The average course load of faculty members is high and They should also allocate time for research activities. New undergraduate programmes to be opened in priority areas programmes do not have state personnel definitions, therefore YÖK not be recognised by the public. Encouraging minor and double major programmes studies are not available. 	<ul style="list-style-type: none"> Administrative staff competencies of programmes that have started accreditation processes is developed. Priority areas needed by the private sector are identified and new programme proposals are prepared accordingly. Activities are carried out to promote and encourage minor and double major programmes. Minor and double major programmes in priority areas
<p>H1.2: Student participation in research processes doubled by the end of the plan period will be increased</p>	<p>Adequate promotion to students about project opportunities , project training, financial support and lack of laboratory facilities</p> <p>Students are involved internally and externally</p> <p>Failure to identify projects Adequate technical support for student teams to prepare projects lack of support Lack of application to BAP by students</p>	<ul style="list-style-type: none"> Lack of sufficient project awareness and project experience of students, lack of sufficient physical facilities to carry out project studies not available 	<ul style="list-style-type: none"> Project for students promotional activities are carried out on a regular basis, project trainings and the use of research laboratories for undergraduate students. providing prizes for students participating in project activities organising competitions
<p>H1.3: Internationalisation activities doubled by the end of the plan period will be increased</p>	<ul style="list-style-type: none"> Inadequate promotional activities and events on internationalisation Failure to increase the number of faculty members in international academic networks Lack of favourable exchange rates for overseas education 	<ul style="list-style-type: none"> The international recognition of our university is determined limited to geographies Insufficient level of international co-operation on the basis of faculty members Instability of the global economy Living abroad rising costs 	<ul style="list-style-type: none"> Target country selection is made in international promotion activities Close co-operation with Maarif Foundation, Yunus Emre Institute and Presidency of Related Communities Abroad Bilateral co-operation of faculty members abroad is encouraged Preference is given to suitable countries for joint training programmes
<p>H1.4: Social and cultural activities to support education and training will be increased</p>	<p>Activities, social, cultural and sportive activities and student social responsibility projects carried out by student clubs/communities are not sufficiently coordinated and not allocated sufficient resources In decision-making processes student representatives do not take an active role</p>	<p>Activities organised by student societies are subject to a certain social, cultural and sportive activities with awards are not carried out according to the programme and social activities organised by the students responsibility projects are not adequately funded</p>	<ul style="list-style-type: none"> The activities of student societies are coordinated by establishing the Dean of Students Office, award-winning social, cultural and sportive activities are organised, student social responsibility projects are carried out in cooperation with Elazığ Governorship, Municipality, local administrations and By co-operating with NGOs necessary resources are provided
<p>H1.5: Education and training infrastructure by 50% by the end of the plan period to be developed</p>	<ul style="list-style-type: none"> Increasing number of students in newly established academic units and central campuses Due to the large number of students, it is necessary to ensure that the spaces used for educational purposes and for practical courses insufficient machinery and equipment used 	<p>Faculty of Pharmacy, Faculty of Theology, Faculty of Economics and Administrative Education used for academic units such as Faculty of Sciences etc. areas and the need for applied course machinery</p>	<ul style="list-style-type: none"> Ensuring the necessary support until the end of the plan period by closely co-operating with the relevant ministries to provide sufficient financial resources

OBJECTIVE 2:		Disseminating Scientific and Technological Researches Producing Universal Values		
TARGET	Risk	Description	Control Activity	
H2.1: Corporate research competence level will be doubled by the end of the plan period	<ul style="list-style-type: none"> Excessive administrative duties and course load of faculty members Low number of graduate students in some programmes 	<ul style="list-style-type: none"> Research-oriented faculty members are assigned duties such as boards and commissions Difficulties in recruiting researcher manpower in some programmes is happening 	<ul style="list-style-type: none"> Measures are taken to reduce the course load and administrative workload of researchers publishing within the scope of Q1 and Q2 Interdisciplinary studies researcher manpower is distributed efficiently by increasing 	
H2.2: Contribution to researcher manpower by the end of the plan period ²⁵ will be increased by	<ul style="list-style-type: none"> Faculty resistance to interdisciplinary programmes, number of interdisciplinary doctoral programmes Difficulties recruiting students for doctoral programmes, recruitment of doctoral students or scholarship support failure to provide Inadequate support for scientific activities 	<ul style="list-style-type: none"> Since interdisciplinary programmes are not included in job advertisements, both students and faculty members are reluctant to support these programmes Inadequate scholarships for doctoral students and failure to create employment Difficulties in obtaining budget to support scientific activities 	<ul style="list-style-type: none"> Realistic definition of the programme outcomes of interdisciplinary programmes and work Organising promotional activities for the world Supporting and increasing project activities in which doctoral students can work as scholars More resources should be allocated to scientific activities and these activities should be in partnership with public institutions and organisations or the business world is sponsored by 	
H2.3: Research co-operation doubled by the end of the plan period will be increased	<ul style="list-style-type: none"> Inadequate support for scientific studies carried out in international co-operation Failure to produce projects from public-university-industry co-operation studies 	<ul style="list-style-type: none"> Insufficient emphasis on international co-operation, institutionalisation for international co-operation insufficient capacity Failure to realise project-based public-university-industry collaborations 	<ul style="list-style-type: none"> Institutional capacity for international co-operation development The number of applications of academic staff for short-term overseas research grants is monitored Public-University-Industry organised for collaborations to be made with project proposals protocols are followed 	
H2.4: Research infrastructure 20 per cent each year will be strengthened by	<ul style="list-style-type: none"> Accreditation processes are time consuming Adequate motivation of faculty members for clustering activities in priority areas failure to provide Increase in investment costs 	<ul style="list-style-type: none"> Accreditation processes were initiated in the previous plan period and for some laboratories nearing completion stage Research clusters not adequately informed about Global economic recession and economic wars continue 	<ul style="list-style-type: none"> Low cost and to the completion process prioritise accreditation studies that have been approached Cluster areas effective promotions to the faculty members by determining and organising group studies initialisation is ensured Consideration of existing research infrastructure for clusters planning is made by taking 	

OBJECTIVE 3:	Supporting Result-Oriented Entrepreneurship that Transforms into Social and Economic Benefits		
TARGET	Risk	Description	Control Activity
<p>H3.1: Included in the entrepreneurship ecosystem manpower by at least 10 per cent every year will be increased</p>	<ul style="list-style-type: none"> Insufficient recognition of the parameters of the Entrepreneurial and Innovative University Index Failure to increase the number of certified faculty members who can provide training on entrepreneurship Low awareness of entrepreneurship Low number of students applying for the award Entrepreneurship-themed courses to be given at graduate level not selected by the students 	<ul style="list-style-type: none"> Entrepreneurial and Innovative University Index parameters are known by a limited number of academic staff Limited teaching staff to teach entrepreneurship courses in numbers Number of activities to raise awareness on entrepreneurship limited There is not enough work on rewarding success The courses chosen at the postgraduate level are generally field-oriented, social and personal will support development guidance is inadequate 	<ul style="list-style-type: none"> Entrepreneurial and Innovative University Index parameters are monitored and information activities on these parameters are carried out is done and focussed on its development Faculty members are encouraged to obtain entrepreneurship certificates Entrepreneurship-themed activities are increased Practices that reward success are developed Postgraduate level encouraged to receive training in support of entrepreneurship
<p>H3.2: Entrepreneurship Practices will be improved by 10% every year</p>	<ul style="list-style-type: none"> Inadequate coordination of application and research centres Failure to monitor the performance of application and research centres Failure to create sufficient awareness on technology transfer 	<ul style="list-style-type: none"> A management system to coordinate the application and research centres does not exist Monitoring and evaluation of strategic plans of application and research centres evaluation studies are insufficient About technology transfer information activities are limited 	<ul style="list-style-type: none"> By establishing a Research Dean's Office, all activities of the application and research centres are taken under control and their efficient operation is ensured Information activities on intellectual and industrial property rights are carried out in each unit, and these activities are repeated over time
<p>H3.3: Firat Teknokent and Firat TTO activities will be increased</p>	<ul style="list-style-type: none"> Decrease in project applications The capital problem Supply of qualified labour force Low project commercialisation rates Global economic recession Engineering PhD students and graduates finding jobs in the private sector 	<p>Skills in project creation and development Increasing Attracting foreign capital to the region and local capital to the developments in this field Ensuring the orientation of the skilled labour force to big cities</p>	<ul style="list-style-type: none"> Providing training to R&D staff by companies on project writing and management Providing training to university graduates in Elazığ on the writing and management of R&D and innovation projects Previously, these subsidies to create a meeting and co-operation environment between the beneficiary companies and other companies Promotion of existing R&D and innovation projects using international technology and innovation networks Organising international project markets and providing these markets to foreign companies and venture capital institutions Promotion Firat University, in the neighbouring provinces relevant support programmes of project support institutions such as TÜBİTAK and KOSGEB for entrepreneur candidates at universities regular events and trainings throughout the year about organisation

OBJECTIVE 4: Improving the Perception of a Socially and Environmentally Responsive University			
TARGET	Risk	Description	Control Activity
H4.1: Training, Project and Social Activities for the Community will be increased by 15% each year	<ul style="list-style-type: none"> Insufficient financial support for social activities Failure to increase the number of certificate programmes 	<ul style="list-style-type: none"> Costs of social activities are increasing Certificate programmes are created depending on the intensity of demand 	<ul style="list-style-type: none"> Department of Health, Culture and Sports Budget priorities in expenditures are determined Continuing Education Centre activities are carried out rationally by analysing the training needs of public institutions and the private sector. , teaching the contribution of its members is encouraged
H4.2: Environmentally Friendly and Barrier-Free University activities will be increased	<ul style="list-style-type: none"> Not allocating sufficient resources for disability-friendly practices Failure to adequately inform academic and administrative staff 	<ul style="list-style-type: none"> Disabled-friendly building arrangements and specialised personnel It both creates a need and requires the allocation of financial resources. There are not enough trainings and activities to inform the staff. 	<ul style="list-style-type: none"> About disabled-friendly building criteria and standards The number of personnel receiving training/certificates will be monitored Required structural resources are allocated for transformations/improvements Trainings to inform the staff about the subject organised
H4.3: Provision of health services will be improved	<ul style="list-style-type: none"> Inability of health personnel to allocate time for trainings Continuation of maintenance and repair works of the hospital building Lack of academic staff for specialised units Changes in health policies 	<ul style="list-style-type: none"> Intensive working hours of health personnel Continuous maintenance and repair due to the long years of service of the hospital building need for The number of specialised physicians trained for specialised units cannot meet the needs of the country Health Tourism certificate insufficient number of transactions after the receipt 	<ul style="list-style-type: none"> Brochures, short meetings, etc. for in-house training purposes the use of approaches is monitored Necessary for the teams to carry out maintenance and repair activities warnings are made, patient and warning signs are used to inform relatives Establishing a team within the scope of Health Tourism and this team to accelerate the necessary work expected
H4.4: Health services infrastructure by 15 per cent every year to be developed	<ul style="list-style-type: none"> Economic contraction, construction increased costs and prices of foreign-dependent machinery and equipment 	<ul style="list-style-type: none"> Global economic recession and uncertainty of exchange rates 	<ul style="list-style-type: none"> Determination of investment priorities, prioritised determining the justification for investments For new equipment conditions of lease / co-operation Investigation
H4.5: Veterinary services and animal husbandry research will be improved	<ul style="list-style-type: none"> Economic contraction, increase in construction costs and foreign-dependent machinery and equipment prices 	<ul style="list-style-type: none"> Global economic recession and uncertainty of exchange rates 	<ul style="list-style-type: none"> Determination of investment priorities, prioritised determining the rationale for investments and external sources such as international funds utilisation of funds

OBJECTIVE 5: Strengthening Institutional Structure, Human and Management Areas			
TARGET	Risk	Description	Control Activity
H5.1: Stakeholders are responsible for service delivery satisfaction level will be increased	<ul style="list-style-type: none"> Monitoring by questionnaire and survey insufficient level of participation in management culture 	University activities the lack of widespread use of questionnaires as a method of obtaining opinions	<ul style="list-style-type: none"> The level of participation in surveys conducted and promoted electronically is monitored and is developed Mobile application for surveys is improved, the number of QR code distribution points is increased
H5.2: Institutional infrastructure will be at least doubled by the end of the plan period	<ul style="list-style-type: none"> Economic contraction, construction increased costs and prices of foreign-dependent machinery and equipment 	<ul style="list-style-type: none"> Global economic recession and uncertainty of exchange rates 	<ul style="list-style-type: none"> Low-cost ones are prioritised External sources are investigated Priority is given to those with a short construction period
H5.3: Human resources development activities will be increased by 25% every year	<ul style="list-style-type: none"> Continuation of the post-epidemic lethargy, reluctance and inadequate lack of organisation 	<ul style="list-style-type: none"> In staff motivation after the epidemic losses are observed; difficulties are experienced in the organisation of cultural, artistic and sports activities 	<ul style="list-style-type: none"> Planning of units responsible for the organisation of activities meetings are monitored Periodic and annual planning and calendars regarding the activities is created
H5.4: Informatics infrastructures will be developed, new information systems will be gained	<ul style="list-style-type: none"> Inadequate personnel and financial support Electronic system continuous increase in costs 	<ul style="list-style-type: none"> Difficulties in recruiting specialised personnel in the field of informatics Continuous increases in the costs of foreign-dependent electronic systems 	<ul style="list-style-type: none"> The contribution of the Digital Transformation and Software Office to the revolving fund is monitored





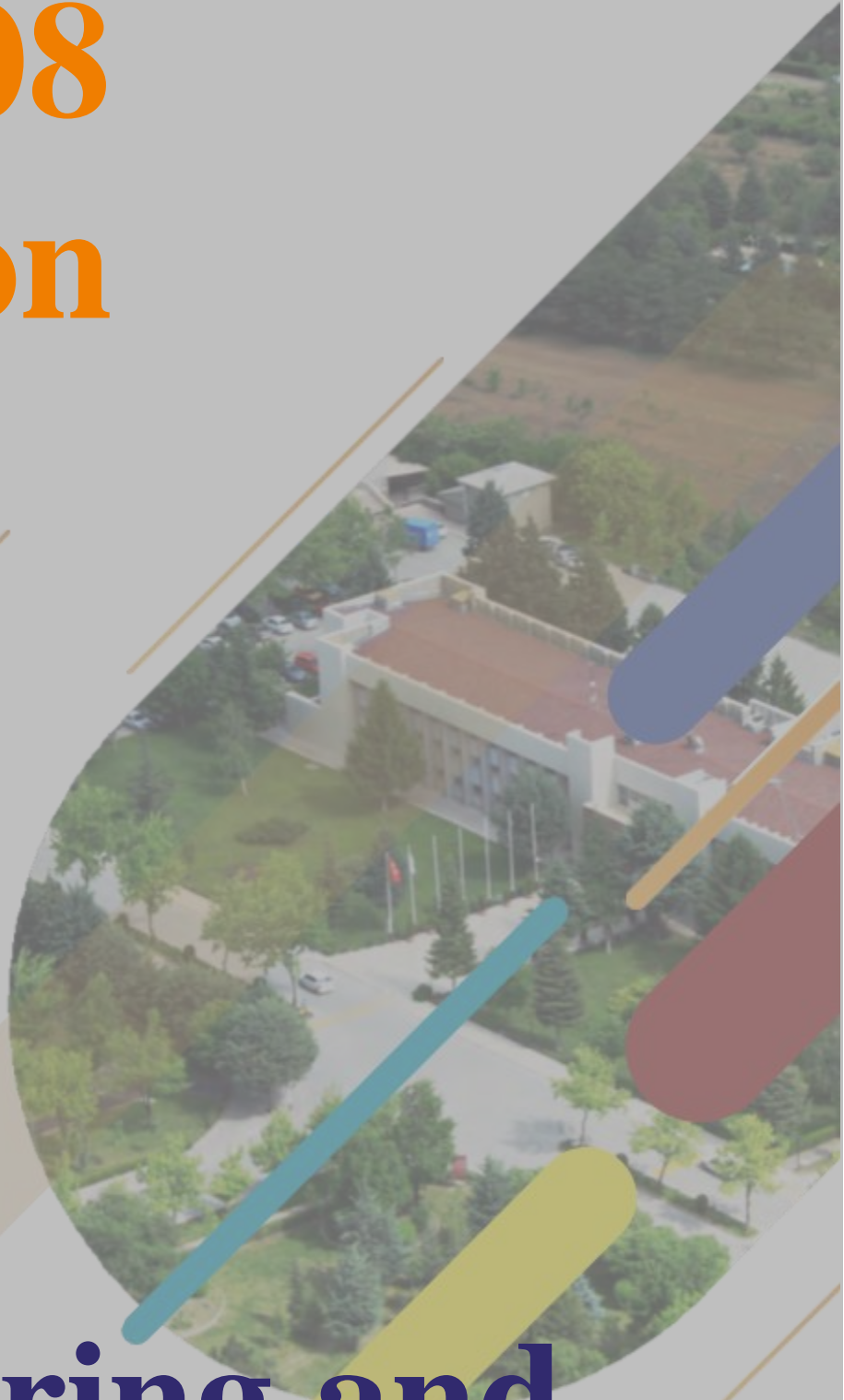
Costing

Costing

Table 32 Estimated Costs of Objectives and Targets

	2023	2024	2025	2026	2027	Total Cost
Objective 1	393.708.00	537.438.99	727.199.99	950.799.99	1.159.399.99	3.768.546.99
Objective 1.1: The diversity and quality of diploma programmes will be increased	134.708.00	144.938.99	245.999.99	327.999.99	369.999.99	1.223.646.99
Objective 1.2: Student participation in research processes will be doubled by the end of the plan period	3.000.00	3.500.00	4.200.00	4.800.00	5.400.00	20.900.00
Objective 1.3: Internationalisation activities will be doubled by the end of the plan period	10.000.00	15.000.00	20.000.00	25.000.00	30.000.00	100.000.00
Objective 1.4: Social and cultural activities supporting education and training will be increased	10.000.00	15.000.00	20.000.00	25.000.00	30.000.00	100.000.00
Objective 1.5: Education and training infrastructure will be improved by 50% until the end of the plan period	236.000.00	359.000.00	437.000.00	568.000.00	724.000.00	2.324.000.00
Objective 2	25.400.00	32.000.00	38.700.00	45.900.00	53.100.00	195.100.00
Objective 2.1: Institutional research The level of competence will be doubled by the end of the plan period	500.00	500.00	500.00	500.00	500.00	2.500.00
Objective 2.2: Contribution to researcher manpower will be increased by 25% until the end of the plan period	500.00	600.00	800.00	1.000.00	1.200.00	4.100.00
Objective 2.3: Research collaborations will be doubled by the end of the plan period	400.00	400.00	400.00	400.00	400.00	2.000.00
Objective 2.4: Research infrastructure will be strengthened by 20% every year	24.000.00	30.500.00	37.000.00	44.000.00	51.000.00	186.500.00
Objective 3	3.300.00	3.500.00	1.800.00	2.100.00	2.500.00	13.200.00
Objective 3.1: Entrepreneurship The labour force included in the ecosystem will be increased by at least 10% every year	500.00	600.00	800.00	1.000.00	1.200.00	4.100.00
Objective 3.2: Entrepreneurship Applications will be improved by 10% every year	2.700.00	2.800.00	900.00	1.000.00	1.200.00	8.600.00
Objective 3.3: Activities of Firat Teknokent and Firat TTO will be increased	100.00	100.00	100.00	100.00	100.00	500.00
Objective 4	856.700.00	897.400.00	1.066.000.00	1.261.800.00	1.565.500.00	5.647.400.00
Target 4.1: Training, Project and Social Activities for the Community every year will be increased by 15%	1.500.00	2.200.00	2.800.00	3.600.00	4.300.00	14.400.00
Objective 4.2: Environmental and Barrier-Free University activities will be increased	200.00	200.00	200.00	200.00	200.00	1.000.00
Objective 4.3: Delivery of health services will be improved	750.000.00	800.000.00	1.000.000.00	1.200.000.00	1.500.000.00	5.250.000.00
Objective 4.4: Health services infrastructure will be improved by 15 per cent every year	90.000.00	80.000.00	50.000.00	55.000.00	60.000.00	335.000.00
Objective 4.5: Veterinary services and animal husbandry research will be improved	15.000.00	15.000.00	13.000.00	3.000.00	1.000.00	47.000.00
Objective 5	246.600.00	289.100.00	311.300.00	364.400.00	416.500.00	1.627.900.00
Objective 5.1: Stakeholders' satisfaction level with service delivery will be increased	110.500.00	150.500.00	180.500.00	230.500.00	280.500.00	952.500.00
Objective 5.2: Institutional infrastructure will be improved at least twice by the end of the plan period	110.000.00	110.000.00	100.000.00	100.000.00	100.000.00	520.000.00
Objective 5.3: Human development activities will be increased by 25% every year	600.00	600.00	800.00	900.00	1.000.00	3.900.00
Objective 5.4: Information infrastructure will be improved, new information systems will be developed	25.500.00	28.000.00	30.000.00	33.000.00	35.000.00	151.500.00
General Administrative Expenses	100.000.00	120.000.00	140.000.00	160.000.00	180.000.00	700.000.00
TOTAL	1.625.708.00	1.879.439.00	2.285.000.00	2.785.000.00	3.377.000.00	11.952.147.00

08 Section



Monitoring and Evaluation

8 Monitoring and Evaluation

Firat University 2023-2027
2

Strategic Plan

evaluation meeting held under
the chairmanship of n

The following three basic steps will be applied in the monitoring and evaluation process:

➤ The objectives in the Strategic Plan are based on the

Comparison with the results,

4 Whether the targets have been achieved and a Determination of the reasons, if any,

H Necessary precautions against deviation from targets l erin to be taken and Corrector activities

realisation.

Report flat

will be lenced.

f In this context; the monitoring and evaluation reports prepared by the expenditure units on the basis of targets, including the time and resources used by the responsible units, the consistency and conformity of the activities with the objectives and targets and the realisation rates, are submitted to the Strategy Development Department.

will be sent.

ASAM

-2027

responsibility. 202

i a progress in the goals and objectives in the strategic plan will be monitored, and the data obtained before and during the implementation will be collected and analysed. "Strategic Plan Monitoring Report" will be prepared by the end of July for the first months of each year.

The data to be received from the units responsible for the realisation of the goals and objectives in the Strategic Plan will be reported by the Strategy Development Department and k will be monitored. These data will be analysed in the performance report and

uyumlu

and "Monitoring and Evaluation Report" for each year until the end of February following the relevant period.

administration will be provided.

faaliyet raporu

ol ması

to the end until Strategy Development Apartment
It will be prepared by the Presidency and submitted to the Rector.

prepared from a participatory perspective 2

Based on the mission and vision of our university 23-2027

In relation to the prepared reports, under the chairmanship of the Rector, with the participation of the vice-rectors and expenditure authorities and the ASAM manager;

i obtaining the support of all stakeholders of Firat University as well as the responsible units for the successful implementation of the strategic plan

six-monthly monitoring, at humidities
one-yearly monitoring

targeted

evaluation meetings will be held. Rector

09 Section



Attachments

Attachments

Table 33 Members of the Strategy Development Board

STRATEGY DEVELOPMENT BOARD	
Prof. Dr. Fahrettin GÖKTAŞ	Rector
Prof. Dr. Bilal ÜSTÜNDAĞ	Vice Rector
Prof. Dr. Mehmet YILMAZ	Vice Rector
Prof. Dr. Soner ÖZGEN	Vice Rector
Prof. Dr. Filiz ACUN KAYA	Dean of Faculty of Dentistry
Prof. Dr. M. Nuri GÖMLEKSİZ	Dean of Faculty of Education
Prof. Dr. Mikail ET	Dean of Faculty of Science
Prof. Dr. Kenan PEKER	Dean of Faculty of Economics and Administrative Sciences
Prof. Dr. Veysel ÖZDEMİR	Dean of Faculty of Theology
Prof. Dr. Nural İMİK TANYILDIZI	Dean of Faculty of Communication
Prof. Dr. Abdulhalim AYDIN	Dean of the Faculty of Humanities and Social Sciences
Prof. Dr. Zülfi Çınar ULUCAN	Dean of Faculty of Architecture
Prof. Dr. Ebru AKPINAR	Dean of Faculty of Engineering
Prof. Dr. Gamze KIRKIL	Dean of Faculty of Health Sciences
Prof. Dr. Yüksel SAVUCU	Dean of Faculty of Sport Sciences
Prof. Dr. Metin ÇALTA	Dean of Faculty of Fisheries
Prof. Dr. Bahar DEMİREL	Dean of Faculty of Technical Education
Prof. Dr. Bahar DEMİREL	Dean of Faculty of Technology
Prof. Dr. Metin Kaya GÜRGÖZE	Dean of Faculty of Medicine
Prof. Dr. Mehmet ÇALICIOĞLU	Dean of the Faculty of Veterinary Medicine
Prof. Dr. Kürşat Esat ALYAMAÇ	Director of Institute of Science and Technology
Prof. Dr. Mesut AKSAKAL	Director of Institute of Health Sciences
Prof. Dr. Murat SUNKAR	Director of Institute of Social Sciences
Prof. Dr. Ahmet TEKİN	Director of Institute of Educational Sciences
Prof. Dr. İhsan DAĞTEKİN	Director of the School of Foreign Languages
Prof. Dr. Muhsin Tunay GENÇOĞLU	Director of the School of Civil Aviation
Prof. Dr. Oğuz YAKUT	Elazığ OSB Vocational School Director
Prof. Dr. Talat GÜLER	Director of Vocational School of Health Services
Prof. Dr. Niyazi ÖZDEMİR	Sivrice Vocational School Director
Prof. Dr. M. Taner ŞENGÜN	Director of Vocational School of Social Sciences
Prof. Dr. Yalın Kılıç TÜREL	Director of Vocational School of Technical Sciences
Prof. Dr. Zülfi DEMİRTAŞ	Kovancılar Vocational School Director
Prof. Dr. Niyazi BULUT	Baskil Vocational School Director
Prof. Dr. Latif ÖZLER	Karakoçan Vocational School Director
Prof. Dr. Sinan AKPINAR	Secretary General
Assoc. Prof. Dr. Haşim PIHTILI	Keban Vocational School Director
Assoc. Prof. Dr. Metin CAGLAR	State Conservatory Director
Assoc. Prof. Dr. Murat KARABATAK	Head of Information Technologies Department
Prof. Dr. Lecturer Prof. Ümit Ferit ALDIM	Head of Health, Culture and Sports Department
Göksel AKTAŞ	Head of Strategy Development Department
Mehmet INALLI	Head of Building Works and Technical Department
Murat Hilmi AYDIN	Head of Personnel Department
Serap ÖZER	Head of Administrative and Financial Affairs Department
Tuncay KIRKIL	Head of Library and Documentation Department
Salih YİĞİT	Head of Student Affairs Department

Table 34 Strategic Planning Team Members

STRATEGIC PLANNING TEAM	
Prof. Dr. Soner ÖZGEN	Vice Rector
Prof. Dr. Erkan TANYILDIZI	Faculty of Technology Software Engineering.
Prof. Dr. Mehmet KARAKÖSE	Faculty of Engineering Computer Engineering
Prof. Dr. Resul ÇÖTELİ	Faculty of Technology Energy Sis. Engineering
Prof. Dr. Kezban CAN ŞAHNA	Faculty of Veterinary Medicine
Prof. Dr. Ayşegül UÇAR	Eng. Faculty Mechatronics
Prof. Dr. Kenan PEKER	Faculty of Economics and Administrative Sciences
Prof. Dr. Erhan AKIN	Technopolis
Prof. Dr. Oktay BAYKARA	Faculty of Education
Prof. Dr. Özgür CANPOLAT	MEVLANA - Aquaculture
Assoc. Prof. Dr. Emrah YILMAZ - KALKOM	Faculty of Science Mathematics
Assoc. Prof. Dr. İzzet TAŞAR - KALKOM	External Relations Unit - FEAS Business Administration
Assoc. Prof. Dr. Muhammet DÜŞÜKCAN	FEAS Business Administration
Assoc. Prof. Dr. Abdunnur YILDIZ	FEAS Finance
Assoc. Prof. Dr. Murat KARABATAK - KALKOM	Information Technologies Department.
Assoc. Prof. Dr. Türker TUNCER - KALKOM	Faculty of Technology Forensic Informatics
Assoc. Prof. Dr. Müjdat FIRAT	Faculty of Technology Automotive Engineering
Assoc. Prof. Dr. İlyas SOMUNKIRAN - KALKOM	FUSEM
Assoc. Prof. Dr. Fatih ÖZYURT	Faculty of Engineering Software Engineering.
Assoc. Prof. Dr. Ferhat BAHÇECİ	Faculty of Education
Prof. Dr. Lecturer Prof. Dr. Filiz YILDIRIM	ISBF History
Prof. Dr. Lecturer Member Yaman AKBULUT	Faculty of Technology Software Engineering
Prof. Dr. Lecturer Prof. Ramazan Fazıl AKKOÇ	Faculty of Medicine
Prof. Dr. Lecturer Prof. Yeliz POLAT	FEAS Business Administration
Prof. Dr. Lecturer Prof. Aytaç KİŞMAN	Social Sciences Vocational School
Dr. Lecturer. Member Muammer BAŞŞİ - KALKOM	FUZEM
Prof. Dr. Lecturer Member Beyda TAŞAR	Faculty of Engineering Mechatronics
Prof. Dr. Lecturer. Prof. Dr. Şeyda TAŞAR - KALKOM	Faculty of Engineering Chemical Engineering
Prof. Dr. Lecturer Prof. Dr. Hatice Gökçe DEMİREL	External Relations Unit - FEAS Business Administration
Prof. Dr. Lecturer Member Tuba GÖK	Dental Hospital
Researcher. . Dr. Musa ÜNALAN	FEAS Business Administration
Researcher. . Dr. Seda ÖZER ŞANAL	Faculty of Education
Prof. Dr. Lecturer. Prof. Dr. Ümit Ferit ALDIM - KALKOM	Department of Health, Culture and Sports
Lecturer . Semih DİKMEN - KALKOM	FUSEM
Asst. General Sec. Namık Kemal ÖNDAŞ	General Secretariat
Recayi SEZER- KALKOM	Faculty of Dentistry
Serap ÖZER - KALKOM	Administrative and Financial Affairs Department
Göksel AKTAŞ - KALKOM	Strategy Development .
Mehmet INALLI	Directorate of Construction and Technical Affairs.

MHU Dr İrem TANYILDIZI - KALKOM	Strategy Development Department
Esra YILDIZ	Department of Construction and Technical Affairs

KALKOM Quality Commission Member

Table 35 SWOT Strategies Development Table 34 Strategic Planning Team Members

STRATEGIES	
<p style="text-align: center;">GF Strategies</p> <p style="text-align: center;">Combine opportunities with strengths and ensure that the existing structure strengthening</p>	<ul style="list-style-type: none"> • By taking advantage of the strong interest of the people of the region in higher education, increasing support for interdisciplinary activities and the tendency of the young population towards the professions of the future, a new generation of highly competitive undergraduate programmes can be opened, especially in priority areas. • In qualified secondary education institutions in the region, especially with the intensive promotional activities of our student clubs, the preference of student candidates in the region for different universities can be reduced. • The variety of interdisciplinary graduate programmes supported by distance education can be increased to meet the graduate education demands of public and private sector employees. • In line with increasing lifelong learning needs, the number of distance education certificate programmes can be increased in cooperation with FUZEM and FUSEM. • By taking advantage of the fact that the quality culture is becoming widespread in the society, the perception of the university in the society can be strengthened by increasing the high quality promotional activities of the studies carried out within the University within the scope of quality. • By determining the new generation education and learning needs, education and training of existing programmes Innovations can be made in its structure, and a more active role can be assumed in accreditation processes and organisations in this direction. • New doctoral programmes can be established for the priority areas defined in the 100/2000 YÖK Doctoral Scholarship Programme. • Undergraduate and postgraduate student projects can be supported by BAP and students' activities in industry projects can be increased. • Student projects on zero waste and environment can be supported by BAP. • Elazığ/Sivrice Fault is a natural tectonic laboratory, and at the same time, by taking advantage of its proximity to Bingöl, Malatya and Muş provinces, a large-scale earthquake research institute can be established and important scientific studies can be carried out in priority areas. • Projects that result in patents, especially in the fields of informatics, artificial intelligence and robotics, can be carried out through collaborations to meet the increase in the R&D interest of industrialists and the need for qualified manpower, and important commercialisation projects can be carried out through Fırat Teknokent, TCG and TTO activities. gains can be made. • With the support of mentor faculty members in the fields of zero waste, environmental studies, climate change, agriculture and animal husbandry, tectonic studies and aquaculture, and quality of TÜBİTAK student projects can be significantly increased. • Large-scale joint project studies can be carried out with Public Regional Directorates.
<p style="text-align: center;">GT Strategies</p> <p style="text-align: center;">Using strengths dealing with threats</p>	<ul style="list-style-type: none"> • By carrying out activities to increase the recognition of qualified academic staff in national and local media, the perception of the University in the region can be strengthened and the preference for western cities can be reduced by gaining qualified students. • By increasing the social and academic opportunities provided to students, and through more intensive and qualified promotion of the activities of student clubs in the media, the preference of prospective students for western cities is increased. can be reduced. • Cooperation with philanthropic businessmen in the region to provide scholarships to more students and the number of students in the region who prefer other universities due to scholarships can be reduced. • The R&D investment level in the region can be improved by strengthening the perception of the University through more effective promotion of the University's position in the rankings, its selection as a Research University, the faculty members who are among the top 2% in the world and their studies. • Research-orientated Academic Appointment and Promotion Directive and the Academic Staff working in priority areas With the support provided to academics, the number of publications in Q1 and Q2 group journals can be increased and the threat of being excluded from the research university list can be reduced. • The number of publications and citations can be increased by the contribution of faculty members in the top 2% in the world to young academics, thus reducing the risk of being excluded from the list of research universities. • Increasing Career Centre activities contribute to reducing the unemployment rate.
<p style="text-align: center;">FZ Strategies</p> <p style="text-align: center;">Positive effects of opportunities to capitalise on our weaknesses minimising</p>	<ul style="list-style-type: none"> • International social projects can be submitted to EU project supports, especially joint international social projects with public institutions, and external funding can be increased. • In line with the R&D interest of industrialists, the revenues of research centres can be increased by increasing the variety of laboratory services. • Research institutes on zero waste, environment, carbon footprint and climate change, green development, earthquake research can be established, and research and R&D capacity can be increased by utilising the support provided for these subjects. • Number of accredited laboratories utilising the support provided to research universities, The level of research and R&D in priority areas, participation in international academic networks, the number of research clusters can be increased and infrastructure needs can be met.
<p style="text-align: center;">TZ Strategies</p> <p style="text-align: center;">Weaknesses and threats are negative mitigating the effects of</p>	<ul style="list-style-type: none"> • Reducing the second education programmes due to their increasing costs will both save time for faculty members for other academic studies and reduce the number of students per faculty member. • Not demanding YKS quotas for diploma programmes with low student occupancy rates and not allowing faculty members in these programmes to engage in research, entrepreneurship and social contribution activities and contribute to postgraduate education in priority areas will be beneficial.

Table 36 Programme - Sub-Programme, Programme Objective, Activity Name Classification

Programme Name	RESEARCH, AND INNOVATION
Sub Programme Name	RESEARCH INFRASTRUCTURES
Sub Programme Objective	To contribute to the increase of knowledge and technological development of our country establishing research infrastructures in higher education institutions and strengthening their capacities
Activity Name	Establishment and Development of Research Infrastructure in Higher Education Institutions
Programme Name	RESEARCH, AND INNOVATION
Sub Programme Name	RESEARCH AND DEVELOPMENT IN EDUCATION
Sub Programme Objective	Increasing scientific studies for innovation in higher education institutions
Activity Name	Scientific Research Projects of Higher Education Institutions
Programme Name	RESEARCH, AND INNOVATION
Sub Programme Name	RESEARCH AND DEVELOPMENT IN EDUCATION
Sub Programme Objective	In creasing scientific studies for innovation in higher education institutions
Programme Name	HEALTH
Sub Programme Name	SERVICES
Sub Programme Objective	Ensuring that curative health services are accessible and effective
Activity Name	University General Hospital Services
Programme Name	HEALTH
Sub Programme Name	SERVICES
Sub Programme Objective	Ensuring that curative health services are accessible and effective
Activity Name	Oral and Dental Health Services
Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Doctorate and Medical Speciality Education - Training graduates with professional competence and open to development
Activity Name	Doctorate and Medical Speciality Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Training graduates with professional competence and open to development Higher Education Institutions Information and Cultural Resources and Sports Infrastructure Development Services
Activity Name	Services
Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Training graduates with professional competence and open to development
Activity Name	Higher Education Institutions First Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Training graduates with professional competence and open to development
Activity Name	Higher Education Institutions Second Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Training graduates with professional competence and open to development
Activity Name	Higher Education Institutions Non- Thesis Master's Degree
Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Training graduates with professional competence and open to development
Activity Name	Higher Education Institutions International Joint Education and Training Programme

Table 36 Continued

Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Training graduates with professional competence and open to development
Activity Name	Higher Education Institutions Distance Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	ASSOCIATE , 'S AND POSTGRADUATE EDUCATION
Sub Programme Objective	Training graduates with professional competence and open to development
Activity Name	Higher Education Institutions Summer Schools
Programme Name	HIGHER EDUCATION
Sub Programme Name	LIFE IN HIGHER
Sub Programme Objective	Increasing the quality of nutrition and accommodation services provided to higher education students; improving the quality of life of students by supporting their personal and social development
Activity Name	Accommodation Services in Higher Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	LIFE IN HIGHER
Sub Programme Objective	Increasing the quality of nutrition and accommodation services provided to higher education students; improving the quality of life of students by supporting their personal and social development
Activity Name	Nutrition Services in Higher Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	LIFE IN HIGHER
Sub Programme Objective	Increasing the quality of nutrition and accommodation services provided to higher education students; improving the quality of life of students by supporting their personal and social development
Activity Name	Culture and Sports Services in Higher Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	LIFE IN HIGHER
Sub Programme Objective	Increasing the quality of nutrition and accommodation services provided to higher education students; improving the quality of life of students by supporting their personal and social development
Activity Name	Other Services Related to Student Life in Higher Education
Programme Name	HIGHER EDUCATION
Sub Programme Name	LIFE IN HIGHER
Sub Programme Objective	Improving the quality of nutrition and accommodation services provided to higher education students; Improving the quality of life of students by supporting their personal and social development
Activity Name	Health Services in Higher Education
Programme Name	PROGRAMME
Sub Programme Name	INSPECTIONAND SERVICES
Sub Programme Objective	
Activity Name	Legal Consultancy and Accountancy Services
Programme Name	PROGRAMME
Sub Programme Name	INSPECTIONAND SERVICES
Sub Programme Objective	
Activity Name	Audit
Programme Name	PROGRAMME
Sub Programme Name	SENIOR MANAGEMENTADMINISTRATIVE AND SERVICES
Sub Programme Objective	Effectiveefficient and economical service by developing the required management and support services presentation of
Activity Name	Activities for Information Technologies

Table 37 Overview of Objectives, Targets and Performances

Objective 1: Contributing to Qualified Manpower with Contemporary Education and Training Methods				
Target	Performance	Description	Responsible	Data Source
H1.1: Diploma diversity of programmes and quality will be improved	P1.1.1: Number of accredited diploma programmes	Accredited associate, undergraduate and graduate programmes are evaluated at the end of the year.	Faculties Institutes Vocational Schools	SFCU
	P1.1.2: Diploma programme for priority areas and future professions Number of	Priority areas are the areas announced in the Development Plan and by YÖK is determined. Data are evaluated at the end of the year.	Faculties Institutes Vocational Schools	SFCU
	P1.1.3: Minor and double Number of students enrolled in major programmes	Registration to minor and double major programmes Students are identified and monitored at the end of the year.	Faculties	SFCU
	P1.1.4: Trainers Number of lecturers with training certificate	Lecturers are encouraged to obtain training of trainers certificates, at FUSEM The programme is opened, the data is monitored for 6 months.	Rectorate FUSEM Faculties Vocational Schools	Faculties Vocational Schools
	P1.1.5: Updated with external stakeholder views number of education programmes	Updating of curricula and external support for newly added and organised courses Stakeholder opinions are taken, data is monitored every 6 months.	Rectorate Education Commission	Rectorate Registry
H1.2: Research processes student participation will be doubled by the end of the plan period	P1.2.1: Number of research projects with student participation	The data on the number of students involved in research projects (TÜBİTAK, BAP, etc.) is monitored every 6 months.	Project Coordination and Consultancy Office (PKDO)	PKDO
	P1.2.2: Number of students applying for external projects	External project organisations, including ministries, local authorities and the private sector covers the students who apply, the data is monitored for 6 months.	PKDO	PKDO
	P1.2.3: Students established to prepare projects number of teams	Includes project teams formed with a specific project team name and logo, data 6 monitored monthly.	PKDO	PKDO
	P1.2.4: Student amount of BAP support for projects (thousand TL)	Prepared by students and BAP projects supported by the Ministry of Labour and Social Security, data is monitored on a 6-month basis.	PKDO	FÜBAP
	P1.2.5: Students size of space offered for research purposes (m ²)	It refers to the size of laboratories and workshops allocated to students for research, data is monitored for 6 months.	Academic Units Research Centres Directorate of Construction Works	Faculties Institutes Vocational Schools BOT
H1.3: Internationalisation activities doubled by the end of the plan period will be increased	P1.3.1: Number of international students	Covers foreign students studying at all levels, data is monitored every 6 months.	Faculties Institutes Vocational Schools DİB	SFCU
	P1.3.2: Number of foreign academic staff	Foreign academic staff working under contract to provide education at the university staff, data is monitored for 6 months.	Rectorate Academic Units DİB	PDB
	P1.3.3: Number of international joint education programmes	Partnerships opened through international co-operations covers training programmes, data is monitored annually.	Academic Units DİB	SFCU
	P1.3.4: International Number of students benefiting from exchange programmes	With international exchange programmes is the number of students who are active outside the university, including internships, data is monitored every 6 months.	DİB Education units	DİB
H1.4: Education and training supportive social and cultural activities will be increased	P1.4.1: Student clubs/communities Number of activities carried out by	It covers all kinds of activities carried out by student societies, data is monitored every 6 months.	SKSDB	SKSDB
	P1.4.2: Students organised for social, Number of cultural and sportive activities	It covers all kinds of extracurricular activities organised by the University for students, data is monitored every 6 months	Faculties Institutes Vocational Schools SKSDB	SKSDB
	P1.4.3: Students prepared by Number of social responsibility projects	It covers social projects organised by students, data is monitored for 6 months.	Academic Units PKDO	PKDO SKSDB
	P1.4.4: Number of meetings involving student representatives in institutional decision-making processes	Involvement of students in decision-making processes participation, data is monitored on a 6-monthly basis.	Rectorate Academic Units Research Centres	SKSDB



	PI.4.5: University amount of donations received (Thousand TL)	All donations to the university refers to its financial value, the data is monitored annually.	Rectorate Private Pen	SGDB
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Target	Performance	Description	Responsible	Data Source
H1.5: Education-teaching infrastructure by 50% by the end of the plan period to be developed	P1.5.1: Space used for educational purposes size (m2)	Prepared and organised for educational purposes indoor and outdoor space size, data is monitored for 6 months.	Academic Units BOT	BOT
	P1.5.2: Expenditure on machinery, equipment and fixtures used for education and training Ratio to total budget	It covers all kinds of machinery-equipment and fixtures purchased for use in classrooms or laboratories, the data is monitored for 6 months.	Academic Units TÖMER FÜZEM FUSEM	SGDB
	P1.5.3: Classrooms supported by technology-based systems (hybrid classrooms) environments etc.) number	Open and distance learning resources, digital library, MOOCs, etc. digital technology It refers to the number of classrooms where access to resources is provided and supported by other technological systems. Data is monitored for 6 months.	Academic Units BIDB	
	P1.5.4: Number of e-resources per student	To be used for education and research purposes remotely or physically It covers all electronic materials made available in the environment, and the data are monitored annually	KDDB	KDDB

Objective 2: Increasing Scientific and Technological Researches Producing Universal Values

Target	Performance	Description	Responsible	Data Source
H2.1: Corporate Research The level of competence will be doubled by the end of the plan period	P2.1.1: SCI/SCI-Q1 and Q2 journals in Exp./SSCI indexes Number of articles published	Represents the number of articles published in Q1 and Q2 journals in SCI/SCI-Expanded/SSCI indexes.	All Academic Units	KDDB
	P2.1.2: National indexed in Ulakbim TR index Number of publications	Number of publications indexed in Ulakbim TR directory means.	All Academic Units	KDDB
	P2.1.3: Ratio of Publications Cited in the 10th percentile	ISI Citation in the year preceding the relevant year Published in journals indexed in index databases (SCI, SCI-E, SSCI and AHCI) and cited in the highest 10% in the last year publications in article and review types to the total number of publications in the same genres	All Academic Units	KDDB
	P2.1.4: Organised national and international scientific number of events	National and international scientific conferences, symposiums, seminars, etc. organised within the university, 6 months monitored.	All Academic Units	Corporate Communication Coordinator ütüğü
	P2.1.5: National and number of international patent certificates	Registration from the Turkish Patent and Trademark Office and international patent organisations refers to the total number of patents granted	All Academic Units	Fırat TTO
H2.2: Contribution to researcher manpower plan end of the period up to 25 per cent will be increased by	P2.2.1: Interdisciplinary number of graduate programmes	Interdisciplinary graduate programmes refers to the number of those.	Institutes	SFCU
	P2.2.2: Doctoral programme number of doctoral students per	Current number of doctoral students in PhD programme number of programmes, data is monitored on a 6-monthly basis.	Institutes	SFCU
	P2.2.3: Completed per academic staff number of doctoral theses	Number of doctoral theses completed per faculty member in doctoral programmes refers to, data is monitored for 6 months.	Institutes	Institutes
	P2.2.4: National and international projects number of scholarship holders	National or international organisations or number of people receiving scholarships from organisations refers to, data is monitored for 6 months.	All Academic Units	PKDO
	P2.2.5: YÖK, TUBA, Number of TÜBİTAK science, incentive and art awards	Indicates the total number of incentive awards received by academic staff at national level. These awards are TÜBİTAK science and incentive awards, TUBA etc. national awards.	All Academic Units	Rectorate Private Pen
H2.3: Research co-operation doubled by the end of the plan period will be increased	P2.3.1: International co-operations Number of international publications	International cooperation with or with the support of international persons or organisations refers to the number of publications.	All Academic Units	KDDB
	P2.3.2: Amount of international project funding (MTL)	The amount of funds transferred to our university within the scope of the international project data is monitored for 6 months.	All Academic Units	SGDB
	P2.3.3: National R&D and Innovation Support Number of Projects Received from Programmes	Newly initiated and ongoing research funded by the Presidency of Strategy and Budget, Ministry of Industry and Technology, TUBİTAK and other public institutions projects of project. Monitored 6 months	All Academic Units	PKDO
	P2.3.4: National R&D and Innovation Support Related Programmes Amount of Funds Transferred to the Institution in a Year	It expresses the number of R&D and innovation projects carried out in University-Industry co-operation. Monitored 6 months.	All Academic Units	PKDO SGDB

H2.4:	P2.4.1: Accredited number of laboratories	Recognised by accreditation bodies evaluation according to technical criteria and is the confirmation of its competence. In this context	Teknokenit Academic units	Academic Units
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Research sub structure by 20% every year will be strengthened		the number of accredited laboratories and so on. Data is analysed at the end of the year.	Research Centres	
	P2.4.2: R&D amount of budget spent (MTL)	It refers to the amount of budget spent within the scope of research and development.	Academic units Research Centres	Research Centres FÜBAP
	P2.4.3: Scientific research by the university research projects amount of support provided (MTL)	It refers to the amount of funding provided by the University to scientific research projects. Graduate thesis projects are included.	FÜBAP	FÜBAP
	P2.4.4: Priority Number of clusters established in areas	Teaching staff in priority areas the number of clusters formed by expresses.	Rectorate Academic units	Research Centres
	P2.4.5: Establishment of clusters in priority areas research infrastructure level of investment made (MTL)	Investment in the research infrastructure of clusters established in priority areas refers to the amount.	SGDB	SGDB

Objective 3: Supporting Result-Oriented Entrepreneurship that Transforms into Social and Economic Benefits

Target	Performance	Description	Responsible	Data Source
H3.1: Manpower included in the entrepreneurship ecosystem at least every year will be increased by 10%	P3.1.1: University's position in the Entrepreneur and Innovator Index	The university's Entrepreneurial and Innovative Programme prepared by TUBITAK expresses its place in the index. Data are annual monitored.	Rectorate Firat Technopolis Firat TTO	TUBITAK
	P3.1.2: Students by the university Number of awards received from outside	Indicates the number of awards received by students in national or international scientific competitions. Awards received in sportive competitions are taken into account in the calculation of the indicator. is not taken. Data is monitored for 6 months.	Academic units	Academic units
	P3.1.3: Organised outside the university entrepreneurship, technology management and innovation management trainings	It refers to the number of entrepreneurship, technology and innovation management organised by academic staff outside the university.	FUSEM Euphrates Technopolis	FUSEM Euphrates Technopolis
	P3.1.4: Licence and entrepreneurship, technology at graduate level management and innovation management courses	Technology at undergraduate and graduate level, management and innovation management courses means. Data is monitored for 6 months.	Education units	Education units Office of the Registrar
H3.2: Entrepreneurship Practices will be improved by 10% every year	P3.2.1: From research laboratories Number of services provided outside the university	It refers to the number of test and analysis services provided by the laboratories outside the university.	Research Centres	Research Centres
	P3.2.2: Teaching Number of intellectual and industrial property rights of its staff	The number of intellectual and industrial property rights such as patents, utility models, industrial designs, visual designs, geographical indications, trademarks, etc. It does.	Academic units	FSMH Commission
	P3.2.3: Research level of income generated from the services provided in the laboratories (Thousand TL)	It expresses the amount of income as a result of test and analysis services provided by the laboratories outside the university. 6 Monitored monthly.	Research Centres	Research Centres
	P3.2.4: Projects carried out jointly with the industry total budget (MTL)	R&D, productivity improvement, product development, innovation, etc. carried out jointly with the industry (all sectors including services) is the total budget of the projects.	PKDO Technopolis	PKDO Technopolis
H3.3: Firat Teknokent and Firat TTO activities will be increased	P3.3.1: In Firat TDZ employment rate of doctoral or PhD students	PhD or PhD candidate in Firat Technopolis The ratio of the number of students to the total number of employment.	Technopolis	Technopolis
	P3.3.2: In Technopolis of the companies in total turnover (MTL)	Companies in Firat Technopolis refers to the total turnover (MTL). 6 months monitored.	Technopolis	Technopolis
	P3.3.3: Active companies owned or partnered by academicians in Technopolis and incubation centres Number of	It expresses the number of active companies owned or partnered by academicians in Technopolis, incubation centres, TEKMERs.	Technopolis	Technopolis

Objective 4: Improving the Perception of a Socially and Environmentally Responsive University

Target	Performance	Description	Responsible	Data Source
H4.1: Training, project and social activities for the community 15 per cent every year will be increased by	P4.1.1: Contribution to society number of events organised for the purpose of	Scientific, social, cultural, cultural, artistic activities organised to contribute to the society and local economic development refers to the number of educational activities organised for stakeholders.	Academic Units FÜSEM	Academic Units FÜSEM
	P4.1.2: Number of certificate training programmes	Training courses organised by the relevant units of the university to provide certificates refers to the number of programmes. Monitored 6 months.	FUSEM	FUSEM TAHAM
	P4.1.3: Benefiting from certificate training programmes number of people	Benefiting from the training programmes opened by the relevant units of the university refers to the number of people.	FUSEM	FUSEM
	P4.1.4: University Number of social responsibility projects carried out by	The University carries out and contributes to refers to the number of social responsibility projects	All Academic and Administrative Units	PKDO
H4.2: Environmental and Barrier-Free University activities will be increased	P4.2.1: Disabled friendly Number of awards, flags, insignia received for applications	It refers to the number of Barrier-Free University Award, Barrier-Free Flag Award, Barrier-Free Programme Order and Disability-Friendly Award received by the University.	Disability Research Centre	Disability Research Centre
	P4.2.2: Zero waste, green campus and environmentalism who have received certificates in the fields of number of staff	Zero waste, green campus and environmentalism Number of personnel certified in their fields means.	All Units	PDB
	P4.2.3: Green, environmentalist university index change in ranking	It refers to the TR ranking of the university in the UI Greenmetric index. Monitored annually.	Rectorate FÜSEN	UI Greenmetric
H4.3: Health services presentation will be improved	P4.3.1: Number of events organised for staff training	Personnel within the hospital number of activities (trainings, seminars, introductory brochures) organised for training. Monitored 6 months.	Hospital Oral and Dental Health Implementation and Research Centre	Related Quality Units
	P4.3.2: Satisfaction rate with treatment services	Service from university hospitals satisfaction rate of the recipients. 6 The monthly average is monitored.	Relevant Quality Units Chief Physicians	Relevant Quality Units With the Chief Physician r
	P4.3.3: Bed occupancy rate	It expresses the bed occupancy rate in the university hospital. 6 Monthly average value monitored.	University Hospital	University Hospital
	P4.3.4: Total number of patients benefiting from health services (Million)	Outpatient and inpatient by the hospital refers to the number of patients served. 6 Monthly cumulative value is monitored.	University Hospital	University Hospital
	P4.3.5: Health tourism Number of transactions carried out within the scope of	Services provided within the scope of health tourism number of employees. Data as of the end of the year monitored. Annual cumulative value is monitored.	University Hospital	University Hospital
H4.4: Health services infrastructure every year to be developed by 15%	P4.4.1: Completion rate of the Faculty of Dentistry-Hospital building	It expresses the completion rate of Faculty of Dentistry and Hospital buildings. Data is monitored 6 months.	SGDB BOT	SGDB BOT
	P4.4.2: Investment amount for new equipment (MTL)	New equipment in the field of health in the hospital and Oral and Dental Health Centre refers to the amount of investment.	Hospital Oral and Dental Health Practice, Research Centre	SGDB BOT
	P4.4.3: University The specially qualified number of units	It refers to the number of special units (Diabetic Foot Unit, etc.) in the University Hospital that are closed and will be opened or will be opened for new service. Monitored at the end of the year.	University Hospital	University Hospital
H4.5: Veterinary services and animal husbandry research will be improved	P4.5.1: Harput construction of a new Animal Hospital on the campus Completion rate	New Animal Husbandry Centre in Harput Campus, which was initiated in the previous plan period. Indicates the completion rate of hospital construction. Monitored as year-end.	Faculty of Veterinary Medicine BOT ASAM	BOT
	P4.5.2: Completion of new sheep, horse breeding and poultry units ratio	Sheep breeding, horse breeding and poultry breeding new units in Harput Campus Represents the completion rate. Year-end is monitored as	Faculty of Veterinary Medicine BOT SGDB	BOT
	P4.5.3: Completion of the Farm Animal Experimental Research Unit ratio	The Farm Animal Experimental Research Unit at the Harput Campus Represents the completion rate. Year-end is monitored as	Faculty of Veterinary Medicine BOT	BOT

	P4.5.4: Improvement of the infrastructure of the High Security (BSL-3) Laboratory in the Faculty of Veterinary Medicine update rate	It expresses the rate of updating the infrastructure of the High Security (BSL-3) Laboratory in the Faculty of Veterinary Medicine. Monitored at the end of the year.	Faculty of Veterinary Medicine ASAM	ASAM
	P4.5.5: New Food Safety and Quality Research Laboratory Completion rate	Completion rate of the new Food Safety and Quality Research Laboratory	Faculty of Veterinary Medicine ASAM	SGDB

Objective 5: Strengthening Institutional Structure, Human and Management

Target	Performance	Description	Responsible	Data Source
H5.1: Stakeholders' satisfaction with service delivery level will be increased	P5.1.1: Number of promotional events	It expresses the number of events such as fairs, promotion days, etc. held inside/outside the university for the promotion of the university. 6 Monthly monitored.	Corporate Communication Co-ordinator	Corporate Communication Coordinator üügü
	P5.1.2: : Satisfaction level of administrative staff	It expresses the satisfaction level of the administrative staff of the University. 6 Monitored monthly.	Corporate Communication Coordinator Human Resources Office PDB	Human Office PDB
	P5.1.3: Student satisfaction level	It refers to the determination of the level of satisfaction with the services provided to students, especially education. 6 Monitored monthly.	Corporate Communication Coordinator Human Resources Office PDB	Human Office PDB
	P5.1.4: Faculty members satisfaction level	Teaching at the University It expresses the satisfaction level of the staff. 6 Monitored monthly.	Corporate Communication Coordinator Human Resources Office PDB	Human Office PDB
	P5.1.5: Level of satisfaction with the corporate culture	Participation, cooperation, knowledge dissemination, learning, internal communication, relations with stakeholders, It expresses the level of satisfaction with the corporate culture consisting of the sub-components of openness to change, strategic management, reward and punishment systems. 6 Monitored monthly.	Corporate Communication Coordinator Human Resources Office PDB	Human Office PDB
H5.2: Institutional infrastructure at least doubled by the end of the plan period to be developed	P5.2.1: New education and living buildings Completion rate	It expresses the completion rate of faculty buildings, central classroom buildings, extracurricular environments and similar buildings. Annual monitoring is carried out.	BOT	BOT
	P5.2.2: Building rehabilitated Number of	Number of all types of buildings that are maintained, repaired and strengthened. Monitored annually.	MCCC C ISEU	BOT
	P5.2.3: Energy and water realisation rate of resources control and monitoring system (ISO 50001 certificate)	The university has made a programme to ensure the control and monitoring of all kinds of energy and water resources that the university earns and spends. It expresses the rate of completion of the studies. 6 Monitored monthly.	Rectorate BOT	BOT
H5.3: Human resources development activities every year will be increased by 25%	P5.3.1: Academic and administrative for staff Number of cultural, artistic and sportive activities organised	It refers to the number of cultural, artistic and sportive activities organised for academic and administrative staff. 6 Monitored monthly.	All Units	SKSDB
	P5.3.2: Administrative staff receiving in-service training to total administrative staff ratio	Administrative staff receiving in-service training ratio to total administrative staff. CB remote trainings in the training system included. 6 Monthly monitored.	Rectorate PDB	PDB
	P5.3.3: Human Resources Management System Completion rate	Human management system refers to the rate of completion. Establishment, staffing, office and equipment and start-up activities taken into account. 6 Months monitored.	Rectorate PDB	PDB

	P5.3.4: Number of Control Action Plan monitoring and evaluation meetings	Control Action Plan monitoring and evaluation meeting held by ASAM refers to the number. 6 Monthly Monitoring	SGDB PDB	SGDB
	P5.3.5: About the Personal Data Protection Law Number of meetings and events organised	It refers to the number of meetings and activities organised for Academic and Administrative Staff about the Personal Data Protection Law. 6 Monitored monthly.	Law Consultancy PDB	Law Bureau
H5.4: Informatics infrastructures will be improved, new informatics systems will be introduced	P5.4.1: Digital Transformation and Software Office infrastructure works Completion rate	It expresses the completion rate of the infrastructure works of the Digital Transformation and Software Office.	DDYO SGDB	DDYO
	P5.4.2: e-Firat digital transformation system number of software acquired	e-Firat refers to the success rate of digital transformation and paperless management system.	BIDB DDYO	DDYO
	P5.4.3: IT Disaster Recovery Centre (ISO 27001 certification) completion rate	Indicates the completion rate of the IT Disaster Recovery Centre.	IMDB	BIDB
	P5.4.4: Completion rate of Continuous Data Tracking system	Continuous tracking and monitoring of the data needed in processes such as strategic plan, Quality Assurance, Entrepreneurial and Innovative University IndexUI Greenmetric parameters, etc. The rate of completion of studies for refers to 6 Monthly monitored	BIDB Digital Transformation and Software Office ASAM	BIDB Digital Transformation and Software Office
	P5.4.5: Computer hardware and software updates investment amount (MTL)	Computer hardware and software updates and new software purchases refers to the amount of investment made. 6 Monthly monitored.	SGDB	BIDB



List of Targets and Performance Indicators

Objective 1: Contributing to Qualified Manpower with Contemporary Education and Training Methods

H1.1: Diversity and quality of diploma programmes will be increased

- Number of accredited diploma programmes
- Number of diploma programmes for priority areas and future professions
- Number of students enrolled in minor and double major programmes
- Number of lecturers with training of trainers certificate
- Number of curricula and courses updated with external stakeholder views

H1.2: Student participation in research processes doubled by the end of the plan period will be increased

- Number of research projects with student participation
- Number of students applying for external projects
- Number of student teams established to prepare projects
- Amount of BAP support for student projects (Thousand TL)
- Size of space offered to students for research purposes (m²)

H1.3: Internationalisation activities will be doubled by the end of the plan period

- Number of international students
- Number of foreign academic staff
- Number of international joint education programmes
- Number of students benefiting from international exchange programmes

H1.4: Social and cultural activities supporting education and training will be increased

- Number of activities organised by student clubs/communities
- Number of social, cultural and sportive activities organised for students
- Number of social responsibility projects prepared by students
- Number of meetings involving student representatives in institutional decision-making processes
- Amount of donations received by the university (Thousand TL)

H1.5: Education and training infrastructure by 50% by the end of the plan period to be developed

- Size of space used for educational purposes (m²)
- Ratio of expenditure on machinery-equipment and fixtures used for education and training to the total budget
- Number of classrooms (hybrid teaching environments, etc.) supported by technology-based systems
- Number of e-resources per student

Objective 2: Universal Values Producer Scientific and Technological Disseminating Research

H2.1. The level of institutional research competence will be doubled by the end of the plan period

- Number of articles published in Q1 and Q2 journals in SCI/SCI-Expanded/SSCI indexes
- Number of national publications indexed in Ulakbim TR directory
- Ratio of Publications Cited in the 10th percentile
- Number of national and international scientific events organised
- Number of national and international patent certificates

H2.2: Contribution to researcher manpower will be increased by 25% until the end of the plan period

- Number of interdisciplinary graduate programmes
- Number of doctoral students per doctoral programme
- Number of doctoral theses completed per academic staff
- Number of scholars in national and international projects
- Number of YÖK, TÜBA, TÜBİTAK scienceincentive and art awards

H2.3: Research collaborations will be doubled by the end of the plan period

- Number of international publications made through international co-operation
- International project funding amount (MTL)
- Number of Projects Received from National R&D and Innovation Support Programmes
- Amount of Funds Transferred to the Institution from National R&D and Innovation Support Programmes in the Relevant Year (MTL)

H2.4: Research infrastructure will be strengthened by 20% every year

- Number of accredited laboratories
- Amount of budget spent on R&D (MTL)
- Amount of support provided by the university for scientific research projects (MTL)
- Number of clusters established in priority areas
- Amount of investment in research infrastructure of clusters established in priority areas (MTL)

Objective 3: Result-oriented, Social and Economic Benefit-Oriented Entrepreneurship Supporting***H3.1: Manpower included in the entrepreneurship ecosystem will be increased by at least 10 per cent every year***

- University's place in the Entrepreneur and Innovator Index
- Number of awards received by students from outside the university
- Number of entrepreneurship, technology management and innovation management trainings organised outside the university
- Number of entrepreneurship, technology management and innovation management courses at undergraduate and graduate level

H3.2: Entrepreneurship Practices will be improved by 10% each year

Number of services provided by research laboratories outside the university
 Number of intellectual and industrial property rights of academic staff
 Level of income from services provided in research laboratories (Thousand TL)
 Total budget of joint projects with industry (MTL)

H3.3: Activities of Fırat Teknokent and Fırat TTO will be increased

- Proportion of employment of PhD or doctoral students in Fırat TDZ
- Total turnover of the companies in the technopolis (MTL)
- Number of active companies owned or partnered by academicians in Technopolis and incubation centres

Objective 4: Improving the Perception of a Socially and Environmentally Responsive University***H4.1: Training, projects and social activities for the community will be increased by 15% every year***

- Number of events organised to contribute to the society
- Number of certificate training programmes
- Number of people benefiting from certificate training programmes
- Number of social responsibility projects carried out by the university

H4.2: Environmental and Barrier-Free University activities will be increased

Number of awards, flags, insignia received for disability -friendly practices
Number of staff certified in zero waste, green campus and environmentalism Change in green and environmentalist university index ranking

H4.3: Health services delivery will be improved

- Number of events organised for staff training
- Satisfaction rate with treatment services
- Bed occupancy rate
- Total number of patients utilising health services (Million)
- Number of procedures performed within the scope of health tourism

H4.4: Health services infrastructure will be improved by 15 per cent each year

- Completion rate of Faculty of Dentistry -Hospital building
- Investment amount for new equipment (MTL)
- Number of specialised units in the University Hospital

H4.5: Veterinary services and animal husbandry research will be improved

- Completion rate of the new Animal Hospital in Harput campus
- Completion rate of new units for sheep breeding, horse breeding and poultry breeding
- Completion rate of Farm Animal Experimental Research Unit
- The rate of updating the infrastructure of the High Security (BSL-3) Laboratory in the Faculty of Veterinary Medicine
- Completion rate of the new Food Safety and Quality Research Laboratory

Objective 5: Strengthening Institutional Structure, Human and Management

H5.1: Stakeholders' satisfaction level with service delivery will be increased

- Number of promotional events
- Satisfaction level of administrative staff
- Student satisfaction level
- Satisfaction level of teaching staff
- Satisfaction level with the corporate culture

H5.2: Institutional infrastructure will be improved at least twice by the end of the plan period

- Completion rate of new education and living buildings
- Number of buildings rehabilitated
- Realisation rate of energy and water resources control and monitoring system (ISO 50001 certificate)

H5.3: Human development activities will be increased by 25% each year

Number of cultural, artistic and sportive activities organised for academic and administrative staff
Ratio of administrative staff receiving in-service training to total administrative staff
Completion rate of Human Management System
Number of Control Action monitoring and evaluation
Number of meetings and events organised on the Personal Data Protection Law

H5.4: Informatics infrastructure will be improved and new information systems will be acquired

- Completion rate of infrastructure works of Digital Transformation and Software Office
- The number of software acquired to e-Firat Digital Transformation System
- Completion rate of IT Disaster Recovery Centre (ISO 27001 certification)
- Completion rate of Continuous Data Tracking System
- Amount of investment in computer hardware and software upgrades (MTL)