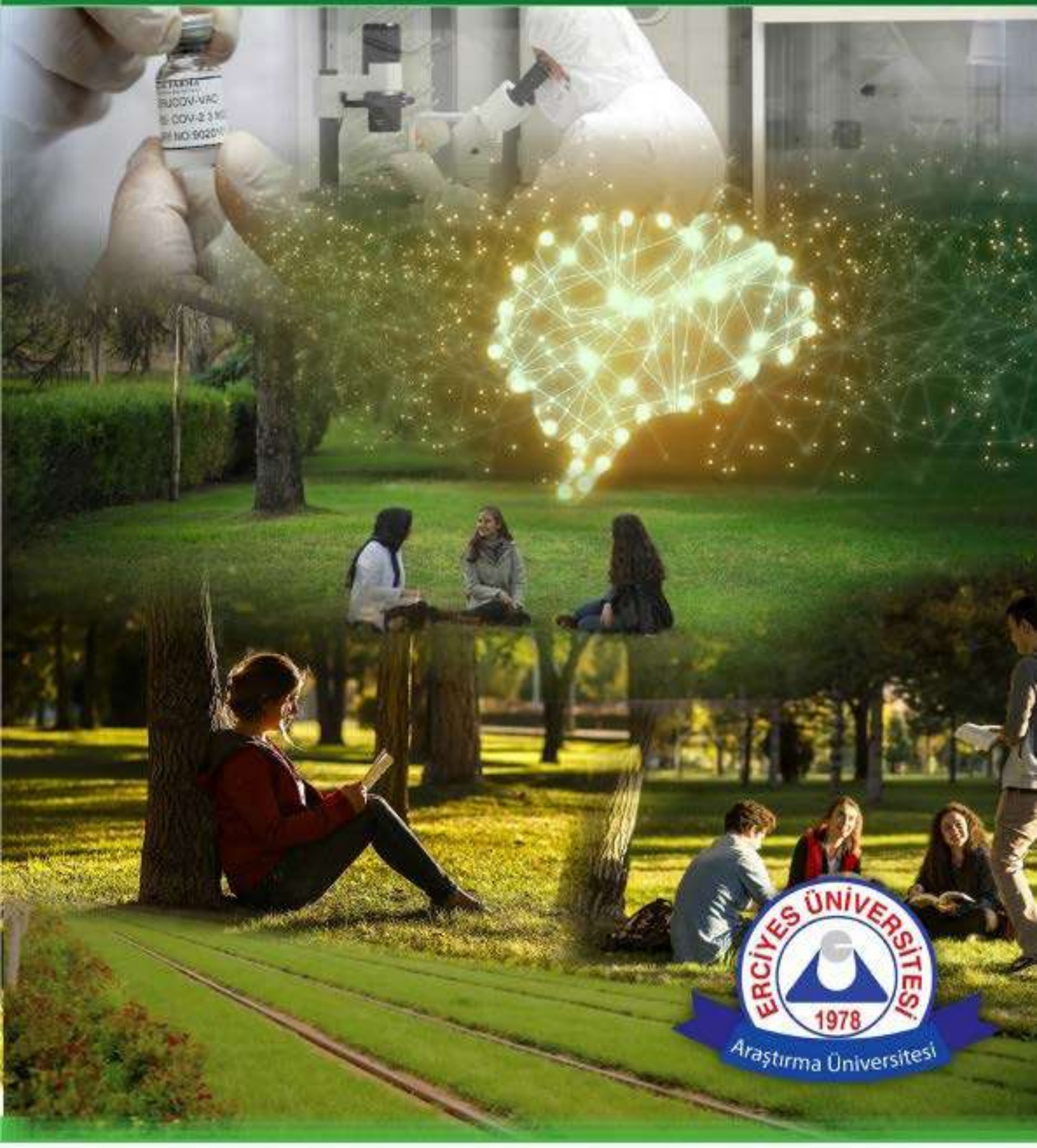


ERCIYES UNIVERSITY

2022-2026

STRATEGIC PLAN

UPDATED VERSION (2023)







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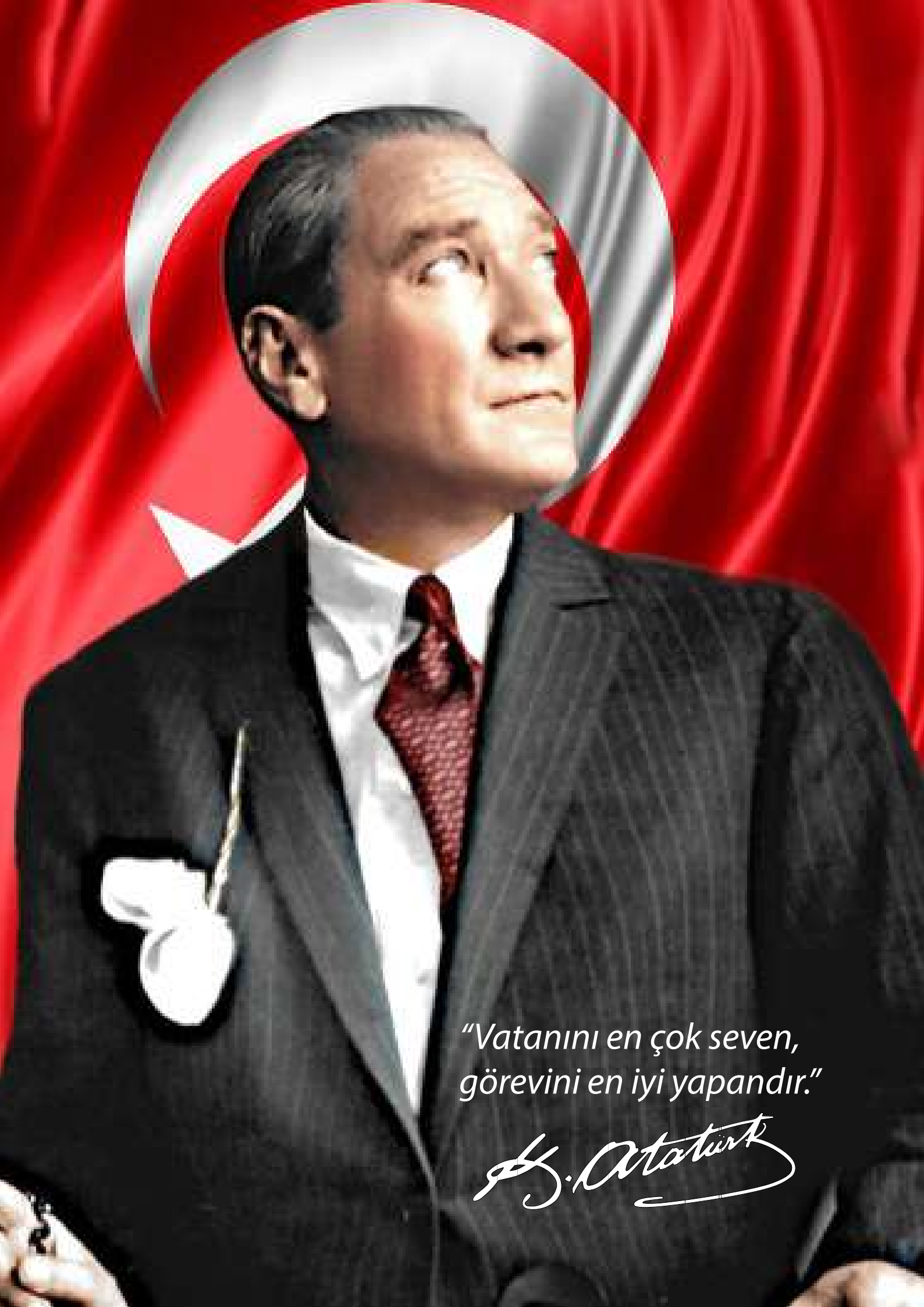
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*"Vatanını en çok seven,
görevini en iyi yapandır."*

K. Atatürk



T.C. ERCIYES ÜNİVERSİTESİ

RECTOR'S PRESENTATION

Erciyes University realizes its goals in line with its vision with its institutional structure that adapts to the changing world and prioritizes quality and values. As a University focused on education and R&D, we also adopt the principle of increasing quality and competencies and presenting our scientific outputs for the benefit of society while realizing our goals. In doing so, we want to increase the subjective well-being of our University employees, students and graduates, and to provide the feeling of "we are succeeding together" at the point of presenting qualified outputs. In the journey of achieving together; we aim to increase R&D and social contribution studies with public, industry, non-governmental organizations and to respond to the needs/expectations of the society with the outputs produced with synergistic effect with stakeholders, to take important steps towards making production areas sustainable with innovative, renewable fields, and to enrich the perception of Erciyes University and Erciyes University brand value with all these.

In order to exist in this world of change where there is variability, uncertainty, complexity and blur; As Erciyes University, we want to develop new solutions with an agile management approach and be prepared for new periods of uncertainty.

With a student-centered education and training approach, we aim to provide students with the skills of the future.

Erciyes University has the vision of becoming a leading university at national and international level by developing creative solutions with its areas of expertise.

Erciyes University 2022-2026 Strategic Plan target cards, we have initiated plan update studies in order to reflect our new management vision. In these studies Our main areas of success effective and efficient use of public resources, keeping up to date, providing solutions to the problems of society with studies such as TURKOVAC vaccine, cellular and nanotechnological products, artificial intelligence applications, creating infrastructures that produce innovative solutions, ensuring that digital transformation studies are sustainable, increasing the visibility of our university by continuously improving activities in the field of internationalization, creating a sustainable university ecosystem and making quality assurance system and continuous improvement dominant in all services provided. I sincerely thank those who contributed to the update of the Strategic Plan for 2022-2026, believing that this diversity will contribute to all our stakeholders in our university, which provides education and R&D in a wide range of fields such as Science-Engineering, Medicine-Health and Social Sciences.

We will succeed by moving forward together and in unity...

Prof. Dr. Fatih ALTUN
RECTOR



PRESENTATION BY SENIOR

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Abbreviations

BAP	: Scientific Research Projects
BAPSIS	:Project Process Management System
BAUM	: Computer Science Research and Application Center
DAPSIS	: Outsourced Project Process System
EBYS	: Electronic Document Management System
ERFARMA	:Erciyes Pharmaceutical Application and Research Center
ERIMER	: Erciyes Communication Center
EFFEST	: Erciyes Film Festival
EKM	: Erciyes Culture Center
ERAGEM	: Erciyes Vaccine Research and Development Center
ERNAM	: Erciyes Nanotechnology Application and Research Center
ERREM	: Psychological Counseling and Guidance Application and Research Center
ERSEM	: Erciyes University Continuing Education Center
ERUTAM	: Erciyes University Agricultural Research and Application Center
ERU:	Erciyes University
ERUZEM	: Erciyes University Distance Education Application and Research Center
ERÜYÖS:	Erciyes University International Student Selection Exam
ETTO	:Erciyes Technology Transfer Office
GENKÖK	:Genome and Stem Cell Research Center
SWOT	:Strengths, Weaknesses, Opportunities and Threats
HIS	: Hospital Information Management System
KAÇAUM	: Women's Studies Research and Application Center
KAYBIMER :	: Career Guidance and Information Center KHK
KHK	:Decree Law
KOSGEB	: Small and Medium Enterprises Development Organization
KÜYS	: Paperless University Management System
KYK	: Credit Dormitories Agency
MYO	: Vocational School
NAP:	:Normal Research Project
ORAN	: Central Anatolia Development Agency
ÖBİSİS	: Student Information System
ÖNAP	: Priority Area Research Project
SYS	:Learning Management System
PESTLE	: Political, Economic, Social, Economic, Technological, Legal and Environmen
PEYOSIS	:Personnel Information System
: RIS	:Radiology Operating System
SANTEZ	:Industrial Theses Support Program
SGDB	:Department of Strategy Development
SUAM	:Health Application and Research Center
TTS	:Transfer Tracking System
TUBITAK	: Scientific and Technological Research Council of Turkey
UYGAR	: Application Research
UAK	: Interuniversity Council
YBBYS	: Intensive Care Information Management
System IHE	: Council of Higher Education
YÖKAK	: Higher Education Quality Board



1

STRATEGIC PLAN AT A GLANCE



1. STRATEGIC PLAN AT A GLANCE

MISSION AND CORE VALUES

MISSION

Erciyes University is a university that provides accredited education and training services at international standards, produces innovative knowledge and technology through R&D studies, transforms the knowledge and technology it produces into social contribution, is a pioneer in its fields of activity, is committed to its core values and is sensitive to the environment.

VISION

To be among the leading universities in Turkey and the world, contributing to the construction of a better future with its graduates, sustaining its role as a pioneer in the production of innovative knowledge and technology with its R&D activities, contributing its scientific studies in all fields to society, being preferred and proud to be a member of.

CORE VALUES



FREEDOM

Freedom to teach and debate, freedom to conduct research and to disseminate and publish its results, freedom to express one's opinion freely about the academic institution or system in which one works, and freedom to participate in professional or representative academic work

UNIVERSALITY

Acting with universal norms and striving to be an internationally respected institution in its fields of activity, interacting and cooperating more with universities around the world, being an attractive university for foreign students and academics and a strong partner for international collaborative initiatives

TRANSPARENCY, ACCOUNTABILITY AND OBJECTIVITY

Ensuring that decision and service processes are known and open in advance, access to decisions and information, being aware of responsibilities towards students, graduates, staff, supporters, resources, environment and society, being objective in producing and disseminating scientific knowledge



INNOVATIVISM

Striving to solve social and universal problems with a creative, solution-oriented, sustainable and progressive approach in projects and scientific studies, being innovative and pioneering in education and research approaches



COOPERATION AND SOLIDARITY

Inter-academic, inter-university, university-industry, university-public institutions and organizations, community-university cooperation and teamwork



SENSITIVITY

Being sensitive to Atatürk's principles and reforms, national, spiritual and human values, fundamental rights and freedoms, disadvantaged groups, cultural heritage and natural environment



PERFECTIONISM

Continuous improvement and maximization of leadership, management and quality, education, training, R&D and social contribution activities



COMPETENCE

Supporting work, recognizing success, and structuring and conducting student and staff recruitment, appointment and promotion, and other assessment and evaluation processes on the basis of merit and objective standards

Table 1. Aims and Objectives

OBJECTIVES	TARGETS
A1. To improve the quality of education and training activities	H 1. To improve the quality of education and training programs
	H 2. To increase the effective participation of students in education and research processes
	H 3. To increase the competence of academic staff in education and research activities
	H 4. To increase education and training infrastructure and access opportunities
	H 5. To increase extracurricular activities that will support education and training and provide personal development
A2. To rank among the top 10 public universities in Turkey in international and national ranking systems with R&D content	H 1. To increase research capacity
	H 2. To improve the quality of research
	H 3. To increase national and international research collaborations
A3. Develop local/regional/national/international social contribution practices	H 1. To increase satisfaction in social service activities
	H 2. Increasing the capacity and quality of health tourism
	H 3. To increase the capacity and quality of social and cultural services
	H 4. To increase the capacity, diversity and quality of education services provided to the society
	H 5. To increase the transformation of products/services developed in UYGAR Centers into social contribution
A4. To be a pioneer in scientific, innovative, agile and people-oriented corporate governance practices	H 1. To make physical improvements in infrastructure and equipment in the service areas of the university
	H 2. Developing the Integrated Information Management System and ensuring digital transformation
	H 3. Increasing institutional belonging
	H 4. To strengthen and maintain communication with stakeholders
	H 5. To increase internationalization performance
A5. To be a pioneering university in the national and international arena in the realization of sustainable development goals	H 1. Creating a sustainability ecosystem and raising awareness on sustainability
	H 2. To develop practices to increase the welfare level of the society and increase activities related to social sustainability
	H 3. To increase environmentally friendly university activities and ensure environmental sustainability
	H 4. To increase activities supporting sustainable production and consumption

Table 2. Key Performance Indicators

Plan Period Initial Value (2022)*	Key Performance Indicators	Targeted Value at the End of the Plan Period (2026)
34	PG 1.1.2 Number of accredited programs	104
18	PG 1.3.3 Number of academic staff benefiting from international mobility programs	80
143	PG 1.4.2 Number of e-publications student	182
0.99	PG 2.1.1 Number of articles and review type publications in journals indexed in SCI-E, SSCI and AHCI indexed in WoS database per faculty member	1.24
(a) 125 (b) 34.044.052,26 ₺	PG 2.1.3 (a) Number of projects supported by external national and international organizations per faculty member (b) Budget amount transferred to the institution from related projects	(a) 150 (b) 39.000.000,00 ₺
46	PG 2.1.4 Number of patents registered nationally and internationally	56
(a) 2.12 (b) 0.13	PG 2.1.5 (a) number of PhD students (b) number of PhD graduates per faculty member	(a) 2.62 (b) 0.28
(a) 0.46 (b) 0.099	PG 2.2.1 First in InCites journal impact value (a) 50% (b) Ratio of scientific publications ranked in the top 10%	(a) 0.63 (b) 0.15
0.223	PG 2.3.3 Ratio of international collaborative publications	0.273
79.99	PG 3.1.1 SUAM patient satisfaction level (%)	82
18	PG 3.2.4 Number of tourist patients	200
17.43	PG 4.3.1 Duration of training organized per staff member (hours)	40
132	PG 4.4.5 Number of activities organized for stakeholders (#)	142
-	PG 5.4.3 Graduate employment rate (%)	30
301-400	PG 5.1.4 Ranking of our university according to the overall score of THE Impact Ranking	201-300
90-100	PG 5.1.5 Ranking of our university according to UI GreenMetric score	80-90
5	PG 5.2.4 Number of barrier-free university awards, barrier-free flag awards, barrier-free program awards and disabled-friendly awards	20

*2022 year-end value





2

STRATEGIC PLAN UPDATE PROCESS

2. STRATEGIC PLAN UPDATE PROCESS

It was reported to the Presidency of Strategy and Budget of the Presidency of the Republic of Turkey that the Strategic Plan for the 2022-2026 period of our university needed to be updated due to the change of the Rector. In the first paragraph of Article 15 of the Regulation on the Procedures and Principles Regarding Strategic Plans, Performance Programs and Activity Reports to be Prepared by Public Administrations published in the Official Gazette dated 22/04/2021 and numbered 31462, it is stated that strategic plans can be updated for the remaining years of the plan period. In the Strategic Planning Guidelines for Universities (Guidelines), it is stated that, provided that the mission, vision and objectives are not changed, changes in the target card, which includes goals, performance indicators, responsible and cooperating units, risks, strategies, total cost and determinations and , are included in the scope of the update. In this framework, our update request was deemed appropriate and an update was made regarding the performance indicators for the 2023-2026 period in the strategic plan of our University.

The Rector is the chair of the Strategy Development Board. He is also the natural chairman of the Strategic Planning Team and has contributed to the work of the Strategic Planning Team in line with the vision of the new University administration. The Rector took ownership of and closely monitored the strategic plan update work. Strategy

The Development Board is chaired by the Rector and consists of Vice Rectors, members of the University Administrative Board and relevant persons appointed by the Rector. The Strategy Development Board approved the Strategic Planning Team and the Plan Update Preparation Program, ensured the active participation of expenditure units in the strategic planning process, controlled the main stages and outputs of the process, and discussed and resolved the issues on the agenda at the board meetings.

The Strategic Planning Team is chaired by a Vice Rector, coordinated by the Strategy Development Department (SDSU), and consists of representatives from all main service units with different areas of expertise, representatives of expenditure units and the SDSU manager. The Strategic Planning Team is responsible for creating the update preparation program, carrying out the strategic plan update process in accordance with the preparation program, coordinating the necessary activities, and preparing the documents to be submitted to the Strategy Development Board and the Rector for approval. The Strategic Planning Team created the ERU Strategic Plan Update Preparation Program for the 2023-2026 period and carried out the work and procedures within this program. In the preparation program, the stages of the strategic plan update process, the stages of the strategic plan update process

The activities to be carried out in these activities, the start and end dates for the stages and activities, and the persons and units that will be responsible for them have been determined. Five Theme Groups were formed by the Strategic Planning Team from academic and administrative staff who are experts in their fields to work on Education and Training, Research and Development, Social Contribution, Corporate Governance System and Sustainable University.

Table 28 target cards prepared for ERU 2023-2026 Strategic Plan Update; Updates and changes were made to the strategic plan target cards in accordance with the first six months performance monitoring of our University in 2022, stakeholder opinions and new budget ceilings determined by the medium-term plan. The Strategic Planning Team finalized the target card updates and submitted them to the Strategy Development Board for its approval. While creating the scorecards, in order to monitor the University as a unit, core area and as a whole, performance

indicators, research university performance indicators, quality indicators, and international ranking indicators have been studied in detail. These studies were supported by the Institutional Data Management and Analytics Coordination Department with monitoring and evaluation data, and the necessity, measurability and traceability of each performance indicator and their values over the years were analyzed and discussed. In addition, the headings of risks, strategies, findings and needs in the target cards were re-analyzed and finalized by taking into account the target values within the scope of performance indicators. The web-based software that can manage all stages of the strategic plan has been redesigned and started to be developed. With the completion of this work, ERU Strategic Plan will be monitored and evaluated, action plans will be created within the scope of risk management, and the performance program will be made in a digital environment.

Table 3. Members of the Strategic Plan Preparation Commission

BOARD	
Prof. Dr. Fatih ALTUN	Rector
Prof. Dr. Sultan TAŞCI	Vice Rector
Prof. Dr. Oktay ÖZKAN	Vice Rector
Prof. Dr. M. Hakan POYRAZOĞLU	Vice Rector
Prof. Dr. Adnan ÖZTÜRK	Dean of Faculty of Dentistry
Prof. Dr. M. Betül AYCAN	Dean of Faculty of Pharmacy
Prof. Dr. Özen TOK	Dean of the Faculty of Literature
Prof. Dr. İbrahim BAYAZIT	Dean of Faculty of Education
Prof. Dr. Nusret AYYILDIZ	Dean of the Faculty of Science
Prof. Dr. Aygöl AYKUT	Dean of the Faculty of Fine Arts
Prof. Dr. İlke TÜRKMEN	Dean of the Faculty of Aeronautics and Astronautics
Prof. Dr. Faik BİLGİLİ	Dean of the Faculty of Economics and Administrative Sciences
Prof. Dr. Ahmet Kamil CİHAN	Dean of the Faculty of Theology
Prof. Dr. Hakan AYDIN	Dean of the Faculty of Communication
Prof. Dr. Gonca BÜYÜKMIHÇI	Dean of the Faculty of Architecture
Prof. Dr. Erdoğan UNUR	Dean of the Faculty of Sport Sciences
Prof. Dr. Hızır Yakup AKYILDIZ	Dean of the Faculty of Medicine
Prof. Dr. Kenan GÜLLÜ	Dean of Faculty of Tourism
Prof. Dr. Abdullah İNCİ	Dean of the Faculty of Veterinary Medicine
Prof. Dr. Osman SÖNMEZ	Dean of the Faculty of Agriculture
Prof. Dr. Ali SELÇUK	Board Member
Prof. Dr. Demet ÜNALAN	Health Services Vocational School Director / Board Member
Venhar ÇOKKEÇECİ	Deputy Secretary General

TEAM	
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Prof. Dr. İbrahim BAYAZIT	Dean of Faculty of Education
Prof. Dr. Mustafa ÖZTÜRK	Faculty of Education
Assoc. Prof. Dr. Gökmen ZARARSIZ	Corporate Data Management and Analytics Coordination
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Prof. Dr. Faculty Member Tayyip ÖZCAN	Information Technologies Department V.
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Prof. Dr. Zeynep BAYKAN	Faculty of Medicine
Prof. Dr. Hasan BAKTIR	Faculty of Literature
Assoc. Prof. Tuncay KARAASLAN	Department of Student Affairs
Assoc. Prof. Dr. Hayriye Hâle KOZLU	Faculty of Architecture
Tanju ARSLANBAŞ	ASAM Staff
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Assoc. Prof. Dr. Mehmet Ali BAHAR	Faculty of Education
Prof. Dr. Lecturer Prof. Emre TOPRAK	Faculty of Education

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Prof. Dr. İlke TÜRKMEN	Faculty of Aeronautics and Astronautics Dean
Prof. Dr. Emel KIZILKAYA AYDOĞAN	Director of Institute of Science and Technology
Prof. Dr. Yusuf ÖZKUL	Genome and Stem Cell Center (GENKÖK)
Prof. Dr. M. Serdar ÖNSES	Nanotechnology Application and Research Center (ERNAM)
Prof. Dr. Hacer TOKYÜREK	Faculty of Literature
Prof. Dr. Lecturer Prof. Dr. Ömer AYDIN	Faculty of Engineering
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Prof. Dr. Sultan TAŞCI	Vice Rector
Prof. Dr. Hasan Önder GÜMÜŞ	Faculty of Dentistry
Prof. Dr. Fatih HOROZOĞLU	Health Application and Research Center
Prof. Dr. Kenan GÜLLÜ	Faculty of Tourism
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Mustafa TOPAKTAŞ	Head of Student Affairs Department
Cengiz Topel ERTAŞ	Head of Administrative and Financial Affairs Department
Fidan IŞIK	Head of Library and Documentation Department
Metin AKGÖBEK	Head of Health, Culture and Sports Department
Dönüş DURAN	Strategy Development Department

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Assoc. Prof. Dr. Kumru UYAR	Faculty of Economics and Administrative Sciences
Prof. Dr. Lecturer Prof. Dr. İbrahim UYANIK	Faculty of Engineering
Assoc. Prof. Dr. Burcu SALGIN	Faculty of Architecture
Prof. Dr. Lecturer Prof. Dr. Abdulaziz Mohamed ATABANI	Faculty of Engineering
Research Assist. Dr. Dilşad ÖZTÜRK	Faculty of Engineering
Melike YAZMAN	Corporate Data Management and Analytics Coordinatorship
Mehmet KOÇYİĞİT	Strategy Development Department

CORE VALUES WORKING GROUP	
Prof. Dr. Mehmet Kasım ÖZGEN	Deputy Secretary General V.
Prof. Dr. Kasım KARAMAN	Faculty of Education
Prof. Dr. Ergün ÖZTÜRK	Faculty of Education
Prof. Dr. Elvan YALÇINKAYA	Faculty of Education
Assoc. Prof. Dr. Ahmet YAMAÇ	Faculty of Education



2

SITUATION ANALYSIS



3. SITUATION ANALYSIS

3.1 Corporate History

Erciyes University was established in 1978 under the name of Kayseri University. The Gevher Nesibe Faculty of Medicine, which was opened in 1968 under Hacettepe University, and the Faculty of Business Administration, which was established in 1977, formed the core of ERU.

In 1982, Kayseri University was renamed "Erciyes University" with the organization of the Council of Higher Education (YÖK) with Law No. 2547. With the establishment of ERU, the names of the faculties were changed as Faculty of Medicine and Faculty of Economics and Administrative Sciences. Kayseri Higher Islamic Institute, which had been established in 1965 under the Ministry of National Education, was renamed the Faculty of Theology, and Kayseri State Academy and Engineering, which had been established in 1977, was renamed the Faculty of Engineering.

Today, Erciyes University serves with 19 faculties, one college, two vocational schools, 7 institutes, 6 departments affiliated to the Rectorate, 42 application and research (UYGAR) centers. ERU is integrated with its environment with the social services it provides in the fields of education, research and development (R&D) and health.

A significant part of the infrastructure and service buildings at Erciyes University were built by the philanthropic businessmen of the region and donated to the University after their equipment was completed. Such a practice has created a new model for Turkey. ERU made great progress towards becoming a center of excellence with the very important developments it has achieved in recent years. With these developments, the University has established the image of "Our University" in the society with confidence in the present and hope for the future.

be formed. As of the end of 2021, the University a total of 52,739 students, 47% of whom are female and 53% male. The number of academic staff is 2243 and the number of administrative staff is 4811. The total campus area of the University is approximately 3,921,300 m².

3.2 Evaluation of the 2017-2021 Strategic Plan

3.2.1 Education- Teaching

Erciyes University a rich diversity with its education units operating in different disciplines based on verbal and numerical.

In the 2017-2021 Strategic Plan of Erciyes University, four objectives have been set under the title of Education and Training within the framework of the aim of "Increasing the quality of teaching and ensuring continuous improvement".

These objectives are: Increasing the capacity and quality of application and research activities in the programs, increasing the quality of education programs, the number of qualified students who prefer ERU, and increasing the use of new methods and technology in education and training. 16 performance indicators were determined to measure the level of achievement of the defined goals.

When the current Strategic Plan was evaluated in terms of the level of achievement of the targets under the heading of Education and Training, it was observed that the target value was reached or exceeded in 10 out of 16 performance indicators (PG 1.1.1, PG 1.1.3, PG 1.1.4, PG 1.2.3, PG 1.2.4, PG 1.2.5, PG 1.3.1, PG 1.3.2, PG 1.4.2, PG 1.4.3).

While three performance indicators were very close to the set value (PG 1.2.2, PG 1.3.3 PG

1.4.1), while three performance indicators fell short of the target (PG 1.1.2, PG 1.2.1, PG 1.3.4).

An assessment of the impact of performance indicators on the targets shows that all targets have been achieved to a significant extent.

3.2.2 Research and Development (R&D)

Erciyes University is one of the research universities that offers the knowledge and technology it produces for the benefit of society, is recognized in national and international scientific platforms with its research studies, plans and conducts research activities to increase research capacity and quality and to develop national and international cooperation with its internal stakeholders as well as public, private and other sector stakeholders. In the Research and Development section of ERU's 2017-2021 Strategic Plan, three goals have been set within the framework of the goal of "Ranking among the Top 500 Universities in the World in Scientific Research and Technology Development

These objectives are: "Increasing Research Capacity", "Increasing Research Quality" and "Increasing National and International Research Cooperation". In order to measure the level of achievement of the defined targets, 14 performance indicators were identified. Mevcut Stratejik Plan Ar- Ge başlığında hedeflere ulaşılma düzeyi açısından değerlendirildiğinde, 14 performans göstergesinden 14'ünde hedef değere ulaşıldığı ya da aşıldığı görülmüştür (PG 3.1.1, PG 3.1.2, PG 3.1.3, PG 3.1.4, PG 3.1.5, PG 3.2.1, PG

3.2.2 , PG 3.2.3, PG 3.2.4, PG 3.2.5, PG 3.3.1, PG 3.3.2, PG 3.3.3, PG 3.3.4).

In the evaluation of the impact of performance indicators on the targets, it was determined that all targets were achieved.

3.2.3 Improving Institutional Capacity and Culture

Erciyes University has a structure that closely follows the developments in our country and in the world, meticulously analyzes the development processes and constantly improves and renews itself.

In the 2017-2021 Strategic Plan of Erciyes University, five objectives have been set under the heading of Corporate Governance within the framework of the objective of "Improving Corporate Quality and Culture".

These goals are: To improve the infrastructure and social life areas in the institution, To increase the level of institutional digitalization, To make ERU campus barrier-free, To strengthen the sense of belonging and ensure its continuity by increasing communication and cooperation with alumni, To ensure the development of internal stakeholders and increase institutional belonging.

In order to measure the level of achievement of the defined objectives, 21 performance indicators were identified. When the current Strategic Plan was evaluated in terms of the level of achievement of the targets under the title of Institutional Management, it was observed that the target value was reached or exceeded in 7 out of 21 performance indicators. (PG 2.1.1, PG 2.1.3, PG 2.2.3, PG 2.3.1, PG 2.4.2, PG 2.4.4, PG 2.5.2).

While six performance indicators were very close to the set value (PG 2.2.2, PG 2.3.2, PG 2.3.3, PG 2.4.1, PG 2.5.1, PG 2.5.4), eight performans göstergesinde hedeflenen değerin gerisinde kaldığı belirlenmiştir (PG 2.1.2, PG 2.1.4, PG 2.2.1, PG 2.2.4, PG 2.2.5, PG 2.3.4, PG 2.4.3, PG 2.5.3).

An assessment of the impact of performance indicators on the targets shows that most of the targets set were achieved.

3.2.4 Community Service

Erciyes University 2017-2021 Strategic Plan under the title of Social Service, five objectives have been determined within the framework of the aim of "Increasing the effectiveness of social service activities". These goals are defined as; increasing the satisfaction rate in social services, ensuring physical improvements in infrastructure and equipment in health service delivery areas, increasing the capacity and quality of health tourism, increasing the capacity and quality of social and cultural services, and increasing the capacity, diversity and quality of educational services offered to the society.

In order to measure the level of achievement of the defined targets, 26 performance indicators were identified. When the current Strategic Plan was evaluated in terms of the level of achievement of the targets under the heading of Community Service, it was observed that the target value was reached or exceeded in 8 out of 26 performance indicators (PG 4.1.1, PG 4.1.2, PG 4.2.1, PG 4.3.3, PG 4.3.5, PG 4.3.3, PG 4.3.5).

4.4.1, PG 4.4.4.6, PG 4.5.4).

İki performans göstergesinde belirlenen değere çok yaklaşıırken (PG 4.4.3PG 4.2.4) on altı performans göstergesinde hedeflenen değerin gerisinde belirlenmiştir.(PG 4.1.3PG 4.1.4PG 4.2.2PG 4.2.3PG 4.2.5PG

4.2.6, PG 4.3.1, PG 4.3.2, PG 4.3.4, PG 4.4.2, PG 4.4.4, PG 4.4.5, PG 4.5.1, PG 4.5.2, PG 4.5.3, PG. 4.5.5).

In the evaluation made in terms of the impact of performance indicators on the targets, it was determined that nearly half of the set targets were achieved, while most of the targets that were not achieved were not achieved due to the Covid-19t-19t-ones.

3.2.5 Environmentally Responsible Management-University

Issues such as global warming, environmental pollution, energy saving and alternative and renewable energy are among the prioritized issues today. The University attaches great importance to both conducting studies in these areas and creating an environmentally friendly campus environment.

In the 2017-2021 Strategic Plan of Erciyes University, under the title of Environmentally Responsible Management-University, three objectives were determined within the framework of the objective of "Establishing an Environmentally Responsible Management-University Approach and Developing Social Responsibility Awareness".

These goals are defined as "Increasing the Level of Environmental Awareness", "Increasing and Ensuring the Sustainability of Environmentally Friendly University Activities" and "Increasing the Level of Sensitivity to Disadvantaged Groups". In order to measure the level of achievement of the defined goals, 12 performance indicators were determined.

When the current Strategic Plan is evaluated in terms of the level of achievement of the targets in the strategic objective of Environmentally Responsible Management-University, it is seen that the target value has been achieved or exceeded in 5 out of 12 performance indicators (PG 5.1.1, PG 5.1.2, PG 5.1.3, PG 5.2.5, PG 5.3.1).

7 indicators were partially achieved PG 5.1.4, PG 5.2.1, PG 5.2.2, PG 5.2.3, PG5.2.4, PG 5.3.2, PG 5.3.3)

In the evaluation made in terms of the impact of performance indicators on the targets, the targets were realized in the seminar on raising environmental awareness and in the courses included in the curriculum.

3.3 Legislation Analysis

Regarding the organization, authority, duties and responsibilities of Erciyes University, the Law No. 2547 on Higher Education, Law No. 2914 on Higher Education Personnel, Law No. 2809 on the Organization of Higher Education Institutions and Law No. 5018 on Public Financial Management and Control are determinative. The list of other legislation related to the academic activities and administrative functioning of higher education institutions can be accessed from the web page of the Presidency of the Council of Higher Education and the regulations and directives of Erciyes University can be accessed from the web pages of the Rectorate and related units. Law No. 2547 on Higher Education and related legislation regarding the duties and responsibilities of Erciyes University

The analyses, findings and needs are shown in **Table 4**. Legal obligations and legislative analysis of the higher education system that emerged as a result of the studies

The general and specific needs of Erciyes University have been included in the goals and objectives set in the 2022-2026 Strategic Plan.

Table 4. Legislation Analysis

OBLIGATION	BASIS	DETECTIONS	NEEDS
To train manpower in accordance with the needs of the nation and the country in an order based on the principles of contemporary education and training; to provide education, scientific research, publication and consultancy at various levels based on secondary education; to serve the country and humanity	2709 s. AY m. 130/1 2547 s. K. m. 4,5,12	The University carries out all its academic and administrative activities within the scope of the legislation in force, and there is no service that is not included in the legislation. In addition, since universities are established by law by the state with public personality and scientific autonomy, there is conflict of authority between them and other institutions and organizations.	
Providing education and training services	2547 s. K. m. 12,13,14,43	The University its education and training services within the scope of the Regulation on Undergraduate and Li- sans Education and Training, the Regulation on Graduate Education and Training and the relevant legislation.	Regulations should be updated, where necessary, in line with current conditions and the addressees should be informed these changes.
Developing strategies with the basic principles of contributing to science in the field and contributing to the technological, economic, social and cultural development of the country, , supporting, carrying out, monitoring, evaluating results and announcing to the public the proposals for R&D-based scientific projects submitted by our university researchers within the announced call calendar	2547 s. K. Art.4/1-c; 58/1-b: Annex art.28	Scientific research projects supported with the available resources within the framework of the implementation principles prepared by the BAP committee based on the provisions of the relevant articles of the Scientific Research Project Unit (BAP) Implementation Directive, which entered into force with the relevant decision of the University Senate.	It is important to develop strategies to guide and motivate academics by developing strategies to achieve scientific outputs that will have a higher widespread impact on the international platform from the project results, to encourage young academics to participate in international scientific congresses and symposiums within the framework projects, to increase their academic culture, and to develop strategies to encourage more interdisciplinary projects in priority research areas. Young be informed about scientific project preparation processes and encouraged prepare project proposals and carry out projects.
When an invention is made as a result of scientific or research conducted at universities, the inventor is obliged to notify the university in writing and without delay. If a patent application has been made, the university is notified of the application	6769 s. K. m. 121/2	The University consultancy support for inventions the scope of the activities of Erciyes Technology Transfer Office (ETTO).	The working procedures and principles of the researchers within the University regarding determination, protection, sharing, licensing and commercialization of intellectual and industrial property rights should be regulated. All departments should be regularly informed about the legislation and processes, and consultancy support for inventions should be developed.

OBLIGATION	BASIS	DETECTIONS	NEEDS
cooperation with higher education and other organizations abroad, conducting international joint education and training programs, associate and undergraduate programs	2547 s. K. m. 43/1-d	The University completed or ongoing student exchange and cooperation protocols with higher education institutions abroad.	The number of student exchange programs and collaborations with higher institutions abroad be increased.
Providing services to help students scholarships, loans and job placement Providing whose services are needed with the opportunity to work part-time in temporary jobs	2547 s. K. art. 46/1-k 5/1-c	is a Career Guidance and Information Center (KAY- BIMER) Regulation providing services to university students and graduates, and activities are carried out.	The number of supported should be increased by providing additional resources for students be guided and informed in the process of selecting sectors and enterprises and to work part-time.
To protect the physical and mental health of students, to meet their social needs such as housing and nutrition, and for this purpose, to open reading halls, inpatient health , medico-social centers, student canteens and restaurants, to provide meeting, cinema and theater halls, sports halls and fields, and camping places within the budgetary possibilities. help graduates find jobs by cooperating with private and public organizations. Establishing guidance and psychological counseling and trying to solve students' personal and family problems	2547 s. K. m. 47/1-a,b,c art. 5/1-a,b,d	are directives health, sports and socio-cultural services offered at the university. There is a Directive on the Establishment and Operation of Student Clubs and Societies, which allows student clubs and societies to enter into sponsorship agreements for financial support for their activities. There is a Psychological Counseling and Guidance Application and Center Regulation provide psychological counseling and guidance services to students individual, social, educational and vocational areas and activities are carried out.	Student participation in social and services be encouraged by increasing activities of student clubs and societies. Additional resources should be provided for and psychological counseling activities to support students in solving their personal and family problems, and the number of students benefiting from these be increased.
support the university's education, research, research and development activities, to select, purchase, donate and exchange the printed and / or electronic information resources that users will need in order to meet the information-document of users, to organize the information resources provided in such a way that they can be made available to users	2547 s. K. art.14 124 s. Decree Law Article 33	Publications that are not available in university libraries and that users request to be purchased can be reported to the library ordering service through the online system and the purchase processes be monitored from here.	The number of printed and electronic resources per student in university libraries should be increased. In order to improve and library services, sufficient resources should be allocated for the enrichment of printed and electronic materials and decision-making mechanisms be simplified in the use of resources and procurement processes.
To determine the administrative organizational structure of the university	124 s. Decree Law art. 26-40	University organization chart is available.	The organizational chart of the university should be discussed and updated by the senate with an approach based on the lean management approach.
To prepare a strategic plan through participatory methods in order to establish a mission and vision for the future within the framework of development plans, policies and determined by the President, relevant legislation and the basic principles adopted, to set strategic goals and measurable objectives, to measure their performance in line with predetermined indicators and to monitor and evaluate this process	5018 s. K. m. 9/1	The preparatory work for the 2022-2026 Strategic Plan of the University is ongoing and within this scopethe Strategy Development Board, Strategic Planning Team and Theme Groups been established. Strategic Plan Preparation Program has been published.	A Directive on the Establishment and Functioning of the Strategy Development Board should be prepared and put into effect. The most important factor in achieving the goals in the strategic plan is its adoption by both the governing bodies and the academic and administrative staff. For this purpose, informational meetings be held in all units after the 2022-2026 Strategic Plan is put into effect.

3.4 Top Policy Documents Analysis

Top Policy Document	Related Section/ Reference	Assigned Tasks/ Needs
Eleventh Development Plan	332.5.	The number and diversity of associate, undergraduate and graduate programs for priority sectors will be increased, and R&D activities in this field will be special importance at universities.
	349.1.	Qualified human resources with PhD degrees needed in the industry will be trained through university-industry cooperation and employment of researchers with PhD degrees in the industry will be encouraged.
	349.3.	In cooperation between universities and industry, graduate programs will be established for the needs of the industry, especially in priority sectors, and universities that open these programs be encouraged.
	350.9.	The academic incentive system will be structured by adding criteria that take into account knowledge and technology transfer activities.
	418.2.	The relationship between R&D and extension will be strengthened by increasing the participation of academicians and research staff in training and extension programs.
	442.	The number and quality of R&D personnel will be increased.
	442.1.	Employment of post-doctoral contract researchers in research universities will be increased.
	442.6.	In order to increase qualified human resources with research experience, more undergraduate, graduate and doctoral scholars be included in publicly funded R&D projects.
	443.	Qualified researcher manpower capacity and research activities in basic sciences will be increased in line with the needs of priority sectors and technology areas, and special graduate scholarship programs will be developed for these areas.
	443.1.	The amount of graduate scholarships for basic sciences and the number of beneficiaries will be increased.
	443.4.	National and international education and research-themed scientific events be organized to support qualified studies and pioneering and groundbreaking research in the fields of science and increase the capacity of researcher manpower, especially in the field of basic sciences.
	454.2.	Intellectual property rights will be included in undergraduate and graduate courses in faculties of basic sciences, economics, business administration, architecture, engineering, communication and fine arts, and the establishment of a main science branch in faculties of law will be expanded.
	492.4.	Energy Efficiency in Public Buildings Project will be implemented.
	537.	It is aimed to raise qualified people who transform knowledge into economic and social benefits, use technology and are prone to production through inclusive and quality education at all levels to strengthen the human structure of our country. In this framework, it is aimed that all individuals have access to inclusive and quality education and lifelong learning opportunities. During the Eleventh Development Plan period, policies will be implemented and necessary arrangements will be made in all processes in the fields of education, culture, arts and sports in order to raise productive and happy individuals.
	547.	The main objective is to ensure that all individuals have access to inclusive and quality education and lifelong learning opportunities and to raise productive and happy individuals who have developed the ability to think, perceive and solve problems, who have self-confidence and a sense of responsibility, entrepreneurship and innovation, who have internalized democratic values and national culture, who are open to sharing and communication, who have a strong sense of art and aesthetics, who are prone to the use of technology.
	548.3.	In planning the construction of new classrooms, the efficient use of other educational buildings in the area where classrooms are planned to be built will be taken into account and the use of idle educational buildings will be prioritized.
	549.1.	Educational buildings will be designed in an architecture that is compatible with technology and the environment, safe, economical, aesthetic, accessible, with high standards and quality.
	550.3.	A quality assurance system will be established in education.

	561.	The higher education system will be transformed into a globally competitive, quality-oriented and dynamic structure, and practices to increase the quality of higher education institutions continue.
	561.1.	It will be ensured that at least 2 of our universities enter the top 100 and at least 5 of our universities enter the top 500 in world academic achievement rankings by 2023.
	561.2.	The number of PhD graduates will be increased to 15 thousand on average annually during the plan period, particularly in priority sectors.
	561.3.	Universities be harmonized with open access infrastructures in order to keep pace with the digital age and to realize open access and open science practices in access to information.
	561.4.	The lower limit of the appointment and promotion criteria for academic staff will be raised centrally.
	561.7.	An alumni monitoring system will be established to follow the career processes of graduates and strengthen alumni-university cooperation.
	561.8.	Data on education, research and innovation outputs of higher education institutions will be regularly monitored and reported.
	563.	The level of internationalization of Turkey in the field of higher education will be increased.
	563.1.	International access to the higher education system will be facilitated through effective promotional activities.
	563.2.	The number of qualified international students in the higher education system will be increased.
	563.3.	The share of qualified foreign academics in total employment will be increased.
	563.4.	The number of programs offering education in foreign languages will be increased, accommodation opportunities of higher education institutions for international students will be improved and institutional capacity in internationalization will be increased.
	571.1.	In order to ensure the transition of university students to the labor market, university-private sector collaborations, especially joint projects, will be improved.
	779.4.	University students will be encouraged to volunteer and participate in CSO activities and facilitate internship opportunities at CSOs.
	789.	The main objective is to increase the effectiveness of the implementation of strategic management in public sector and to realize the concept of accountability all stages of the management cycle, from planning to monitoring and evaluation.
	842.	The main objective is to reflect the Sustainable Development Goals (SDGs) in policies in line with our priorities and to establish an effective monitoring and review mechanism for the goals.
Medium Term Program	Action and Projects, Education	In order to make the distance education process effective in a way to support the Blended Education System, a holistic system covering improvements in content, infrastructure, design and management will be implemented; disadvantaged students will be to benefit more from distance education.
	Action and Projects, Education	Hygiene conditions in educational institutions will be improved and activities to prevent infection will be implemented in a planned manner.
	Action and Projects, Education	Efforts be made to bring education and training in line with international standards and the effectiveness of the measurement, monitoring and evaluation system will be increased.
	Action and Projects, Education	Within the framework of the needs of the industry and digital transformation targets, innovative school-industry models will be established, and the capacities of vocational and technical education institutions will be improved to meet the labor force needs of the sector.

There are three top policy documents that are relevant to the strategic plan. The first is the Eleventh Development Plan (2019-2023), the second is the Medium Term Program (2021-2023) and the third is the Strategy Document on Internationalization in Higher Education (2018-2022).

The analysis of the Top Policy Documents is given in **Table 5**.

Table 5. Analysis of Top Policy Documents

3.5 Stakeholder Analysis

The expectations, support and contributions of internal and external stakeholders are important in determining the strategic orientation of an institution and setting goals and objectives in this direction. In this context, the stakeholder list of the University is shown in **Table 6** and the Product and Service Table is shown in Table 7.

The stakeholders of the University, which were identified as a result of the work carried out by the stakeholder analysis team at the University and finalized after being discussed in the Strategic Planning Team, were categorized into internal and external stakeholders, employees and service recipients, and basic and strategic partners according to whether they are mandatory or voluntary.

Academic and administrative staff, students, institutions such as the Council of Higher Education (YÖK), ÜAK, YÖK, KAK, the Ministries of Treasury and Finance and National Education, the Presidency of Strategy and Budget, and the Court of Accounts, which have a strong influence on the effective execution of the activities at the university, are important institutions and organizations for us. Among the stakeholders of the university, institutions with a weak degree of influence but considered important are stakeholders such as other universities, KYK, graduates, retired staff, student families, private sector organizations,

Stakeholders such as suppliers are considered less important. Among our stakeholders, our academic and administrative staff and students within our institution are important groups that we will work with first and foremost. In addition, our main and strategic partners such as Ministries, Court of Accounts, YÖK, ÜAK, Chambers of Commerce and Industry, KOSGEB, ORAN, media organs and local public institutions are the groups we will work with. Strategic partners such as students' families, alumni, local governments, Credit and Dormitories Institution, other universities and suppliers are the groups we need to cooperate with.

Strengthening our relations with our stakeholders, which are of fundamental importance for our organization's goals. These issues have been taken into consideration in planning.

Satisfaction analyses of the University's internal and external stakeholders are summarized below on a stakeholder basis.

Stakeholder Satisfaction Analyses:

The internal stakeholder satisfaction analyses, the surveys developed by the stakeholder analysis working group and administered to students, academic and administrative staff, and the collected by each theme group for their stakeholders using various research methods are summarized below.

A total of 1050 students enrolled in 33 academic departments participated in the survey conducted to measure student satisfaction. According to the answers given by the students participating in the survey, the 5 items that Erciyes University students rated the most (most satisfied) and the least (least satisfied) are given below. In the research, it is understood that the general satisfaction level of the students with the university is at a medium level (3.19).

Table 6. Erciyes University Stakeholder List

STAKEHOLDER NAME	STAKEHOLDER TYPE	Degree of Importance	Impact Rating	Priority
Academic staff	Stakeholder	5	5	Work Together
Administrative staff	Stakeholder	5	5	Work Together
Student	Stakeholder	5	5	Work Together
HIGHER EDUCATION	External Stakeholder	5	5	Work Together
YÖKAK	External Stakeholder	4	4	Work Together
Interuniversity Council	External Stakeholder	4	4	Work Together
TÜBİTAK-TÜBA	External Stakeholder	4	4	Work Together
ÖSYM	External Stakeholder	4	3	Involve in Studies
Universities	External Stakeholder	4	3	Involve in Studies
Provincial Directorate of Education	External Stakeholder	4	3	Involve in Studies
Alumni	External Stakeholder	4	3	Involve in Studies
Local Governments	External Stakeholder	3	4	Involve in Studies
Court of Accounts	External Stakeholder	3	4	Involve in Studies
Kayseri Governorate	External Stakeholder	3	4	Involve in Studies
Ministry of National Education	External Stakeholder	4	3	Involve in Studies
Credit Dormitories Authority	External Stakeholder	3	3	Inform
Ministry of Treasury and Finance	External Stakeholder	3	3	Inform
Presidency of Strategy and Budget	External Stakeholder	3	3	Inform
Public Procurement Authority	External Stakeholder	3	3	Inform
Provincial Police Directorate	External Stakeholder	3	3	Inform
Kayseri Chamber of Industry	External Stakeholder	3	3	Inform
Kayseri Chamber of Commerce	External Stakeholder	3	3	Inform
Private Sector Organizations	External Stakeholder	3	3	Inform
Suppliers	External Stakeholder	3	3	Inform
Tradesmen in the University	External Stakeholder	3	3	Inform
Press and Broadcasting Organizations	External Stakeholder	3	3	Inform
Social Security Institution	External Stakeholder	3	3	Inform
Student families	External Stakeholder	3	2	Watch
Ministry of Health	External Stakeholder	3	2	Watch
Provincial Directorate of Culture	External Stakeholder	3	2	Watch
Provincial Directorate of Health	External Stakeholder	3	2	Watch
Provincial Directorate of Youth and Sports	External Stakeholder	3	2	Watch
KOSGEB	External Stakeholder	3	2	Watch
RATING	External Stakeholder	3	2	Watch
OSB	External Stakeholder	3	2	Watch
Trade Unions	External Stakeholder	3	2	Watch
Banks	External Stakeholder	3	2	Watch
Companies in Technopark	External Stakeholder	3	2	Watch
Society	External Stakeholder	3	2	Watch
Retired personnel	External Stakeholder	2	2	Watch
Other Ministries	External Stakeholder	2	2	Watch
Other Public Institutions	External Stakeholder	2	2	Watch
Civil Professional Organizations	External Stakeholder	2	2	Watch

The majority of the students who participated in the survey were found to be satisfied with the university's IT services, the physical conditions of the classrooms such as cleanliness, capacity, temperature and technical equipment, transportation, internet, stationery, web page (**Table 8**).

Table 8. Areas where ERU Students are Most Satisfied

	Average*
I am satisfied with the Student Affairs Information System (OBISIS)	4,43
Ambient temperature in classrooms is normal	4,11
I am satisfied with the opportunities to reach our university	4,00
The equipment used in classrooms (chalk, board marker, smart lectern, projector, etc.) is sufficient	3,98
I am satisfied with the website of our university	3,95

*Scale: "4.50-5.00= Excellent", "4.00-4.49= Very good", "3.50-3.99= Good", "3.00-3.49= Fair", Less than 3.00= Inadequate"

The students who participated in the survey that their satisfaction with scholarships, dormitory facilities, and services provided to student clubs and societies at the university is low. In addition, it is understood that students think that the number of science, culture and artistic activities should be increased and club activities should be given more support by the administration. These sources of dissatisfaction and requests were taken into consideration in determining the University's goals (**Table 9**).

Table 9. Areas where ERU Students are Least Satisfied

	Average*
I am satisfied with the dormitory facilities offered by our university	2,20
I am satisfied with the scholarship opportunities offered by our university	2,26
I am satisfied with the services provided by the university administration to student clubs and societies	2,33
The participation of students in management processes at our university is sufficient	2,34
Student clubs are supported by the university administration	2,39

*Scale: "4.50-5.00= Excellent", "4.00-4.49= Very good", "3.50-3.99= Good", "3.00-3.49= Fair", Less than 3.00= Inadequate"

A total of 237 academic staff participated in the conducted to determine their satisfaction with the university. As a result of the analysis of the answers given to each item in the questionnaire applied to the academic staff participating in the research, the following results were obtained. The general satisfaction average of academic staff is 2.70.

Table 7. Products and Services Table

	Education and Training					Research and Development								Social Contribution				Social and Cultural Activities					
	Undergraduate Education Programs	Graduate Education Programs (Master's, Doctorate)	National and International Exchange Program	Internship Program	Student Counseling	Research Projects	Scientific Publications	Graduate Theses and Projects	Scientific Meetings, Seminars, Congresses and Conferences	Technology Development	Patent/Utility Model/Patent Registration	Research Centers Analysis Services	Scientific Research Support Services	Information, Awareness Raising and Education Services for the Community	Support and Cooperation with Civil Society Organizations	Community Service Projects Developed with Institutions and Organizations	With Aid Activities for People in Need	Library Services	Healthy Living and Sports Services	Exhibitions and Artistic Events	Health, Culture, Nutrition and Accommodation Services for Students	Ceremonies (Inauguration, Graduation, etc) and Important Day Events	Orientation and Career Days, Celebrations and Festivities
Academic staff	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Administrative staff			x										x	x	x		x	x	x	x	x	x	x
Student	x	x	x	x	x		x	x	x	x	x	x		x	x	x	x	x	x	x	x	x	x
HIGHER EDUCATION	x	x		x		x	x	x	x	x	x	x						x	x		x	x	x
YÖKAK	x	x							x					x	x							x	x
Interuniversity Council	x	x		x		x	x	x	x	x	x	x						x	x		x	x	x
Local Governments									x					x	x	x	x						
Ministry of National Education	x	x		x										x		x		x			x		
Court of Accounts																							
ÖSYM	x	x		x		x	x	x	x	x	x	x						x	x		x	x	x
TÜBİTAK-TÜBA			x	x		x	x			x	x					x				x			
Universities	x	x	x			x		x	x			x				x							
Credit Dormitories Authority														x		x	x				x		
Kayseri Governorate														x	x	x	x					x	x
Provincial Directorate of National Education	x	x		x										x		x		x			x		
Alumni				x										x	x	x	x					x	x
Ministry of Treasury and Finance				x																			
Presidency of Strategy and Budget				x																			
Public Procurement Authority																							
Provincial Police Directorate														x	x	x	x					x	x
Kayseri Chamber of Industry				x					x	x		x			x								
Kayseri Chamber of Commerce				x					x	x		x			x								
Private Sector Organizations				x							x	x				x							x
Suppliers																							
Tradesmen in the University																							
Press and Broadcasting Organizations														x	x				x		x	x	
Social Security Institution				x																			
Student families														x							x	x	x
Ministry of Health				x					x		x			x	x	x	x				x		
Provincial Directorate of Culture				x					x		x			x	x	x	x				x		
Provincial Directorate of Health				x					x		x			x	x	x	x				x		
Provincial Directorate of Youth and Sports				x					x		x			x	x	x	x				x		
KOSGEB									x	x	x			x	x	x							
RATING									x	x	x			x	x	x							
OSB				x					x	x	x	x		x									
Trade Unions				x							x	x			x								x
Banks				x																			
Companies in Technopark				x					x	x	x												
Society														x	x	x	x		x	x			
Retired Personnel														x	x		x					x	x
Other Ministries				x					x		x			x	x	x	x				x		
Other Public Institutions				x					x		x			x	x	x	x				x		
Civil Professional Organizations				x					x	x		x			x								

	Entrepreneurship		Public, University, Industry Collaborations					Internal and Institution External Contact			Management Process and Support Services										
	Supporting Entrepreneurship - Incubation Centers	Activities and Events within the Scope of Entrepreneurship	Consultancy Services	Expert Witness and Arbitration Services	R&D and Innovation Projects in University and Industry Cooperation	Engineering and Testing Services	Local Collaborations	Information Services	Electronic Mail Service	Press and Public Relations and Information Acquisition Services	Human Services	General Support Services	Strategy Development Services	Financial Services	Library and Documentation Services	Building Works Related Services	Information and Communication Technologies Services	Legal and Legislative Services	Administrative Services for Students	Promotion Services	Financial and Administrative Legislation Information and
Academic staff	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Administrative staff								x	x	x	x	x	x	x	x	x	x	x	x	x	x
Student	x	x						x	x	x		x			x	x	x		x	x	x
HIGHER EDUCATION	x	x	x		x			x			x		x		x		x	x	x		x
YÖKAK			x					x	x	x		x	x				x			x	
Interuniversity Council	x	x	x		x			x			x		x		x		x	x	x		x
Local Governments														x				x			x
Ministry of National Education																					
Court of Accounts											x	x	x	x		x		x			x
ÖSYM	x	x	x		x			x			x		x		x		x	x	x		x
TÜBİTAK-TÜBA	x	x			x									x							
Universities					x		x	x												x	
Credit Dormitories Authority																					
Kayseri Governorate							x	x				x						x			x
Provincial Directorate of National Education														x				x			x
Alumni																				x	
Ministry of Treasury and Finance								x			x	x	x	x				x			x
Presidency of Strategy and Budget								x			x	x	x	x				x			x
Public Procurement Authority												x		x		x	x	x			x
Provincial Police Directorate							x	x				x						x			x
Kayseri Chamber of Industry	x	x	x	x	x	x	x														
Kayseri Chamber of Commerce	x	x	x	x	x	x	x														
Private Sector Organizations			x	x	x	x															
Suppliers												x		x		x	x		x		
Tradesmen in the University												x		x		x	x		x		
Press and Broadcasting Organizations								x		x										x	
Social Security Institution											x	x		x				x			x
Student families								x		x		x								x	
Ministry of Health		x	x									x	x	x		x	x	x	x		x
Provincial Directorate of Culture		x	x									x	x	x		x	x	x	x		x
Provincial Directorate of Health		x	x									x	x	x		x	x	x	x		x
Provincial Directorate of Youth and Sports		x	x									x	x	x		x	x	x	x		x
KOSGEB	x	x			x		x														
RATING	x	x			x		x														
OSB	x	x	x	x	x	x	x														
Trade Unions			x	x	x	x															
Banks				x			x							x		x	x				
Companies in Technopark	x	x			x		x														
Society							x			x											
Retired Personnel																					
Other Ministries		x	x									x	x	x		x	x	x	x		x
Other Public Institutions		x	x									x	x	x		x	x	x	x		x
Civil Professional Organizations	x	x	x	x	x	x	x														

This result shows that the satisfaction of academic staff with the University is inadequate in general. However, 50.60% of the academics stated that they were satisfied with the statement about "the importance of being an academic staff member of Erciyes University and the degree of satisfaction due to this" (n=120, Mean=3.67). This result is important in terms of institutional identity and ai- diet. In other words, this level of satisfaction that academic per- sonnel generally have a moderate level of job satisfaction. Information Processing

(Mean=3.29), library services (Mean=3.22) and database adequacy (Mean=3.15). This shows that academic staff are generally satisfied with infrastructure services. The relatively high mean values for the professional competence of the academic staff in the department/major discipline can be interpreted as that the academic staff are considered adequate in terms of education.

Table 10. Areas where Academic Staff are Most Satisfied

	Average*
Your degree of importance and satisfaction with being an academic staff member of Erciyes University	3,67
Data processing services	3,29
Academic/professional qualifications of academic staff in the department/major discipline	3,25
Library and documentation services	3,22
Adequacy of databases	3,15

*Scale: "4.50-5.00= Excellent", "4.00-4.49= Very good", "3.50-3.99= Good", "3.00-3.49= Fair", Less than 3.00= Inadequate"

Table 11. Areas where Academic Staff are Least Satisfied

	Average*
Legal support services	2,01
Facilitations and support in the implementation of externally funded projects	2,11
Suitability of the number of students in associate and undergraduate programs to the program	2,13
Qualifications of students enrolled in associate and undergraduate programs	2,15
Relations with civil society organizations	2,17

*Scale: "4.50-5.00= Excellent", "4.00-4.49= Very good", "3.50-3.99= Good", "3.00-3.49= Fair", Less than 3.00= Inadequate"

Table 11 the five statements with the lowest mean. When the statements are analyzed the lowest mean belongs to the statement on legal support services (Mean=2.01). Face

As a result of some face-to-face interviews, some of the academics that they did not receive enough support in the investigations carried out at the university or in other legal issues that academics need. It is thought that adding this deficiency to the goals to be set in the strategic plan will help to overcome the problem.

Among the statements under the heading of education and training, the average of the statements such as "the number of students in associate degree and undergraduate programs is appropriate for the program and the qualifications of the students enrolled in associate degree and undergraduate programs" is low. It is also observed that academic staff are not satisfied with the relations with non-governmental organizations (Mean=2.17). If the university in activities to improve its relations with non-governmental organizations, it will be possible to overcome the dissatisfaction of academic staff on this issue.

A general assessment of the level of dissatisfaction of academic staff is as follows: the qualifications of students enrolled in undergraduate and graduate programs (Mean=2.21) and the criteria for selecting students (Mean=2.42), the financial support provided for participation in scientific meetings abroad (Mean=2.26), on-campus transportation services (Mean=2.31), and the level of support for interdisciplinary studies (Mean=2.33),

construction and repair services (Mean=2.34), infrastructure and personnel of the institutes (Mean=2.44), research laboratories (Mean=2.48), and the quality of the personnel (Mean=2.43).

If these deficiencies, which need to be taken into consideration in the areas of education and training, infrastructure and services, research, financial/monetary facilities and the location of the University, can be identified as targets in the strategic plan and eliminated, it is thought that there will be significant increases in the satisfaction level of academic staff. Satisfaction levels are also low in terms of infrastructure and services such as classrooms, offices, cleaning, parking facilities, security, sports facilities, and health services. Improvements in the infrastructure and services provided by the University will lead to significant increases in the level of satisfaction.

A total of 208 personnel participated in the survey conducted to determine the satisfaction level of administrative staff with the University. The average value for the general satisfaction level of administrative staff is 2.57. This result shows that the satisfaction level of administrative staff is inadequate in general. However, it is noteworthy that administrative staff stated that they were satisfied with being a member of Erciyes University (mean= 3.54).

Table 12. Areas where Administrative Staff are Most Satisfied

	Average*
I am pleased to be a member of our university	3,54
I am satisfied with the services provided by the university staff cafeteria	3,54
I am satisfied with the provision of technical hardware and support services necessary for me to do my job	3,43
I am satisfied with the physical conditions of the working environment	3,14
I am satisfied with the level at which the management of the unit where I work meets my requests	3,09

Scale: "4.50-5.00= Excellent", "4.00-4.49= Very good", "3.50-3.99= Good", "3.00-3.49= Fair", Less than 3.00= Inadequate"

When **Table 12** is analyzed, it is understood that administrative staff are generally satisfied with being a member of ERU. Likewise, employees expressed satisfaction with the provision of technical, hardware and support services necessary for them to do their jobs. They are satisfied with the physical conditions of their working environment, the opportunities offered to employees through the use of communication technologies, and the staff cafeteria.

The fact that administrative personnel are satisfied with the services provided indicates that they are generally satisfied with the physical services provided. However, there are also areas where administrative staff have low levels of satisfaction with social activities, promotion criteria, and the level of participation in decisions taken. The goals set in the strategic plan aim to resolve such problems (**Table 13**).

Table 13. Areas where Administrative Staff are Least Satisfied

	Average*
I am satisfied with the social activities organized at our university for the staff to get to know each other	1,69
I am satisfied with the criteria for promotion to administrative positions at our university	1,73
I am satisfied with the services provided by the Department of Construction and Technical Affairs	1,77
I am satisfied that the criteria for selection/appointment to administrative positions at our university clear	1,97
I am satisfied with the level of participation of administrative staff in the decisions taken by the management at our university	1,99

Scale: "4.50-5.00= Excellent", "4.00-4.49= Very good", "3.50-3.99= Good", "3.00-3.49= Fair", Less than 3.00= Inadequate"

External Stakeholder Assessments

According to the data obtained from the interviews and surveys conducted with the institutions identified as external stakeholders of the University, the strengths, weaknesses, threats and opportunities perceived by external stakeholders are summarized in **Table 14** below.

Table 14. External Stakeholder Evaluations

ERU's Strengths	
Health Sciences	International quality of education and research hospitals
Science and Engineering Sciences	Being in the top ten in Turkey
Genome Stem Cell Center	Being among internationally respected centers
Location	Well-established university in the region
Scientific Research Projects	Supporting scientific research
Transportation	Easy access to campus
Information processing infrastructure	Fast internet connection, strong infrastructure
Stakeholder support for scientific research	Provision of overseas research scholarships by industrialists

Weaknesses of ERU	
Student	High number of students per faculty member
Foreign language	Inadequate foreign language proficiency of the teaching staff
Lack of physical space	Inadequacy of classroom space

Opportunities at ERU	
Projects	National project opportunities
Industry cooperation	Technopark, ETTO
University agreements	Cooperation with domestic and international universities

Threats to ERU	
Transportation	Lack of adequate public transportation
	Unforeseen regulations of local governments
Loss of well-trained personnel	Preference for another university, preference for going abroad
Miscommunication	Lack of communication with external stakeholders, lack of communication with graduate students
Legal regulations	Unforeseen regulations of YÖK and other related institutions

3.6 Internal Analysis

The Organization Chart of Erciyes University is given in **Figure 1**.

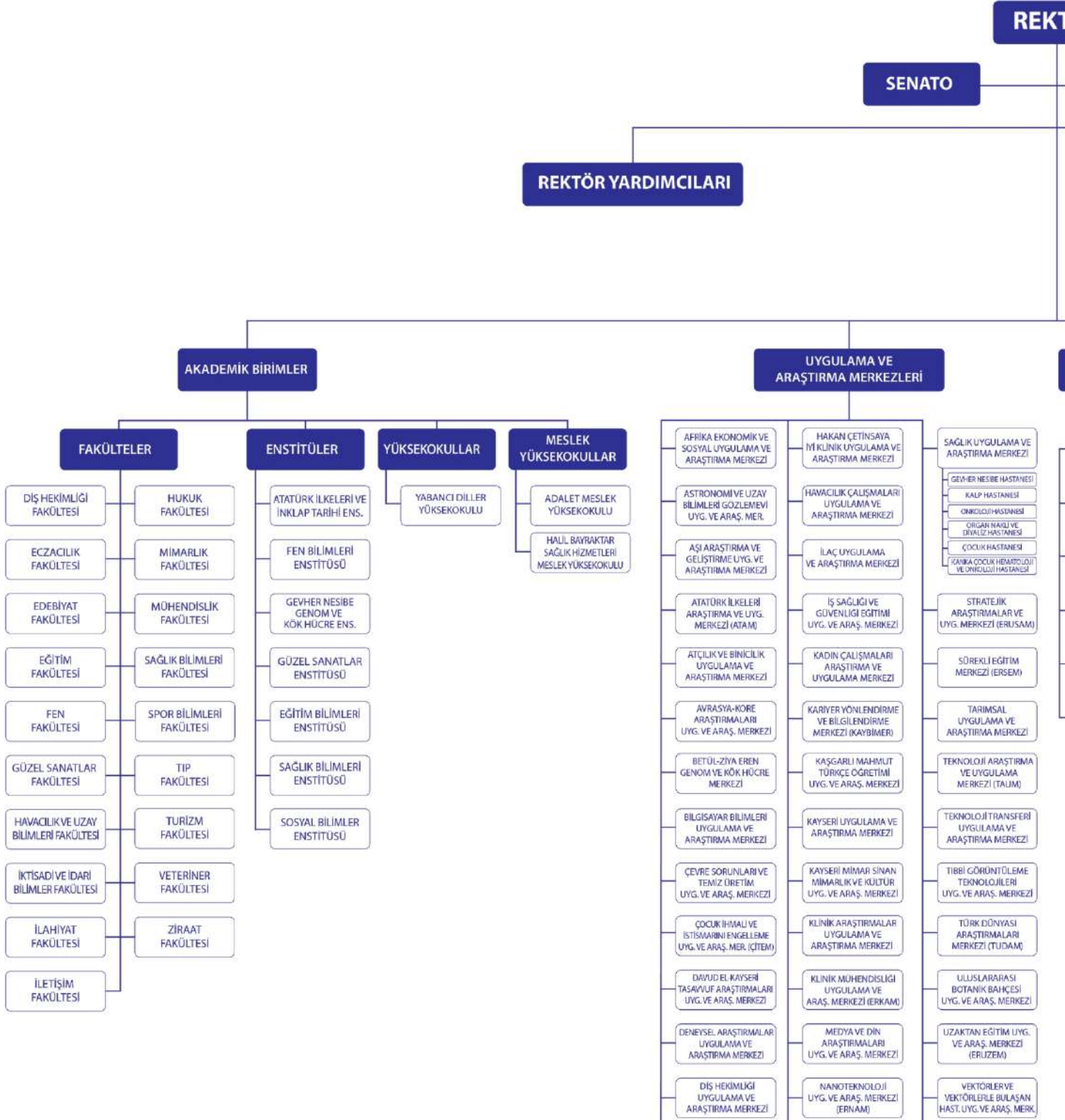
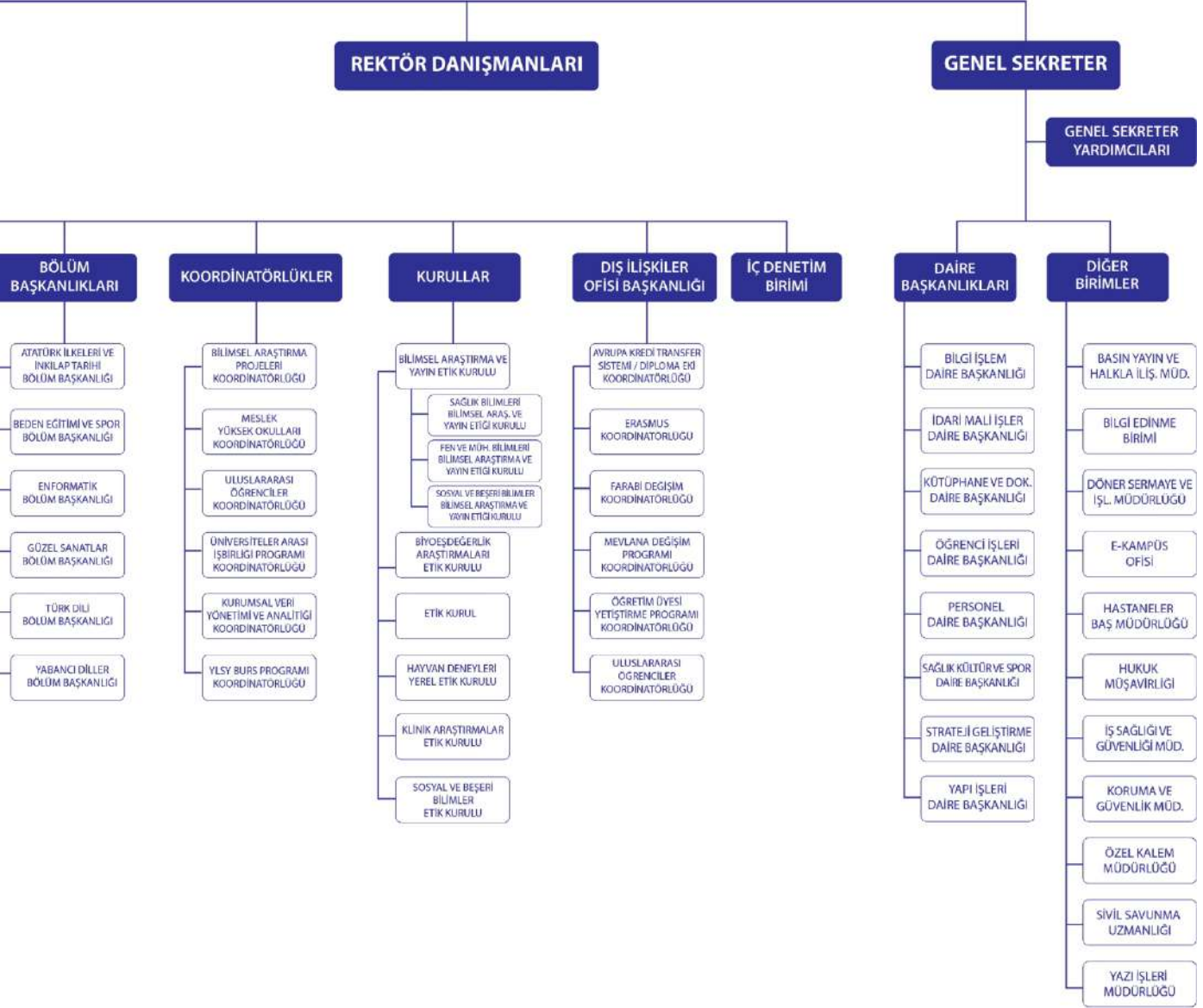


Figure 1. Erciyes University Organization Chart

TÖR

YÖNETİM KURULU



3.6.1 Human Resources Analysis

It is of great importance to manage human resources in the most accurate, effective and efficient way in order to determine the need for employees in order to sustain the quality and efficiency of the services provided within the University, to improve the employees and working life, to select qualified employees suitable for the needs, to place them in the job, to distribute the employees in general and department/unit areas, to determine the administrative conditions related to the entry and exit procedures. In this direction, within the scope of personnel planning; to reach qualified personnel in accordance with the vision and mission of the University, to employ sufficient number of personnel for the needs, to ensure that the existing personnel work in appropriate units according to their qualifications and titles, to meet the training needs of the personnel through in-service trainings, to increase their qualifications, to determine the working conditions of the University within the framework of the provisions of the legislation and to take the necessary measures.

The necessary work is being carried out with sensitivity to ensure that it is received.

Prior to the analysis of human resources according to competency levels, the quantitative data of academic staff according to their titles, administrative and other staff according to their service classes for the years 2020 and 2021 are given in **Table 15** and **Table 16**. The number of academic staff increased from 2,237 in 2020 to 2,243 in 2021. Of the total academic staff, 44 are foreign academic staff. Of the current academic staff, 1,280 are male and 963 are female, while 2,605 of the administrative and other staff are male and 2,206 are female. According to 2021 data, 2209 of the and other staff have bachelor's degrees, 217 have master's degrees and 11 doctoral degrees. When the number of personnel by age groups is analyzed in **Table 17** and **Table 18**, it is seen that the majority of the personnel are in the 41-50 age group.

Table 15. Number of Academic Staff by Title in 2020 and 2021

Title	Year	
	2020	2021
Professor	457	469
Associate Professor	220	225
Prof. Dr. Lecturer. Prof. Dr.	416	416
Teaching Assistant	303	299
Research Assistant	841	834
Total	2237	2243

Table 16. Number of Administrative and Other Personnel by Service Class in 2020 and 2021

Service Class	Year	
	2020	2021
General Administrative Services	874	853
Health Services	944	928
Technical Services	218	223
Advocacy Services	4	4
Religious Services	1	1
Auxiliary Services	285	280
Contracted Personnel	606	614
Permanent Worker	1929	1908
Total	4861	4811

Table 17. Distribution of Age Groups of Academic Staff by Title

Title	19-25	26-30	31-35	36-40	41-50	51 and above	Total
Professor	-	-	-	10	182	277	469
Associate Professor	-	-	5	57	131	32	225
Prof. Dr. Lecturer. Prof. Dr.	-	2	114	135	134	31	416
Teaching Assistant	1	21	69	58	91	59	299
Research Assistant	66	435	247	68	17	1	834
Total	67	458	435	328	555	400	2243

Table 18. Distribution of Groups of Administrative and Other Personnel by Service Class

Service Class / Status	19-25	26-30	31-35	36-40	41-50	51 and above	Total
General Administrative Services	5	16	146	253	284	149	853
Health Services	-	22	205	281	369	51	928
Technical Services	4	9	24	52	65	69	223
Advocacy Services	-	2	-	1	1	-	4
Religious Services	-	-	-	-	-	1	1
Auxiliary Services	18	9	25	39	122	67	280
Contracted Personnel (4/B)	155	271	105	52	27	4	614
Permanent Worker	53	219	452	566	554	64	1908
Total	235	548	957	1244	1422	405	4811

When the number of administrative and other personnel service class is analyzed, it is seen that the number of 4,861 in 2020 decreased to 4,811 in 2021. When the 2020 and 2021 personnel numbers are compared, although there is no or decrease in the number of academic staff to affect the functioning, the decrease in the number of general administrative services and auxiliary services and permanent workers is obvious. In accordance with Article 11 of the Presidential Decree No. 2 on the General Staff and Procedure, in accordance with Article 11 of the Presidential Decree No. 2 on the General Staff and Procedure, requests for the number of appointments that can be made to the civil servant positions of public administrations, institutions and organizations by open appointment or by transfer from other institutions and organizations are regularly and periodically notified to the Presidency of the Republic by the Rectorate, and recruitment can be made by transfer or open appointment to the extent deemed appropriate each year. The number of personnel recruited is significantly lower than the number of personnel who leave their jobs. On the other hand, the employment period of the personnel employed as permanent workers under the Decree Law No. 696 (KHK) cannot exceed the date they are entitled to receive retirement pension. Since personnel cannot be recruited to replace those who retire or resign, the need for personnel in administrative, support and auxiliary services increases in all units.

On the other hand, due to the fact that the personnel to be employed as permanent workers cannot be employed except for cleaning services, security services and technical support services, and the existing permanent workers cannot be employed outside of the type of service they are employed within the scope of the Decree Law 696, the number of personnel needed in general administrative services and health services is shrinking. Civil servants are given the right to advance to the highest grades within their classes in accordance with the knowledge and training conditions required for their services.

In order to provide the opportunity for promotion, within the framework of the principles of merit and career, based on service requirements and personnel planning, Promotion and Change of Title Exams are tried to be held as much as possible. In 2020, Promotion and Change of Title Examinations were held for one chief and three civil servants among the positions subject to promotion, and for two engineers, one technician and two health technicians among the positions subject to title change, and the personnel who were qualified and successful in the exams were appointed to the relevant titles. In addition, within the scope of personnel planning for the years 2022-2026, the necessary work for the Promotion and Change of Title Examination is being carried out with precision.

Developments in science and technology make it compulsory to learn new knowledge and technologies in every profession and to train employees in these subjects. It ensures the planning and organization of in-service trainings in order to meet the needs of the workforce employed at the university for adaptation to the profession, advancement and development in the profession, and to increase their areas of competence. It is carried out annually by the University Education Commission, taking into account both the needs of the institution and the individual demands of the human resources. In addition to this, units can also organize additional training programs that their own personnel within the knowledge of the Education Commission.

3.6.2 Corporate Culture and Human Resources Competency Analysis

In the human competency analysis quantitative data on the University staff and the qualifications of the staff were analyzed. For this analysis, firstly, job descriptions were made using job analysis and job processes were determined. Then, the basic competencies required by different positions were determined by taking job descriptions and business processes into account. At this stage, the competency analysis was carried out by comparing the competencies of the position/ task of the employees with the competency level required by the position/ tasks, and the competency analysis was conducted by the unit and the University.

level has been re-evaluated. Accordingly, the training and human resources needs of academic and administrative staff were identified at the current level.

Human resources competency analysis is the analysis of quantitative data on the University staff and the qualifications of the staff. The human resources competency areas are divided into three main areas corefunctional and managerial competencies. For this analysis, first of all, the existing job descriptions were updated to form the basis of the University's Paperless University Management System (KÜYS) and business processes were determined in line with these definitions. The sub-headings of the competency areas that were evaluated in terms of business processes were communication level, openness to learning level, information sharing level, human orientation level, business knowledge level, negotiation skills, analytical thinkingplanning and organization skills, decision-making skills and adoption of ethical principles.

The human resources competency analysis study was conducted in conjunction with the corporate culture analysis study, and random sampling was conducted by a person independent of the study, taking into account the number of academic and administrative staff, using the University Personnel Information System (PEYOSIS). The purpose of the study was explained to the randomly sampled individuals through online meetings and they were asked to complete the anonymous questionnaire. The number of personnel who completed the questionnaire and their staff positions are given in **Table 19**. At the time of the survey, 2224 academic staff, 2280 permanent staff, 618 contracted staff, 2898 administrative staff and 4791 staff in total. Accordingly, 24% of the academic staff and 24% of the administrative staff

22% and 18% of contracted administrative staff participated. The questions on human resources competency areas were defined as five-point Likert scale and the average scores according to the core competency areas are given in **Figure 2**.

Table 19. Roster Distribution of Personnel Participating in Human Resources Competency Analysis and Corporate Culture Assessment

Staff Distribution	Number of Personnel	%
Academic Staff	370	34,1
Administrative Staff	385	35,5
Contracted Personnel	93	8,6
Worker	237	21,8
Total	1085	100,0

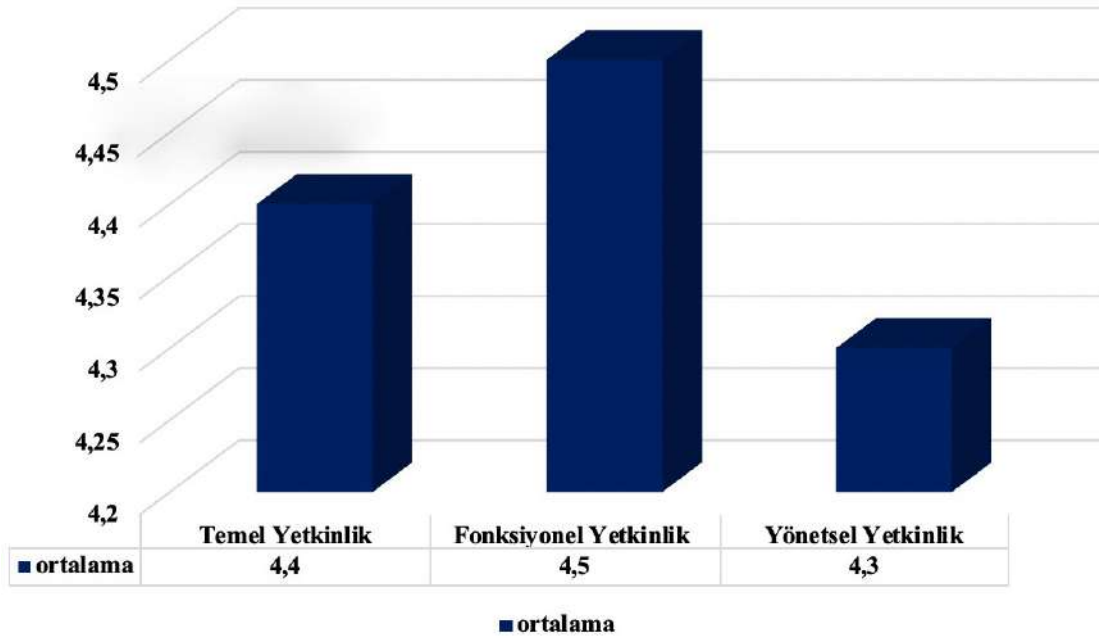


Figure 2. Distribution of Competency Areas Scores of University Staff

According to the core competency sub-factors, the highest mean score was **4.5** for solution-orientation and teamwork, while the mean score for information sharing, communication, effective use of resources and organizational awareness was **4.4**.

According to the sub-factors of functional (managing work) competence, the highest mean score of **4.6** was determined to be the competencies of meticulousness in doing business, taking the benefit of the organization as the basis when making decisions, being to the organization for one's own decisions and actions, being open/transparent in decisions made and work done, and resolving conflicts of interest that may arise. The average scores of the sub-factors of human orientation level, negotiation skills and analysis/reporting skills were found to be **4.3**.

When the distribution of the data on managerial competence sub-factors was examined, it was found that the mean score of analytical thinking, planning and organization, decision-making and innovation and creativity in doing business was **4.4**, and the lowest perceived level of competence in managing the team was the level of flexibility in authority with **4.2**.

Corporate culture is defined as the whole system of values, beliefs and habits shared by members that distinguish the organization from other organizations. It emerges in the form of regularly repeated activities or behavior patterns; it can be learned, taught and transmitted to future generations through symbols and symbolic movements; it provides the connection and harmonization between technical elements such as structure, strategy, system and technology and human elements such as personnel management style and talent. In this context, taking into account the expert opinions and studies on the subject, the sub-dimensions of corporate culture were taken as management success, management guidance, management cooperation, department cooperation, communication, participation in decisions, rewarding, supervision, working environment, adaptation to change, teamwork, competition, unity of purpose, commitment, trust, environment, procedure, symbol, vision and other material culture elements and evaluation was made with the questions prepared under these headings.

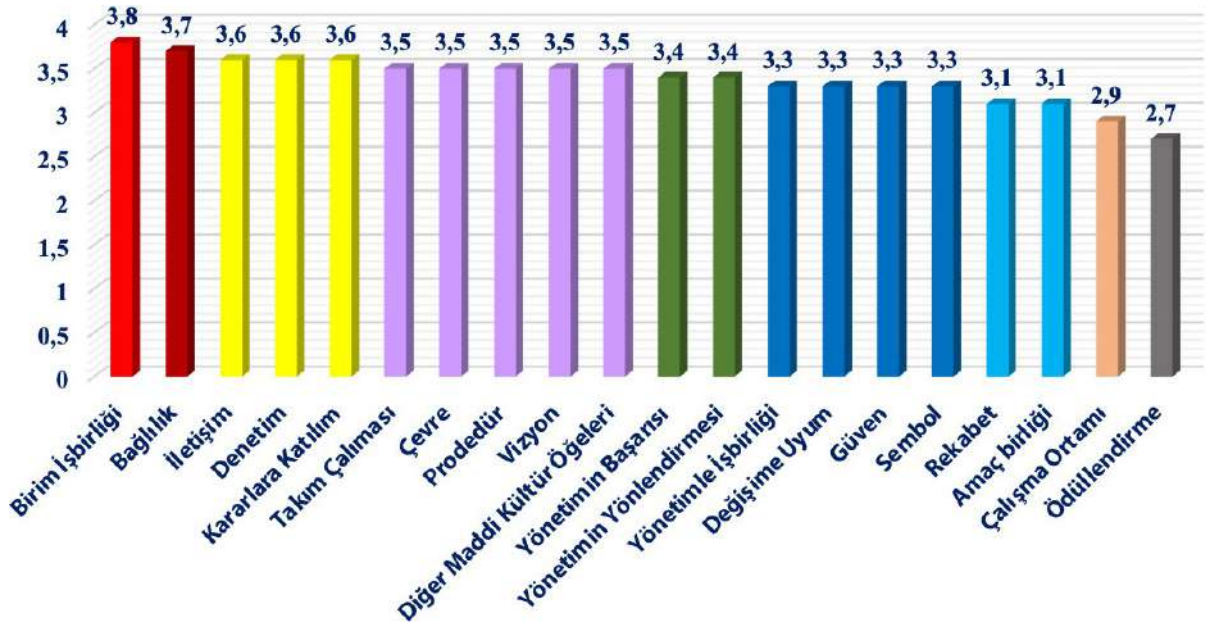


Figure 3. Distribution of Mean Scores of Organizational Culture Sub-Dimensions

Figure 3 shows the averages of the corporate culture sub-dimensions as a result of the evaluation. The mean scores of the employees of the organization higher in the titles of cooperation with the unit, commitment, communication, participation in decisions, supervision, environment, procedure, vision, teamwork, success and guidance of the management, while the mean scores were below 3 in the titles of working environment and rewarding.

3.6.3 University Life Analysis

In the analysis of university life, first of all, the current situation in the services provided by the university to students and the problems they may encounter were identified and solution suggestions were investigated.

The University organizes numerous social and cultural activities such as seminars, conferences, courses, interviews, sports tournaments, theater activities, competitions, festivals, shows, concerts, etc. to enhance students' learning experiences within the annual calendar of events. These activities are in line with the University's Strate-

gic Plan, they are organized and supported both by the relevant Boards and Commissions under the Rectorate and by the units. During the pandemic, activities were carried out in online environments. The recognition, participation and utilization levels of university units by students are explained under four headings cultural, social life, social services, and sports facilities.

There are conference halls with a capacity of around 250 people in 11 different educational units of the university and the Sabancı Cultural Center with a capacity of 424 people. In 2021, the Erci- yes University Congress, Culture, Hotel and Life Center, whose operation tender was completed and put into service, has an auditorium hall with a capacity of 1,644 people, a conference hall with a capacity of 348 people and five different halls ranging from 100 to 250 people. The center a hotel room for 88 people, a cafeteria, a shop, a hairdresser, a museum area, a restaurant, a Turkish bath, a sauna, a fitness center and outbuildings. Culturally, Turkish Art Music, Turkish Folk Music and Music Recitals are held throughout the academic year and drama performances are organized.

is organized. In addition, the Theater Festival and the Erciyes Film Festival (EFFEST) are organized. During the festival, theater groups from various universities and theater groups working professionally in this field present their plays. Student spring festivals, summer concerts and open-air events are organized at the Marianne Molu Amphitheater at the university, open to the public.

Every year, the Faculty of Communication organizes the "Erciyes Film Festival Year-Long Events", a program in which short and feature-length films from various universities are screened, competent people in the field of cinema participate, and interviews are organized. In addition, special screenings of award-winning films from the Akbank Short Film Festival and the Environmental Short Film Festival are organized within the scope of this event. All parts of this festival are open to the public and aim to contribute to the cultural development of Kayseri. Events are announced to students via web page, text messages, e-mails, social media accounts, ÖBİSİS, billboards, rackets, bulletin boards of units and official letters. Before the pandemic, 431 different activities were held at the university in 2019, 290 activities, all of which were online during the pandemic period, and 590 online and face-to-face activities were held in 2021.

There are a total of 150 clubs and societies established under the umbrella of 10 platforms established by the students of the University to operate under the Student Activities Commission. Student societies organize at least one event/activity during the year.

Erciyes University Continuing Education Center (ERSEM) to the development of the University's cooperation with the public and private sectors, national and international organizations by organizing training programs in all fields of education and research other than formal associate, undergraduate and graduate education and training programs. In line with its objectives, ERSEM provides training programs for individuals, public and private sectors.

tory provides consultancy services to national and international organizations in the areas they need, organizes training and certificate programs, various courses, seminars and conferences, and ensures the coordination of these activities. In 2019, 7592 participants received training services at ERSEM. In 2020, due to the pandemic, training programs were held online and 641 people participated in these programs. In the pre-pandemic period, 307 course programs were organized in 28 different course areas that were regularly conducted at ERSEM, while online course programs could only be opened in 9 different areas during the pandemic.

The Scientific Research Projects (BAP) Coordination Unit has a student-oriented approach in the projects carried out at the University. Students are especially encouraged to take part in different types of support programs carried out by faculty members. Master's and doctoral students can take part as scholarship holders in project types that involve individual or interdisciplinary scientific R&D activities of university researchers. In addition, the research budget required for undergraduate students to carry out their master's, doctoral specialization theses is supported by the BAP Coordination Unit, taking into account project upper limits. BAP Coordination Unit provided 850 grants in 2019 and 850 grants in 2020.

693 and 772 master's, doctoral and specialization theses are supported as of 2021.

There is also a separate support program established to create an R&D culture, to encourage successful students enrolled in the programs of the units of the university where undergraduate education is provided for 4 years or more, to encourage them to research activities and to encourage them to conduct research. In the last 5 years, 23 students have benefited from these project supports. In 2021, 8 postdoctoral researchers actively working in the Faculties and UYGAR Centers at the University were supported by BAP.

Erciyes Technopark regularly organizes student events, presents student projects and provides support for student inventions and patent applications. As an example of this, students are supported to submit projects, apply for patents and participate in project trainings at the Incubation Center. Feedback from students is used in improvement processes. In addition, regular information provided to students by ETTO ensures that students, who are the most important internal stakeholders of the University, are informed about the University's R&D opportunities.

Students are given the opportunity to work part-time in order to carry out simple work and transactions of university units that do not require specialization, and in this way, it is aimed to increase the workforce as well as to prepare students for working life, to acquire work discipline and to earn income. In this context, 286 students were included in the process in 2019-2020, while this number was realized as 203 for 2020-2021.

Erciyes University Central Library meets the information needs of its internal and external stakeholders with its qualified printed and electronic collection created by closely following the developments in librarianship in order to support education and research activities.

The Central Library has a closed area of 10,400 m² and consists of 5 floors. Necessary arrangements have been made for the disabled in the library building, which has a seating capacity of 663 people, 50 single-person Private Study Rooms, Audio Study Hall, Conference Hall with a capacity of 128 people, Audio-Visual Hall with 28 computers, wireless inter-net network, Visually Impaired Unit where you can read by touching thanks to the monitor with Braille alphabet, translate the book into text thanks to the camera and listen to it aloud, translate it into Braille alphabet and print it out, and the Visually Impaired Unit where users can carry out borrowing and return transactions themselves without the need for staff.

There are shelf-check devices and kiosks for scanning the library catalog. All materials available in the library are transferred to the electronic environment with the YORDAM Library Information-Document Automation program and are available to users over the internet.

The library's collection is provided through donations and purchases. The non-medical collection is classified according to the Library of Congress (LC), the medical collection is classified according to the National Library of Medicine (NLM) classification system and services are provided according to the open shelf system.

In order to ensure efficient use of library resources, library user training tours and training programs on the use of subscribed electronic data bases are organized.

In the pandemic process, where online education activities to the forefront, free databases are offered in addition to existing database subscriptions, allowing users to access more e-resources. Access to databases is IP-controlled on-campus and off-campus access is provided through a proxy server.

Books and articles not available in the library are obtained through the Interlibrary Cooperation Tracking System (KİTS) and the Turkish Document Delivery System (TÜ- BESS)

In addition to the Central Library, the Faculty of Law, Faculty of Theology, Faculty of Economics and Administrative Sciences, Faculty of Literature, Faculty of Education Libraries also serve students, academic and administrative staff.

Erciyes University Central Library continues its activities with the aim of becoming a reputable information and document center that contributes to the development of education with its rich collection in quantitative and qualitative terms, modern physical conditions, technological infrastructure and personnel who are well versed in international developments in line with the needs of its users.

is. There is a computer and IT infrastructure allocated to all academic and administrative staff of the university. In addition, there are computer laboratories in educational units to support students. In addition to the internet service offered indoors on campus, internet service is provided to students in open areas with Eduroam and Erciyes Wireless connections. At the same time, there are 4,868 desktop computers and 4,868 desktop computers for the use of academic units and students.

There are 1,012 portable computers. Similarly, the total number of computers used in administrative units and UYGAR Centers 3,490. This technological equipment and infrastructure the units facilitates students' access to technology and information.

The Career Guidance Center (KAYBIMER) contributes to the guidance and information of undergraduate and graduate students and graduates of the University in the process of choosing a profession, sector and business. The aim of KAYBIMER is to guide the graduates of the University to become people who are preferred in business life in the region and all over Turkey have the opportunity to develop their careers. The Center ensures the coordination of career guidance activities organized both by itself and by units.

Erasmus Coordination Office of External Relations Office is taking the basic steps necessary for ERU to become a university. The Office coordinates the European Union's higher education and youth programs at the University. It organizes information meetings for students, academic and administrative staff about European Union programs and implements related mobility activities. The Directorate participates in meetings organized by the National Agency and the Association of European Universities and conducts national and international visits within the scope of the Erasmus program. Within the scope of this program, 128 students went abroad in the 2020-2021 academic year and 287 students went abroad in the 2021-2022 academic year.

The number of incoming students per year was 19. Within the framework of the academic cooperation program, 13 students went abroad and two students came to the University. There are two student unions affiliated to the International Students Coordinatorship. These are the Union of Turkish World Students and the Union of African Students. A total of 35 international student activities were carried out between 2016-2020.

At the Faculty of Communication, Kampüs TV, which provides students with the opportunity to practice in terms of television and broadcasts social and cultural content for the people of Kay- seri, and Gazete Kampüs, which provides students with the to practice in terms of journalism.

The university has an Observatory with a radio telescope with a 13 m. diameter dish, which provides services for the public to observe celestial events such as solar eclipses, lunar eclipses, meteor showers, etc.

Within the Faculty of Tourism, there are Hızıroğlu Practice Hotel located on the campus where students do practice and internship, Av. Ahmet Ulucan Red Crescent Guest House and Youth Center, Naciye Mercan Mother House, Ahmet Ka- ramancı Patient Relatives Guest House, Yukarı Talas Guesthouse and Restaurant, Erciyes Cultural Center (EKM), Erciyes High Altitude Center HotelStaff LodgeStudent Dining HallsStaff Dining Halls and 38 canteens, cafeterias, restaurants and buffets under the Department of Health, Culture and Sports.

There two student dining halls on the university campus. During the active period, the student dining halls serve meals an average of 10,000 people daily. The renovation of the kitchens and halls of the Central Student Dining Hall was completed in January 2020, and a modern and exemplary dining hall was put into service with kitchen tools and equipment, cold air storage and hall furnishings. This situation has resulted positively in an increase in both the variety of meals and the number of meals served. The dining hall serves lunch and dinner throughout the academic calendar, including summer school and exam periods.

is in place. Approximately one-third of the meal cost is collected from students as a contribution, while two-thirds of the meal cost is covered from the own income budget of the Department of Health, Culture and Sports.

In the Staff Dining Hall and Hospital Dining Hall, lunch service for staff and meals for patients are throughout the year. On a daily average, 1,500 meals are served in the staff cafeteria, 2,000 meals are served to the staff in the hospital cafeterias at lunch and dinner, and 3,600 meals are served to inpatients in the morning, lunch and dinner. Catering services are provided to guests in special halls designed to be used in various events such as symposiums, panels, conferences, etc. organized within the university. The menus in the dining hall are prepared by dieticians. In the staff and hospital dining halls, special menus (gluten-free, salt-free, etc.) are prepared for those with chronic diseases and diet meals are prepared for inpatients.

Within the campus of Erciyes University, periodic inspections are carried out by the Hygiene Commission within the scope of the relevant directive on the compliance of places such as dining halls, canteens, cafeterias, cafes, restaurants, taverns, buffets, tea shops, etc., which operate to meet the nutritional, recreational and other social needs of students and staff, with hygiene conditions and food safety. In addition, these places are also inspected unannounced by authorized persons assigned by the Ministry of Agriculture and Forestry in Kayseri province. Cafeterias are regularly sprayed for all kinds of pests and waste oil is given to the necessary facilities for bioenergy production. In addition, recycling services are provided by the municipalities and we act consciously to protect the environment. In accordance with the relevant articles of the ERU Scholarship and Social Aid Directive, food scholarships are provided in-kind by covering the expenses from the University budget, not exceeding 2% of the total number of students enrolled at the University. Students who will receive food scholarships are selected each year by the faculty

and are determined by the scholarship commissions of the colleges. On average, over 1000 students benefit from the food scholarship annually. The scholarship commissions of education units also mediate between public and private institutions that provide cash scholarships to students in need through announcements and correspondence. In this context, more than 150 students receive scholarship support throughout the year.

The Student Social Assistance Center was established and started its activities in 2004 within the scope of Social Responsibility Projects in order to meet the clothing and similar necessities of students in need. The Center continues its activities with in-kind donations from the Red Crescent, philanthropic citizens, store operators, companies and academic and administrative staff of the University. To date, approximately 30,000 students have been provided with clothing, shoes and clothes. Its establishment in 2004, the Clothing Center started to serve as a men's and women's store concept for the first time. Students can meet their needs by applying to the center with an appointment system and the products are checked out on their behalf and the transactions are concluded without any negativity that may offend the honor of the person. After the center moved to its new location, its recognition, awareness and accessibility by students increased.

Ay and Yıldız Child Education Centers provide services for Erciyes University staff members' children between the ages of 3-5 who have completed 24 months of age. In addition, preliminary work has been completed for the construction of a new and modern children's education center with the contribution of philanthropists.

ERU Campus Unit (ERU without Barriers) was established in 2013 and continues its activities. ERU Barrier-Free Campus Unit Directive has been established in order to ensure the inclusiveness of these activities at the University and to carry out them through defined processes. The commission established in ERU without Barriers annual on-site monitoring visits to the units and assesses the needs and requirements of the units.

Their needs are analyzed and prioritized and presented to the senior management of the University. Deficiencies the buildings are completed in line with budgetary possibilities. Education unit representatives working in Barrier-Free ERU disabled students about how to provide adequate and easily accessible learning opportunities through regular meetings.

Significant improvements have been made in the university campus and affiliated units in recent years in relation to students requiring special approaches. The Faculties of Engineering, Dentistry, Literature, Pharmacy, Tourism and Veterinary Medicine have received the Orange Flag for space accessibility. For 2021, the University has applied for the accessibility of the Rectorate, Pharmaceutical Application and Research Center and Central Library buildings and has been awarded this certificate.

At the university, exam questions are printed in large font for students with visual difficulties. In some units, software that guides the student with voice commands is used for visually impaired students to use computers. In addition, if the student has a writing disability, a staff member is assigned to support the student in this regard during exams and additional time is given. Representatives are assigned in units for counseling services for students with disabilities. Sidewalks have been constructed for visually impaired students on the university campus. For physically disabled students, there are special wheelchair platforms/ramps, disabled toilets and elevators in many units of the University. In addition, in some units, entrance is provided through doors specially made for these students. Necessary markings have been made on the University campus maps for the visually impaired.

Psychological support and guidance services are provided to students at ERU Psychological Counseling and Guidance Application and Research Center (ERREM). In addition, among the responsibilities of academic counselors at the University; students-

t within the scope of the adaptation and counseling program to facilitate the adaptation of students to the educational environment of the school, to guide their educational studies, to provide guidance, to help them develop effective learning behaviors and to support their professional development. As with other health institutions, university students can receive health services from the ERU SUAM and the Dentistry UYGAR Center located on campus.

The university has for students to engage in social, cultural and sporting activities. The physical environment at the university has the potential and infrastructure to realize many types of sportive activities. Students encouraged to engage in social, cultural and sporting activities by both the Rectorate and its affiliated units. Süleyman Demirel Indoor Sports Hall has been in service since 1996 and sports activities such as volleyball, basketball, handball, table tennis, indoor soccer, badminton, gymnastics, dance, step, aero- bic are organized. ERU Traditional Sports Festival is organized with the participation of 6 branches, 279 teams and 3,680 athletes. March 14th Medical Day Festivities are organized every year with the participation of 5 branches, 51 teams and 660 athletes. Within the scope of the Turkish Universities Sports Federation (TÜSF) activities, ERU hosted 6 championships with the participation of 13 teams and 285 athletes.

In the 25th Year Indoor Swimming Pool, which was put into service in 2003, there is a fitness center, a sunbathing terrace, changing and shower cabins, men's and women's sauna, fitness center and two outdoor tennis courts for students and staff. When these areas are in active service, approximately 25,000-30,000 people benefit from them annually. There a grocery store, 5 bank branches, a PTT branch, 14 ATMs, 13 stationery stores, a florist, a hairdresser for men and women, a dental market and a taxi stop within the campus for the benefit of students, academic and administrative staff and guests.

Orientation trainings of units, student

clubs' promotional stands, student handbooks, department websites, billboards and racks, pediment announcements, ÖBİSİS and SMS, social media channels are used effectively. Through the activities of student societies, personal development, career planning, innovations in the field of education, and UYGAR Centers contribute to the intellectual development of students.

Students' data on social, cultural and sports activities are systematically monitored through evaluation tools such as the Strategic Plan Monitoring and Evaluation Report activity reports of the Department of Health, Culture and Sports, student satisfaction surveys, and Internal Unit External Evaluation Reports. These results are shared with stakeholders on the University web page. In line with stakeholder opinions, necessary measures and improvement activities are carried out on the basis of the University Senior Management and relevant units.

3.6.4 Physical Resource Analysis

University Central Campus total 3,921,300 m². In the campus area, 1,950,000 m² is forested and 805,000 m² is planted as green areas. The total area of the buildings on our campus is 226,355 m². The parking lot area in the campus area is 196,292 m². The remaining campus are planned as transportation, reserve building areas and recreation areas. The physical areas that have been/will be constructed with university investment resources and philanthropic contributions total 39,388 m². Faculty of Dentistry annex building, Animal Hospital annex block,

The construction of the Vaccine Development UYGAR Center and the Emergency Service annex building will be funded internal budget resources and their approximate total cost is 150,000,000 ₺. The construction of the Vocational School of Justice, Faculty of Agriculture additional laboratory buildings and the mosque are funded by philanthropic contributions (external resources), with an approximate total cost of 18,000,000 ₺.

The additional physical space needs of the university are above the investment budget and construction works continue in order of priority with the existing resources. In line with the needs, studies are carried out to provide support from external stakeholders, and the support received provides additional meeting the needs.

Information on the projects targeted to be included in the investment program in line with the strategic plans of the university is given in **Table 20**. Preliminary projects have been prepared for the projects and the necessary permission and budget studies are being carried out for their tenders.

The University Central Dining Hall is insufficient for the needs of students and staff, and it is aimed to meet this need with the additional block to be built. The existing life center in the campus area cannot meet the needs of stakeholders. It is planned to meet these needs with the new life center to be built. The Faculty of Science Laboratories are located in the basement of the faculty building and are not suitable in terms of physical space and conditions. An additional laboratory building is needed to provide laboratory services under appropriate conditions.

Table 20. Planned Projects

Projects	Closed Area (m ²)
Central Dining Hall Annex Block	5.208
Life Center	4.092
Faculty of Science Laboratories	2.000
Erasmus Student Houses	1.500
Storey Parking	31.745
Living, Entertainment, Accommodation, Social Sports Facilities	60.000
Total	104.545

New physical space is needed for the accommodation of students hosted at the University within the scope of the European Union Higher Education and Youth Program. It is planned to meet this need with the student houses to be built. In the campus planning, parking lot needs were taken into account and met the need for many years; however, the increase in physical structure, especially in the hospital area, has unable to meet the existing parking lot need. In order to meet the parking needs of external stakeholders and members of the University, a multi-storey parking lot that will meet the needs in the existing parking lot has become a necessity.

Studies are being carried out for the construction of a physical space on the immovable properties owned by the University on Talas Boulevard in order to meet the social needs of the internal and external stakeholders of the University. With this project, the social needs of the stakeholders will be met while providing an income-generating gain for the University.

45% of the university's physical spaces consist of buildings that were constructed or completed before 2000. The ratio of physical spaces built between 2000 and 2010 is 30%. Both the differences between the needs at the time of construction and today's needs and the deformations that have occurred in buildings, most of which have been in service for many years, reveal the need for maintenance and repair in buildings.

has been issued. Repair and renovation requests from the units are prioritized by the Major Repairs and Campus Infrastructure Evaluation Commission and work is carried out within the scope of the available appropriations. The appropriation for the miscellaneous works project remains well below the needs of the University.

Some of the buildings constructed in the university before 2000 need performance examinations in terms of earthquake safety. As a result of earthquake performance examinations, major repair works in buildings that need retrofitting. Retrofitting works have been completed in SUAM, Gevher Nesibe and Heart Hospital, Faculty of Science E1 and E2 Block, Old Printing House buildings and the buildings have been repaired and put into service. Major repair projects for buildings in need of retrofitting are prepared and submitted for approval, and if funds are provided, priority is given to their construction.

Necessary work is carried out in physical spaces within the scope of making the necessary arrangements to ensure the full and effective participation of individuals with disabilities in social life on equal terms with other individuals and to take measures to prevent disability. Until 2021, the demands for the physical access needs of disabled individuals were tried to be met with limited budget opportunities within the scope of the miscellaneous works budget and University resources. In this context, disabled ramps, disabled

Progressive works were carried out to make the buildings suitable for disabled access by constructing WCs, disabled elevators, etc. As a result of these efforts, 9 University buildings with orange flags. In 2021, an allocation of 750,000₺ was allocated from the budget for disabled access, and with this allocation, project works for the Faculty of Education, Faculty of Economics and Administrative Sciences, Faculty of Engineering and Faculty of Science completed and tendered, and these buildings will be made suitable for disabled by the end of the year.

Within the scope of physical accessibility, the needs of the University buildings are approximately 15,000,000₺ and it is foreseen that it will take many years to meet these needs with the limited budget opportunities provided.

Pursuant to Law No. 5627 on Energy Efficiency, studies are carried out within the scope of saving targets in public buildings under the leadership of the Energy Transformation UYGAR Center in order to ensure the effective and efficient use of energy and energy resources in university buildings, to prevent energy waste, to reduce energy costs and to protect the environment.

Energy-efficient building practices are given importance in new physical space projects and construction works carried out at the university. Within the scope of the energy saving target in existing buildings, transformation works are tried to be met within the limited appropriations provided within the scope of miscellaneous works. In this context, studies such as thermal insulation, energy efficient lighting fixtures, installation insulation, etc. are carried out in the physical spaces of the University. The Energy Transformation UYGAR Center also carries out research projects in the field of renewable energy sources.

In the studies carried out within the scope of ensuring occupational health and safety at the University and improving the existing health and safety conditions, the needs identified in our physical spaces are evaluated as a priority at the University and the Occupational Health and Safety Committee is established to ensure that the physical spaces are suitable for occupational health and safety.

Studies are coordinated and carried out by the Health and Safety UYGAR Center. Within the scope of the Fire Regulation, fire escape stairs, renovation and repair works of the electrical installations of the buildings within the scope of the Electrical Installations Regulation, and the determinations determined by occupational health and safety experts are tried to be met within the scope of the existing budget according to the importance and priority status.

The restoration works of the historical buildings in the university inventory are carried out in line with the projects approved by the Kayseri Regional Board for the Protection of Natural Assets. The buildings whose restoration has been completed are put into service in accordance with their intended use, and the work to complete and put the remaining buildings into service within the budgetary possibilities. In this context, building number one among the historical buildings in Talas district was restored and ready for service as of 2021. Accommodation will be for guests in this building. In addition, a breakfast room and mut-fak were built for the use of the building number one with the resources of the University. In 2021, the restoration works of the building number two, which will be tendered in 2021, will be started and it is planned to complete the restoration imalates in 2023 within the budget possibilities .

The maintenance and repair of indoor and outdoor sports fields at the university is carried out within the scope of the repair project in the sports sector in the investment project. In 2020, within the scope of the project, Süleyman Demirel Indoor Sports Hall, Indoor Swimming Pool, two tennis courts, Marianne Molu Amphitheater were carried out within the scope of the allowance. In 2021, maintenance and repair works are in these facilities.

Studies on infrastructure needs such as energy, mechanical installation, water, telephone and inter-net, transportation, recreation, sewage for the existing physical areas of the university and new projects planned for construction are planned and studies are carried out by taking into account the needs of stakeholders.

is. The infrastructure needs of the completed buildings, such as sanitary, heating, electrical, telephone and internet installations, are provided by the centralized network system. With the campus infrastructure project, the needs of the newly completed buildings are provided by gallery lines. Again, sewerage lines of the newly completed buildings and at the points where they are needed are constructed within the scope of this project. Landscaping works such as pedestrian roads, recreation areas and parking lots etc. are included in the campus infrastructure project. In terms of and safety, within the scope of this project, transformers under the buildings are taken outside the building. Also within this scope, there is a need to complete the central fire alarm system.

The University, which is developing and growing rapidly, needs to increase its budgetary opportunities in order to renovate existing spaces, to modify according to changing needs, to carry out retrofitting works, to make them energy efficient and in accordance with occupational health and safety conditions, and to build new spaces. In order to meet the needs of such buildings, multi-year major repair projects with high project costs are needed and it is important to include them in the investment program. The number of technical personnel available for both construction and operation of physical resources is insufficient, and the number of technical personnel for construction, maintenance, repair and operation activities needs to be increased.

3.6.5 Technology and Information Infrastructure Analysis

Information Technologies provides services in the fields of Internet, Web, Network, System Support, Hardware Support, End User Support, Software Development, Training, R&D in order to apply information technologies at the highest level at the University and to ensure the widespread use of these technologies. It manages its work process in accordance with ISO 27001 quality standards and by adhering to the K.V.K.K. The Department of Information Technologies continues to integrate all business processes into the ISO 27001 process by creating policies, procedures, instructions and forms. Information

In order to improve service quality and ensure staff specialization, 6 technical working units have been established within the Department of Operations. These are Hardware Support Unit, Network Unit, System Unit, Web Applications Unit, EBYS Unit and Cyber Security Unit. In addition to the Department staff, there are two Computer Science Research and Application Center (BAUM) staff in the Web Applications Unit and one in the Cyber Security Unit. BAUM staff support the development of web applications and the cyber security of the University's digital assets.

University IT Services are structured separately within Dentistry and Health Application and Research Center Hospitals.

In the Dentistry Application and Research Hospital, wired service is provided with one main switching device and 10 (ten) edge switching devices.

While wireless internet service is provided with 36 Wi-Fi adapters in the faculty, the software called Useroam enables users to register to the Wi-Fi line and log all internet usage. Meddata software with 250 licenses is used within the scope of HIS and there are 360 desktop computers in the hospital. All software and backup processes are carried out with two servers and two 48 TB storage devices in the hospital.

HIS, Radiology Operating System (RIS), Intensive Information Management System (ICIS), Document Information Management System (EBYS) and Digital Archive System are used in Health Application and Research Center Hospitals in order to store some documents of patients with electronic signatures. The internet infrastructure of the hospitals is provided by ULAKNET and TTNET. ULAKNET infrastructure is carried out via fiber optic cable between the IT Department and the Hospital IT Center, while TTNET infrastructure is carried via Türk Telekom fiber cable infrastructure. Approximately in hospitals

2,200 computers, 100 laptop computers, 750 printers, 450 scanners and 800 barcode readers, 700 barcode printers, 350 tablet computers and 250 monitors as information screens.

Web Applications Unit; The registered areas (web pages), which provide online service for the promotion and other services of the University and are developed with its own personnel, serve on two database servers and four web page servers. A total of 243 web pages are published in 1.2 TB of space. Web pages add value to the institution on the road to digitalization. These areas are backed up automatically on a daily basis by the system group and loss of information is prevented. The unit has projects such as Web Template, Special Talent Application and Evaluation Portal, Unit Internal Evaluation Portal, Web Hosting Automation (Plesk Panel), HES Inquiry, Faculty of Aviation and Space Sciences SHY66 Exam Portal, Strategy Real Estate Portal, Lodging Tracking Application, Project Portal, Institute Application Portal and Survey Portal, and projects that are still in the development stage such as Personnel Recruitment Application Portal, Student Clubs Activities Portal, Strategic Plan and Implementation Process Monitoring Portal, etc. There are projects that are still in the development stage.

Within the scope of cyber security services, the Cyber Security Unit operates F5 Web Application Firewall (WAF) and two firewalls for web applications, each of which is located in different locations and operates in active-passive mode. In this way, over 200 websites are protected. Licensed antivirus software is available for 1000 critical computers at the university. In addition, penetration tests are carried out periodically to continuously tighten the security of the entire digital inventory. Other services provided by the unit include Security Information Event Management (SIEM) software, vulnerability management, secure infrastructure support, server-based intrusion prevention system, Host Intrusion Prevention System (HIPS) and server security.

The Network Unit has firewall software that provides wired and wireless network services and University internet security, 3Gbps traffic, and ensures that users benefit from the internet service by determining the rules in accordance with the institution and ULAKNET usage policies.

The Hardware Support Unit provides end-user technical support services to increase the efficiency of end-user computers at the University and to ensure the flow of services, and hardware update services to increase the decreasing efficiency of old computers with hardware reinforcements. In addition, receiving the IT support services and requests of all staff and students of the University and providing a quick response is another service carried out by the hardware support unit.

The System Unit provides virtualization, data storage and backup, e-mail, file sharing and storage, and High Performance Computing (HPC) services. Within the scope of the Disaster Recovery Center (DRC) Room Project of the unit, there are two DRC system rooms in both the Department of Information Technologies and the Dean's Office of the Faculty of Medicine building. A centralized environment monitoring project has been initiated to monitor the electronic systems used in the Department of Information Technologies and to bring together problem detection and prevention systems by triggering various warning mechanisms in case of a possible problem and to manage them from a single central system.

Within the scope of system room management, it is ensured that the physical conditions in the rooms of the two system rooms under the responsibility of the Department are kept in proper condition (temperature, humidity, air quality, flooding, etc.), that deficiencies are identified and eliminated in this context, and that all devices such as servers, data storage, network switches, air conditioners are used in a healthy way.

In these devices, possible problems are solved by using different methods such as predicting, detecting and detecting problems that may occur.

During the pandemic period at the university, especially in services such as ensuring the continuity of student education, sharing materials through the Learning Management System (LMS), conducting exams, etc., the updates and needs depending on the developing situation were realized with minimal problems through the cooperation with the Distance Education Center. The significant support and investments provided from the university budget to the IT infrastructure have provided positive feedback on the capacity and quality of the services provided.

3.6.6 Financial Resource Analysis

In the financial resource analysis, ERU's budget was taken into consideration and it was aimed to determine the goals, objectives, performance indicators and strategies in the strategic plan in a realistic manner.

The table of estimated resources for the university plan period was created by taking into account the medium-term financial plan for the years 2022-2024 and by making estimates for the years 2025-2026.

Table 21 details the estimated resources for the 2022-2026 strategic plan period. It is aimed to increase the budget and extra-budgetary resources that will enable the realization of the strategic plan goals at the university.

Table 21. Estimated Resources for the 2022-2026 Strategic Plan Period

Years	Sources (₺)					
Sources	Personnel Expenses	Social Security Premium Expenses	Goods and Service Procurement Expenses	Current Transfers	Capital Expenditures	Total
Year 2022	597.749.000	95.995.000	67.614.000	37.720.000	112.224.000	911.302.000
Year 2023	690.067.000	110.638.000	73.537.000	42.750.000	122.212.000	1.039.201.000
Year 2024	768.761.000	123.232.000	79.311.000	46.313.000	131.592.000	1.149.209.000
Year 2025	853.324.000	136.787.000	85.035.000	50.407.000	142.067.000	1.267.620.000
Year 2026	947.190.000	151.834.000	91.719.000	54.062.000	152.340.000	1.397.145.000
Total	3.857.091.000	618.486.000	397.216.000	231.252.000	660.435.000	5.764.477.000

3.7 Higher Education Sector Analysis

As a basis for strategic planning, sectoral trend analysis and sectoral structure analysis were conducted within the scope of higher education sector analysis in order to evaluate the developments in the higher education sector at the macro level and the effects of these developments on the University. Within the framework of the determinations in these analyses, in line with the changes in the external environment at the University

The areas that require innovation and change and the strategies that will ensure the differentiation of the University in the higher education sector have been evaluated. Evaluations on sectoral trend and structure analysis taken into consideration in determining the goals and objectives within the scope of strategic planning studies.

In order to identify the current trends in the higher education sector and to make predictions about future directions, we have

PESTLE analysis was utilized in the analysis of the sectoral trends. Within the scope of PESTLE analysis, "political, economic, sociocultural, technological, legal and environmental factors" affecting the higher education sector at the macro level were identified, the opportunities and threats posed to the University by the developments in the sector were evaluated and a road map was determined. sectoral

In the structure analysis, the determinations, opportunities and threats in terms of "competitors, stakeholders, suppliers, regulatory and supervisory institutions" that constitute the structure of the higher education sector were analyzed and recommendations made to form the basis for strategic choices. The results of the sectoral trend and structure analysis in higher education are presented in **Tab- lo 22** and **Table 23**.

Table 22. PESTLE Analysis for Sectoral Trends

Factors	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Politics	<ul style="list-style-type: none"> • 11th Development policies and measures in the field of science, technology and innovation are aimed at strengthening the role of universities in the R&D ecosystem • In the field of R&D and innovation • 11th Development Plan policies and measures emphasize university-site-industry cooperation in strengthening R&D and innovation capability • 11th Development Plan policies and measures in the field of education aim to increase the diversity, global competitiveness, quality and internationalization of higher education institutions • HEC has implemented the projects and regulations within the scope of the "New Higher Education Council" • YÖKAK's work on structuring and improving the quality assurance system in the field of higher education covers all institutional processes • Supporting international mobility and cooperation in the field of higher education the scope of EU harmonization policies 	<ul style="list-style-type: none"> • Development Plan policies and measures support ERU's research-oriented strategic priorities • ERU will continue to benefit from the support offered to research universities due to its status as a research university • ERU's rising performance in the ranking of research has a positive impact on employee motivation and increases its potential to attract qualified students and academicians • Increased quality of education and training services if undergraduate program are determined in accordance with the needs and existing facilities • ERU is a well-established and experienced University that can contribute to the realization internationalization policies in higher education • Kayseri is a strong city the manufacturing industry • Increasing the potential for university-industry cooperation by encouraging graduate programs needed in the industry and the employment researchers with doctorate degrees • Increasing the potential for university-industry cooperation by matching research universities with priority sectors according to their competencies • The fact that the university has received full accreditation for five years within the scope of YÖKAK Institutional Accreditation Program has increased its institutional reputation and 	<ul style="list-style-type: none"> • Competence policies in priority areas strengthen the University's positioning in specific areas of strength on an ongoing basis • Although the university concentrates its resources and facilities on specific areas that will increase its research performance, the institutional performance as a whole cannot be improved for sustainable success • Decrease in the allocation of academic staff to the university the negative impact on motivation, the orientation of qualified graduates towards universities with tenure opportunities • Focusing on ranking systems and international publications in improving research performance will negatively affect the scientific contribution of universities at the national level in the long term • Frequent changes in Appointment/Promotion Criteria and between universities negatively affect the motivation and belonging of academic staff • Lack of sufficient number of faculty members to open doctoral in some fields • Low influence of universities in the determination of higher education program places • Due to the high number of undergraduate students per faculty member and the high course load in some programs, faculty members cannot devote enough time to scientific research activities • Highly qualified international students and researchers prefer metropolitan areas with high recognition 	<ul style="list-style-type: none"> • Developing strategies increase the academic success performance of the university at national and international level • Expanding to increase research performance throughout the institution • Increasing open access and open science practices • Designing academic staff appointment/ promotion criteria to support the University's research-oriented strategic priorities, taking into account the requirements different scientific fields • Developing an Integrated Information System to monitor and analyze performance in all institutional processes • Opening doctoral in priority/interdisciplinary fields and increasing the number of doctoral students • Opening graduate programs in areas needed by the industry and increasing university-industry cooperation • Strengthening communication and cooperation with alumni and other stakeholders • Increasing the number of foreign-language undergraduate/graduate programs and accreditation studies in order to strengthen internationalization capacity • Conducting effective promotional activities to attract qualified international students and researchers • Increasing international student/researcher mobility and EU cooperation projects in higher education

Factors	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Economic	<ul style="list-style-type: none"> Increased economic risks at the national level, rising inflation rates and exchange rates In the 11th Development Plan, it is aimed to increase the capacities of universities included in the research university program with special support In the 11th Development Plan, targeting technology, innovation, product quality and productivity increase in priority manufacturing industry sectors (chemistry, pharmaceuticals-medical devices, machinery-electrical equipment, automotive, electronics, rail system vehicles) In the 11th Development Plan, strengthening the entrepreneurship ecosystem and targeting regulations that will facilitate academicians to become entrepreneurs Decrease in the budget allocated to the increase in the number of universities Low international competitiveness of higher education institutions in Turkey in terms of financial resources A general increase in unemployment rates, a decrease in employment for certain occupational groups, and graduates working in jobs outside their academic fields Changes in the employment structure due to technological transformations in the production and service sector, the emergence of new professions and changes in job qualifications 	<ul style="list-style-type: none"> ERU will continue to benefit from the support offered to research due to its status as a research university strong research capacity of the university for priority manufacturing industry sectors, the presence of UYGAR Centers operating within the university The university has the opportunity to benefit from the services of Erciyes Tek- nopark and Technology Trans- fer Office Increasing economic pressure accelerates the adoption of lean management approach in the public to reduce non-value-added costs and the event that national project supports are insufficient due to increasing inflation, researchers turn to projects supported by international organizations 	<ul style="list-style-type: none"> Risks and in the economy make it difficult to plan and manage financial resources effectively Decrease in the budget allocated to the University with the increase in the number of universities Financial difficulties in strengthening the physical and technological infrastructure of the university Financial difficulties in efforts to strengthen the internationalization capacity of the university, decreased competitiveness in attracting and employing qualified international researchers Prioritization of short-term expenditures in the use of limited financial resources and de-prioritization of that will contribute in the long term Increased exchange rate risk in research project budgets and insufficient budget limits Decrease in in-house financial support offered to researchers Decrease in donations and support of philanthropists to the University Significant decrease in the quota rates in some undergraduate programs due to the decrease in employment for certain occupational groups Difficulties the payment of additional course fees due to the decrease in the number of students in secondary education undergraduate programs 	<ul style="list-style-type: none"> Conducting financial vulnerability and risk assessments, developing strategies for the effective use of financial resources Increasing scientific research on priority manufacturing industry sectors and projects on university-industry cooperation the cooperation of academicians with Erciyes Technopark, encouraging the transformation of R&D activities for priority sectors into high value-added products Dissemination of lean practices throughout the organization and reduction of all kinds of waste that do not create added value Increasing the number of research projects supported external funds Developing strategies for future undergraduate programs in line with the changing employment structure and job qualifications Monitoring the employment processes of graduates through an effective graduate tracking system

Factors	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Sociocultural	<ul style="list-style-type: none"> Increased role of universities in the successful implementation of social policies related to sustainable development goals Following the industry-oriented transformations, today's Society 5.0 Model, which puts people and society at the center, has come to the forefront Social activities offered by universities increase university-society interaction Socio-cultural opportunities in the region are highly effective in the preference of universities by students and employees With the increasing number of universities in Kayseri, students from different cities, international students at universities and refugees living in Kayseri have influenced the and social the city, and the interaction of society different cultures has increased. The existence of quality assurance system studies coordinated by YÖKAK improve the social service processes provided by universities Widespread use of communication technologies in social life 	<ul style="list-style-type: none"> The central location of the university campus The university's achievements national level (vaccine studies, research performance, etc.) its institutional reputation and reflecting positively on university-society relations The university has a Continuing Education Center, UYGAR Centers and student clubs that play an active role in social activities and trainings for the community Finding opportunities for cooperation with other state and foundation universities in Kayseri in sociocultural activities for the community Socio-cultural activities open to the public at Erciyes Cultural Center positively affect university-community 	<ul style="list-style-type: none"> Inadequate social areas and facilities on campus The behaviors of the employees towards the service recipients greatly affect the perception the society about the University Students and employees who do not prioritize living in Kayseri have a low level of belonging to the University International students and researchers prefer universities in metropolitan areas in terms of sociocultural opportunities 	<ul style="list-style-type: none"> Improvement of social areas and physical infrastructure on campus Increasing academic studies and projects that will contribute scientifically to social sustainability Increasing the educational services offered through ERSEM and UYGAR Centers in the fields that the society needs Encouraging the relevant UYGAR Centers within the university to increase their social activities for the society Increasing cooperation with other institutions and organizations on social sustainability issues Encouraging social responsibility projects in academic units and student clubs Raising awareness of all at the university on communication/public and improving service quality Emphasizing quality studies to improve social service Giving importance to social activities and promotional/informational activities that will strengthen university-community, using social media effectively Organizing social activities increase the institutional belonging of students and staff Increasing the opportunities offered to international students and researchers

Factors	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Technological	<ul style="list-style-type: none"> Gaining importance in transforming R&D studies at universities into technological products with high added value and competitiveness In line with the 11th Development Plan, targeting efforts to accelerate the digital transformation of priority manufacturing industry sectors (chemicals, pharmaceuticals-medical devices, machinery-electrical, automotive, electrical-technical, rail system vehicles) Acceleration of digital transformation in higher education institutions With the pandemic, educational moved from the physical environment to the digital environment and educational technologies came to the forefront. Cyber security gaining importance with digital transformation The necessity of integrated information management systems in higher education quality management system studies 	<ul style="list-style-type: none"> The university has the opportunity to benefit from the services of Erciyes Tek- nopark and Technology Trans- fer Office The existence of UYGAR Centers operating in the fields of technologies and R&D within the university Acceleration of the digital transformation process at the University through existing projects that will enable the execution of institutional business processes in digital environment 	<ul style="list-style-type: none"> Low widespread impact of R&D and project studies, failure to transform research into high value-added products Information management systems used by academic and administrative units are not integrated Absence of an integrated information management system for monitoring the performance of the main at the university Insufficient level of cyber security systems and number of personnel working in this field Increasing training needs of academic and administrative staff with the widespread use of digital technologies at the university 	<ul style="list-style-type: none"> the cooperation of academicians with Erciyes Technopark and encouraging transformation of R&D activities at the University into techno-logical products Increasing scientific and projects based on university-industry cooperation for the digital transformation of priority manufacturing industry sectors Developing a corporate information system to ensure integrated management of business processes Expanding the use of innovative educational techno- logies in education and training activities Improving the technological infrastructure throughout the university Taking measures to ensure information security Increasing the information technology competence of academic and administrative staff in the areas they need

Factors	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Legal	<ul style="list-style-type: none"> The wide range of legislation activities higher education institutions Frequent changes in legislation Management systems required by the legislation do not have a common high-level Legislation on human resources is insufficient to meet the changing needs of higher education Restrictive regulatory make it difficult for universities to achieve an innovative and agile Accountability, transparency, participatory decision-making mechanisms and public access to information gain importance in line with sustainable development goals 	<ul style="list-style-type: none"> Innovative business models and management practices have come to the forefront in the national legislation for higher education institutions Opportunity to develop policy proposals regarding higher legislation in the improvement of institutional processes with stakeholder participation Providing policy recommendations for development of a high-level structure for the management systems required by the legislation 	<ul style="list-style-type: none"> Frequent in the legislation reduce efficiency of administrative processes in terms of compliance the legislation and increase the need for of administrative staff Frequent changes in the Education and Training Regulations make student affairs activities very difficult Failure to implement proposals for improving institutional processes due to legislative obstacles Existing legislation makes it difficult to manage human resources effectively Students and academic do not have legislative knowledge on issues such as education and training, disciplinary regulations, etc., and cannot follow frequent legislative changes investigations opened without recourse to dispute resolution procedures have a negative impact on workplace peace, institutional cohesion and workload 	<ul style="list-style-type: none"> Higher Education Legislation Increasing the number of academic studies and projects that will contribute scientifically to improvement, developing policy recommendations for the problems encountered in practice Developing effective practices that increase accountability and transparency in institutional processes by utilizing information and communication Developing processes and information systems to ensure rapid adaptation to legislative changes Increasing the competence of personnel and the quality of in-service trainings on legislative issues Making the of the Legal Counseling Office more active issues such as legislative follow-up and analysis, information, training, investigations, etc. Developing effective practices resolving disputes without and judicial proceedings
Environmental	<ul style="list-style-type: none"> The global urgency of environmental sustainability The development of environmentally sensitive within the scope of sustainable development goals gaining importance UI GreenMetric ranking has increased universities' awareness of environmental sustainability sustainability issues are emphasized in the support of national and international research projects Increased environmental in society 	<ul style="list-style-type: none"> The university ranks among the top 3 universities in Turkey and among the top 100 universities in the world according to the UI Green- Metric ranking The existence of UYGAR Centers working on environmental issues within the university The university has academic that can carry out interdisciplinary research and application studies on environmental sustainability 	<ul style="list-style-type: none"> Insufficient green areas on the campus Lack of adequate physical infrastructure energy and water conservation Lack of buildings with energy identity certificates Inadequate waste recycling High number vehicles entering the campus 	<ul style="list-style-type: none"> Organizing activities to increase student and employee awareness environmentally friendly campus Increasing academic studies and projects that will contribute scientifically to environmental sustainability Encouraging interdisciplinary research and collaboration in the development of environmentally sound technologies Developing environmentally friendly public- pus applications in cooperation with UY- GAR Centers working in the field of environment Increasing green areas within the campus Improving the physical infrastructure for energy and water conservation Promotion of environmentally friendly energy sources Establishment of a waste recycling center

Table 23. PESTLE Analysis for Sectoral Structure

Sectoral Strengths	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Competitors	<ul style="list-style-type: none"> Increasing number of universities in Turkey Competition with universities abroad Newly established universities are more mission-oriented Existence of universities with foreign language programs or all programs in foreign languages The opportunities offered by foundation universities are more attractive The ability of some metropolitan to utilize public and their strong international relations Expansion of open education faculties and distance education systems 	<ul style="list-style-type: none"> Mutual competition forces the university to improve its quality and Increasing opportunities for with other national and international universities 	<ul style="list-style-type: none"> Qualified staff and prefer foundation universities or metropolitan universities that offer attractive opportunities Increased competition in the distribution of public and private education and research resources and a decrease in the share of the University Graduate students turning to newly opened universities to find a position Brain drain of qualified academics and students 	<ul style="list-style-type: none"> Supportive measures should be taken to ensure the continuity of successful programs New programs should be opened line with the needs of both public and private sectors National and international accreditation activities should be increased Interdisciplinary studies should be increased Focused activities of the University at national and international level should be increased to attract qualified students and staff Benefit from the good practice examples of successful national and universities National and international collaborations with other universities should be developed to support the mission of the university Projects should be realized to strengthen the financial structure of the university in order to increase support opportunities for students and staff. Support mechanisms researchers benefit from external funding and develop collaborations should be increased The number of foreign language programs should be increased Develop and implement strategies to improve infrastructure, competencies and in order to increase research university ranking

Sectoral Strengths	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Stakeholders	<ul style="list-style-type: none"> Insufficient level of cooperation with the private sector, public institutions and organizations, and NGOs Insufficient level of cooperation with higher education abroad Having strong graduates in of quality and quantity Insufficient level of communication and cooperation with alumni The link between the university and the society is not strong Failure to meet students' expectations regarding social, cultural on campus and needs to the campus Low rate of qualified students placed in some programs of the university Kayseri is a major industrial city in Central Another university has recently left the university -Having four universities in Kayseri 	<ul style="list-style-type: none"> High employment demand for ERU graduates by public and private sector organizations Opportunities to work with stakeholders in a multi-organizational and multi-faceted manner The existence of Erciyes Technopark for transforming the produced knowledge into economic value Strengthening the reputation of the University with our graduates in influential positions at home and abroad Improving the image of ERU by increasing interaction services provided to the society (health services, vaccine availability, etc.) University's focus on research mission after spin-off 	<ul style="list-style-type: none"> Decreased employment for some program graduates Some stakeholders are not open to collaborations Reduced opportunities for cooperation due to politicization of institutions and NGOs in the city and region Decreased economic resources that could be used to strengthen university-industry cooperation Difficulties reaching former graduates and creating an alumni database Weakening of the image of the University in the eyes of the society Decrease in the preference rates of some programs Increasing housing costs around the university Decrease in social activities that can create belonging among students and graduates due to the pandemic conditions that are likely to continue 	<ul style="list-style-type: none"> Analyze the needs and expectations of stakeholders (such as alumni, public, private sector, NGOs, etc.) and increase cooperation Training programs should be continuously updated with stakeholder participation Efforts should be made to strengthen relations with foreign stakeholders in order to increase internationalization The inclusiveness of the alumni information system should be strengthened by increasing its coverage, the effectiveness of the alumni association should be increased, activities that will increase the belonging of graduates should be realized. Promotional and informative activities for stakeholders should be increased University-industry cooperation should be strengthened, joint studies should be carried out The ability of academics commercialize research should be increased Community-centered should be promoted more Students' communication process with the University should be improved, communication channels should be strengthened Socializing and social activities should be increased on campus
Suppliers	<ul style="list-style-type: none"> The university has a sufficiently wide network of suppliers The existence of legal conditions and constraints that limit the management's room for maneuver the procurement of goods and services of public universities of quality standards of suppliers, variability in the quality of products and services 	<ul style="list-style-type: none"> High number of qualified supplier options due to the growth of the regional economy Increasing the budget allocated to research universities Increase in donations as the reputation of the university increases 	<ul style="list-style-type: none"> Supplying products that do not meet the needs or of low quality Delays in suppliers' product and service deadlines Contraction of the supplier ecosystem due to unfavorable conditions in the economy Cutting the university's financial and limiting spending authorizations and prolongation of the procurement process to legal obligations 	<ul style="list-style-type: none"> Procurement processes should be developed with lean and agile approaches with a continuous improvement approach Personnel in the procurement process should be trained on legislation and other technical issues Increase the use of technology in procurement processes Increase revenue-generating capacities such as donations or product/service sales to increase the procurement budget

Sectoral Strengths	Identifications (Factors/Problems)	Impact on University		What to do?
		Opportunities	Threats	
Regulatory Supervisory Organizations	<ul style="list-style-type: none"> • Strong communication with regulatory and supervisory bodies • Existence of many regulatory and supervisory organizations in the areas subject to the university's activities • Increased importance given by YÖK to quality and strategic management studies at universities 	<ul style="list-style-type: none"> • Accreditation of universities YÖK • Segregation of universities based on mission • Establishment of institutional requirements for the improvement of the university's corporate governance system in line with the determined criteria • Subjecting incentives and sanctions for universities certain transparent criteria and making them performance-oriented 	<ul style="list-style-type: none"> • Riskscommunication • Failure to adapt to frequently changing policies and legislation • Loss of efficiency due to excessive bureaucracy • Increased cost of international accreditation efforts • Making research universities too difficult for Anatolian universities 	<ul style="list-style-type: none"> • Communication and cooperation opportunities should be improved in order to receive more services from regulatory and supervisory bodies • Effective preliminary preparations should be made to any problems that may arise during audits • With a learning organization approach, learning environments should be created between academic and administrative units regarding successes and mistakes. • The Quality Coordinator's Office should be activated in order to make institutional internal and continuous improvement approach a part of the institution's culture and management system, and activities should be carried out to create quality awareness among the staff this coordinatorship.

3.8 Strengths, Weaknesses, Opportunities and Threats (SWOT)

Analysis The SWOT Analysis of the University is shown in **Table 24. Table**

24. SWOT Analysis

Strengths
Being a research university
Strong health services infrastructure
Successful vaccine studies (Turkovac, CCHF disease)
Having an active continuing education center that provides certificates in vocational education
Being an institution accredited by YÖKAK
High number of accredited units
Being a well-established University
High number and quality of research centers
Presence of Erciyes Technopark
E-diploma can be issued within three days
Having a strong academic staff
Editing Office service is provided

Weaknesses
Buildings are not disabled-friendly
Difficulty in communicating with Student Affairs by phone
Inadequate foreign language education programs
Inadequate infrastructure facilities such as some classrooms and laboratories etc.
Inadequate library services
High number of associate and undergraduate students
Inadequate social facilities
Insufficiency of activities to create a sense of university identity (ERUStore etc.)
Inadequate IT security infrastructure
Inadequate campus security
Inaccessibility to service units Hospital, ERUZEM, IT, etc.

Opportunities
Economic and social development of Kayseri
Increased state support for research universities
Development of the tourism capacity of the region
Increasing health tourism orientation
Philanthropists increase their support to ERU
Increased competition due to the high number of universities in Kayseri and in our country
Providing the opportunity to practice and research the historical richness of the region
Increased transportation and living opportunities in Kayseri
Increased opportunities for multidisciplinary research
Kayseri is close to many big cities
Advantageous city planning

Threats
Restrictions academic staff allocations, insufficient staffing
Prolonged pandemic and increased risk of danger
Decreased quality of incoming students due to unrealistic quotas in student placements
Deterioration of the economic situation in the country and the world
Loss of sense of belonging among the staff
Difficulties in student accommodation
Successful students want to move out of Kayseri or successful students do not want to come to Kayseri
International students tend towards universities that offer more advanced English-medium education
Other universities offer more attractive opportunities to students

3.9 Academic Activities Analysis

Table 25. Basic Academic Activities Table

Core Academic Activities	Strengths	Weaknesses Problem Areas Room for improvement	What to do?
Research	<ol style="list-style-type: none"> The university is among the 11 research universities designated by the Council of Higher Education Existence of the necessary infrastructure to carry out R&D activities effectively Existence of scientific and technological where high-level phase studies can be conducted against diseases such as Covid-19 and Crimean-Congo Hemorrhagic Fever Research Process Management Model has been developed Having a technopark that has an ecosystem that will increase the R&D potential of the region and among the first in the rankings of the Ministry of Industry and Technology of the Republic of Turkey of the Internal Unit Evaluation process specific to the university and thus determining the strengths and areas open to improvement regarding the R&D processes of the education units Increasing the weight of qualified research in Erciyes University Academic Promotion and Appointment Criteria Organizing Research and Innovation Workshops annually within the scope of the studies initiated to promote the R&D culture at the university and encourage interdisciplinary R&D studies and expanding its impact area Encouraging the participation of undergraduate and graduate students R&D projects and taking part projects Increasing the number of scientific publications, international joint research projects, participation of academic staff in national and international scientific meetings, projects supported by institutions such as TUBITAK, Ministry of Development, publications in SCI, SCI-ESSCI/HCII index citations received from publications in journals indexed in WOS projects in national and priority areas and patents within the University over the years The university library has databases that provide access to a large number of scientific researches Having a Scientific Incentive Mechanism that supports qualified research outputs 	<ol style="list-style-type: none"> Failure to provide sufficient financial support for the participation of academic staff in domestic and international scientific meetings Insufficient number of applications for R&D projects from funds received from international organizations Insufficient research capacity social sciences Low rate qualified open access publications Insufficient number of international collaborative publications Insufficient number of university-industry collaborative The number of contracted projects fully funded by industry is not at desired level 	<ol style="list-style-type: none"> Increasing the number of research groups and strengthening communication between research groups Increasing the number of graduate (especially doctoral) students Increasing the number of postdoctoral researchers Increasing interdisciplinary research opportunities Encouraging more international collaborative and industry collaborative research "Measuring the performance of units and researchers and using these criteria in decision-making processes" Recruiting qualified researchers who have completed their PhD abroad to the university Increasing the amount of incentives for publications published in 10% tranche journals and Q1 tranche journals Providing financial support for publications in open access journals in Q1 category Increasing morale and motivation organizations for faculty members who produce qualified research within the year Increasing the amount of support for the participation of academic staff in domestic and international scientific meetings Increasing R&D activities for units in research centers with low research outputs Increasing the number of registered academic, student and graduate companies established within Teknopark Expanding the TTO office, which supports project work order to direct researchers to international projects, in terms of employment for these projects Preparing periodic reports for faculties and units by the Institutional Data Management and Analytics Coordinatorship, monitoring the performance of researchers and making necessary planning Increasing incentive mechanisms to receive funding from international funding mechanisms Establishment R&D laboratories in cooperation with industry Transforming scientific and technological studies into products for social benefit Increasing efforts to increase national and international intellectual property applications





4

A LOOK INTO THE FUTURE



4.1 MISSION

Erciyes University is a university that provides accredited education and training services at international standards, produces innovative knowledge and technology through R&D studies, transforms the knowledge and technology it produces into social contribution, is a pioneer in its fields of activity, is committed to its core values and is sensitive to the environment.



4.2 VISION

To be among the leading universities in Turkey and the world, contributing to the construction of a better future with its graduates, sustaining its role as a pioneer in the production of innovative knowledge and technology with its R&D activities, presenting its scientific studies in all fields as a contribution to society, being preferred and proud to be a member of.



4.3 Core Values



FREEDOM

Freedom to teach and debate, freedom to conduct research and to disseminate and publish the results thereof, freedom to express one's opinion freely about the academic institution or system in which one works, and freedom to participate in professional or representative academic work



UNIVERSALITY

Acting with universal norms and striving to be an internationally respected institution in its fields of activity, interacting and cooperating more with universities around the world, being an attractive university for foreign students and academics and a strong partner for international collaborative initiatives



TRANSPARENCY, ACCOUNTABILITY AND OBJECTIVITY

Ensuring that decision and service processes are knowable and open in advance, enabling access to decisions and information, being aware of responsibilities towards students, graduates, staff, supporters, resources, the environment and society, being objective in producing and disseminating scientific knowledge



INNOVATIVISM

Striving to solve social and universal problems with a creative, solution-oriented, sustainable and progressive approach in projects and scientific studies, being innovative and pioneering in education and research approaches



COOPERATION AND SOLIDARITY

Inter-academic, inter-university, university-industry, university-public institutions and organizations, society-university cooperation and teamwork



SENSITIVITY

Being sensitive to Atatürk's principles and reforms, national, spiritual and human values, fundamental rights and freedoms, disadvantaged groups, cultural heritage and natural environment



PERFECTIONISM

Continuous improvement and maximization leadership, management and quality, education and training, R&D and social contribution activities



COMPETENCE

Structuring and conducting student and staff recruitment, appointment and promotion, and other assessment and evaluation processes on the basis of objective standards by supporting work, appreciating success, and taking merit as a basis

4.4 GOALS, OBJECTIVES AND PERFORMANCE INDICATORS

Table 25. Objectives, Targets and Performance Indicators

EDUCATION			
Objective (A1): To improve the quality of education and training activities			
Target	Performance Indicators	Indicator Description	Data Source
H 1.1 Improving the quality of education and training programs	PG 1.1.1 Number of graduate programs with interdisciplinary education	It refers to the number of active programs by structuring two or more academic disciplines for a specific purpose.	Institutes Department of Student Affairs
	PG 1.1.2 Number of accredited programs	It refers to the number of undergraduate and graduate programs until the last day of the relevant year.	Student Affairs DepartmentInstitutes
	PG 1.1.3 Number of academic units subjected to peer review	Indicates the number of academic units evaluated the teams designated by the Quality Commission.	Quality Commission
	PG 1.1.4 Number of programs offering international diplomas	It refers to the number of undergraduate and graduate programs that are recognized by the Council of Higher Education (YÖK), jointly opened with one or more higher education institutions from abroad, or jointly offered by two or more higher education institutions to students who have successfully completed the education and training processes carried out together within the scope of existing programs; It refers to the number of undergraduate and graduate that offer single or multiple, independent multiple diplomas connected to each .	Student Affairs DepartmentInstitutes
H 1.2 To increase the effective participation of students in education, training and research processes	PG 1.2.1 Percentage of courses taught with learning-teaching approach	It expresses the ratio of the number of courses in which active learning practices are realized by using , methods-techniques and instructional technologies that enable students to learn by doing and experiencing in learning-teaching processes to the total number of courses. Student-centered lessons are lessons in which the student, not the teacher, is active during the activities.	Research and Application Center for Educational Units and Technologies
	PG 1.2.2 Percentage of courses with process evaluation	It expresses the ratio of the number of courses in which process evaluation is made with tools such as homework, projects, portfolios to the total number of courses.	Research and Application Center for Educational Units and Technologies
	PG 1.2.3 Number of students benefiting from international mobility programs	It refers to the number of students who have completed a part of their education in a higher education institution abroad or in ERU, which is partnered with an inter-institutional agreement. (Number of students participating in programs such as ERASMUS and Mevlâna)	Rectorate International Office
	PG 1.2.4 Number of students engaged in scientific research activities	It refers to the number of students who participated in/contributed to the following activities and documented it: TUBITAK 2209A2209B2242 etcprojectsscientific research such as letter to the editorreviewcase / case presentationarticlebook, book chapter.	Education and Training , TEKNOPARK, BAP Coordination Unit, International Project Coordinator, TUBITAK
	PG 1.2.5 Number of students participating scientific activities	It refers to the number of students who participated in/contributed to the following activities and documented it: Scientific activities such as national or international congresses, conferences, colloquia, symposiums, panels and workshops.	Education and training units, BAP Coordination Unit, International Project Coordination Office, ETTO

EDUCATION			
Objective (A1): To improve the quality of education and training activities			
Target	Performance Indicators	Indicator Description	Data Source
H 1.3 To increase the competence of academic staff in education and research activities	PG 1.3.1 Number of teaching staff participating in trainings to increase teaching competence	It refers to the number of instructors who participated in and documented trainings (training of trainers, assessment and evaluation training, training on effective use of current and technological teaching techniques and materials, problem-based teaching training, etc.) organized within or outside the institution.	Relevant Vice , Quality Committee yo- nu, ERUZEM, Education and training units
	PG 1.3.2 Number of academic staff from incentives and rewards for educational	Represents the number of academic staff supported within the scope of Incentive and Rewarding Legislation for the educational activities of Erciyes University.	Relevant Vice Rector's Office Education and Training Units
	PG 1.3.3 Number of academic staff benefiting from international mobility programs	It refers to the number of faculty members who carry out part of their teaching activities in higher education institutions abroad or at Erciyes University through inter-institutional agreements such as ERASMUS and Mevlana.	Foreign Relations Office Department of Personnel
	PG 1.3.4 Number of academic staff engaged in education and training activities abroad other than international mobility programs	Indicates the number of faculty members who are engaged in education and training activities (taking courses, lecturing, , collaborative performance production, etc.) related to their field abroad.	of Personnel, Office of Foreign Relations Education and Training Units
	PG 1.3.5 Number of educational activities attended by faculty members to improve their research competence	Refers to the educational activities (in research methods, research database use, information management, statistics, research programs, etc.) that faculty members participate in to improve their research competencies in their fields.	Education and training , ETTO
H 1.4 Increasing education and training infrastructure and access opportunities	PG 1.4.1 Percentage of ideal teaching and learning environments (classrooms, workshops, reading rooms, laboratories, libraries	It refers to the ratio of educational environments with technological facilities such as computer, smart board, sound , projector, wireless network connection, camera, microphone, simulation equipment, microphone, simulation equipment, etc., which are adequate in terms of accessibility, layout, air conditioning, ergonomics, ventilation, lighting, acoustics, audibility, etc. in accordance with the needs of the units, to total educational environments.	All Research Centers and Department of Library and Documentation
	PG 1.4.2 Number of e-publications student	"E-publication" refers to ERU's audio and video digital resources such as e-books, e-magazines, e-newspapers per student.	Department of Library and Documentation
	PG 1.4.3 Satisfaction level of students regarding education infrastructure	It expresses the percentage of students' responses the questionnaires on the relevant subject divided by the number of people.	Educational Sciences and Technologies Research and Application Center
	PG 1.4.4 Satisfaction level of teaching staff regarding education and training infrastructure	It expresses the percentage obtained by dividing the responses of the lecturers to the surveys on the relevant subject by the number of people.	Educational Sciences and Technologies Research and Application Center
	PG 1.4.5 Satisfaction level of students requiring special approach regarding educational infrastructure and access opportunities	It refers to the percentage of students with any physical, mental, psychological disability or social need for a separate infrastructure arrangement and academic access (course and exam content) , as well as migrant and foreign students' responses to the surveys the relevant subject divided by the number of people.	Educational Sciences and Technologies Application Research Center, Barrier-Free Campus Unit

EDUCATION			
Objective (A1): To improve the quality of education and training activities			
Target	Performance Indicators	Indicator Description	Data Source
H 1.5 Increasing extracurricular activities to support education and personal development	PG 1.5.1 Number of social, cultural and sports activities organized to support personal development	It refers to the number of social, cultural and sporting activities that support personal development for students and graduates.	Department Health, Culture and Sports, Education and training units
	PG 1.5.2 m ² of social, cultural and sports activity areas per capita	It refers to the m ⁽²⁾ of social-cultural-sportive activity and service areas congress culture , sports halls and fields, festival areas, social assistance units, open and closed areas suitable for studies such as drama, music, social activity halls/classrooms/workshops, social , faculty canteen businesses, practice hotels, etc.) for students and faculty members.	Department of Construction and Technical Affairs Department of Personnel Department of Student Affairs
	PG 1.5.3 Number of activities by student clubs and societies	It expresses the total number of activities (theater, recitals, exhibitions, interviews, concerts, trips, competitions, conferences, student symposiums, congresses, panels, etc.) organized by student clubs and societies.	Department of Health, Culture and Sports
	PG 1.5.4 Percentage of students taking out-of-field free elective courses	It expresses the ratio of students taking elective with course content outside the field to the total number of students.	Department Fine Arts, Education and training units
	PG 1.5.5 Number of programs into account informal	It refers to the number programs that take into account documented learning acquired outside formal education.	Relevant Vice Rectorate Student Affairs Department, Education and training units

RESEARCH AND DEVELOPMENT			
Objective (A2): To rank among the top 10 public universities in Turkey in international and national ranking systems with R&D content			
Target	Performance Indicators	Indicator Description	Source of Data
H 2.1 Increasing research capacity	PG 2.1.1 Number of articles and review type publications faculty member in journals indexed in SCI-E, SSCI and AHCI in WoS database	In the WoS database; Affiliati- on='Erciyes University', Publica- tion Years=Relevant year range, Docu- ment Types='Article' or 'Review'Web of Science Index='SCI-E' or 'SSCI' or 'AHCI', the number of publications obtained from the query is divided by the total number of Dr.Lecturer, Assoc. and Prof. at the beginning of the year of the relevant period.	WoS database and Department of Personnel
	PG 2.1.2 Number of citations faculty member to articles and review type publications in journals indexed SCI-E, SSCI and AHCI indexed in WoS database	The total number of citations made in the last 6 years to all articles and reviews published in the last 5 years before the relevant year in journals indexed in the ISI Citation Index (SCI-E, SSCI and A&HCI) database; Affiliati- on='Erciyes University', Web of Science Index='SCI-E' or 'SSCI' or 'AHCI' in WoS database. Document Types='Article' or 'Re- view', Publication Years= filtered as the relevant year Click on "Citation Reports". The number of citations for the 6 years pre the relevant year is totaled.	WoS database and Department of Personnel
	PG 2.1.3 ((a) Number of projects supported by external national and international organizations per faculty member / (b) Amount of budget transferred the institution from related projects	(a) The total number of projects supported by external national and international organizations that have started/continued or completed in the relevant period (b) The total budget amount transferred to the university from the relevant projects in the relevant period.	TÜBİTAK TTS SystemDAPSIS database Strategy Development Department
	PG 2.1.4 Number of national and international patent applications	It refers to the number of national or international patents for in the relevant period, at least one of the inventors of is a university or university faculty member (Prof., Assoc., Dr. Lecturer, Lecturer or Research Assistant).	Turkish Patent and Trademark Office, EP-Espacenet, TR-Espacenet, WIPO-Pa- tent Scope, USPTO, Derwent World Patents Index, ERU Teknopark Intellectual Rights Unit
	PG 2.1.5 Number of patents registered nationally and internationally	It refers to the number of registered national or patents in which at least one of the inventors is a university or university faculty member (Prof., Assoc., Dr. LecturerLecturer or Research Assistant) in the relevant period interval.	Department of Personnel, Department of Student AffairsInstitutes

RESEARCH AND DEVELOPMENT			
Objective (A2): To rank among the top 10 public universities in Turkey in national and international ranking systems with R&D content			
Target	Performance Indicators	Indicator Description	Source of Data
H 2.2 Improving the quality of research	PG 2.2.1 Top 50% in InCites Journal Impact Rating (a) (b) Rate of scientific publications in the top 10%	In the relevant period interval, InCites Journal Impact Rating (a) first The ratio of the number of articles and review publications the 50% / (b) 10% quintile (Q1+Q2) to the total number of publications in the same relevant period (Q1+Q2+Q3+Q4)	InCites database
	PG 2.2.2 National and international (a) number of PhD students and (b) number of graduates	The number of (a) doctoral students as of the last the relevant semester interval and the of doctoral students who graduated in the relevant semester interval.	Department of Student Affairs
	PG 2.2.3 (a) Faculty members (b) Number of active companies owned or partnered by students, graduates in Technopark, Incubation Center, TEKMER	It refers to the total companies owned or partnered by (a) academic staff (Prof.Assoc.Dr.Lectureror Research Assistant(b)students continuing their education or students who graduated in the last 5 years in Technopark, Incubation CenterTEKMER within ERU or other institutions within the relevant period.	Erciyes TEKNOPARK, Technoparks within other institutions
	PG 2.2.4 Number of postdoctoral researchers	Number of active researchers working in postdoctoral researches defined by official institutions such as YÖK, TÜBİTAK TÜSEB etc. or within the scope of BAP in the relevant period interval	YÖK, TÜSEB, TÜBİTAK, Scientific Research Projects Coordination Unit
	PG 2.2.5 Percentage of publications open access	Open access percentage of articles and publications in journals in SCI-ESSCI and AHCI during the relevant period	InCites database

RESEARCH AND DEVELOPMENT			
Objective (A2): To rank among the top 10 public universities in Turkey in national and international ranking systems with R&D content			
Target	Performance Indicators	Indicator Description	Source of Data
H 2.3 Increasing national and international research collaborations	PG 2.3.1. Ratio of university-university collaborative publications	The ratio of university-university collaborative articles and reviews published in journals index in SCI-ESSCI and AHCI in the relevant period the total number of publications of type in the period.	InCites database
	PG 2.3.2. Ratio of university-industry collaborative publications	The ratio the number of university-industry collaborative articles and reviews published in journals in SCI-ESSCI and AHCI in the relevant period to the total number of publications of the same type in the same period.	InCites database
	PG 2.3.3. Ratio of international collaborative publications	It expresses the ratio of international collaborative articles and published in journals in SCI-ESSCI and AHCI in the relevant period interval to the total number of publications of the same type in the period interval.	InCites database
	PG 2.3.4 Number of national and international patent certificates with (a) university-industry collaboration / (b) international collaboration	At least one of the applicants or inventors is an institution, a member of the institution or a student continuing their education at ERU and (a) at least one of whom is a private sector employee / (b) the total number of patents registered by the Turkish Patent and Trademark Office for national patents and foreign patent offices for international , at least one of which involves international cooperation.	Turkish Patent and Trademark Office, EP-Espacenet, TR-Espacenet, WIPO-Pa- tent Scope, USPTO, Derwent World Patents Index, ERU Teknopark Intellectual Rights Unit
	PG 2.3.5 (a) number and (b) funding amount of R&D and innovation projects carried out in cooperation with universities and business world within the scope of public funds	University-business world collaborations supported by the National R&D and Innovation Support Programs, started, ongoing or completed in the relevant year (a) the number of projects and (b) the amount of funding received from projects (Projects supported by public institutions that provide funding in the field of R&D and consultancy services provided to publicly supported business world projects are included. Investment projects and BAP projects are excluded).	TÜBİTAK TTS SystemDAPSIS database Department of Strategy Scientific Research Coordination Unit

SOCIAL CONTRIBUTION			
Objective (A3): Develop local/regional/national/international social contribution practices			
Target	Performance Indicators	Indicator Description	Source of Data
H 3.1 Increasing satisfaction in social service activities	PG 3.1.1 SUAM patient satisfaction level	It expresses the ratio obtained by dividing the total value obtained from the surveys regularly conducted by the Quality Unit of the Faculty of Medicine Hospitals by the number of participants.	SUAM Quality Unit
	PG 3.1.2 Satisfaction level of participants receiving training from ERSEM	It refers to ratio obtained by dividing the total value obtained from the training evaluation (satisfaction) study to the participants at the end of each training in the trainings organized during the year by the number of participants.	ERSEM Quality Unit
	PG 3.1.3 Level of satisfaction with accommodation facilities	The ratio obtained by dividing the total value obtained from the satisfaction study applied to the beneficiaries of accommodation services after/during their stay during the year by the number of participants.	Department Health, Culture and Sports, Hızıroğlu Practice Hotel, Red Crescent Guest House, Talas Guest House
	PG 3.1.4 Level of satisfaction with the services provided at the Animal Hospital	It expresses the ratio obtained by dividing the total value obtained from the satisfaction surveys conducted by the Animal Hospital Quality Unit by the number of participants.	Animal Hospital Quality Unit
	PG 3.1.5 Level of satisfaction with services provided at the Dental Hospital	It expresses the ratio obtained by dividing total value obtained from the satisfaction surveys conducted by the Dentistry UYGAR Center Quality Unit by the number of participants.	Dentistry UYGAR Center Quality Unit
H 3.2 Increasing the capacity and quality of health tourism	PG3.2.1 Number of health tourism patients	to the number of patients coming for tourism registered at SUAM and Dentistry UYGAR Center Hospitals annually.	SUAM Quality Unit, Dentistry UYGAR Center Quality Unit
	PG3.2.2 Ratio of health tourism revenue to total health revenue (per thousand)	It expresses the result of dividing the annual health tourism income TL of SUAM and Dentistry UYGAR Center Hospitals by the total income.	SUAM Quality Unit, Dentistry UYGAR Center Quality Unit
	PG3.2.3 Number of cooperating organizations	Indicates the number of with which SUAM and Dentistry UYGAR Center Hospitals have signed a cooperation protocol for health tourism.	SUAM Quality Unit, Dentistry UYGAR Center Quality Unit
	PG3.2.4 Number of tourist patients	Refers to the annual number of registered patients of SUAM and Dentistry UYGAR Center Hospitals.	SUAM Quality Unit, Dentistry UYGAR Center Quality Unit
	PG3.2.5 Health tourism patient level (%)	It expresses the ratio by dividing the total value obtained by the annual registered health tourism patient satisfaction surveys of the Quality Unit of SUAM and Dentistry UYGAR Hospitals by the number of participants.	SUAM Quality Unit, Dentistry UYGAR Center Quality Unit

SOCIAL CONTRIBUTION			
Objective (A3): Develop local/regional/national/international social contribution practices			
Target	Performance Indicators	Indicator Description	Source of Data
H 3.3 Increasing the capacity and quality of social and cultural services	PG 3.3.1 Number of restaurants-cafes in service	It refers to the number of resto-run-cafes rented by the Department of Administrative and Financial Affairs.	Department of Administrative and Financial Affairs
	PG 3.3.2 Satisfaction level with restaurants and restaurants	It expresses the ratio obtained by dividing the value obtained from the relevant survey questions under the sub-heading of institutional satisfaction surveys conducted for academic, administrative staff and students of our University by the number of people receiving service.	Department of Administrative and Financial Affairs
	PG 3.3.3 Number of social responsibility projects	It refers to the number of projects with registered/protocol/official correspondence carried out by the Clubs and and Education Units under the Department of Health, Culture and Sports.	Department of Health, Culture and Sports
	PG 3.3.4 Satisfaction level with activities related to social integration and inclusion for groups at the university	It expresses the ratio obtained by dividing the total value obtained by the satisfaction surveys for the participants in the activities related to social integration and inclusion, which have official correspondence carried out by the Club-Community and Education units carried out through the Student Activities affiliated to the Culture Branch Directorate of Department of Health, Culture and Sports, by the number of participants.	Department of Health, Culture and Sports

SOCIAL CONTRIBUTION			
Objective (A3): Develop local/regional/national/international social contribution practices			
Target	Performance Indicators	Indicator Description	Source of Data
H 3.4 Increasing the capacity, diversity and quality of education services provided to the society	PG 3.4.1 Number of participation certificates issued at ERSEM	Represents the number of participation certificates issued in all courses offered at ERSEM (including course programs with the same name).	ERSEM Quality Unit
	PG 3.4.2 Number of certificates awarded at ERSEM	Represents the annual number of certificates issued to participants who attended all programs opened at ERSEM the name of certificate program (including certificate programs opened under same name).	ERSEM Quality Unit
	PG 3.4.3 Variety of courses offered at ERSEM	Annual number of all certificates/courses/training titles offered at ERSEM (Courses and training programs offered under the same name will not be included).	ERSEM Quality Unit
	PG 3.4.4 Number of promotional activities/information meetings/ courses/ training programs provided at UYGAR Centers other than ERSEM	It refers to the annual number of promotional activities / information meetings / courses / training programs by all other UYGAR Centers of the University other than ERSEM in their fields of competence (Including training programs with the same name).	41 UYGAR Center Directorate Quality Unit
	PG 3.4.5 Level of satisfaction with the trainings provided at UYGAR Centers other than ERSEM	It expresses the ratio obtained by dividing the total value obtained by the satisfaction surveys for the participants of the promotional activities / information meetings / courses / training programs by all other UYGAR Centers of the University other than ERSEM in their fields of competence by the number of participants (including the training programs opened under the same name).	41 UYGAR Center Directorate Quality Unit
H 3.5 UYGAR Increasing the transformation of products/services developed in the centers into social contribution	PG 3.5.1 Number of vaccine candidates that passed Phase-2 implementation	to the number of vaccine candidates that passed Phase I by ERAGEM.	ERAGEM Quality Unit
	PG 3.5.2 Number of nanotechnological products/prototypes developed	Represents the annual number of nanotechnological products/prototypes developed at ERNAM.	ERNAM Quality Unit
	PG 3.5.3 Cellular therapy a) number of products developed b) number of institutions with service contracts	Represents annual number of products developed by GENKÖK in cellular therapy, b) Represents number of "service contracts" signed with GENKÖK treatment centers.	GENKÖK Quality Unit
	PG 3.5.4 Number of drugs/products developed in production	Refers to the annual number of medicines and products developed at ERFARMA.	ERFARMA Quality Unit
	PG 3.5.5 ERAGEM,, GENKÖK, Number of products and services developed/transformed into social contribution in other UYGAR Centers other than ER-FARMA	ERAGEM,, GENKÖK, Refers to the number of products and/or services such as books, printed works, software programs, program design, food, agricultural products, commercial products, laboratory services, etc. that are transformed into social contributions annually by all other UYGAR Centers except ER-FARMA.	38 UYGAR Center Directorate Quality Unit

CORPORATE SYSTEM			
Objective (A4): To be a leading university in scientific, innovative, agile and people-oriented corporate governance practices			
Target	Performance Indicators	Indicator Description	Data Source
H 4.1 To make physical improvements in infrastructure and equipment in the service areas of the university	PG 4.1.1 Rate of improvement in the physical conditions of health service areas	Refers to the rate of building in the relevant period.	Department of Construction and Technical Affairs
	PG 4.1.2 Rate of improvement in the physical conditions of education and training service areas	Related in the period building refers to the realization rate of construction.	Department of Construction and Technical Affairs
	PG 4.1.3 Rate of improvement of physical conditions of social-cultural areas	Refers to the rate of building in the relevant period.	Department of Construction and Technical Affairs
	PG 4.1.4 Rate of improvement in the physical conditions of scientific and technological areas	Refers to the rate of building in the relevant period.	Department of Construction and Technical Affairs
H 4.2 Developing the Integrated Information Management System and ensuring digital transformation	PG 4.2.1 Completion rate of the Corporate Integrated Information Management System Project	Indicates the completion rate of the related project that will host the integrated quality management system, paperless university management system and other management systems in the relevant period.	Department of Information Processing
	PG 4.2.2 Proportion of realization of software and hardware design of card pass, tour- nike, cafeteria, barrier systems with institutional resources (%)	Refers to the rate of completion of fine construction of the installation of the new High Accessibility Center, infrastructure and superstructure installation.	Department of Information Processing
	PG 4.2.3 Number of end-user computers modernized	In order to increase the performance the computers used by all academic and administrative staff, hardware performance tests and determinations will be made in line with the demands of individuals and the number computers modernized.	Department of Information Processing
	PG 4.2.4 Number of devices added and replaced to the system in order to and modernize the information infrastructure the services provided	It refers to the number of devices that have completed their economic and technological life cycle in the university's wired network and the number of devices renewed and added expand the wireless network.	Department of Information Processing
	PG 4.2.5 Number of cyber security tests	It refers to the number of security tests to ensure the information security of the university and to take necessary measures.	Department of Information Processing

CORPORATE SYSTEM			
Objective (A4): To be a leading university in scientific, innovative, agile and people-oriented corporate governance practices			
Target	Performance Indicators	Indicator Description	Data Source
H 4.3 Increasing institutional belonging	PG 4.3.1 Duration of training organized per staff member	It refers to the number of hours of training per employee who participated in trainings, courses and trainings for administrative staff organized by all academic and administrative units to increase the and qualifications of employees (person*hour/ total number of personnel).	of Personnel, Academic Units, Related Administrative Units, UYGAR Centers
	PG 4.3.2 Number of social events organized for staff	It refers to the total number of social activities organized by all academic and administrative units to increase employee motivation.	Academic Units, Administrative Units,
	PG 4.3.3 Satisfaction level of academic staff with the institutional culture	<p>It refers to the average percentage score obtained from the faculty satisfaction survey to be conducted by the ERU Quality Commission.</p> <p>Organizational culture satisfaction : This refers to the level of satisfaction with the organizational culture consisting of the sub-components of participation, cooperation, of knowledge, learning, internal communication, relations with stakeholders, openness to change, strategic management, reward and punishment systems.</p>	ERU Quality Commission, Department of Information Technologies
	PG 4.3.4 Level of satisfaction of administrative staff with the corporate culture	<p>It refers to the average percentage score obtained from the administrative staff satisfaction survey on organizational culture to be implemented by ERU Quality Commission.</p> <p>Organizational culture satisfaction : This refers to the level of satisfaction with the organizational culture consisting of the sub-components of participation, cooperation, of knowledge, learning, internal communication, relations with stakeholders, openness to change, strategic management, reward and punishment systems.</p>	ERU Quality Commission, Department of Information Technologies
	PG 4.3.5 Satisfaction rate of employees in health service areas	It refers to the average percentage score obtained from the satisfaction survey conducted for employees in health service delivery areas.	SUAM Quality Unit, Dentistry UYGAR Center

CORPORATE SYSTEM			
Objective (A4): To be a leading university in scientific, innovative, agile and people-oriented corporate governance practices			
Target	Performance Indicators	Indicator Description	Data Source
H 4.4 Strengthening communication with stakeholders and ensuring its continuity	PG 4.4.1 Level of student satisfaction with institutional communication	It refers to the average percentage score obtained from the corporate communication student satisfaction surveys to be implemented by the ERU Quality Committee in the relevant period.	Department of Information Processing
	PG 4.4.2 Graduates' level of satisfaction with institutional communication	Expresses the average percentage score obtained from the corporate communication graduate satisfaction surveys to be conducted by the ERU Quality Committee in the relevant period.	Department of Information Processing
	PG 4.4.3 Employers' level of satisfaction with organizational communication	Expresses the average percentage score obtained from the corporate communication employer satisfaction surveys to be conducted by the ERU Quality Committee in the relevant period.	Department of Information Processing
	PG 4.4.4 Completion rate of ERIMER system	Indicates the completion rate of Erciyes University Communication Center (ERIMER) system in the relevant period.	Department of Information Processing
	PG 4.4.5 Number of activities organized stakeholders	It refers to the total number of activities carried out by the Career Guidance and Information Center, ERU Quality Commission and all academic units for stakeholders in the relevant period. (Student, graduate and employer meetings organized within the scope of career activities, focus group meetings and to receive stakeholder opinions and suggestions and discuss opportunities for cooperation, organizations where stakeholders take part as invited speakers, social events organized for stakeholders, unit advisory board meetings and promotion/information/ project sharing meetings, etc.).	Career Guidance and Information Center, all academic units, ERU Quality Commission
H 4.5 Increasing internationalization performance	PG 4.5.1 Erciyes University's position in international rankings (rank) (QS EECA)	This is the band in the QS EECA ranking where the university is located.	Web result page of QS EECA Ranking
	PG 4.5.2 Number of agreements/protocols with national and international institutions	It refers to the number of exchange agreements such as Erasmus, Mevlana, etc. signed with national and international institutions, as well as the total number of programs signed for other educational and research purposes.	Directorate of Foreign Relations Office Rectorate Chief of Staff
	PG 4.5.3 Number of activities to increase internationalization performance	It refers to the number of events organized or participated in at home and abroad, within and outside the university, with the aim of increasing internationalization.	Department Health, Culture and Sports, Department of Personnel
	PG 4.5.4 Number of International Advisory Board meetings	An International Advisory Board to contribute to the goal of internationalization	

UNIVERSITY			
Objective (A5): To be a pioneering University in the national and international arena in the realization of sustainable development goals			
Target	Performance Indicators	Indicator Description	Source of Data
H 5.1 Creating a sustainability eco-system and raising awareness on sustainability	PG5.1.1 # of SDG-related activities organized the Sustainability Office	It refers to the number of that activate the sustainability ecosystem at the university and ensure the coordination of participatory mechanisms.	Sustainability Office
	PG5.1.2 Number of courses offered for Sustainable Development Goals	Refers to the number of courses directly related to the relevant goal that demonstrate a way to increase awareness, knowledge or action in achieving Sustainable Development .	Department of Student Affairs
	PG5.1.3 Number of academic publications on sustainability	ISI Citation Index (SCI-ESSCIA&HCI) data for the relevant year to the number of sustainability-related article and review publications in journals scanned in the database.	InCites database
	PG5.1.4 Ranking of our university according to the overall score of THE Impact Ranking	THE Impact Ranking is the band in which our university ranks in the overall world ranking.	Web results page of THE Impact Ranking System
	PG5.1.5 Ranking of our university according to UI GreenMetric score	expresses the position of our university in the world rankings according to the UI GreenMetric score.	UI Web results page of the GreenMetric Ranking
H 5.2 The welfare level of society Development of applications for upgrading and increasing activities related to social sustainability	PG5.2.1 Proportion of low-income students receiving social assistance (%)	It expresses the ratio of the number of students benefiting from scholarships food, social aid and clothing materials provided by the university or mediated by the university to the total number of students in the relevant semester interval.	Department of Health, Culture and Sports - All academic units
	PG5.2.2 Number of activities on healthy and quality life	Healthy and Quality Life refers to number of activities carried out in the relevant year on hygiene, nutrition, family planning, sports, exercise, aging well, other health and well-being promotion.	All academic units Research Centers
	PG5.2.3 Number of activities carried out for women-friendly university practices	It refers to number of all kinds of activities, scientific studies, social responsibility projects, etc. carried out to provide a women-friendly university environment at our university.	KAÇAUM, ERREM, All academic units
	PG5.2.4 Number of barrier-free university awards, barrier-free flag awards, barrier-free program awards and disabled-friendly awards	Represents the number of Barrier-Free University Award Barrier-Free Flag Award Barrier-Free Program Order and Disabled Dos- tu Award given by YÖK in the relevant year.	HIGHER EDUCATION
	PG5.2.5 Number of public artistic and cultural events organized within the university	It refers to artistic and cultural events such as festivals festivals, exhibitions, theaters, concerts conferences, etc. held open to public at our university in the relevant year.	of Health and Culture, University Web Page, All academic units Research Centers

UNIVERSITY			
Objective (A5): To be a pioneering University in the national and international arena in the realization of sustainable development goals			
Target	Performance Indicators	Indicator Description	Source of Data
H 5.3 Increasing environmentally friendly university activities and ensuring environmental sustainability	PG5.3.1 Ratio of green areas to total university area (%)	It expresses the ratio of the area covered by green areas in the university to the total university area.	Department of Construction and Technical Affairs-Erciyes TEKNO- PARK A.Ş.
	PG5.3.2 Ratio of renewable energy production total annual energy use (%)	University ratio of renewable energy production to total annual energy use.	Department of Construction and Technical Affairs - Erciyes TEKNO- PARK A.Ş.
	PG5.3.3 Amount of waste evaluated within the university (tons)	Refers to the amount of waste (reused, recycled, composted, biogas, etc.) that does not go to landfill.	ERU Environmental Problems and Cleaner Production Research and Application Center, Department of Construction and Technical Affairs municipalities
	PG5.3.4 Amount of water reused/reduced throughout the university (m3)	It refers to measurable amount of water that is permanently reduced/re-used through rainwater, gray water, swimming pool water, pond water, treatment plant, etc. and also through saving technologies.	ERU Environmental Problems and Clean Production Research and Application Center, Department of Construction and Technical Affairs of Health, Culture and Sports, ERU Agricultural Application and Research Center
	PG5.3.5 Ratio of the total number of vehicles entering the university per day to the population (%)	ratio of the total number of cars and motorcycles entering the university per day to the total university population.	E-campus Office - Directorate of Protection and Security - Department of Personnel
H 5.4 Increasing activities to support sustainable production and consumption	PG5.4.1 Amount of food waste produced from food served from our university dining halls (plates)	It refers to the number of meals left in the cafeterias of our university in the relevant year.	Department of Health, Culture and Sports
	PG5.4.2 Number of activities carried out by our university sustainable agriculture knowledge/skills/technology for local farmers	It refers to the number of activities on sustainable agricultural practices carried out by sharing the agricultural research, education and infrastructure facilities of our university with local farmers.	ERU Agricultural Application and Research Center - Faculty of Agriculture
	PG 5.4.3 Graduate employment rate	It refers to the proportion of graduates who continue to work within 15 months after graduation.	Department of Student Affairs - KAYBİMER
	PG5.4.4 Number of sustainability-related active companies owned or partnered by faculty members, students/graduates in Technopark, Incubation Center, TEKMER	Represents the total number of active companies that are owned or partnered by ERU faculty, students/graduates in the relevant Technopark, Incubation Center, TEKMER and that operate for Sustainable Development Goals.	Erciyes Teknopark A.Ş.
	PG5.4.5 Ratio of budget allocated for sustainability-related research to total research funds	Indicates the ratio of research funding to the total research funding of projects started, ongoing or completed in the relevant year that are directly related to the Sustainable Development Goals.	- TÜBİTAK TTS - Strategy Department - Erciyes Teknopark A.Ş.

Table 26. Target Cards

Objective (A1)	To improve the quality of education and training activities					
Target (H1.1)	Improving the quality of education and training programs					
Program/Subprogram Name to which the Objective is Related	Higher Education/ Associate Degree, Undergraduate and Graduate Education/ Student Life in Higher Education					
Subprogram Objective to which the Objective is Related	Scholarship Services for Doctorate Students - Higher Education Institutions Master's Degree without Thesis - Higher Education Institutions Distance Education					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 1.1.1 Number of graduate programs with interdisciplinary education	25	32	33	34	35	36
PG 1.1.2 Number of accredited programs	30	41	44	46	48	50
PG 1.1.3 Number of academic units peer	35	17	24	24	24	24
PG 1.1.4 Number of international joint degree programs	10		-	1	2	3
Responsible Unit(s)	Related Vice Rectorate					
Units to Cooperate with	Institutes, Dean of Students, Student Affairs Department Quality Commission					
Risks	<ul style="list-style-type: none"> Not having sufficient number and quality of staff due to the increase in the number of interdisciplinary programs Lack of sufficient financial resources to carry out accreditation processes Lack of accreditation associations registered by YÖKAK for each program Difficulties in finding the necessary number and quality of academic and administrative staff for peer review Difficulties in opening international joint diploma programs due to bureaucratic difficulties 					
Strategies	<ul style="list-style-type: none"> Opening international joint diploma programs Increasing the number of interdisciplinary graduate programs Establishing the necessary infrastructure and conditions for the inclusion of non-accredited programs in the accreditation process Carrying out activities to encourage academic and administrative staff to increase the number of academic units that are peer reviewed Establishment of ERU Education/Training Policies Monitoring and Advisory Supreme Board 					
Cost Estimate	311.533.100 ₺					
Findings	<ul style="list-style-type: none"> Insufficient number of graduate programs with interdisciplinary education Academic and administrative staff knowledge on accreditation and peer review is not at the desired level Financial problems in carrying out accreditation processes Lack of international joint diploma programs Lack of accreditation associations registered by YÖKAK for each program 					
Needs	<ul style="list-style-type: none"> Initiating activities to increase the number of interdisciplinary graduate programs Increasing activities to support and encourage academic, administrative staff and students' educational skills and professional development in terms of their contribution to accreditation and peer review processes Initiating accreditation studies in non-accredited programs Establishing an authorized unit for the necessary coordination and promotion activities for the opening of international joint diploma programs Finding the necessary financial resources to carry out accreditation processes 					

Objective (A1)	To improve the quality of education and training activities					
Target (H1. 2)	To increase the effective participation of students in education and research processes					
Program/Subprogram Name to which the Objective is Related	Higher Education/ Associate Degree, Undergraduate and Graduate Education/ Student Life in Higher Education					
Sub-Program Objective to which the Objective is Related	Higher Education Institutions First Education - Higher Education Institutions Second Education - Higher Education Institutions Summer Schools					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 1.2.1 Percentage of courses taught with student-centered teaching and learning approach (%)	25	55	57	58	59	60
PG 1.2.2 Percentage of courses with process evaluation (%)	25	60	62	63	64	65
PG 1.2.3 Number of students benefiting from international mobility programs	10	428	440	470	500	530
PG 1.2.4 Number of students engaged in scientific research activities	20	269	300	320	340	360
PG 1.2.5 Number of students participating in scientific activities	20	9097	9197	9297	9397	9497
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Education Units and Technologies Research Application Center, Erciyes Teknopark A.Ş., BAP Coordination Unit, Foreign Relations Office, TÜBİTAK					
Risks	<ul style="list-style-type: none"> Insufficient budgetary opportunities to encourage student participation in scientific activities and research Instructional environments are not equipped for student-centered learning-teaching approach Difficulty in conducting process evaluation due to the high number of students per academic staff Insufficient financial resources provided for international mobility programs Failure to create the desired level of awareness among students regarding international mobility programs 					
Strategies	<ul style="list-style-type: none"> Increasing the rate of graduate students producing publications before graduation Developing an incentive system for students taking part in research projects and scientific activities Making new agreements with national/international educational/research institutions for student exchange programs Increasing the number of trainings to support the competence academic staff regarding student-centered education and process evaluation Increasing the financial resources provided for students' participation in scientific activities, research and international mobility programs 					
Cost Estimate	227.600.000 ₺					
Findings	<ul style="list-style-type: none"> Student-centered education and process-based assessments are not at the desired level The excessive number of student quotas creates difficulties in student-centered education and process-based Insufficient number of existing agreements with national/international education/research institutions The system for monitoring scientific publications and research activities produced by students is open to improvement Insufficient regulations and financial resources for students to participate in scientific activities, conduct research and participate in international mobility programs 					
Needs	<ul style="list-style-type: none"> Increasing the number of courses on scientific research and publication processes and institutionalizing the incentive system Organizing activities to raise awareness on student-centered education and process-based assessment Reducing quotas in undergraduate programs in order to realize student-centered education and process-based assessment Improving the system for monitoring scientific publications and research activities produced by students Making arrangements and creating financial resources for students to participate in scientific activities, conduct research and participate in international mobility programs 					

Objective (A1)	To improve the quality of education and training activities					
Target (H 1.3)	To increase the competence of academic staff in education and research activities					
Program/Subprogram Name to which the Objective is Related	Higher Education/ Associate Degree, Undergraduate and Graduate Education/ Student Life in Higher Education					
Subprogram Objective to which the Objective is Related	Higher Education Institutions First Education - Higher Education Institutions Second Education - Higher Education Institutions Summer Schools					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 1.3.1 Number of instructors participating in trainings to improve teaching competence	20	1038	1900	2100	2300	2500
PG 1.3.2 Number of academic staff benefiting from incentives and rewards for educational activities	20	0	0	100	150	250
PG 1.3.3 Number of academic staff benefiting from international mobility programs	20	59	70	80	90	100
PG 1.3.4 Number of academic staff engaged in education and training activities abroad other than international mobility programs	20	309	330	350	370	400
PG 1.3.5 Number of educational activities attended by faculty members to improve their research competence	20	170	200	220	240	260
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Relevant Vice Rector's OfficeResearch Dean's OfficeQuality CommissionERUZEMEducation and Training Units, Foreign Relations Office, Personnel Department					
Risks	<ul style="list-style-type: none"> • Failure to eliminate problems such as excessive course load and lack of motivation that prevent faculty members participating in trainings aimed at increasing teaching and research competence • Difficulties in developing and institutionalizing an incentive and reward system for training activities • Difficulties in the participation of academic staff in international mobility programs (insufficiency of inter-institutional agreements, foreign language level and budget opportunities, etc.) • Failure to create the necessary conditions for faculty members to benefit from education-training activities abroad, except for international mobility programs 					
Strategies	<ul style="list-style-type: none"> • Supporting the participation of academic staff in educational activities that will improve their teaching and research competencies • Developing and institutionalizing incentive systems to reward educational activities • Increasing the number of international mobility programs • Developing incentives to benefit from international mobility programs 					
Cost Estimate	202.800.000 ₺					
Findings	<ul style="list-style-type: none"> • Low number of benefiting from international faculty mobility programs • Insufficient budgetary opportunities to support international faculty mobility • Low participation of faculty members in trainings aimed at increasing teaching and research competence due to reasons such as excessive course load and lack of motivation • Lack of incentive and reward system for training activities • The opportunities provided for faculty members to benefit from education-training activities abroad, except for international mobility programs, are not at the desired level 					
Needs	<ul style="list-style-type: none"> • Developing opportunities (improving incentives, strengthening promotion, increasing the number of protocols, etc.) to increase the rate of benefiting from international faculty mobility programs • Increasing administrative and financial opportunities to facilitate the participation of faculty members in educational activities that will improve their teaching and research competencies • Reducing teaching staff course load by increasing the number of teaching staff • Establishing a defined process for establishing an incentive and reward system for training activities 					

Objective (A1)	To improve the quality of education and training activities					
Target (H 1.4)	Increasing education and training infrastructure and access opportunities					
Program/Subprogram Name to which the Objective is Related	Higher Education/ Associate Degree, Undergraduate and Graduate Education/ Student Life in Higher Education					
Subprogram Objective to which the Objective is Related	Higher Education Institutions First Education - Doctorate and Medical Specialization Education - Higher Education Institutions Second Education - Higher Education Institutions Summer Schools - Higher Education Institutions Distance Education - Higher Education Institutions Master's Degree without Thesis					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 1.4.1 Percentage of ideal educational environments (classroomsworkshopsreading rooms, laboratories, libraries(%))	30	46	49	52	55	58
PG 1.4.2 Number of e-publications per student	25	159	170	180	190	200
PG 1.4.3 Satisfaction level of students regarding education and training infrastructure (%)	15	58	59	60	61	62
PG 1.4.4 Satisfaction level of academic staff regarding education and training infrastructure (%)	15	60	61	62	63	64
PG 1.4.5 Satisfaction level of students requiring special approach regarding education and training infrastructure and access facilities (%)	15	50	52	54	56	58
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Education and Training Units, of Library and Documentation, Educational Sciences and Technologies Application Research Center, Barrier-Free Campus Unit					
Risks	<ul style="list-style-type: none"> • Disruptions in the establishment and provision of infrastructure and access facilities • Failure to develop adequate budget opportunities • Low participation in trainings on access to e-publications • Instructors' formation competencies for students requiring special approaches are not at the desired level 					
Strategies	<ul style="list-style-type: none"> • Increasing the number of ideal classrooms in units • Increasing infrastructure and access facilities for education and training activities • Increasing the number of e-publications in line with the needs of the units • Promoting the use of e-publications among students • Taking measures to ensure that individuals requiring special approach benefit from educational opportunities effectively 					
Cost Estimate	131.242.000 ₺					
Findings	<ul style="list-style-type: none"> • Low ideal class ratio in units • Differences between units in terms of infrastructure and access facilities for education and training activities • Lack of widespread use of e-publications among students • Lack of formation and infrastructure in teaching individuals requiring special approach 					
Needs	<ul style="list-style-type: none"> • Determining the ideal number of classrooms currently used in the units and conducting feasibility studies to increase the number of these classrooms • Budget allocation for ideal classroom environments • Establishing an additional budget for the procurement of databases that provide access to e-publications • Increasing budgetary opportunities related to infrastructure facilities that will provide access to education for individuals requiring special approach 					

Objective (A1)	To improve the quality of education and training activities					
Target (H 1.5)	Increasing extracurricular activities to support education and personal development					
Program/Subprogram Name to which the Objective is Related	Higher Education/ Associate Degree, Undergraduate and Graduate Education/ Student Life in Higher Education					
Subprogram Objective to which the Objective is Related	Cultural and Sports Services in Higher Education- Other Services Related to Student Life in Higher Education- Health Services in Higher Education					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 1.5.1 Number of social, cultural and sports activities organized to support personal development	30	1052	1100	1150	1200	1250
PG 1.5.2 Social, cultural and sports activity area per capita (m ²)	20	3,98	3,99	4	4,01	4,02
PG 1.5.3 Number of activities organized by student clubs and societies	25	250	300	350	400	450
PG 1.5.4 Percentage of students taking free elective courses outside the field (%)	20	2,70	2,8	2,9	3	3,1
PG 1.5.5 Number of programs that take into account informal learning	5	-	-	-	26	52
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Relevant Vice Rectorate Construction and Technical Affairs, of and Sports, Department of Personnel, Dean of Students, Department of Student Affairs, Education and Training Units					
Risks	<ul style="list-style-type: none"> Inability to carry out social, cultural and sports activities due to extraordinary situations and events such as the global pandemic Lack of guidance services that will enrich education and support personal development at the desired level Inability to increase the number of students taking courses due to the insufficiency of physical spaces and the number of teaching staff for out-of-field courses Lack of legislation on certified informal learning Insufficient financial support for student club activities 					
Strategies	<ul style="list-style-type: none"> Conducting risk analyses for extraordinary situations and events such as global pandemics Increasing guidance services to enrich extra-curricular education and support personal development Increasing the m2 of physical spaces suitable for off-campus courses, art, sports and cultural activities Establishing a defined process for reflecting certified informal learning in programs Creating internal and external resources for the activities of student clubs 					
Cost Estimate	251.400.000 ₺					
Findings	<ul style="list-style-type: none"> Lack of risk analysis for extraordinary situations and events such as global pandemics Insufficient guidance services to enrich extracurricular education and support personal development Insufficient social, cultural and sportive activity areas to support personal development Lack of defined processes for the reflection of certified informal learning in programs Insufficient diversity of financial resources allocated for student club activities 					
Needs	<ul style="list-style-type: none"> Conducting risk analyses for extraordinary situations and events such as global pandemics Increasing guidance services to enrich extra-curricular education and support personal development Increasing the number and quality of social, cultural and sports activities to support education and personal development Legislative work on the recognition of certified informal learning Improving budgetary opportunities to increase the number and diversity of student club activities 					

Objective (A2)	To be among the top 10 public universities in Turkey in international and national ranking systems with R&D content					
Target (H 2.1)	Increasing research capacity					
Program/Subprogram Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education					
Sub-Program Objective to which the Objective is Related	Scientific Research Projects of Higher Education Institutions					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 2.1.1 SCI-E, SSCI and SSCI scanned in WoS database per faculty member Number of articles and review type publications in journals indexed in AHCI	30	1.02	1.09	1.18	1.32	1.50
PG 2.1.2 SCI-E, SSCI and SSCI scanned in WoS database per faculty member Number of citations articles and reviews in journals indexed in AHCI	20	36.61	37.61	38.61	39.61	40.61
PG 2.1.3 (a) Number of projects supported by external national and international organizations per faculty member /(b) Budget amount transferred to the institution from related projects (t)	25 (a:%12.5-b:%12.5)	"(a) 155 (b) 20.000.000 "	"(a) 160 (b) 22.500.000 "	"(a) 165 (b) 25.000.000 "	"(a) 170 (b) 27.500.000 "	"(a) 175 (b) 30.000.000 "
PG 2.1.4 Number of national and international patent applications	10	70	80	90	100	110
PG 2.1.5 Number of patents registered nationally and internationally	15	10	12	14	16	18
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Dean of Research, Coordinatorship of Institutional Data Management and Analytics, Scientific Research Projects Coordination Unit, Dean of Students, Student Affairs DepartmentAll academic units, Erciyes Teknopark A.Ş., UYGAR Centers, Strategy Development , Revolving Fund Management Directorate, Personnel Department					
Risks	<ul style="list-style-type: none"> Faculty members cannot devote enough time to research and development activities due to their teaching and administrative duties Young researchers who produce qualified scientific outputs can prefer different universities or organizations Annual updates can be made in the Research University Performance Monitoring Index within the scope of the Research-Oriented Specialization of the Council of Higher Education Increasing number and cost of open access journals 					
Strategies	<ul style="list-style-type: none"> Increasing the weight of performance indicators for publications, projects and patents in the Criteria for Appointment and Promotion; providing trainings on the subjects needed to increase scientific publication outputs in journals indexed in SCI-E, SSCI and AHCI indexes in social sciences Ensuring the continuity of the Scientific Incentive Mechanism with solid financial resources and emphasizing positive discrimination by ensuring the continuity of the performance-based limit for the projects supported by the BAP Coordination Unit Recruiting young researchers with high research outputs in the university's priority research areas identified by the Council of Higher Education; increasing the number of active research groups and postdoctoral researchers Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research capacity more effectively; establishing an institutional research data base and data analytics system and thus obtaining, monitoring, evaluating and reporting research performance data on unit and individual basis Increasing the number of trainings provided by Erciyes Technology Transfer Office to researchers on project and patent issues; employing a well-equipped staff in this field to guide and support researchers in international project processes 					
Cost Estimate	36.700.000 ₺					

Findings	<ul style="list-style-type: none"> • The number of publications in journals indexed in SCI-E, SSCI and AHCI indexes in the WoS database in Social Sciences is not at the desired level • number of doctoral students per faculty member of our university is low compared to research universities with high research performance and the number of undergraduate students is high; the geographical location of our university is disadvantageous in applications to doctoral programs and the number of qualified post-doctoral researchers is low • The activities of our university in terms of publications, projects and intellectual property registrations per faculty member are low compared to research universities with high research performance, and the high value-added studies of researchers towards application/industry and products are not at the expected level; lack of sufficient qualified personnel to inform researchers about international project funds and calls; insufficient industry and R&D capacity due to the geographical location of the city where the university is located • The insufficient number of research groups in the UYGAR centers of our university and the lack of their own budget and staff • According to the IPL No. 6769, it is not clear over which budget items the expenditures on intellectual property rights will be made through the university's own budget
Needs	<ul style="list-style-type: none"> • Employing highly qualified and sufficient number of researchers, doctoral students and post-doctoral researchers, increasing the number of qualified research groups in UYGAR centers • Encouraging and supporting the participation of undergraduate students in R&D activities; increasing the financial resources allocated to R&D • Expanding the scope and improving the quality of support services provided to researchers • of personnel to inform researchers about international project funds and calls; increasing human resources for training and support services provided at the Patent Office • Establishment of a research database for more effective internal analysis for corporate strategy development and establishment of a corporate data analytics system

Objective (A2)	To be among the top 10 public universities in Turkey in international and national ranking systems with R&D content					
Target (H 2.2)	Improving the quality of research					
Program/Subprogram Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education					
Sub-Program Objective to which the Objective is Related	Scientific Research Projects of Higher Education Institutions					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 2.2.1 InCites Journal Impact Value Ratio of scientific publications in (a) top 50% / (b) top 10%	40% (a: 30% b: 10%)	"(a) 0.57 (b) 0.08"	"(a) 0.59 (b) 0.09"	"(a) 0.61 (b) 0.10"	"(a) 0.63 (b) 0.11"	"(a) 0.65 (b) 0.12"
PG 2.2.2 Number of national and international (a) PhD students and (b) graduates	20% (a:10%-b:10%)	"(a) 2353 (b) 198"	"(a) 2383 (b) 220"	"(a) 2413 (b) 240"	"(a) 2443 (b) 260"	"(a) 2473 (b) 280"
PG 2.2.3 Number of active companies owned or partnered by (a) faculty members / (b) students, graduate students in Technopark, Incubation Center, TEKMER	10% (a:%5-b:%5)	"(a) 79 (b) 56"	"(a) 79 (b) 78"	"(a) 81 (b) 80"	"(a) 83 (b) 82"	"(a) 85 (b) 84"
PG 2.2.4 Number of postdoctoral researchers	15	9	12	15	18	21
PG 2.2.5 Percentage of publications open access (%)	15	33	35	37	39	41
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Dean of Research, Coordinatorship of Institutional Data Management and Analytics, Scientific Research Projects Coordination Unit, All academic units, UYGAR Centers, Dean of Students, Student Affairs Department, Erciyes Teknopark A.Ş.					
Risks	<ul style="list-style-type: none"> • Researchers do not tend to publish in journals with high percentiles • Restrictions that may arise in the legislation regarding the opening / continuation of doctoral and postdoctoral programs and determination of quotas; lack of sufficient number and quality of researchers to carry doctoral programs in the relevant fields in the face of changes that may arise in the fields / topics determined as priority by national and international funding organizations • Restrictions that may arise in the legislation regarding the establishment of companies, taking office and intellectual property of academic staff in technoparks • number of qualified candidates applying to doctoral and postdoctoral programs; unexpected increase in the number of graduate students who drop out of their studies • Lack of sufficient resources to provide performance-based support for faculty members' research; failure to establish the necessary procedures for meeting the printing fees of open access journals 					
Strategies	<ul style="list-style-type: none"> • Increasing the number of doctoral and postdoctoral programs and thesis studies carried out in the fields/topics identified as priorities by national and international funding organizations • Ensuring the continuity of the Scientific Incentive Mechanism with solid financial resources, introducing the condition that project outputs must be converted into publications scanned in indexes within the scope of BAP Coordination Unit supports and applying budget limits based on the quality of the publications realized by the researchers • Increasing the weight of scientific activities for research quality in Appointment and Promotion Criteria • Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research quality more effectively and establishing an institutional research database and data analytics system • Determining the procedures and principles and resource transfer by the university to support publications in open access journals; increasing the number of protocols signed by the university with publishing houses that support international open access journals 					
Cost Estimate	35.402.000 ₺					

Findings	<ul style="list-style-type: none"> The rate of scientific publications in the top 50% and top 10% of the InCites Journal Impact Value of our university remains low compared to research with high research performance The quality of scientific publications produced from graduate theses carried out at our university is lower than expected Low performance of our university compared to other research universities in open access publication access indicator Entrepreneurship activities of our university researchers are not at the expected level Due to the geographical location of the university, doctoral and postdoctoral researchers do not prefer the university's programs; the number of doctoral theses carried out at our university and supported by national/international programs is lower than expected
Needs	<ul style="list-style-type: none"> Employing a sufficient number of young researchers with high scientific output performance Implementing an effective performance management system in the planning and use of institutional resources; establishing a research database and institutional data analytics system more effective internal analysis for corporate strategy development Increasing the number of highly qualified and sufficient number of graduate students Expanding and upgrading the scope of support services provided to researchers Transferring sufficient resources from different institutions and funds of the university to the rate of publications in open access journals

Objective (A2)	To be among the top 10 public in Turkey in international and national ranking systems with R&D content					
Target (H 2.3)	Increasing national and international research collaborations					
Program/Subprogram Name to which the Objective is Related	Research, Development and Innovation/Scientific Research and Development in Higher Education					
Sub-Program Objective to which the Objective is Related	Scientific Research Projects of Higher Education Institutions					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 2.3.1 Ratio of university-university collaborative publications	20	0.660	0.670	0.680	0.690	0.700
PG 2.3.2 Ratio of university-industry collaborative publications	25	0.02	0.023	0.026	0.029	0.032
PG 2.3.3 Ratio of international collaborative publications	25	0.28	0.30	0.32	0.34	0.36
PG 2.3.4 Number of national and international patent certificates with (a) university-industry collaboration / (b) international collaboration	15 (a:%7.5 b:%7.5)	"(a) 5 (b) 0"	"(a) 5 (b) 1"	"(a) 6 (b) 1"	"(a) 6 (b) 2"	"(a) 7 (b) 2"
PG 2.3.5 (a) number and (b) funding amount of R&D and innovation projects carried out in cooperation universities and business world within the scope of public funds	15	(a) 24 (b) 22.639.852,59	(a) 27 (b) 24.500.000,00	(a) 30 (b) 26.500.000,00	(a) 33 (b) 28.500.000,00	(a) 36 (b) 30.500.000,00
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Dean of Research, Coordinatorship of Institutional Data Management and Analytics, Scientific Projects Coordination Unit, all academic units, Erciyes Teknopark A.Ş., UY- GAR Centers, Strategy Development , Revolving Fund Management Directorate					
Risks	<ul style="list-style-type: none"> Unexpected developments in Turkey's international relations that may adversely affect cooperation, Unexpected developments that may arise in the economic and political situation of our country may adversely affect university-industry collaborations Keeping the number of projects envisaged to be supported and the support funds low for projects supported by public funds Annual updates can be made in the Research University Performance Monitoring Index within the scope of the Research-Oriented Specialization of the Council of Higher Education 					

Strategies	<ul style="list-style-type: none"> • Implementing practices and activities to increase the visibility and recognition of researchers • Expanding the scope of support services for researchers to establish scientific research partnerships and supporting R&D network formations • Realization of policies and practices to encourage national and international cooperation • Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research collaboration more effectively; establishing an institutional research database and data analytics system • Informing researchers about the importance of their scientific outputs to be realized in cooperation with industry and international organizations in national and international university ranking systems
Cost Estimate	131.691.400 ₺
Findings	<ul style="list-style-type: none"> • The number of publications, projects and patents realized by the researchers of our university with national and international cooperation is low compared to the leading universities of the world and our country • Lack of interdisciplinary cooperation at the expected level • Researchers do not have sufficient knowledge about the importance of their scientific outputs to be realized in cooperation with industry and international organizations in national and international university ranking systems • Researchers cannot find the time to file patent applications for their patentable research to their educational and administrative activities • Failure to monitor unit-based research collaboration performance
Needs	<ul style="list-style-type: none"> • Increasing the number of collaborations and R&D protocols for the national and international recognition of our university • Increasing the employment of researchers with PhD degrees from reputable universities abroad • Support and incentives for researchers to attend internationally recognized universities for doctoral/postdoctoral research • Ensuring the coordination of joint studies that interdisciplinary researchers can do • Establishing a data analytics system for more effective in-house analysis for developing corporate strategy; monitoring and evaluating research performance data on the basis of units and individuals and transferring them to managers by holding meetings

Objective (A3)	Developing local/regional/national/international social contribution practices					
Target (H 3.1)	Increasing satisfaction in social service activities					
Program/Subprogram Name to which the Objective is Related	Treatment Services/ University General Hospital Services - Oral and Dental Health Services					
Sub-Program Objective to which the Objective is Related	University General Hospital Services - Oral and Dental Health Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 3.1.1 SUAM patient satisfaction level (%)	25	-	81	81	82	82
PG 3.1.2 Satisfaction level of participants receiving training from ERSEM (%)	15	80	81	82	83	84
PG 3.1.3 Level of satisfaction with accommodation facilities (%)	15	88,95	89	90	90	90
PG 3.1.4 Level of satisfaction with services provided at the Animal Hospital (%)	20	-	87	88	88	89
PG 3.1.5 Level of satisfaction with services provided at the Dental Hospital (%)	25	-	92	93	93	93
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	SUAM, Dentistry UYGAR Center, Animal Hospital, ERSEM, Department of Health, Culture and Sports					
Risks	<ul style="list-style-type: none"> • Decrease in service positions and increase in needs • Inadequate physical conditions of service delivery areas • Inadequacy of SUT prices • Imbalance and disparity in staff salaries between university hospitals and other health provider institutions 					
Strategies	<ul style="list-style-type: none"> • Ensuring that satisfaction surveys are reviewed annually and implemented within the scope of the survey directive • Informing the Senior Management on the elimination of the imbalance in personnel salaries between different institutions providing health services and continuing cooperation efforts • Increasing the number of staff working in the service sector and improving conditions • Improving the physical conditions of service areas 					
Cost Estimate	131.045.000 ₺					
Findings	<ul style="list-style-type: none"> • Inadequacy of the cadres providing services • Need to improve the physical conditions of health service areas • Inadequacies related to legislation • Excessive demand for services and lack of sufficient human resources, physical conditions and financial conditions to meet the demand 					
Needs	<ul style="list-style-type: none"> • Elimination of personnel staffing needs • Provision of temporary employment of service personnel • Establishment of Measurement and Evaluation Unit • Securing external funding contribution 					

Objective (A3)	Developing local/regional/national/international social contribution practices					
Target (H 3.2)	Increasing the capacity and quality of health tourism					
Program/Subprogram Name to which the Objective is Related	Treatment Services/ University General Hospital Services - Oral and Dental Health Services					
Sub-Program Objective to which the Objective is Related	University General Hospital Services - Oral and Dental Health Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 3.2.1 Number of health tourism patients	30	1	25	40	60	80
PG 3.2.2 Ratio of health tourism revenue to total health revenue (per thousand)	30	-	20,2	20,25	20,3	20,4
PG 3.2.3 Number of cooperating organizations	20	0	1	2	3	4
PG 3.2.4 Number of tourist patients	10	1	25	35	45	55
PG 3.2.5 Health tourism patient satisfaction level (%)	10	-	75	76	77	78
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	SUAM, Dentistry UYGAR Center					
Risks	<ul style="list-style-type: none"> Continuation of health tourism with intermediary companies and differences in the service quality of companies Lack of financial resources allocated to the health sector Unforeseen pandemics and diseases such as Covid-19 in the health sector Decrease in service positions and increase in needs Inadequate physical conditions of service delivery areas 					
Strategies	<ul style="list-style-type: none"> Carrying out promotional activities to increase the number of health tourism patients Increasing the number of cooperation and protocols related to health tourism Determining university health tourism service standards Improving the physical conditions of health service areas and increasing the variety of units to serve in the field of health tourism Increasing the knowledge and skills of service personnel on health tourism 					
Cost Estimate	23.000.000 ₺					
Findings	<ul style="list-style-type: none"> Low health tourism revenues Lack of diversity of units to provide health tourism services Insufficient foreign language speaking personnel Low number of companies with health tourism agreements Legislative uncertainty in the field of health tourism 					
Needs	<ul style="list-style-type: none"> Increasing financial resources for improving the physical conditions of health service areas Increasing cooperation with intermediary companies engaged in health tourism Identifying personnel who speak foreign languages and providing foreign language training in line with the need Improving the Health Tourism Unit and increasing stakeholder interaction 					

Objective (A3)	Developing local/regional/national/international social contribution practices					
Target (H 3.3)	Increasing the capacity and quality of social and cultural services					
Program/Subprogram Name to which the Objective is Related	Treatment Services/ University General Hospital Services - Oral and Dental Health Services					
Sub-Program Objective to which the Objective is Related	University General Hospital Services - Oral and Dental Health Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 3.3.1 Number of restaurants-cafes in service	25	40	43	44	47	49
PG 3.3.2 Satisfaction level with restaurants and cafes (%)	25	-	68	70	73	74
PG 3.3.3 Number of social responsibility projects	25	18	30	35	40	45
PG 3.3.4 Satisfaction level with activities related to social integration and inclusion for groups at the university (%)	25	65	72	73	74	75
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Department Administrative and Financial Affairs, Department of , Culture and Sports					
Risks	<ul style="list-style-type: none"> • Possible contraction in financial resources • Difficulties in the employment of qualified human resources • Failure to conduct satisfaction surveys with appropriate measurement and evaluation methods 					
Strategies	<ul style="list-style-type: none"> • Ensuring that satisfaction surveys are reviewed annually and implemented within the scope of the survey directive • Implementation of an information management system for social inclusion and integration activities to be organized at the university • Conducting training activities to increase the quality of human resources • Improvement in physical spaces 					
Cost Estimate	22.000.000 ₺					
Findings	<ul style="list-style-type: none"> • Inadequacy of the cadres providing services • Excessive demand for services and lack of sufficient human resources, physical conditions and financial conditions to meet the demand • Satisfaction surveys have not yet been implemented 					
Needs	<ul style="list-style-type: none"> • Eliminating the need for service staff and organizing trainings to increase quality • Creating financial resources the improvement of physical spaces • Providing support for social responsibility projects of units • Creation of survey contents and determination of implementation methods • Consideration of satisfaction measurement results in contracts in service areas 					

Objective (A3)	Developing local/regional/national/international social contribution practices					
Target (H 3.4)	Increasing the capacity, diversity and quality of education services provided to the society					
Program/Subprogram Name to which the Objective is Related	Treatment Services/ University General Hospital Services - Oral and Dental Health Services					
Subprogram Objective to which the Objective is Related	University General Hospital Services - Oral and Dental Health Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 3.4.1 Number of participation certificates issued at ERSEM	20	-	600	700	750	800
PG 3.4.2 Number of certificates awarded at ERSEM	20	429	450	500	550	600
PG 3.4.3 Variety of courses offered at ERSEM	25	-	20	25	30	35
PG 3.4.4 Number of promotional activities / information meetings / courses / training programs provided at UYGAR Centers other than ERSEM	20	-	520	550	570	600
PG 3.4.5 Satisfaction level with the trainings provided at UYGAR Centers other than ERSEM (%)	15	93	93	93	93	93
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	ERSEM, UYGAR Centers					
Risks	<ul style="list-style-type: none"> Diversity of courses and certificate programs opened throughout the province Failure to increase the amount of remuneration to be paid to trainers due to the requirement of the Revolving Fund Legislation Difficulty in meeting the requirements of Vocational Qualification Legislation Low number of online trainings and those who prefer them 					
Strategies	<ul style="list-style-type: none"> Regular measurement and monitoring of the level of satisfaction with trainers Increasing promotional activities Cooperation/protocols regarding the number of areas where Vocational Qualification Certificate is given Increasing the diversity of examination services 					
Cost Estimate	24.000.000 ₺					
Findings	<ul style="list-style-type: none"> Shrinkage in the number of areas granted vocational qualifications Inadequacy of the relevant legislation and openness to personal practices Limitations in the number of qualified online trainers and implementation challenges Outdated survey content and implementation methods 					
Needs	<ul style="list-style-type: none"> Increasing cooperation between the University and other institutions Updating survey contents and determining implementation methods Organizing Training of Trainers Programs 					

Objective (A3)	Developing local/regional/national/international social contribution practices					
Target (H 3.5)	To increase the transformation of products/services developed in UYGAR Centers into social contribution					
Program/Subprogram Name to which the Objective is Related	Treatment Services/ University General Hospital Services - Oral and Dental Health Services					
Subprogram Objective to which the Objective is Related	University General Hospital Services - Oral and Dental Health Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 3.5.1 Number of vaccine candidates that passed Phase-2 implementation	30	1	2	2	3	3
PG 3.5.2 Number of nanotechnological products/ prototypes developed	25	2	2	2	3	4
"PG 3.5.3 Cellular therapy a) number of products developed b) number of institutions with service contracts"	15	"a) 4 b) 7"	"a) 4 b) 8"	"a) 4 b) 8"	"a) 4 b) 8"	"a) 5 b) 9"
PG 3.5.4 Number of drugs/products developed in production	15	8	8	8	10	12
PG 3.5.5 ERAGEM,, GENKÖK, Number of products and services developed/transformed into social contribution in other UYGAR Centers other than ER-FARMA	15	-	4	6	8	10
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	ERAGEM, ERNAM, GENKÖK, ER-FARMA, UYGAR Centers					
Risks	<ul style="list-style-type: none"> Inadequate quality and quantity of personnel Shrinking financial resources 					
Strategies	<ul style="list-style-type: none"> Increasing the number and quality of employees and improving their conditions Conducting publicity/information activities on projects to increase external funding contribution Increasing the number of projects that will contribute to external funding 					
Cost Estimate	432.957.000 ₺					
Findings	<ul style="list-style-type: none"> Insufficient financial resources Insufficient personnel and infrastructure 					
Needs	<ul style="list-style-type: none"> Increasing cooperation between the University and other institutions Awarding projects that will ensure external funding contribution Formulation of strategies for product marketing and promotion activities 					

Objective (A4)	To be a pioneer in scientific, innovative, agile and people-oriented corporate governance practices					
Target (H 4.1)	To make physical improvements in infrastructure and equipment in the service delivery areas of the university					
Program/Subprogram Name to which the Objective is Related	Research Infrastructures/Scientific Research and Development in Higher Education/Treatment Services/Associate Degree Education, Undergraduate Education and Graduate Education/ Senior Management, Administrative and Financial Services					
Subprogram Objective to which the Objective is Related	Crimean Congo Hemorrhagic Fever Vaccine Laboratory/Scientific Research Projects/Health Major Repairs/Health Major Repairs/Health Machinery Equipment/Publication Purchase and Information Subscription Expenses/Education Major Repairs/Machinery Equipment and Computer Purchases/Outdoor and Indoor Sports Facility/Study Project of Various Units/Faculty of Dentistry/Campus Infrastructure/Restoration works of Talas Historical Buildings/Faculty of Veterinary Medicine Animal Hospital Annex Block/Food Hall Annex Building					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 4.1.1 Rate of improvement of physical conditions of health service areas (%)	25	15	40	60	80	100
PG 4.1.2 Rate of improvement in the physical conditions of education and training service areas (%)	25	25	43	62	81	100
PG 4.1.3 Rate of improvement in the physical conditions of social-cultural areas (%)	25	10	40	60	80	100
PG 4.1.4 Rate of improvement of physical conditions of scientific and technological areas (%)	25	8	42	60	78	100
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Department of Construction and Technical Affairs					
Risks	<ul style="list-style-type: none"> • Unexpected price increases • Failure to provide sufficient funds • Increasing needs and requirements in service areas 					
Strategies	<ul style="list-style-type: none"> • Cooperation with relevant institutions and organizations to complete ongoing projects • Providing external funding contribution for the realization of planned projects 					
Cost Estimate	991.859.000 ₺					
Findings	<ul style="list-style-type: none"> • High demand for services and lack of adequate physical conditions to meet the demand 					
Needs	<ul style="list-style-type: none"> • The need for cooperation/protocols to increase budgetary and extra-budgetary funding sources 					



Objective (A4)	To be a pioneer in scientific, innovative, agile and people-oriented corporate governance practices					
Target (H 4.2)	Developing an integrated information management system and ensuring digital transformation					
Program/Subprogram Name to which the Objective is Related	Senior Management, Administrative and Financial Services / Information Technology Activities					
Sub-Program Objective to which the Objective is Related	Information Technology Activities/Computer Software Purchases/Machinery Equipment and Computer Purchases					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 4.2.1 Completion rate of the Corporate Integrated Information Management System Project (%)	30	30	40	60	80	100
PG 4.2.2 Proportion of realizing the software and hardware design of card pass, turnstile, cafeteria, barrier systems with institutional resources (%)	15	30	50	70	90	100
PG 4.2.3 Number of end-user computers modernized	15	150	250	350	450	600
PG 4.2.4 Number of devices added and replaced to the system to expand and modernize the information infrastructure for the services provided	20	135	185	235	285	350
PG 4.2.5 Number of cyber security tests	20	3	5	7	9	11
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Department of Information Processing					
Risks	<ul style="list-style-type: none"> Differences in the web-based process management systems used by units Differences in the functional priorities of end-user computers and the need for hardware upgrades in line with technological development Partial interruptions in the services provided due to the low number and quality of the hardware used in the infrastructure Use of outsourced software, delays caused by contractor companies in outsourced projects Difficulties in obtaining qualified human and financial resources 					
Strategies	<ul style="list-style-type: none"> Establishment of an Integrated Quality Management System Improving the performance of existing computers Performing device renewals starting from critical priority devices, expanding the number of wireless network devices and the coverage area accordingly Taking necessary measures for information security by regularly conducting cyber security tests With the High Availability Center, systems will be switched to active-passive or active-active operation, data backup capacity will be increased, business continuity will be ensured, service quality will be improved and data security will be enhanced. 					
Cost Estimate	86.000.000 ₺					
Findings	<ul style="list-style-type: none"> Use of different web-based process management systems Failure to provide up-to-date technology and security requirements in wired and wireless network devices Inadequacies in the number and quality of existing computers have prolonged the work process Existing information management systems do not meet the technological needs Inadequate number and quality of cyber security system and human resources 					
Needs	<ul style="list-style-type: none"> Increasing and quality of human Obtaining the necessary budget for the procurement of software and hardware products 					

Objective (A4)		To be a pioneer in scientific, innovative, agile and people-oriented corporate governance practices				
Target (H 4.3)		Increasing institutional belonging				
Program/Subprogram Name to which the Objective is Related		Senior Management, Administrative and Financial Services/Treatment Services/Activities Related to Human Resources Management/University General Hospital Services				
Sub-Program Objective to which the Objective is Related		Human Management Activities/University General Hospital Services				
Performance Indicators	Impact on Target (%)	Plan Period Initial Value	2023	2024	2025	2026
PG 4.3.1 Training time organized per staff member (person/hour attended/total number of staff)	20	17,43	19,21	20,17	21,18	22,24
PG 4.3.2 Number of social events organized for staff	20	22	24	27	30	33
PG 4.3.3 Satisfaction level of academic staff with institutional culture (%)	20	72,72	73,45	74,18	74,92	75,67
PG 4.3.4 Satisfaction level of administrative staff with the corporate culture (%)	20	66,66	67,33	68	68,68	69,37
PG 4.3.5 Satisfaction level of employees in health service areas (%)	20	73,99	74,73	75,48	76,23	76,99
Responsible Unit		Related Vice Rectorate				
Units to Cooperate with		ERU Quality Commission, of Personnel, Department of Information TechnologiesSUAMDentistry UYGAR CenterUYGAR CentersAll academic unitsRelevant administrative units				
Risks		<ul style="list-style-type: none">• Low response rates of academic and administrative staff satisfaction surveys• Low participation in in-service trainings to be organized• Low participation in trainings to be organized for the development of academic and administrative staff• Low participation in social activities organized for employees				
Strategies		<ul style="list-style-type: none">• Organizing courses and in-service trainings to ensure the personal and professional development of administrative staff• Organizing trainings to ensure the personal and professional development of academic staff• Organizing social activities to increase the motivation of academic and administrative staff• Opening the ERU Store, where licensed products will be sold to increase corporate belonging, and increasing the effectiveness of the reward system• Carrying out studies to organize the distribution of personnel according to the workload of the units				
Cost Estimate		17.000.000 ₺				
Findings		<ul style="list-style-type: none">• Lack of sales of licensed products of the university• Relatively low satisfaction expressed by employees in the employee survey about "balancing the number of employees according to the workloads of the units"• Relatively low satisfaction of the employees in the employee survey about the "reward system that increases the motivation of the employees at the university"• Lack of a common practice for evaluating employee satisfaction in units				
Needs		<ul style="list-style-type: none">• Identifying the areas where the satisfaction of the university's academic staff is low and implementing remedial solutions• Identifying the areas where the satisfaction of the administrative staff of the university is low and implementing remedial solutions• Development and completion of the Stakeholder Relationship Management (PRM) System to be used in measuring the satisfaction level of academic and administrative staff with the institutional culture• Organizing trainings and activities to strengthen the corporate belonging of employees				

Objective (A4)	To be a pioneer in scientific, innovative, agile and people-oriented corporate governance practices					
Target (H 4.4)	Strengthening and maintaining communication with stakeholders					
Program/Subprogram Name to which the Objective is Related	Senior Management, Administrative and Financial Services/Administrative Services for Students in Higher Education					
Sub-Program Objective to which the Objective is Related	Administrative Services for Students in Higher Education					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 4.4.1 Student satisfaction level with institutional communication (%)	20	62,32	62,94	63,57	64,21	64,85
PG 4.4.2 Graduates' satisfaction level with institutional communication (%)	20	59,68	60,28	60,88	61,49	62,10
PG 4.4.3 Employer satisfaction level with corporate communication (%)	20	67,79	68,47	69,15	69,85	70,54
PG 4.4.4 Completion ERIMER System (%)	20	20	60	100	100	100
PG 4.4.5 Number of activities organized for stakeholders	20	150	200	250	300	350
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	ERU Quality Commission, Career Guidance and Information Center, of Information Technologies, all academic units					
Risks	<ul style="list-style-type: none"> • Low interest and participation of stakeholders in the activities to be organized • Low response rates of corporate communication satisfaction surveys • Inability to reach graduates if the contact information registered in the Alumni Information System is outdated 					
Strategies	<ul style="list-style-type: none"> • Developing the ERU Communication Center (ERI-MER) System where stakeholders can submit their requests, complaints, opinions and suggestions • Utilizing stakeholder opinions, suggestions and feedback submitted through ERIMER in evaluating process improvement studies and cooperation opportunities • Obtaining International Management System Standards Certificates • Establishment of Corporate Communications Directorate • Ensuring the continuity of the PIY System by disseminating it to all academic and related administrative units 					
Cost Estimate	38.500.000 ₺					
Findings	<ul style="list-style-type: none"> • Insufficient level of communication and cooperation with stakeholders • Lack of systems for receiving opinions, suggestions and feedback from stakeholders • Failure to regularly assess and monitor stakeholder satisfaction • Low institutional belonging of students and graduates • Lack of a common practice for evaluating student, graduate and employer satisfaction in academic units 					
Needs	<ul style="list-style-type: none"> • Developing systems and processes to ensure continuity in stakeholder relations • Increasing stakeholder participation in processes by strengthening communication and cooperation with stakeholders • Expanding activities to increase communication and cooperation with stakeholders in all academic units • Utilizing stakeholders' opinions, suggestions and feedback in the improvement of processes • Strengthening the institutional belonging of students and graduates 					

Objective (A4)	To be a pioneer in scientific, innovative, agile and people-oriented corporate governance practices					
Target (H 4.5)	Increasing internationalization performance					
Program/Subprogram Name to which the Objective is Related	Senior Management, Administrative and Financial Services/Special Pen Services/General Support Services					
Sub-Program Objective to which the Objective is Related	Private Pen Services/General Support Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 4.5.1 Erciyes University's place in international rankings (rank) (QS EECA)	35	World ranking 155 Ranking among Turkish universities: 15	World ranking 150 Ranking among Turkish universities:13	World ranking: 145 Ranking among Turkish universities: 12	World : 145 Ranking among Turkish universities:11	World ranking: 140 Ranking among Turkish universities:10
PG 4.5.2 Number of agreements/protocols signed with national and international institutions	20	18	45	50	55	60
PG. 4.5.3 Number of activities to increase internationalization performance	10	1	1	1	1	1
PG 4.5.4 Number of International Advisory Board meetings	Related Vice Rectorate					
Units to Cooperate with	Coordinatorship of Institutional Data Management and Analytics, Directorate of Foreign Relations OfficeRectorate Chief of Staff, Department of Health, Culture and Sports, Department of PersonnelDean of Research					
Risks	<ul style="list-style-type: none">• High number of undergraduate students per faculty member• Insufficient number of students and academic staff applying to exchange programs• Insufficient resources for organizing and participating in international promotional events• Restriction of international mobility due to health, security, political, etc.					
Strategies	<ul style="list-style-type: none">• Participating in organizations such as domestic and international fairs, congresses, etc. in virtual and physical environments to increase internationalization performance• Organizing promotional activities within the university to increase internationalization performance• Organizing institutional visits for international bilateral and multilateral agreements• Continuation of cooperation and legislative studies to reduce the number of undergraduate students per faculty member by the University Senior Management• Establishment of the University International Advisory Board					
Cost Estimate	17.500.000 ₺					
Findings	<ul style="list-style-type: none">• Failure to improve the position in international rankings• Inadequate bilateral and multilateral agreements with international organizations					
Needs	<ul style="list-style-type: none">• Increasing the resources allocated to promotional activities• Recruitment of additional staff to the Foreign Relations Office• Increasing faculty and student exchange quotas through bilateral and multiple collaborations					

Objective (A5)	To be a leading university in the national and international arena in the realization of sustainable development goals					
Target (H 5.1)	Creating a sustainability ecosystem and raising awareness on sustainability					
Program/Subprogram Name to which the Objective is Related	Management and Support Program / Senior Management, Administrative and Financial Services					
Subprogram Objective to which the Objective is Related	Other Support Services-General Support Services- Private Pen Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 5.1.1 # of SDG-related activities organized by the Sustainability Office	15	15	25	30	35	40
PG 5.1.2 Number of courses offered for Sustainable Development Goals	15	354	369	384	399	414
PG 5.1.3 Number of academic publications on sustainability	20	450	460	470	480	490
PG 5.1.4 Ranking of our university according to the overall score of THE Impact Ranking	25	301-400	301-400	201-300	201-300	201-300
PG 5.1.5 Ranking of our university according to UI GreenMetric score	25	90-100	90-100	80-90	80-90	80-90
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Sustainability Office, Institutional Data Management and Analytics Coordinatorship, Dean of Students Office, Registrar's Office					
Risks	<p>Lack of awareness of Sustainable Development Goals and sustainability awareness</p> <ul style="list-style-type: none"> • Inclusion of new universities in THE Impact Ranking and UI GreenMetric ranking systems • Researchers do not include the right keywords for sustainable development goals in their research activities 					
Strategies	<ul style="list-style-type: none"> • Explaining the Sustainable Development Goals to employees and students through activities such as training and information etc. • Determining course contents for Sustainable Development Goals, sharing these contents with the relevant faculties and institutes • Informing researchers on increasing scientific publications related to the Sustainable Development Goals • Preparation and implementation of action plans for all Sustainable Development Goals • Increasing national and international cooperation towards Sustainable Development Goals 					
Cost Estimate	99,500,000 ₺					
Findings	<ul style="list-style-type: none"> • The importance of the concept of sustainability is not understood within the university • Few bilateral agreements with national and international organizations for Sustainable Development Goals • Insufficient awareness of our university researchers about sustainability in their scientific publications • number of action plans for all Sustainable Development Goals. • Lack of trained manpower in the field of sustainability 					
Needs	<ul style="list-style-type: none"> • Strengthening the Sustainability Office in terms of physical space and personnel • Providing financial support to student clubs operating in the field of sustainability • Strengthening external stakeholder interaction in sustainability activities • Developing systems for effective monitoring and evaluation of sustainability activities • Providing financial resources for participation in international platforms on sustainability 					

Objective (A5)	To be a leading university in the national and international arena in the realization of sustainable development goals					
Target (H 5.2)	Developing practices to increase the welfare level of the society and increasing activities related to social sustainability					
Program/Subprogram Name to which the Objective is Related	Management and Support Program / Senior Management, Administrative and Financial Services					
Subprogram Objective to which the Objective is Related	Other Support Services- Ensuring Accessibility for Persons with Disabilities- General Support Services- Private Pen Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 5.2.1 Proportion of low-income students receiving social assistance (%)	20	3,21	4,71	6,21	7,71	9,21
PG 5.2.2 Number of activities on healthy and quality life	20	50	55	60	65	70
PG 5.2.3 Number of activities carried out for women-friendly university practices	20	30	50	55	60	65
PG 5.2.4 Number of barrier-free university awards, barrier-free flag awards, barrier-free program awards and disabled-friendly awards	20	7	15	20	25	30
PG 5.2.5 Number of artistic and cultural activities open to the public at the university	20	25	35	45	55	65
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	of Health, Culture and Sports, all academic units, KAÇAUM, ERREM, YÖK					
Risks	<ul style="list-style-type: none"> Lack of awareness of Sustainable Development Goals and sustainability awareness Failure to clearly identify the social assistance provided to students 					
Strategies	<ul style="list-style-type: none"> Developing collaborations to increase the amount of scholarships, social aid and clothing materials given to needy students studying at our university and monitoring the scholarships given in each unit. Organizing informative meetings with academic units to increase projects and activities for healthy and quality life, improving existing collaborations with local, national and global health institutions Preparation of an action plan for the Women Friendly University Target. Planning for disability-friendly university practices by increasing collaborations on sustainability Allocating more resources to public artistic and cultural activities within the university 					
Cost Estimate	120.321.000 ₺					
Findings	<ul style="list-style-type: none"> Few social assistance points within the university Few healthy and quality life activities organized for staff and students within the university Lack of a Women Friendly University Action Plan Few public artistic and cultural activities are organized within the university Inadequate university infrastructure facilities related to sustainability 					
Needs	<ul style="list-style-type: none"> Organizing meetings at regular intervals to produce policies on social sustainability Expanding social welfare activities throughout the university, providing suitable physical space in each faculty and facilitating accessibility Increasing the number of projects and activities for healthy and quality life Preparation of the Women-Friendly University Action Plan Increasing the number of buildings that meet the requirements for spatial accessibility 					

Objective (A5)	To be a leading university in the national and international arena in the realization of sustainable development goals					
Target (H 5.3)	Increasing environmentally friendly university activities and ensuring environmental sustainability					
Program/Subprogram Name to which the Objective is Related	Management and Support Program / Senior Management, Administrative and Financial Services					
Sub-Program Objective to which the Objective is Related	Other Support Services- General Support Services- Private Pen Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 5.3.1 Ratio of green areas to total university area (%)	10	72	72.1	72.2	72.4	72.6
PG 5.3.2 Ratio of renewable energy production to total annual energy use (%)	30	0.08	30	50	60	70
PG 5.3.3 Amount of waste recycled within the university (tons)	20	178	200	220	240	300
PG 5.3.4 Amount of water reused / reduced / saved throughout the university (m ³)	20	-	2000	4000	5000	6000
PG 5.3.5 Ratio of the total number of daily vehicles entering the university to the university population (%)	20	0,19	0,18	0,17	0,16	0,15
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Department of Construction and Technical AffairsDepartment of PersonnelE-campusDirectorate of Protection and , Erciyes Teknopark A.Ş., ERU Agricultural Application and Research CenterERU Environmental Problems and Clean Production Research and Application Center, municipalities					
Risks	<ul style="list-style-type: none"> The fact that Erciyes University is not among the universities selected within the scope of the protocol between YÖK and Ministry of Environment, Urbanization, Climate Change and the Energy and Natural Resources to establish a "Sustainable and Climate Friendly Campus" The World Bank does not fund the Ministry of Environment, Urbanization and Climate Change for the installation of GES renewable energy Failure to obtain data on the amount of waste recycled from all municipalities within the borders of the university Pond water is not technically suitable to feed the pond Failure to measure sustainable transportation practices 					
Strategies	<ul style="list-style-type: none"> Efficient use of energy within the university, improvement of physical and technological infrastructure to prevent energy waste, dissemination of alternative and environmentally friendly energy sources Increasing environmentally university practices that are sensitive to the environment and minimize harmful effects on human health and the environment Implementing activities for the recovery and reuse of waste generated at the university within the university Improving the physical infrastructure for water saving, increasing the variety of plants that will save irrigation Providing systems for the development and measurement of sustainable transportation practices 					
Cost Estimate	75.315.000 ₺					
Findings	<ul style="list-style-type: none"> Failure to use renewable energy sources at our university Lack of buildings with energy identity certificates, insufficient number of energy and water-saving buildings Lack of a plan for the recovery and reuse of waste within the university High number of vehicles entering the university Inadequate systems for measuring sustainable transportation practices 					
Needs	<ul style="list-style-type: none"> Increasing efforts to create green areas Increasing energy and water saving practices Measuring data on water reuse and rainwater harvesting and storage systems Establishment of a waste collection - sorting center Development of systems for measuring sustainable transportation practices 					

Objective (A5)	To be a leading university in the national and international arena in the realization of sustainable development goals					
Target (H5.4)	Increasing activities to support sustainable production and consumption					
Program/Subprogram Name to which the Objective is Related	Management and Support Program / Senior Management, Administrative and Financial Services					
Sub-Program Objective to which the Objective is Related	Other Support Services- General Support Services- Private Pen Services					
Performance Indicators	Impact on Target (%)	Initial Value for the Plan Period	2023	2024	2025	2026
PG 5.4.1 Amount of food waste produced from food served in the cafeterias of our university (plate)	15	210000	200000	180000	160000	140000
PG 5.4.2 Number of activities carried out by our university on sustainable agriculture knowledge/skills/technology for local farmers	15	0	17	19	21	23
PG 5.4.3 Graduate employment rate	30	-	22,5	25	27,5	30
PG 5.4.4 Number of sustainability-related active companies owned or partnered by faculty members, students/graduates in Technopark, Incubation Center, TEKMER	20	23	27	29	31	33
PG 5.4.5 Ratio of budget allocated for sustainability-related research to total research funds	20	22,04	24	26	28	30
Responsible Unit	Related Vice Rectorate					
Units to Cooperate with	Department of Health, Culture and Sports, ERU Agricultural Application and Research Center, Faculty of Agriculture, Erciyes Teknopark A.Ş., Corporate Data Management and Analytics Coordinator, Sustainability Office, Strategy Department, Dean of Students, Student Affairs DepartmentKAYBIMER					
Risks	<ul style="list-style-type: none"> -Lack of awareness of Sustainable Development Goals and sustainability awareness • Lack of an administrative unit for graduate follow-up 					
Strategies	<ul style="list-style-type: none"> • Developing practices to reduce food waste at our university • Increasing practices to promote sustainable agriculture through projects, research and training activities carried out by academicians of our university and carrying out agricultural extension activities. • Providing supportive online certificate programs to increase the employment rate of students • Organizing entrepreneurship programs on sustainability • Carrying out studies support projects for Sustainable Development Goals within BAP, informing researchers about external project funds and calls 					
Cost Estimate	76.900.000 ₺					
Findings	<ul style="list-style-type: none"> • Failure to calculate numerical data showing the environmental impact meals served in cafeterias, such as carbon and water footprint • Insufficient sharing of agricultural research, training and infrastructure facilities with local farmers and the number of activities to promote sustainable agriculture • Failure to ensure effective interaction with graduates and failure to monitor data on the employment of graduates • Low number of Technopark companies carrying out projects on sustainability issues • Inadequate awareness of our university researchers on sustainability in their projects, researchers do not turn to international funding sources related to sustainability 					
Needs	<ul style="list-style-type: none"> • Taking measures to minimize waste in cafeterias and implementing environmentally friendly practices • Ensuring the continuity of educational activities on sustainable agriculture and activities with farmers • Establishment of an Alumni Office and supportive online certificate programs to increase the employment rate of students • Encouraging researchers to work on sustainability issues • Establishing financial resources for Sustainable Development Goals at our university 					

4.5. COSTING

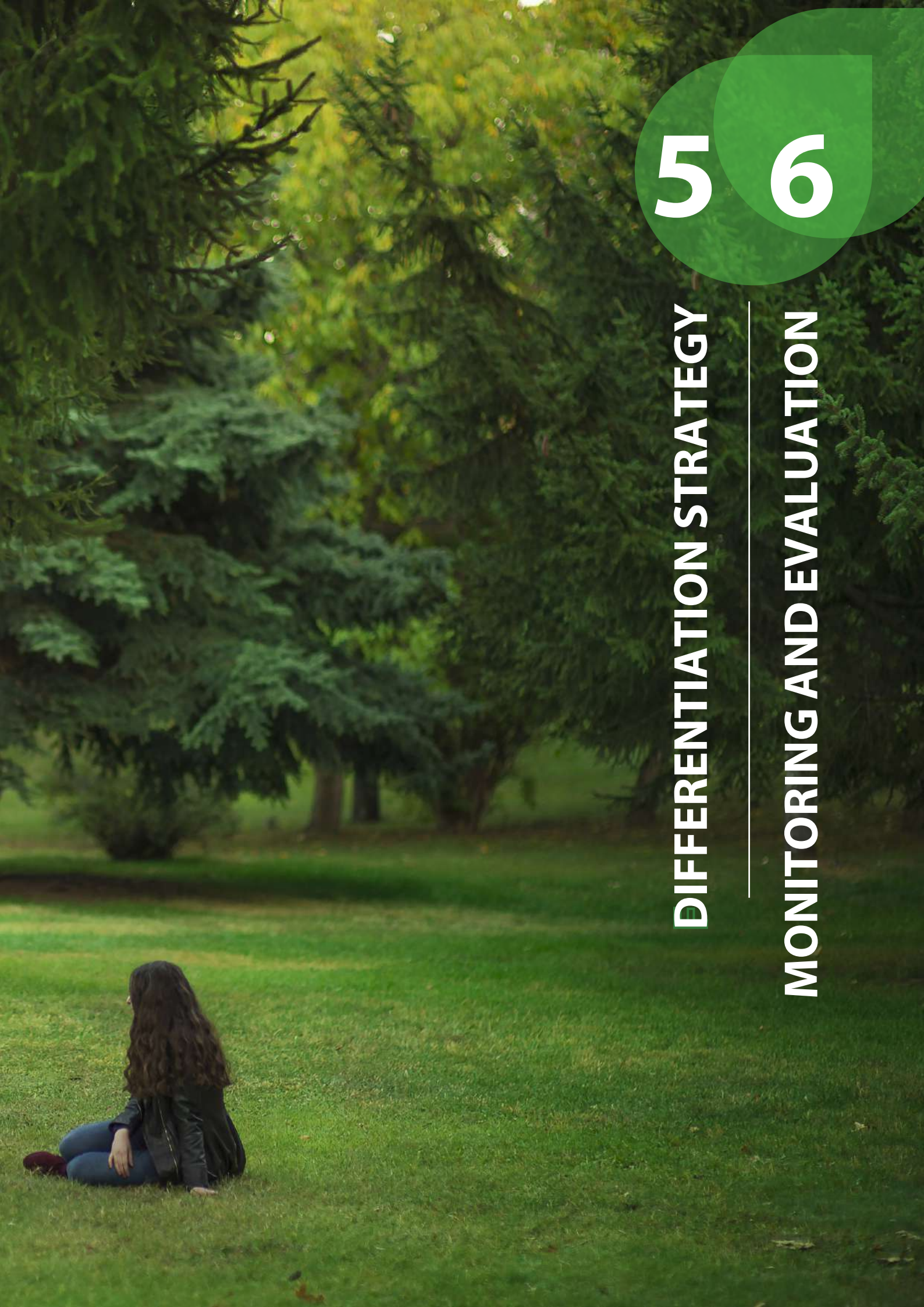
The five-year estimated costs that will be required to achieve the goals and objectives set out in the Erciyes University 2022-2026 Strategic Plan are shown below by years, taking into account budgetary possibilities:

Table 27. Costing Table

Years	2022	2023	2024	2025	2026
Education and Training	46,899,000.00	223,385,000.00	262,958,000.00	291,111,000.00	320,222,100.00
Target 1.1	14,000,000.00	59,000,000.00	79,800,000.00	85,111,000.00	93,622,100.00
Target 1.2	10,000,000.00	50,000,000.00	50,000,000.00	56,000,000.00	61,600,000.00
Target 1.3	8,000,000.00	40,000,000.00	45,600,000.00	52,000,000.00	57,200,000.00
Target 1.4	4,899,000.00	24,385,000.00	30,558,000.00	34,000,000.00	37,400,000.00
Target 1.5	10,000,000.00	50,000,000.00	57,000,000.00	64,000,000.00	70,400,000.00
R&D	9,205,000.00	19,042,000.00	22,681,000.00	25,174,000.00	27,691,400.00
Target 1.1	3,300,000.00	6,500,000.00	8,000,000.00	9,000,000.00	9,900,000.00
Target 1.2	3,000,000.00	6,542,000.00	7,800,000.00	8,600,000.00	9,460,000.00
Target 1.3	2,905,000.00	6,000,000.00	6,881,000.00	7,574,000.00	8,331,400.00
Social Contribution	49,500,000.00	109,790,000.00	139,094,000.00	158,618,000.00	176,500,000.00
Target 1.1	10,000,000.00	28,290,000.00	29,755,000.00	30,500,000.00	32,500,000.00
Target 1.2	3,000,000.00	3,500,000.00	4,500,000.00	5,500,000.00	6,500,000.00
Target 1.3	3,500,000.00	4,000,000.00	4,500,000.00	5,000,000.00	5,500,000.00
Target 1.4	2,000,000.00	4,000,000.00	5,000,000.00	6,000,000.00	7,000,000.00
Target 1.5	31,000,000.00	70,000,000.00	95,339,000.00	111,618,000.00	125,000,000.00
Corporate Management System	93,539,000.00	197,500,000.00	248,487,000.00	292,333,000.00	319,000,000.00
Target 1.1	81,039,000.00	178,000,000.00	225,487,000.00	263,333,000.00	284,000,000.00
Target 1.2	3,500,000.00	6,500,000.00	8,000,000.00	12,000,000.00	16,000,000.00
Target 1.3	2,000,000.00	3,000,000.00	3,500,000.00	4,000,000.00	4,500,000.00
Target 1.4	5,000,000.00	7,000,000.00	8,000,000.00	9,000,000.00	9,500,000.00
Target 1.5	2,000,000.00	3,000,000.00	3,500,000.00	4,000,000.00	5,000,000.00
Sustainable University	18,415,000.00	74,321,000.00	84,000,000.00	93,000,000.00	102,300,000.00
Target 1.1	5,000,000.00	20,000,000.00	22,000,000.00	25,000,000.00	27,500,000.00
Target 1.2	5,000,000.00	24,321,000.00	28,000,000.00	30,000,000.00	33,000,000.00
Target 1.3	3,415,000.00	15,000,000.00	17,000,000.00	19,000,000.00	20,900,000.00
Target 1.4	5,000,000.00	15,000,000.00	17,000,000.00	19,000,000.00	20,900,000.00
General Administrative Expenses	693,744,000.00	1,483,988,000.00	1,789,563,000.00	2,059,871,000.00	2,265,900,000.00
TOTAL	911,302,000.00	2,108,026,000.00	2,546,783,000.00	2,920,107,000.00	3,211,613,500.00







5

6

DIFFERENTIATION STRATEGY

MONITORING AND EVALUATION

5. DIFFERENTIATION STRATEGY

5.1. Location Preference

The main objective of the university is to be a pioneering university in education and training and to its status as a 'Research University'. For this reason, the location preference of the university has been determined as 'Research Oriented University'. The university sees education as the basis of individual and social development. As one of the research universities of the country, Erciyes University aims to be a universal university that offers the knowledge and technology it produces for the benefit of society and is recognized in national and international scientific platforms with its research studies. The University adopts a research policy that includes planning and conducting research activities to increase research capacity and quality and to develop national and international collaborations with its internal stakeholders as well as public, private and other sector stakeholders.

The University guides students to realize themselves in line with their interests and talents by providing a world-class education. It aims to ensure lifelong learning, career development and professional competence by prioritizing entrepreneurship, critical and creative thinking in education and research activities. It also develops strategies to mobilize the existing R&D potential and the development of the region.

The research-oriented position the university is related to the efficient use of its existing resources. In this context;

- High-impact qualified scientific publications published in international indexed journals,
- Citing publications with Erciyes University address,
- Obtaining projects from national and international scientific and technological research support programs,
- Employment of postdoctoral researchers and qualified researchers with PhDs abroad,
- Existence of public-industry-university collaborations,
- Having pioneering application and research centers and active research groups working within the centers,
- Existing entrepreneurship ecosystem and technopark opportunities,
- National and international collaborations in the context of industry/industrial organizations and universities,
- The number of scholars benefiting from industry-cooperative PhD scholarship programs that will meet the need for qualified human resources in the industry,
- Establishment of the Institutional Data Management and Analytics Coordination Office to monitor, evaluate, analyze and report the performance of the university in the fields of research capacity, research quality, interaction and cooperation,
- Measuring and analyzing institutional research performance,
- Mechanisms to ensure the effective and efficient use of Scientific Research Projects (BAP) support,

- Supporting the scientific and technological activities of researchers through the technology transfer office and other support units,
- It is very important that the commercialization and licensing processes of intellectual property rights in the form of patents/utility models and University rights are carried out effectively.

5.2. Success Zone Preference

Erciyes University has chosen a success region with a research university focus. Among the 20 public and 3 foundation universities determined by the Council of Higher Education (YÖK), the university has raised the bar of success compared to previous years and entered the category of universities with a high level of research university performance (Category A2) and became the 8th ranked research university with 48.65 points.

Erciyes University's research strategy is based on prioritizing interdisciplinary thematic research identified within the scope of the 11th Development Plan Goals and the United Nations Sustainable Development Goals, supporting research units and researchers working in these areas, and encouraging them to produce high-impact outputs. Managing research processes from a holistic perspective, creating an innovative and entrepreneurial research ecosystem in which decision-making, implementation and support units act in coordination, and taking measures to ensure the institutionalization of this ecosystem constitute other components of the research strategy followed by Erciyes University.

There are 42 Application Research Centers established and actively the university to support education and research and development activities. The University supports R&D activities with these centers and monitors the outputs.

As a research-oriented, innovative and exemplary higher education institution that raises successful and leading individuals in their fields, the university attaches great importance to transforming the knowledge and technology it produces as a contribution to society. Our university is a leader in this field with the TURKOVAC vaccine developed against COVID-19 and approved for emergency use.

In the Entrepreneurial and Innovative University Index 2021 ranking, the University ranked 8th among all universities and 6th among public universities in the "Economic Contribution and Commercialization" category.

According to the University Monitoring and Evaluation Report, where the main criteria for evaluation are determined by the Council of Higher Education (YÖK), the university ranks first in the number of patents, utility models and designs applied, in the distribution of universities according to laboratory service income within the scope of R&D, innovation and product development, in the number of academic staff sent within the scope of international exchange programs in the ratio of Central (Specialincome, The university ranked second in the number of projects carried out jointly with the industry, second in the number of projects carried out jointly with foreign universities or institutions and organizations, in the number of YÖK, TÜBA, TÜBİTAK science, incentive and art awards, and fourth in the profit or loss ratio of the health application and research center and the number of R&D projects supported by national and international institutions and organizations.

In the UI GreenMetric World Ranking, which encourages internationalization, draws attention to issues related to sustainability and aims to raise global awareness on environmental awareness, the University has achieved great success by ranking 3rd in the 2021 Country Ranking and in the top 100 in the world ranking.

5.3. Value Presentation

Preference Table 28.

Factors / Preferences	Destroy	Reduce	Increase	Innovate
Number of interdisciplinary graduate programs			•	
Number of postdoctoral research groups			•	
Number of research groups			•	
Research funding sources			•	
Number of accredited programs			•	
Number of international joint degree programs			•	
Number of academic staff and students benefiting from international mobility programs			•	
Number of qualified international academicians			•	
Number of publications per faculty member			•	
Number of qualified publications			•	
Number of collaborative publications			•	
International projects			•	
Private sector-university collaborative R&D and innovative projects			•	
TTO projects			•	
Number of registered and collaborative patents			•	
Number of products and services developed at UYGAR Centers			•	
Sustainability activities			•	
Social innovation			•	•
and stakeholder satisfaction			•	
Communication with alumni			•	•
Social facilities for students and staff			•	•
Corporate identity and branding			•	
Social responsibility activities			•	
			•	

5.4 Core Competency Preference

The University provides resources to researchers and encourages their work in order to realize institutional strategies to increase the number of publications, projects and patent registrations in order to increase its research capacity. It strives to employ researchers who have received doctoral education at major universities abroad and to increase the employment of foreign faculty members and researchers.

Technopark and TTO manpower and infrastructure are supported to develop the entrepreneurship ecosystem.

Strategies are being developed to become a preferred university for international education and research.

Efforts are being made to provide innovative solutions for international student mobility.

In order to produce competent graduates by providing quality education, the focus is on laboratory and practice-based education.

Research teams and centers are supported to become competent in multidisciplinary and interdisciplinary studies and to provide opportunities for such studies.

6. MONITORING AND EVALUATION

The 2022-2026 Strategic Plan of our University, which adopts the Strategic Management approach, was prepared with the participation and intensive work of the commissions formed from all relevant academic and administrative units for each theme. Monitoring and evaluation processes have been defined for the effective follow-up of the strategic goals, measurable targets and performance indicators. The monitoring and evaluation of our Strategic Plan will be carried out under the coordination of the Strategy Development Department (SGDB). Strategy Development Department will prepare a Strategic Plan Monitoring Report in six-month periods and a Strategic Plan Evaluation Report in annual periods, taking into account the issues specified in the "Strategic Planning Guide for Universities".

A Corporate Data Management and Analytics Coordinatorship was established within the University's Rectorate in order to monitor, evaluate and analyze the performance of our university and to carry out studies to develop strategies in this direction.

It is planned that our newly established Coordinatorship will make a great contribution to the monitoring and evaluation process of our new Strategic Plan. In addition, performance indicator values can be monitored digitally in the new strategic plan period with the software developed by our University.

The results of the monitoring and evaluation of the determined objectives, targets and indicators will be evaluated by the units responsible for the implementation of the strategic plan and the relevant theme and ultimately by the senior management of our university, and the extent to which and objectives have been realized which and objectives have been successful or unsuccessful what are the reasons for failure what measures should correct the failure will be evaluated, thus ensuring the participation and contribution of all university units from the lowest unit to the highest level in the implementation of the strategic plan.



7

TARGET CARD UPDATE



Table 28. Erciyes University Target Card Update

EDUCATION					
Current Expression/Value					
H1.1	Improving the quality of education and training programs				
Performance Indicators*	PG1.1.1	Number of graduate programs with interdisciplinary education			
	PG1.1.2	Number of accredited programs			
	PG1.1.3	Number of academic units peer reviewed			
	PG1.1.4	Number of international joint degree programs			
Performance Indicator Value**		2023	2024	2025	2026
	PG1.1.1	28	29	30	31
	PG1.1.2	90	100	101	104
	PG1.1.3	21	28	28	28
	PG1.1.4	-	1	2	3
Impact on Target	PG1.1.1	20			
	PG1.1.2	30			
	PG1.1.3	30			
	PG1.1.4	20			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Institutes, Student Affairs DepartmentQuality Commission				
Risks	<ul style="list-style-type: none">• Lack of sufficient number and quality of academic staff due to the increase in the number of interdisciplinary programs• Increased workload on units due to the increase in the number of interdisciplinary programs• Accreditation studies increase the workload on units• Difficulties in finding the necessary number and quality of academic and administrative staff for peer review• Difficulties in opening international joint diploma programs due to bureaucratic difficulties				
Strategies	<ul style="list-style-type: none">• Opening international joint diploma programs• Increasing the number of interdisciplinary graduate programs• Identify appropriate accreditation systems for non-accredited undergraduate and graduate programs and encourage these programs to participate in the process• Carrying out activities to encourage academic and administrative staff to increase the number of academic units that are peer reviewed• Establishment of ERU Education/Training Policies Monitoring and Advisory Supreme Board				
Total Cost	82.130.000 ₺				
Findings	<ul style="list-style-type: none">• Insufficient number of graduate programs with interdisciplinary education• Academic and administrative staff's knowledge on accreditation and peer review is not at the desired level• Lack of accredited graduate programs• Lack of international joint diploma programs• Lack of an authorized unit for the necessary coordination and promotion activities for the opening of international joint diploma programs				
Needs	<ul style="list-style-type: none">• Initiating activities to increase the number of interdisciplinary graduate programs• Increasing activities to support and encourage the educational skills and professional development of academic, administrative staff and students in terms of their contribution to accreditation and peer review processes• Initiation of accreditation studies for graduate programs• Establishing an authorized unit for the necessary coordination and promotion activities for the opening of international joint diploma programs				

* There will be as many rows as the number of performance indicators.

** Only the data of the years subject to the update will be included.

*** Represents the year-end forecast value of the year preceding the start year subject to update.

EDUCATION						
Updated Expression/Value						
H1.1	Improving the quality of education and training programs					
Performance Indicators*	PG 1.1.1.1					
	PG 1.1.2					
	PG 1.1.3					
	PG 1.1.4					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG 1.1.1.1	32	33	34	35	36
	PG 1.1.2	41	44	46	48	50
	PG 1.1.3	17	24	24	24	24
	PG 1.1.4					
Impact on Target	PG 1.1.1.1	25				
	PG 1.1.2					
	PG 1.1.3	35				
	PG 1.1.4	10				
Responsible Unit						
Unit to Cooperate with	Institutes, Dean of Students, Student Affairs DepartmentQuality Commission					
Risks	<ul style="list-style-type: none">• Lack of sufficient number and quality of academic staff due to the increase in the number of interdisciplinary programs• Lack of sufficient financial resources to carry out accreditation processes• Lack of accreditation associations registered by YÖKAK for each program• Difficulties in finding the necessary number and quality of academic and administrative staff for peer review• Difficulties in opening international joint diploma programs due to bureaucratic difficulties					
Strategies	<ul style="list-style-type: none">• Opening international joint diploma programs• Increasing the number of interdisciplinary graduate programs• Establishing the necessary infrastructure and conditions for the inclusion of non-accredited programs in the accreditation process• Carrying out activities to encourage academic and administrative staff to increase the number of academic units that are peer-reviewed• Establishment of ERU Education/Training Policies Monitoring and Advisory Supreme Board					
Total Cost	311.533.100 ₺					
Findings	<ul style="list-style-type: none">• Insufficient number of graduate programs with interdisciplinary education• Academic and administrative staff's knowledge on accreditation and peer review is not at the desired level• Financial problems in carrying out accreditation processes• Lack of international joint diploma programs• Lack of accreditation associations registered by YÖKAK for each program					
Needs	<ul style="list-style-type: none">• Initiating activities to increase the number of interdisciplinary graduate programs• Increasing activities to support and encourage academic, administrative staff and students' educational skills and professional development in terms of their contribution to accreditation and peer review processes• Initiating accreditation studies in non-accredited programs• Establishing an authorized unit for the necessary coordination and promotion activities for the opening of international joint diploma programs-Availability of the necessary financial resources to carry out accreditation processes					

Current Expression/Value					
H1.2	To increase the effective participation of students in education and research processes				
Performance Indicators*	PG1.2.1	Percentage of courses taught with student-centered learning-teaching approach (%)			
	PG1.2.2	Percentage of courses with process evaluation (%)			
	PG1.2.3	Number of students benefiting from international mobility programs			
	PG1.2.4	Number of students engaged in scientific research activities			
	PG1.2.5	Number of students participating in scientific activities			
Performance Indicator Value**		2023	2024	2025	2026
	PG1.2.1	57	58	59	60
	PG1.2.2	62	63	64	65
	PG1.2.3	440	450	460	470
	PG1.2.4	300	320	340	360
	PG1.2.5	3975	4000	4025	4050
Impact on Target	PG1.2.1	25			
	PG1.2.2	25			
	PG1.2.3	15			
	PG1.2.4	20			
	PG1.2.5	15			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Education Units and Technologies Research and Application Center, International Office, Erciyes Teknopark A.Ş. , BAP Coordination Unit, International Project Coordination Office, TÜBİTAK				
Risks	<ul style="list-style-type: none">• Insufficient budgetary opportunities to encourage student participation in scientific activities and research• Instructional environments are not equipped for student-centered learning-teaching approach• Difficulty in conducting process evaluation due to the high number of students per academic staff• Reduced utilization of international mobility programs due to global pandemic conditions• Failure to create the desired level of awareness among students regarding international mobility programs				
Strategies	<ul style="list-style-type: none">• Increasing the rate of graduate students producing publications before graduation• Developing an incentive system for students taking part in research projects and scientific activities• Making new agreements with national/international education/research institutions for student exchange programs• Increasing the number of trainings to support the competence of academic staff on student-centered education and process evaluation				
Total Cost	58.665.000 ₺				
Findings	<ul style="list-style-type: none">• Inadequate arrangements and support for students to conduct research and participate in scientific activities• Student-centered education and process-based assessments are not at the desired level• The excessive number of student quotas creates difficulties in student-centered education and process-based assessment• Insufficient number of existing agreements with national/international educational/research institutions• The system for monitoring scientific publications and research activities produced by students is open to improvement				
Needs	<ul style="list-style-type: none">• Increasing the number of courses on scientific research and publication processes and institutionalizing the incentive system• Organizing activities to raise awareness on student-centered education and process-based assessment• Reducing quotas undergraduate programs in order to realize student-centered education and process-based assessment• Improving the system for monitoring scientific publications and research activities produced by students				

Updated Expression/Value						
H1.2	To increase the effective participation of students in education and research processes					
Performance Indicators*	PG1.2.1					
	PG1.2.2					
	PG1.2.3					
	PG1.2.4					
	PG1.2.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG1.2.1	55				
	PG1.2.2	60				
	PG1.2.3	428	440	470	500	530
	PG1.2.4	269				
	PG1.2.5	9097	9197	9297	9397	9497
Impact on Target	PG1.2.1					
	PG1.2.2					
	PG1.2.3	10				
	PG1.2.4					
	PG1.2.5	20				
Responsible Unit						
Unit to Cooperate with	Education Units and Technologies Research Application Center, Erciyes Teknopark A.Ş., BAP Unit, Foreign Relations Office, TÜBİTAK					
Risks	<ul style="list-style-type: none">• Insufficient budgetary opportunities to encourage student participation in scientific activities and research• Instructional environments are not equipped for student-centered learning-teaching approach• Difficulty in making process evaluation due to the high number of students per academic staff• Insufficient financial resources provided for international mobility programs• Failure to create the desired level of awareness among students regarding international mobility programs					
Strategies	<ul style="list-style-type: none">• Increasing the rate of graduate students producing publications before graduation• Developing an incentive system for students taking part in research projects and scientific activities• Making new agreements with national/international educational/research institutions for student exchange programs• Increasing the number of trainings to support the competence of academic staff on student-centered education and process evaluation• Increasing the financial resources provided for students' participation in scientific activities, research and international mobility programs					
Total Cost	227.600.000 ₺					
Findings	<ul style="list-style-type: none">• Student-centered education and process-based assessments are not at the desired level• The excessive number of student quotas creates difficulties in student-centered education and process-based assessment• Insufficient number of existing agreements with national/international educational/research institutions• The system for monitoring scientific publications and research activities produced by students is open to improvement• Inadequate regulations and financial resources for students to participate in scientific activities, conduct research and participate in international mobility programs					
Needs	<ul style="list-style-type: none">• Increasing the number of courses on scientific research and publication processes and institutionalizing the incentive system• Organizing activities to raise awareness on student-centered education and process-based assessment• Reducing quotas in undergraduate programs in order to realize student-centered education and process-based assessment• Improving the system for monitoring scientific publications and research activities produced by students• Making arrangements and creating financial resources for students to participate in scientific activities, conduct research and participate in international mobility programs					

Current Expression/Value					
H1.3	To increase the competence of academic staff in education and research activities				
Performance Indicators*	PG1.3.1	Number of instructors participating in trainings improve teaching competence			
	PG1.3.2	Number of academic staff benefiting from incentives and rewards for educational activities			
	PG1.3.3	Number of academic staff benefiting from international mobility programs			
	PG1.3.4	Number of academic staff engaged in educational activities abroad except for international mobility programs			
	PG1.3.5	Number of educational activities attended by faculty members to improve their research competence			
Performance Indicator Value**		2023	2024	2025	2026
	PG1.3.1	1900	2100	2300	2500
	PG1.3.2	-	100	150	250
	PG1.3.3	35	50	65	80
	PG1.3.4	250	300	350	400
	PG1.3.5	525	530	535	540
Impact on Target	PG1.3.1	20			
	PG1.3.2	20			
	PG1.3.3	20			
	PG1.3.4	20			
	PG1.3.5	20			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Relevant Vice Rector's OfficeQuality CommissionERUZEMeducation and training unitsRelations Office, Personnel Department				
Risks	<ul style="list-style-type: none">• Failure to eliminate problems such as excessive course load and lack of motivation that prevent faculty members from participating in trainings aimed at increasing teaching and research competence• Difficulties developing and institutionalizing an incentive and reward system for educational activities• The emergence of difficulties in the participation of academic staff in international mobility programs (insufficient inter-institutional agreements, foreign language level and budgetary possibilities, etc.)• Failure to create the necessary conditions for faculty members to benefit from educational abroad, except for international mobility programs				
Strategies	<ul style="list-style-type: none">• Supporting the participation of academic staff in educational activities that will improve their teaching and research competencies• Developing and institutionalizing incentive systems to reward educational activities• Increasing the number of international mobility programs• Developing incentives to benefit from international mobility programs				
Total Cost	46.931.200 ₺				
Findings	<ul style="list-style-type: none">• Low rate of benefiting from international teaching staff mobility programs• Insufficient budgetary opportunities to support international faculty mobility• Low participation in trainings aimed at increasing the teaching and research competence of academic staff due to excessive course load and lack of motivation• Lack of incentive and reward system for training activities• Lack of opportunities provided for faculty members to benefit from educational abroad, except for international mobility programs				
Needs	<ul style="list-style-type: none">• Developing opportunities (improving incentives, strengthening promotion, increasing the number of protocols, etc.) to increase the rate of benefiting from international faculty mobility programs• Increasing administrative and financial opportunities to facilitate the participation of faculty members in educational activities that will improve their teaching and research competencies• Reducing teaching staff course load by increasing the number of teaching staff• Establishing a defined process for establishing an incentive and reward system for training activities				

Updated Expression/Value						
H1.3						
Performance Indicators*	PG1.3.1					
	PG1.3.2					
	PG1.3.3					
	PG1.3.4					
	PG1.3.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG1.3.1	1038				
	PG1.3.2	0				
	PG1.3.3	59	70	80	90	100
	PG1.3.4	309	330	350	370	400
	PG1.3.5	170	200	220	240	260
Impact on Target	PG1.3.1					
	PG1.3.2					
	PG1.3.3					
	PG1.3.4					
	PG1.3.5					
Responsible Unit						
Unit to Cooperate with	Relevant Vice RectorateQuality CommissionERUZEMedication and training unitsDirectorate of Relations Office, Department of Personnel					
Risks	<ul style="list-style-type: none">• Failure to eliminate problems such as excessive course load and lack of motivation that prevent faculty members from participating in trainings aimed at increasing teaching and research competence• Difficulties in developing and institutionalizing the incentive and reward system for training activities• Difficulties in the participation of academic staff in international mobility programs (insufficiency of inter-institutional agreements, foreign language level and budget opportunities, etc.)• Failure to create the necessary conditions for faculty members to benefit from overseas education and training activities other than international mobility programs					
Strategies	<ul style="list-style-type: none">• Supporting the participation of academic staff in educational activities that will improve their teaching and research competencies• Developing and institutionalizing incentive systems to reward educational activities• Increasing the number of international mobility programs• Developing incentives to benefit from international mobility programs					
Total Cost	202.800.000 ₺					
Findings	<ul style="list-style-type: none">• Low number of benefiting from international faculty mobility programs• Insufficient budgetary opportunities to support international faculty mobility• Low participation of faculty members in trainings aimed at increasing teaching and research competence due to reasons such as excessive course load and lack of motivation• Lack of incentive and reward system for training activities• The opportunities provided for faculty members to benefit from overseas education and training activities other than international mobility programs are not at the desired level					

Current Expression/Value					
H1.4	Increasing education and training infrastructure and access opportunities				
Performance Indicators*	PG1.4.1	Percentage of ideal educational environments (classroomsworkshopsreading roomslaboratorieslibraries) (%)			
	PG1.4.2	Number of e-publications per student			
	PG1.4.3	Satisfaction level of students regarding education and training infrastructure (%)			
	PG1.4.4	Satisfaction level of academic staff regarding education and training infrastructure (%)			
	PG1.4.5	Satisfaction level of students requiring special approach regarding education and training infrastructure and access facilities (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG1.4.1	49	54	60	65
	PG1.4.2	157	165	173	182
	PG1.4.3	63	67	71	75
	PG1.4.4	66	70	74	78
	PG1.4.5	56	61	65	69
Impact on Target	PG1.4.1	30			
	PG1.4.2	20			
	PG1.4.3	15			
	PG1.4.4	15			
	PG1.4.5	20			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Education units, Department Library and Documentation, Educational Sciences and Application Research Center, Barrier-Free Campus Unit				
Risks	<ul style="list-style-type: none">• Possible disruptions in the establishment and provision of infrastructure and access facilities• Failure to develop adequate budget opportunities• Low participation in trainings on access to e-publications• Instructors' formation competencies for students requiring special approaches are not at desired level				
Strategies	<ul style="list-style-type: none">• Increasing the number of ideal classrooms in units• Increasing infrastructure and access facilities for education and training activities• Increasing the number of e-publications in line with the needs of the units• Promoting the use of e-publications among students• Taking measures to ensure that individuals requiring special approach benefit from educational opportunities effectively				
Total Cost	31.531.800 ₺				
Findings	<ul style="list-style-type: none">• Low ideal class ratio in units• Differences between units in terms of infrastructure and access facilities for education and training activities• Lack of widespread use of e-publications among students• Lack of formation and infrastructure in teaching individuals requiring special approach				
Needs	<ul style="list-style-type: none">• Determining the ideal number of classrooms currently used in the units and conducting feasibility studies to increase the number of these classrooms• Budget allocation for ideal classroom investments• Establishing an additional budget for the procurement of databases that provide access to e-publications• Increasing budgetary opportunities related to infrastructure facilities that will provide access to education for individuals requiring special approach				

Needs						
Updated Expression/Value						
H1.4						
Performance Indicators*	PG1.4.1					
	PG1.4.2					
	PG1.4.3					
	PG1.4.4					
	PG1.4.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG1.4.1	46	49	52	55	58
	PG1.4.2	159	170	180	190	200
	PG1.4.3	58	59	60	61	62
	PG1.4.4	60	61	62	63	64
	PG1.4.5	50	52	54	56	58
Impact on Target	PG1.4.1					
	PG1.4.2	25				
	PG1.4.3					
	PG1.4.4					
	PG1.4.5	15				
Responsible Unit						
Unit to Cooperate with						
Risks	<ul style="list-style-type: none">• Disruptions in the establishment and provision of infrastructure and access facilities• Failure to develop adequate budget opportunities• Low participation in trainings on access to e-publications• Instructors' formation competencies for students requiring special approaches are not at the desired level					
Strategies						
Total Cost	131.242.000 ₺					
Findings						

Current Expression/Value					
H1.5	Increasing extracurricular activities to support education and personal development				
Performance Indicators*	PG1.5.1	Number of social, cultural and sports activities organized to support personal development			
	PG1.5.2	Square meters of social, cultural and sportive activity areas capita			
	PG1.5.3	Number of activities organized by student clubs and societies			
	PG1.5.4	Percentage of students taking out-of-field free elective courses (%)			
	PG1.5.5	Number of programsinformal learning into account			
Performance Indicator Value**		2023	2024	2025	2026
	PG1.5.1	620	640	660	680
	PG1.5.2	207.000	208.000	209.000	210.000
	PG1.5.3	222	235	250	270
	PG1.5.4	2	2,50	2,75	3,00
	PG1.5.5	-	-	26	52
Impact on Target	PG1.5.1	20			
	PG1.5.2	20			
	PG1.5.3	20			
	PG1.5.4	20			
	PG1.5.5	20			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Relevant Vice Rector's OfficeConstruction and Technical Affairs, of and Sports, Department of Personnel, Department of Student Affairs, education and training units.				
Risks	<ul style="list-style-type: none">• Social, cultural and sports activities cannot be realized due to extraordinary situations and events such as the global pandemic• Lack of guidance services that will enrich education and support personal development at the desired level• Inability to increase the number of students taking courses to the insufficiency of physical spaces and the number of teaching staff for out-of-field courses• Lack of legislation on certified informal learning• Insufficient financial support for student club activities				
Strategies	<ul style="list-style-type: none">• Conducting risk analyses for extraordinary situations and events such as global pandemics• Increasing guidance services to enrich extra-curricular education and support personal development• Increasing the m2 of physical spaces suitable for off-campus courses, art, sports and cultural activities• Establishing a defined process for reflecting certified informal learning in programs• Creating internal and external resources for the activities of student clubs				
Total Cost	58.665.000 ₺				
Findings	<ul style="list-style-type: none">• Lack of risk analysis for extraordinary situations and events such as global pandemics• Insufficient guidance services to enrich extracurricular education and support personal development• Insufficient social, cultural and sportive activity areas to support personal development• Lack of defined processes for the reflection of certified informal learning in programs• Insufficient diversity of financial resources allocated for student club activities				
Needs	<ul style="list-style-type: none">• Establishment of risk analysis groups for extraordinary situations and events such as global pandemics• Increasing guidance services to enrich extra-curricular education and support personal development• Increasing the number and quality of social, cultural and sports activities to support education and personal development• Legislative work on the recognition of certified informal learning• Improving budgetary opportunities to increase the number, diversity and effectiveness of student clubs' activities				

Needs	<ul style="list-style-type: none">• Determining the ideal number of classrooms currently used in the units and conducting feasibility studies to increase the number of these classrooms• Budget allocation for ideal classroom environments• Creating an additional budget for the procurement of databases that provide access to e-publications• Increasing budgetary opportunities related to infrastructure facilities that will provide access to education for individuals requiring special approach					
Updated Expression/Value						
H1.5						
Performance Indicators*	PG1.5.1					
	PG1.5.2	Social, cultural and sportive activity area capita (m²)				
	PG1.5.3					
	PG1.5.4					
	PG1.5.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG1.5.1	1052	1100	1150	1200	1250
	PG1.5.2	3,98	3,99	4	4,01	4,02
	PG1.5.3	339	390	440	480	530
	PG1.5.4	2,70	2,8	2,9	3	3,1
	PG1.5.5	-	-	-	26	52
Impact on Target	PG1.5.1	30				
	PG1.5.2					
	PG1.5.3	25				
	PG1.5.4					
	PG1.5.5	5				
Responsible Unit						
Unit to Cooperate with						
Risks						
Strategies						
Total Cost	251.400.000 ₺					
Findings						
	<ul style="list-style-type: none">• Conducting risk analyses for extraordinary situations and events such as global pandemics• Increasing guidance services to enrich extra-curricular education and support personal development					



RESEARCH AND DEVELOPMENT					
Current Expression/Value					
H2.1	Increasing research capacity				
Performance Indicators*	PG2.1.1	Number of articles and review type publications in journals indexed in SCI-E, SSCI and AHCI in WoS database per faculty member			
	PG2.1.2	Number of citations per faculty member to articles and review type publications in journals indexed in SCI-E, SSCI and AHCI in WoS database			
	PG2.1.3	(a) Number of projects supported by external national and international organizations per faculty member / (b) Budget amount transferred to the institution from related projects (t)			
	PG2.1.4	Number of patents registered nationally and internationally			
	PG2.1.5	Number of (a) PhD students / (b) PhD graduate students per faculty member			
Performance Indicator Value**		2023	2024	2025	2026
	PG2.1.1	1.09	1.14	1.19	1.24
	PG2.1.2	33.77	35.77	36.77	37.77
	PG2.1.3	(a) 135 (b) 36.000.000	(a) 140 (b) 37.000.000	(a) 145 (b) 38.000.000	(a) 150 (b) 39.000.000
	PG2.1.4	50	52	54	56
	PG2.1.5	(a) 2.32 (b) 0.19	(a) 2.42 (b) 0.22	(a) 2.52 (b) 0.25	(a) 2.62 (b) 0.28
Impact on Target	PG2.1.1	30			
	PG2.1.2	20			
	PG2.1.3	25			
	PG2.1.4	12.5			
	PG2.1.5	12.5			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Student Affairs Department, Personnel Department, Strategy Development Department, InstitutesERU Technopark Intellectual Rights UnitWoS DatabaseTÜBİTAK TTS System, DAPSIS Database Turkish Patent and Trademark Office EP-Espacenet TR-Espacenet WIPO-Patent Scope USPTO Derwent World Patents Index				
Risks	<ul style="list-style-type: none">• Restrictions that may arise in the legislation regarding the opening/continuation of doctoral programs and determination of quotas• Insufficient number of applicants to PhD programs and low number of qualified post-doctoral researchers• If the number of undergraduate students per faculty member cannot be reduced, researchers cannot allocate sufficient time for scientific publications and research projects• Failure to monitor unit-based research capacity performance• Insufficient research outputs in social sciences				
Strategies	<ul style="list-style-type: none">• Increasing the weight of activities related to performance indicators in Appointment and Promotion Criteria• Ensuring the sustainability of the Scientific Incentive Mechanism with solid financial resources and emphasizing positive discrimination by ensuring the continuity of the performance-based budget limit for the projects supported by the BAP Coordination Unit• Increasing the number of doctoral programs and quotas, reducing the number of undergraduate students per faculty member• Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research capacity more effectively, establishing an institutional research database and data analytics system, and thus obtaining, monitoring, evaluating and reporting research performance data on unit and individual basis• Increasing the number of research groups and postdoctoral researchers				
Total Cost	20.007.000 ₺				
Findings	<ul style="list-style-type: none">• The number of doctoral students per faculty member is low compared to the world's leading universities, while the number of undergraduate students is high• Publication, project and intellectual property registration activities per faculty member remain low compared to the world's leading universities, and researchers' high value-added studies for application/industry and products are not at the expected level• Failure to comprehensively measure the research performance of university units• Lack of adequately qualified personnel to inform researchers about international project funds and calls• Insufficient number of research groups in the University UYGAR Centers				

RESEARCH AND DEVELOPMENT						
Updated Expression/Value						
H2.1						
Performance Indicators*	PG2.1.1					
	PG2.1.2					
	PG2.1.3					
	PG2.1.4	PG 2.1.4 Number of national and international patent applications				
	PG2.1.5	PG 2.1.5. Number of patents registered nationally and internationally				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG2.1.1	1.02	1.09	1.18	1.32	1.50
	PG2.1.2	36.61	37.61	38.61	39.61	40.61
	PG2.1.3	(a) 155 (b) 20.000.000	(a) 160 (b) 22.500.000	(a) 165 (b) 25.000.000	(a) 170 (b) 27.500.000	(a) 175 (b) 30.000.000
	PG2.1.4	70	80	90	100	110
	PG2.1.5	10	12	14	16	18
Impact on Target	PG2.1.1					
	PG2.1.2					
	PG2.1.3	25% (a: 12.5%-b: 12.5%)				
	PG2.1.4	10				
	PG2.1.5	15				
Responsible Unit						
Unit to Cooperate with	Institutional Data Management and Analytics Coordinatorship, Scientific Research Projects Coordination , Dean of Students Office, Student Affairs Departmentall academic unitsErciyes Teknopark A.Ş.UYGAR CentersStrategy Development DepartmentRevolving Fund Management Directorate, Personnel Department					
Risks	<ul style="list-style-type: none">• Faculty members cannot devote enough time to research and development activities due to their teaching and administrative duties• Young researchers who produce qualified scientific outputs may prefer different universities or organizations• Annual updates can be made in the Research Performance Monitoring Index within the scope of the Research-Oriented Specialization of the Council of Higher Education• Increasing number and cost of open access journals					
Strategies	<ul style="list-style-type: none">• Increasing the weight of performance indicators for publications, projects and patents in the Criteria for Appointment and Promotion; providing trainings on the subjects needed to increase scientific publication outputs in journals indexed in SCI-E, SSCI and AHCI indexes in social sciences• Ensuring the continuity of the Scientific Incentive Mechanism with solid financial resources and emphasizing positive discrimination by ensuring the continuity of the performance-based budget limit for the projects supported within the scope of the BAP Coordination Unit• Recruiting young researchers with high research outputs in the university's priority research areas identified by the Council of Higher Education; increasing the number of active research groups and postdoctoral researchers• Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research capacity more effectively; establishing an institutional research database and data analytics system and thus obtaining, monitoring, evaluating and reporting research performance data on unit and individual basis• Increasing the number of trainings provided by Erciyes Technology Transfer Office to researchers on project and patent issues; employing a well-equipped staff in this field guide and support researchers in international project processes					
Total Cost	36.700.000 ₺					

Needs	<ul style="list-style-type: none"> • Recruitment of highly qualified and sufficient number of researchers • Increasing financial resources allocated to R&D • Expanding the scope and improving the quality of support services provided to researchers • Recruitment of personnel to inform researchers about international project funds and calls • Establishment of a research database and institutional data analytics system for more effective internal analysis for corporate strategy development
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Current Expression/Value					
H2.2	Improving the quality of research				
Performance Indicators*	PG2.2.1	Ratio of scientific publications ranked in the (a) top 50% / (b) top 10% in InCites Journal Impact Value			
	PG2.2.2	Number of national and international (a) PhD / (b) postdoctoral fellowship researchers			
	PG2.2.3	Number of active companies owned or partnered by (a) faculty members / (b) students, graduate students in Technopark, Incubation Center, TEKMER			
	PG2.2.4	Number of national or international publications produced from thesis projects			
	PG2.2.5	Percentage of publications open access (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG2.2.1	(a) 0.52 (b) 0.12	(a) 0.55 (b) 0.13	(a) 0.58 (b) 0.14	(a) 0.61 (b) 0.15
	PG2.2.2	(a) 126 (b) 15	(a) 131 (b) 18	(a) 136 (b) 21	(a) 141 (b) 24
	PG2.2.3	(a) 78 (b) 76	(a) 83 (b) 81	(a) 88 (b) 86	(a) 93 (b) 91
	PG2.2.4	105	115	125	135
	PG2.2.5	31.96	33.96	35.96	37.96
Impact on Target	PG2.2.1	40			
	PG2.2.2	15			
	PG2.2.3	10			
	PG2.2.4	20			
	PG2.2.5	15			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	BAP Coordination Unit, Student Affairs DepartmentInCites databaseInstitutesErciyes TEKNO- PARK, technoparks within other institutions				
Risks	<ul style="list-style-type: none">• Insufficient resources to provide performance-based support for faculty members' research• Lack of sufficient number and quality of researchers to carry out doctoral programs in the relevant fields in the face of changes that may arise the fields/topics identified as priorities by national and international funding organizations• Unexpected increase in the proportion of graduate students who drop out of their studies• Restrictions that may arise in the legislation regarding the activities of academic staff in technoparks related to establishing companies, taking office and intellectual property• Failure to monitor unit-based research quality performance				
Strategies	<ul style="list-style-type: none">• Increasing the number of doctoral programs and thesis studies carried out in the fields/topics identified as priority by national and international funding organizations• Ensuring the sustainability of the Scientific Incentive Mechanism with solid financial resources, within the scope of BAP Coordination Unit supports, introducing the condition that project outputs are converted into publications indexed in indexes and applying budget limits based on the quality of the publications realized by the researchers, increasing TTO and BAP resources that will enable projects to be obtained from international qualified funding sources, and supporting qualified publications on open access• Carrying out activities to increase awareness of science awards given by reputable organizations, to identify studies with internal science awards and external award potential, and to increase the recognition of researchers• Increasing the weight of activities related to performance indicators in Appointment and Promotion Criteria• Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research quality more effectively and establishing an institutional research database and data analytics system				
Total Cost	18.315.000 ₺				

Findings	<ul style="list-style-type: none"> • The number of publications in journals indexed in SCI-E, SSCI and AHCI indexes in the WoS database in Social Sciences is not at the desired level • number of doctoral students per faculty member of our university is low compared to research universities with high research performance and the number of undergraduate students is high; the geographical location of our university is disadvantageous in applications to doctoral programs and the number of qualified post-doctoral researchers is low • The activities of our university in terms of publications, projects and intellectual property registrations per faculty member are low compared to research universities with high research performance, and the high value-added studies of researchers towards application/industry and products are not at the expected level; the lack of sufficient qualified personnel to inform researchers about international project funds and calls; the inadequacy of the industry and R&D capacity of the city where the university is located due to its geographical location • The insufficient number of research groups in the UYGAR centers of our university and the lack of their own budget and staff • According to the IPL No. 6769, it is not clear which budget items will be used for the expenditures on intellectual property rights through the university's own budget
Needs	<ul style="list-style-type: none"> • Employing highly qualified and sufficient number of researchers, doctoral students and postdoctoral researchers, increasing the number of qualified research groups in UYGAR centers • Encouraging and supporting the participation of undergraduate students in R&D activities; increasing the financial resources allocated to R&D • Expanding the scope and improving the quality of support services provided to researchers • of personnel to inform researchers about international project funds and calls; increasing human resources for training and support services provided at the Patent Office • Establishment of a database and a corporate data analytics system for more effective internal analysis for corporate strategy development

Updated Expression/Value						
H2.2						
Performance Indicators*	PG2.2.1					
	PG2.2.2	PG 2.2.2. Number of national and international (a) doctoral students and (b) graduates				
	PG2.2.3					
	PG2.2.4	PG 2.2.4. Number of postdoctoral researchers				
	PG2.2.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG2.2.1	(a) 0.57 (b) 0.08	(a) 0.59 (b) 0.09	(a) 0.61 (b) 0.10	(a) 0.63 (b) 0.11	(a) 0.65 (b) 0.12
	PG2.2.2	(a) 2353 (b) 198	(a) 2383 (b) 220	(a) 2413 (b) 240	(a) 2443 (b) 260	(a) 2473 (b) 280
	PG2.2.3	(a) 79 (b) 56	(a) 79 (b) 78	(a) 81 (b) 80	(a) 83 (b) 82	(a) 85 (b) 84
	PG2.2.4	9	12	15	18	21
	PG2.2.5	33	35	37	39	41
Impact on Target	PG2.2.1	40% (a: 30% b: 10%)				
	PG2.2.2	20% (a:10%-b:10%)				
	PG2.2.3	10% (a:%5-b:%5)				
	PG2.2.4	15				
	PG2.2.5					
Responsible Unit	Related Vice Rectorate					
Unit to Cooperate with	Institutional Data Management and Analytics Coordinatorship, Scientific Research Projects Coordination Unit, all academic units, UYGAR Centers, Dean of Students Office, Student Affairs DepartmentErciyes Teknopark A.Ş.					

Findings	<ul style="list-style-type: none"> • The rate of scientific publications ranked in the top 50% and top 10% of the InCites Journal Impact Rating is low compared to the world's leading universities • The number of national and international science awards received by researchers is low compared to the world's leading universities • Lack of entrepreneurial activities of researchers at the expected level • The number of doctoral theses being conducted and supported by national/international programs is lower expected • The quality of scientific publications produced from graduate theses is lower than expected
Needs	<ul style="list-style-type: none"> • Recruitment of highly qualified and sufficient number of researchers • Implementing effective performance management in the planning and utilization of corporate resources • Increasing the number of highly qualified and sufficient number of graduate students • Expanding and upgrading the scope of support services provided to researchers • Establishment of a research database and a corporate data analytics system for more effective internal analysis for corporate strategy development



Risks	<ul style="list-style-type: none"> • Researchers do not tend to publish in journals with high percentiles • Restrictions that may arise in the legislation on the opening / continuation of doctoral and postdoctoral programs and determination of quotas; lack of sufficient number and quality of researchers to carry out doctoral programs in the relevant fields in the face of changes that may arise in the fields / topics determined as priority by national and international funding organizations • Restrictions that may arise legislation regarding faculty members' establishing companies in technoparks, taking office and intellectual property • number of qualified applicants to doctoral and postdoctoral programs; unexpected increase in the number of graduate students who drop out of • Lack of sufficient resources to provide performance-based support for faculty members' research; failure to establish the necessary procedures for meeting the publication fees of open access journals
Strategies	<ul style="list-style-type: none"> • Increasing the number of doctoral and postdoctoral programs and thesis studies carried out in the fields/topics identified as priority by national and international funding organizations • Ensuring the continuity of the Scientific Incentive Mechanism with solid financial resources, introducing the condition that project outputs must be transformed into publications scanned in indexes within the scope of BAP Coordination Unit supports and applying budget limits based on the quality of the publications realized by the researchers • Increasing the weight of scientific activities for research quality in Appointment and Promotion Criteria • Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research quality more effectively and establishing an institutional research database and data analytics system • Determining the procedures and principles and resource transfer by the university to support publications in open access journals; increasing the number of protocols signed by the university with publishing houses that support international open access journals
Total Cost	35.402.000 ₺
Findings	<ul style="list-style-type: none"> • The rate of scientific publications in the top 50% and top 10% of the InCites Journal Impact Value of our university remains low compared to research universities with high research performance • The quality of scientific publications produced from graduate theses carried out at our university is lower than expected • Low performance of our university compared to other research universities in open access publication access indicator • Entrepreneurship activities of our university researchers are not at the expected level • Due to the geographical location of the university, doctoral and postdoctoral researchers do not prefer the university's programs; the number of doctoral theses carried out at our university and supported by national/international programs is lower than expected
Needs	<ul style="list-style-type: none"> • Employing a sufficient number of young researchers with high scientific output performance • an effective performance management in the planning and use of institutional resources; establishing a research database and institutional data analytics system for more effective internal analysis for corporate strategy development • Increasing the number of highly qualified and sufficient number of graduate students • Expanding and upgrading the scope of support services provided to researchers • Transferring sufficient resources from different institutions and funds of the university to increase the rate of publications in open access journals

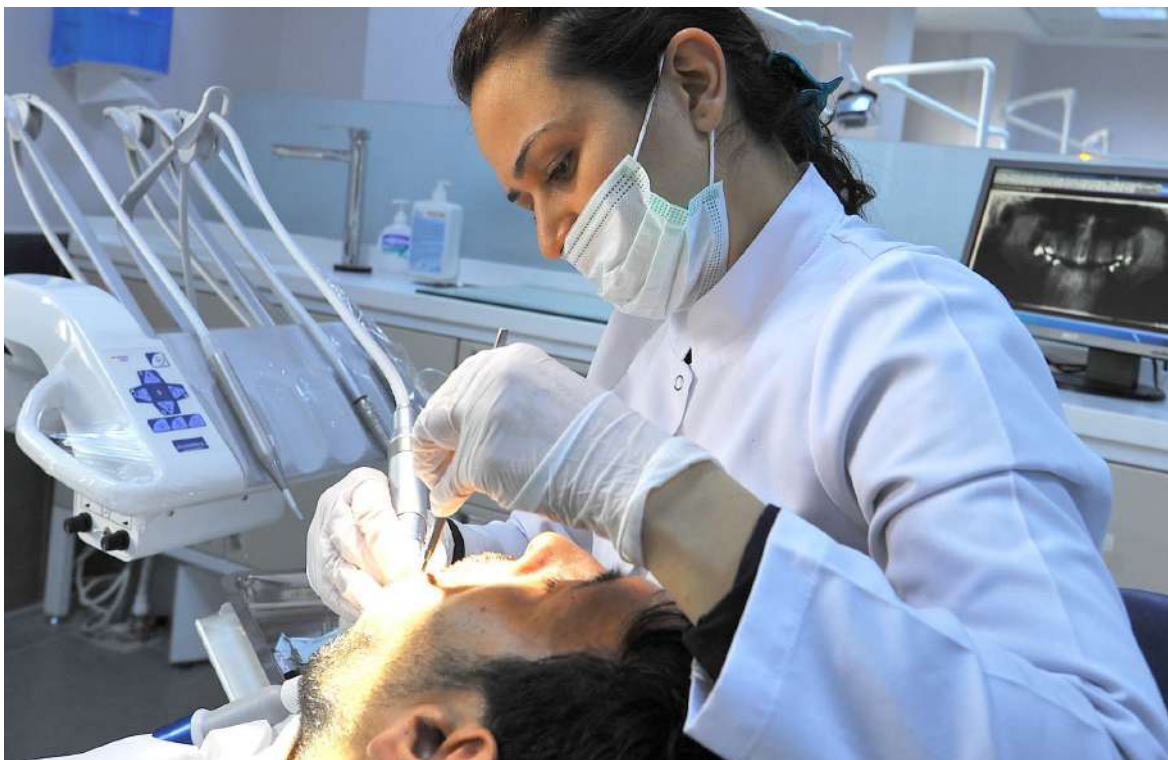
Current Expression/Value					
H2.3	Increasing national and international research collaborations				
Performance Indicators*	PG2.3.1	Ratio of university-university collaborative publications			
	PG2.3.2	Ratio of university-industry collaborative publications			
	PG2.3.3	Ratio of international collaborative publications			
	PG2.3.4	Number of national and international patent certificates with (a) university-industry collaboration / (b) international collaboration			
	PG2.3.5	Number of R&D cooperation protocols			
Performance Indicator Value**		2023	2024	2025	2026
	PG2.3.1	0.685	0.695	0.705	0.715
	PG2.3.2	0.026	0.031	0.036	0.041
	PG2.3.3	0.243	0.253	0.263	0.273
	PG2.3.4	(a) 8 (b) 3	(a) 9 (b) 4	(a) 10 (b) 5	(a) 11 (b) 6
	PG2.3.5	16	19	22	25
Impact on Target	PG2.3.1	25			
	PG2.3.2	25			
	PG2.3.3	30			
	PG2.3.4	15			
	PG2.3.5	5			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	InCites database, Turkish Patent and Trademark Office, EP-Espacenet, TR-Espacenet, WIPO-Pa- tent Scope, USPTO, Derwent World Patents Index, ERU Teknopark Intellectual Property Rights Unit, General Secretariat, Rectorate Private Secretary, relevant unit administrations, Directorate of Foreign Relations Office				
Risks	<ul style="list-style-type: none">• Unexpected developments in our country's international relations that may adversely affect cooperation• Unexpected developments that may arise in the economic and political situation of our country may adversely affect university-site-industry collaborations				
Strategies	<ul style="list-style-type: none">• Implementing practices and activities to increase the visibility and recognition of researchers• Expanding the scope of support services for researchers to establish scientific research partnerships and supporting R&D network formations• Realization of policies and practices to encourage national and international cooperation• Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research collaboration more effectively• Establishment of an institutional research database and data analytics system				
Total Cost	15.688.000 ₺				
Findings	<ul style="list-style-type: none">• The number of publications and projects realized by the researchers of our university with national and international cooperation is low compared to the leading universities of the world and our country• Failure to monitor unit-based research collaboration performance				
Needs	<ul style="list-style-type: none">• Increasing the national and international recognition and cooperation of our university• Increasing the number of researchers from our university who have completed their doctoral studies at well-known universities abroad• Support and incentives for researchers to attend internationally recognized universities for doctoral/postdoctoral research• Establishing a data analytics system for more effective internal analysis for corporate strategy development• Obtaining, monitoring and evaluating research performance data on unit and individual basis and conveying them to managers by organizing meetings				

Updated Expression/Value						
H2.3						
Performance Indicators*	PG2.3.1					
	PG2.3.2					
	PG2.3.3					
	PG2.3.4					
	PG2.3.5	PG 2.3.5. (a) number and (b) funding amount of R&D and innovation projects carried out in cooperation with the University-Work within the scope of public funds				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG2.3.1	0.660	0.670	0.680	0.690	0.700
	PG2.3.2	0.02	0.023	0.026	0.029	0.032
	PG2.3.3	0.28	0.30	0.32	0.34	0.36
	PG2.3.4	(a) 5 (b) 0	(a) 5 (b) 1	(a) 6 (b) 1	(a) 6 (b) 2	(a) 7 (b) 2
	PG2.3.5	(a) 24 (b) 22.639.852,59	(a) 27 (b) 24.500.000,00	(a) 30 (b) 26.500.000,00	(a) 33 (b) 28.500.000,00	(a) 36 (b) 30.500.000,00
Impact on Target	PG2.3.1	20				
	PG2.3.2					
	PG2.3.3	25				
	PG2.3.4	15 (a: 7.5%-b: 7.5%)				
	PG2.3.5	15				
Responsible Unit						
Unit to Cooperate with		Corporate Data Management and Analytics Coordinatorship, Scientific Research Projects Coordination Unit, all academic units, Erciyes Teknopark A.Ş., UYGAR Centers, Strategy Development , Revolving Fund Management Directorate				
Risks		<ul style="list-style-type: none">• Unexpected developments Turkey's international relations that may adversely affect cooperation,• Unexpected developments that may arise in the economic and political situation of our country may adversely affect university-industry collaborations• Keeping the number of projects envisaged to be supported and the support funds low for projects supported by public funds• Annual updates can be made in the Research Performance Monitoring Index within the scope of the Research-Oriented Specialization of the Council of Higher Education				
Strategies		<ul style="list-style-type: none">• Implementing practices and activities to increase the visibility and recognition of researchers• Expanding the scope support services for researchers to establish scientific research partnerships and supporting R&D network formations• Implementation of policies and practices to encourage national and international cooperation• Establishing an institutional infrastructure for measuring, monitoring and evaluating the performance of institutional research collaboration more effectively; establishing an institutional research database and data analytics system• Informing researchers about the importance of their scientific outputs to be realized in cooperation with industry and international organizations in national and international university ranking systems				
Total Cost		31.691.400 ₺				
Findings		<ul style="list-style-type: none">• The number of publications, projects and patents realized by the researchers of our university with national and international cooperation is low compared to the leading universities of the world and our country• Lack of interdisciplinary cooperation at the expected level• Researchers do not have sufficient knowledge about the importance of their scientific outputs to be realized in cooperation with industry and international organizations in national and international university ranking systems• Researchers cannot find the time to file patent applications for their patentable research due to their educational and administrative activities• Failure to monitor unit-based research collaboration performance				
Needs		<ul style="list-style-type: none">• Increasing the number of collaborations and R&D protocols for the national and international recognition of our university• Increasing the employment of researchers with PhD degrees from reputable universities abroad• Support and incentives for researchers to attend internationally recognized universities for doctoral/postdoctoral research• Ensuring the coordination of joint studies that interdisciplinary researchers can do• Establishing a data analytics system for more effective in-house analysis for developing corporate strategy; monitoring and evaluating research performance data on the basis of units and individuals and transferring them to managers by holding meetings				

SOCIAL CONTRIBUTION					
Current Expression/Value					
H3.1	Increasing satisfaction in social service activities				
Performance Indicators*	PG3.1.1	SUAM patient satisfaction level (%)			
	PG3.1.2	Satisfaction level of participants receiving training from ERSEM (%)			
	PG3.1.3	Satisfaction level with accommodation facilities (%)			
	PG3.1.4	Satisfaction level with the services provided at the Animal Hospital (%)			
	PG3.1.5	Satisfaction level with the services provided at the Dental Hospital (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG3.1.1	81	81	82	82
	PG3.1.2	73	76	79	80
	PG3.1.3	72	75	78	80
	PG3.1.4	87	88	88	89
	PG3.1.5	92	93	93	93
Impact on Target	PG3.1.1	25			
	PG3.1.2	15			
	PG3.1.3	15			
	PG3.1.4	20			
	PG3.1.5	25			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	SUAM, Dentistry UYGAR Center, Animal Hospital, ERSEM, Department of Health, Culture and Sports				
Risks	<ul style="list-style-type: none">• Decrease in the number of health service provider positions• Easy loss of health service cadres and difficulty in replacement• Inadequate physical conditions of the animal hospital• Insufficient number and quality of personnel to provide hospitality services				
Strategies	<ul style="list-style-type: none">• Conducting satisfaction surveys with appropriate measurement and evaluation methods• Increasing the number of staff and improving conditions in the service sector• Improving the physical conditions of health service areas				
Total Cost	146.176.000 ₺				
Findings	<ul style="list-style-type: none">• Inadequacy of the cadres providing services• Limitations in physical conditions• Inadequacies related to legislation• Excessive demand for services and lack of sufficient human resources, physical conditions and financial conditions to meet the demand• Outdated survey content and implementation methods				
Needs	<ul style="list-style-type: none">• Eliminating the need for health personnel• Provision of temporary employment of service personnel• Updating survey content and implementation methods• Securing external funding contribution				

SOCIAL CONTRIBUTION						
Updated Expression/Value						
H3.1						
Performance Indicators*	PG3.1.1					
	PG3.1.2					
	PG3.1.3					
	PG3.1.4					
	PG3.1.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG3.1.1	-				
	PG3.1.2	80	81	82	83	84
	PG3.1.3	88,95	89	90	90	90
	PG3.1.4	-				
	PG3.1.5	-				
Impact on Target	PG3.1.1					
	PG3.1.2					
	PG3.1.3					
	PG3.1.4					
	PG3.1.5					
Responsible Unit						
Unit to Cooperate with						
Risks	<ul style="list-style-type: none">• Decrease in service positions and increase in needs• Inadequate physical conditions of service delivery areas• Inadequacy of SUT prices• Imbalance and disparity in staff salaries between university hospitals and other health provider institutions					
Strategies	<ul style="list-style-type: none">-Ensuring that satisfaction surveys are reviewed annually and implemented within the scope of the survey directive-Informing the Senior Management on the elimination of the imbalance in personnel salaries between different institutions providing health services and continuing cooperation efforts• Increasing the number of staff working in the service sector and improving conditions• Improving the physical conditions of service areas					
Total Cost	131.045.000 ₺					
Findings	<ul style="list-style-type: none">• Inadequacy of the cadres providing services• Need to improve the physical conditions of health service areas• Inadequacies related to legislation• Excessive demand for services and lack of sufficient human resources, physical conditions and financial conditions to meet the demand					
Needs	<ul style="list-style-type: none">-Elimination of personnel staffing needs• Provision of temporary employment of service personnel• Establishment of Measurement and Evaluation Unit• Securing external funding contribution					

Current Expression/Value					
H3.2	Increasing the capacity and quality of health tourism				
Performance Indicators*	PG3.2.1	Number of health tourism patients			
	PG3.2.2	Proportion of health tourism revenue in total revenue (%)			
	PG3.2.3	Number of cooperating organizations			
	PG3.2.4	Number of tourist patients			
	PG3.2.5	Health tourism patient satisfaction level (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG3.2.1	100	200	300	500
	PG3.2.2	20,2	20,25	20,3	20,4
	PG3.2.3	2	3	3	3
	PG3.2.4	75	100	150	200
	PG3.2.5	0	88,9	88,9	90
Impact on Target	PG3.2.1	30			
	PG3.2.2	30			
	PG3.2.3	20			
	PG3.2.4	10			
	PG3.2.5	10			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	SUAM, Dentistry UYGAR Center				
Risks	• Health tourism through a single company				
Strategies	• Carrying out promotional activities to increase the number of health tourism patients • Increasing the number of cooperation and protocols related to health tourism				
Total Cost	23.000.000 ₺				
Findings	• Prioritization problem of health service providers • Low health tourism revenues • Insufficient foreign language speaking personnel				
Needs	• Increasing the cooperation between the University Senior Management and health service managers				



Updated Expression/Value						
H3.2						
Performance Indicators*	PG3.2.1					
	PG3.2.2	Ratio of health tourism revenue to total health revenue (per thousand)				
	PG3.2.3					
	PG3.2.4					
	PG3.2.5	Health tourism patient satisfaction level (%)				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG3.2.1	1	25	40	60	80
	PG3.2.2	4.34				
	PG3.2.3	0	1	2	3	4
	PG3.2.4	1	25	35	45	55
	PG3.2.5	-	75	76	77	78
Impact on Target	PG3.2.1					
	PG3.2.2					
	PG3.2.3					
	PG3.2.4					
	PG3.2.5					
Responsible Unit						
Unit to Cooperate with						
Risks	<ul style="list-style-type: none">• Continuation of health tourism with intermediary companies and differences in the service quality of companies• Lack of financial resources allocated to the health sector• Unforeseen pandemics and diseases such as Covid-19 in the health sector• Decrease in service positions and increase in needs• Inadequate physical conditions of service delivery areas					
Strategies	<ul style="list-style-type: none">• Carrying out promotional activities to increase the number of health tourism patients• Increasing the number of cooperation and protocols related to health tourism-Determination of university health tourism service standards• Improving the physical conditions of health service areas and increasing the variety of units to serve in the field of health tourism-Increasing the knowledge and skills of service personnel on health tourism					
Total Cost						
Findings	<ul style="list-style-type: none">• Low health tourism revenues• Lack of diversity of units to provide health tourism services• Insufficient foreign language speaking personnel-Low number of companies with health tourism agreements-Uncertainty of legislation in the field of health tourism					
Needs	<ul style="list-style-type: none">-Increasing financial resources for improving the physical conditions of health service areas-Increasing cooperation with intermediary companies engaged in health tourism-Identifying personnel who speak a foreign language and providing foreign language training in line with the need-Improving the Health Tourism Unit and increasing stakeholder interaction					

Current Expression/Value					
H3.3	Increasing the capacity and quality of social and cultural services				
Performance Indicators*	PG3.3.1	Number of restaurants-cafes in service			
	PG3.3.2	Satisfaction level with restaurants and cafes (%)			
	PG3.3.3	Number of social responsibility projects			
	PG3.3.4	Satisfaction level with activities related to social integration and inclusion for groups at the university (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG3.3.1	43	44	47	49
	PG3.3.2	68	70	73	74
	PG3.3.3	30	35	40	45
	PG3.3.4	72	73	74	75
Impact on Target	PG3.3.1	25			
	PG3.3.2	25			
	PG3.3.3	25			
	PG3.3.4	25			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Department Administrative and Financial Affairs, Department of , Culture and Sports				
Risks	<ul style="list-style-type: none">• Possible contraction in financial resources• Difficulties in the employment of qualified human resources• Failure to conduct satisfaction surveys with appropriate measurement and evaluation methods				
Strategies	<ul style="list-style-type: none">• Conducting training activities to increase the quality of human resources• Improvement in physical spaces• Conducting satisfaction surveys and questionnaires with appropriate measurement and evaluation methods				
Total Cost	22.500.000 ₺				
Findings	<ul style="list-style-type: none">• Inadequacy of the cadres providing services• Excessive demand for services and lack of sufficient human resources, physical conditions and financial conditions to meet the demand• Satisfaction surveys have not yet been established				
Needs	<ul style="list-style-type: none">• Eliminating the need for service staff and organizing trainings to increase quality• Creating financial resources the improvement of physical spaces• Providing support for social responsibility projects of units• Creation of survey contents and determination of implementation methods				



Updated Expression/Value						
H3.3						
Performance Indicators*	PG3.3.1					
	PG3.3.2					
	PG3.3.3					
	PG3.3.4					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG3.3.1	40				
	PG3.3.2	-				
	PG3.3.3	18				
	PG3.3.4	65				
Impact on Target	PG3.3.1					
	PG3.3.2					
	PG3.3.3					
	PG3.3.4					
Responsible Unit						
Unit to Cooperate with						
Risks	<ul style="list-style-type: none">• Possible contraction in financial resources• Difficulties in the employment of qualified human resources• Failure to conduct satisfaction surveys with appropriate measurement and evaluation methods					
Strategies	<ul style="list-style-type: none">-Ensuring that satisfaction surveys are reviewed annually and implemented within the scope of the survey directive-Implementation of an information management system for social inclusion and integration activities to be organized at the university• Conducting training activities to increase the quality of human resources• Improvement in physical spaces					
Total Cost	22.000.000 ₺					
Findings	<ul style="list-style-type: none">• Inadequacy of the cadres providing services• Excessive demand for services and lack of sufficient human resources, physical conditions and financial conditions to meet the demand• Satisfaction surveys have not yet been implemented					
Needs	<ul style="list-style-type: none">• Eliminating the need for service staff and organizing trainings to increase quality• Creating financial resources the improvement of physical spaces• Providing support for social responsibility projects of units• Creation of survey contents and determination of implementation methods• Consideration of satisfaction measurement results in service area contracts					

Current Expression/Value					
H3.4	Increasing the capacity, diversity and quality of education services provided to the society				
Performance Indicators*	PG3.4.1	Number of participation certificates given at ERSEM			
	PG3.4.2	Number of certificates awarded at ERSEM			
	PG3.4.3	Variety of courses offered at ERSEM			
	PG3.4.4	Number of promotional activities / meetings / courses / training programs provided at UYGAR Centers other than ERSEM			
	PG3.4.5	Satisfaction level with the trainings provided at UYGAR Centers other than ERSEM (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG3.4.1	600	700	750	800
	PG3.4.2	260	280	300	350
	PG3.4.3	20	25	30	35
	PG3.4.4	520	550	570	600
	PG3.4.5	92	92,2	92,5	93
Impact on Target	PG3.4.1	20			
	PG3.4.2	20			
	PG3.4.3	25			
	PG3.4.4	20			
	PG3.4.5	15			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	ERSEM, UYGAR Centers				
Risks	<ul style="list-style-type: none">• Diversity of courses and certificate programs opened throughout the province• Failure to increase the amount of remuneration to be paid to trainers due to the requirement of the Revolving Fund Legislation• Difficulty in meeting the requirements of Vocational Qualification Legislation• Low number of online trainings and those who prefer them				
Strategies	<ul style="list-style-type: none">• Regular measurement and monitoring of the level of satisfaction with trainers• Increasing promotional activities• Cooperation/protocols regarding the number of areas where Vocational Qualification Certificate is given				
Total Cost	15.000.000 ₺				
Findings	<ul style="list-style-type: none">• Restrictions imposed by the pandemic• Shrinkage in the number of areas granted vocational qualifications• Inadequacy of the relevant legislation and openness to personal practices• Limitations in the number of qualified online trainers and implementation challenges• Outdated survey content and implementation methods				
Needs	<ul style="list-style-type: none">• Increasing inter-institutional cooperation with the Senior Management of the University• Updating survey contents and determining implementation methods• Organizing Training of Trainers Programs				

Updated Expression/Value						
H3.4						
Performance Indicators*	PG3.4.1					
	PG3.4.2					
	PG3.4.3					
	PG3.4.4					
	PG3.4.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG3.4.1	-				
	PG3.4.2	429	450	500	550	600
	PG3.4.3	-				
	PG3.4.4	-				
	PG3.4.5	93	93	93	93	93
Impact on Target	PG3.4.1					
	PG3.4.2					
	PG3.4.3					
	PG3.4.4					
	PG3.4.5					
Responsible Unit						
Unit to Cooperate with						
Risks						
Strategies	<ul style="list-style-type: none">• Regular measurement and monitoring of the level of satisfaction with trainers• Increasing promotional activities• Cooperation/protocols regarding the number of areas where Vocational Qualification Certificate is given• Increasing the diversity of examination services					
Total Cost	24.000.000 ₺					
Findings	<ul style="list-style-type: none">• Shrinkage in the number of areas granted vocational qualifications• Inadequacy of the relevant legislation and openness to personal practices• Limitations in the number of qualified online trainers and implementation challenges• Outdated survey content and implementation methods					
Needs	<ul style="list-style-type: none">• Increasing cooperation between the University and other institutions• Updating survey content and determining implementation methods• Organizing Training of Trainers Programs					



Current Expression/Value					
H3.5	To increase the transformation of products/services developed in UYGAR Centers into social contribution				
Performance Indicators*	PG3.5.1	Number of vaccine candidates that passed Phase-2 and Phase-2b			
	PG3.5.2	Number of nanotechnological products developed			
	PG3.5.3	Number of products developed in cellular therapy			
	PG3.5.4	Number of drugs/products developed inproduction			
	PG3.5.5	Number of products and services developed/transformed into social contribution in other UYGAR Centers other than ERAGEM, ERNAM, GENKÖK, ER-FARMA			
Performance Indicator Value**		2023	2024	2025	2026
	PG3.5.1	2	2	3	3
	PG3.5.2	2	3	3	4
	PG3.5.3	5	6	6	7
	PG3.5.4	5	6	7	8
	PG3.5.5	4	6	8	10
Impact on Target	PG3.5.1	30			
	PG3.5.2	25			
	PG3.5.3	15			
	PG3.5.4	15			
	PG3.5.5	15			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	ERAGEM, ERNAM, GENKÖK, ER-FARMA, UYGAR Centers				
Risks	• Inadequate quality and quantity of personnel • Shrinking financial resources				
Strategies	• Increasing the number and quality of employees and improving their conditions • Conducting publicity/information activities on projects to increase external funding contribution • Increasing the number of projects that will contribute to external funding				
Total Cost	23.000.000 ₺				
Findings	• Restrictions imposed by the pandemic • Contractions due to insufficient financial resources and infrastructure				
Needs	• Increasing inter-institutional cooperation with the Senior Management of the University • Awarding projects that will ensure external funding contribution				



Updated Expression/Value						
H3.5						
Performance Indicators*	PG3.5.1	Number of vaccine candidates that passed Phase-2 implementation				
	PG3.5.2	Number of nanotechnological products/prototypes developed				
	PG3.5.3	Number of products developed a) in cellular therapy b) number of institutions with which service contracts are signed				
	PG3.5.4					
	PG3.5.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG3.5.1	1	2	2	3	3
	PG3.5.2	2	2	2	3	4
	PG3.5.3	a) 4 b) 7	a) 4 b) 8	a) 4 b) 8	a) 4 b) 8	a) 5 b) 9
	PG3.5.4	8	8	8	10	12
	PG3.5.5	-				
Impact on Target	PG3.5.1					
	PG3.5.2					
	PG3.5.3					
	PG3.5.4					
	PG3.5.5					
Responsible Unit						
Unit to Cooperate with						
Risks						
Strategies						
Total Cost		432.957.000 ₺				
Findings		<ul style="list-style-type: none">• Insufficient financial resources• Insufficient personnel and infrastructure				
Needs		<ul style="list-style-type: none">• Increasing cooperation between the University and other institutions• Awarding projects that will ensure external funding contribution• Formulation of strategies for product marketing and promotion activities				



CORPORATE SYSTEM					
Current Expression/Value					
H4.1	To make physical improvements in infrastructure and equipment in the service delivery areas of the university				
Performance Indicators*	PG4.1.1	Rate of improvement of physical conditions of health service delivery areas (%)			
	PG4.1.2	Rate of improvement of physical conditions of education and training service delivery areas (%)			
	PG4.1.3	Rate of improvement of physical conditions of social-cultural presentation areas (%)			
	PG4.1.4	Rate of improvement of the physical conditions of scientific and technological presentation areas (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG4.1.1	40	60	80	100
	PG4.1.2	43	62	81	100
	PG4.1.3	40	60	80	100
	PG4.1.4	42	60	78	100
Impact on Target	PG4.1.1	25			
	PG4.1.2	25			
	PG4.1.3	25			
	PG4.1.4	25			
Responsible Unit	Related Vice Rectorate				
Unit to cooperate with	Department of Construction and Technical Affairs				
Risks	<ul style="list-style-type: none">• Unexpected price increases• Failure to provide sufficient funds				
Strategies	<ul style="list-style-type: none">• Cooperation with relevant institutions and organizations to complete ongoing projects• Providing external funding contribution for the realization of planned projects				
Total Cost	565.977.000 ₺				
Findings	<ul style="list-style-type: none">• High demand for services and lack of adequate physical conditions to meet the demand				
Needs	<ul style="list-style-type: none">• Need for cooperation/protocols to increase budgetary and extra-budgetary funding sources				



CORPORATE SYSTEM						
Updated Expression/Value						
H4.1	To make physical improvements in infrastructure and equipment in the service areas of the university					
Performance Indicators*	PG4.1.1	Rate of improvement of physical conditions of health service areas (%)				
	PG4.1.2	Rate of improvement of physical conditions of education and training service areas (%)				
	PG4.1.3	Rate of improvement of physical conditions of social-cultural areas (%)				
	PG4.1.4	Rate of improvement of the physical conditions of scientific and technological areas (%)				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG4.1.1	15				
	PG4.1.2	25				
	PG4.1.3	10				
	PG4.1.4	8				
Impact on Target	PG4.1.1					
	PG4.1.2					
	PG4.1.3					
	PG4.1.4					
Responsible Unit						
Unit to cooperate with						
Risks	• Unexpected price increases • Failure to provide sufficient funds • Increasing needs and requirements in service areas					
Strategies						
Total Cost	991.859.000 ₺					
Findings						
Needs						



Current Expression/Value					
H4.2	Developing an integrated information management system and ensuring digital transformation				
Performance Indicators*	PG4.2.1	Completion rate of Corporate Integrated Information Management System Project (%)			
	PG4.2.2	Installation and commissioning rate of the new High Accessibility Center (%)			
	PG4.2.3	Number of end-user computers modernized			
	PG4.2.4	Number of devices renewed and added in wired and wireless network			
	PG4.2.5	Number of cyber security tests			
Performance Indicator Value**		2023	2024	2025	2026
	PG4.2.1	60	80	100	100
	PG4.2.2	100	100	100	100
	PG4.2.3	200	300	400	500
	PG4.2.4	80	90	90	90
	PG4.2.5	5	7	9	11
Impact on Target	PG4.2.1	30			
	PG4.2.2	20			
	PG4.2.3	15			
	PG4.2.4	15			
	PG4.2.5	20			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Department of Information Processing				
Risks	<ul style="list-style-type: none">• Differences in the web-based process management systems used by units• Differences in the functional priorities of end-user computers and the need for hardware upgrades in line with technological development• Low number and quality of the hardware used in the wired network• Use of outsourced software• Difficulties in obtaining qualified human and financial resources				
Strategies	<ul style="list-style-type: none">• Establishment of an Integrated Quality Management System• Improving the performance of existing computers• Performing device renewals starting from critical priority devices, expanding the number of wireless network devices and, accordingly, the coverage area• Taking necessary measures for information security by regularly conducting cyber security tests• systems to active-passive or active-active working order with the High Availability Center, increasing data backup capacity				
Total Cost	53.000.000 ₺				
Findings	<ul style="list-style-type: none">• Use of different web-based process management systems• Failure to meet current technology and security requirements in wired and wireless network devices• Inadequacies in the number and quality of existing computers prolong the work process• Existing management systems do not meet the technological needs• Insufficient number and quality of human resources with Cyber Security System				
Needs	<ul style="list-style-type: none">• Increasing and quality of human• Meeting the necessary budget for the procurement of software and hardware products				

Updated Expression/Value						
H4.2						
Performance Indicators*	PG4.2.1					
	PG4.2.2	Rate of realization of software and hardware design of card pass, turnstile, cafeteria, barrier systems with institutional resources (%)				
	PG4.2.3					
	PG4.2.4	Number of devices added and replaced in order to expand and modernize the information infrastructure for the services provided				
	PG4.2.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG4.2.1	30	40	60	80	100
	PG4.2.2	30	50	70	90	100
	PG4.2.3	150	250	350	450	600
	PG4.2.4	135	185	235	285	350
	PG4.2.5	3				
Impact on Target	PG4.2.1					
	PG4.2.2	15				
	PG4.2.3					
	PG4.2.4	20				
	PG4.2.5					
Responsible Unit						
Unit to Cooperate with						
Risks		<ul style="list-style-type: none">• Differences in the web-based process management systems used by units• Differences in the functional priorities of end-user computers and the need for hardware upgrades in line with technological development• Partial interruptions in the services provided due to the low number and quality of the hardware used in the infrastructure• Use of outsourced software, delays caused by contractor companies in outsourced projects• Difficulties in obtaining qualified human and financial resources				
Strategies		<ul style="list-style-type: none">• Establishment of an Integrated Quality Management System• Improving the performance of existing computers• Performing device renewals starting from critical priority devices, expanding the number of wireless network devices and, , the coverage area• Taking necessary measures for information security by regularly conducting cyber security tests• With the High Availability Center, systems will be switched to active-passive or active-active operation, data backup capacity will be increased, business continuity will be ensured, service quality will be improved and data security will be enhanced.				
Total Cost		86.000.000 ₺				
Findings		<ul style="list-style-type: none">• Use of different web-based process management systems• Failure to provide up-to-date technology and security requirements in wired and wireless network devices• Inadequacies in the number and quality of existing computers have prolonged the work process• Existing information management systems do not meet the technological needs• Inadequate number and quality of cyber security system and human resources				
Needs		<ul style="list-style-type: none">• Increasing and quality of human• Obtaining the necessary budget for the procurement of software and hardware products				

Current Expression/Value					
H4.3	Increasing institutional belonging				
Performance Indicators*	PG4.3.1	Training time organized per staff member (person/hours attended/total number of staff)			
	PG4.3.2	Number of social events organized for staff			
	PG4.3.3	Satisfaction level of academic staff with institutional culture (%)			
	PG4.3.4	Satisfaction level of administrative staff with the corporate culture (%)			
	PG4.3.5	Satisfaction level of employees in health service delivery areas (%)			
Performance Indicator Value**		2023	2024	2025	2026
	PG4.3.1	19,21	20,17	21,18	22,24
	PG4.3.2	24	27	30	33
	PG4.3.3	76,38	78,68	81,04	83,47
	PG4.3.4	70,02	72,12	74,28	76,51
	PG4.3.5	77,72	80,05	82,45	84,93
Impact on Target	PG4.3.1	20			
	PG4.3.2	20			
	PG4.3.3	20			
	PG4.3.4	20			
	PG4.3.5	20			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	ERU Quality Commission, of Personnel, Department of Information TechnologiesSUAMDental and Dentistry UYGAR Center, UYGAR Centers, All academic units, Relevant administrative units				
Risks	<ul style="list-style-type: none">• Low response rates of academic staff and administrative staff satisfaction surveys• Low participation in in-service trainings to be organized• Low participation in trainings to be organized for the development of academic and administrative staff• Low participation in social activities organized for employees				
Strategies	<ul style="list-style-type: none">• Organizing courses and in-service trainings to ensure the personal and professional development of administrative staff• Organizing trainings to ensure the personal and professional development of academic staff• Organizing social activities to increase the motivation of academic and administrative staff• Opening the ERU Store, where licensed products will be sold to increase corporate belonging, and increasing the effectiveness of the reward system• To organize the distribution of personnel according to the workload of the units				
Total Cost	7.500.000 ₺				
Findings	<ul style="list-style-type: none">• Lack of sales of licensed products of the university• Partial dissatisfaction expressed by employees in the employee survey "balancing the number of employees according to the workloads of the units"• Partial dissatisfaction expressed by employees in the employee survey about the "reward system that increases the motivation of employees at the university"• Lack of a common practice for evaluating employee satisfaction in units				
Needs	<ul style="list-style-type: none">• Identifying areas of dissatisfaction for the academic staff of the university and implementing remedial solutions• Identifying areas of dissatisfaction for the administrative staff of the university and implementing remedial solutions• Developing and completing the Stakeholder Relationship Management (PRM) System, which will be used to measure the satisfaction level of academic and administrative staff with the institutional culture• Organizing trainings and activities to strengthen the corporate belonging of employees				

Updated Expression/Value						
H4.3						
Performance Indicators*	PG4.3.1					
	PG4.3.2					
	PG4.3.3					
	PG4.3.4					
	PG4.3.5	Satisfaction level of employees in Health Service areas (%)				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG4.3.1	17,43				
	PG4.3.2	22				
	PG4.3.3	72,72	73,45	74,18	74,92	75,67
	PG4.3.4	66,66	67,33	68	68,68	69,37
	PG4.3.5	73,99	74,73	75,48	76,23	76,99
Impact on Target	PG4.3.1					
	PG4.3.2					
	PG4.3.3					
	PG4.3.4					
	PG4.3.5					
Responsible Unit						
Unit to Cooperate with						
Risks	<ul style="list-style-type: none">• Low response rates of academic and administrative staff satisfaction surveys• Low participation in in-service trainings to be organized• Low participation in trainings to be organized for the development of academic and administrative staff• Low participation in social activities organized for employees					
Strategies	<ul style="list-style-type: none">• Organizing courses and in-service trainings to ensure the personal and professional development of administrative staff• Organizing trainings to ensure the personal and professional development of academic staff• Organizing social activities to increase the motivation of academic and administrative staff• Opening the ERU Store to sell licensed products to increase institutional belonging and increasing the effectiveness of the reward system• Carrying out studies to organize the distribution of personnel according to the workload of the units					
Total Cost	17.000.000 ₺					
Findings	<ul style="list-style-type: none">• Lack of sales of licensed products of the university• Relatively low satisfaction expressed by employees in the employee survey about "balancing the number of employees according to the workloads of the units"• Relatively low satisfaction of the employees in the employee survey about the "reward system that increases the motivation of the employees at the university"• The absence of a common practice for the evaluation of employee satisfaction in the units					
Needs	<ul style="list-style-type: none">• Identifying the areas where the satisfaction of the university's academic staff is low and implementing remedial solutions• Identifying the areas where the satisfaction of the administrative staff of the university is low and implementing remedial solutions• Developing and completing the Stakeholder Relationship Management (PRM) System that will be used to measure the satisfaction level of academic and administrative staff with the institutional culture• Organizing trainings and activities to strengthen the corporate belonging of employees					

Current Expression/Value					
H4.4	Strengthening and maintaining communication with stakeholders				
Performance Indicators*	PG4.4.1	Students' satisfaction level with institutional communication (%)			
	PG4.4.2	Graduates' satisfaction level with institutional communication (%)			
	PG4.4.3	Employers' satisfaction level with corporate communication (%)			
	PG4.4.4	Completion rate of ERIMER System (%)			
	PG4.4.5	Number of activities organized for stakeholders			
Performance Indicator Value**		2023	2024	2025	2026
	PG4.4.1	65,46	67,42	69,44	71,53
	PG4.4.2	63,91	66,47	69,13	71,89
	PG4.4.3	71,21	73,34	75,54	77,81
	PG4.4.4	80	100	100	100
	PG4.4.5	136	138	140	142
Impact on Target	PG4.4.1	20			
	PG4.4.2	20			
	PG4.4.3	20			
	PG4.4.4	20			
	PG4.4.5	20			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	ERU Quality Commission, Career Guidance and Information Center, Department Information Technologies, all academic units				
Risks	<ul style="list-style-type: none">• Low interest and participation of stakeholders in the activities to be organized• Low response rates of corporate communication satisfaction surveys• Inability to reach graduates if the contact information registered in the Alumni Information System is outdated				
Strategies	<ul style="list-style-type: none">• Developing the ERU Communication Center (ERIMER) System where stakeholders can submit their requests, complaints, opinions and suggestions• Utilizing stakeholder opinions, suggestions and feedback submitted through ERIMER in evaluating process improvement studies and cooperation opportunities• Defining the processes and activities related to each stakeholder group (Student Relations Management, Alumni Relations Management, Employer Relations Management, Supplier Relations Management, etc.) in order to develop the Stakeholder Relations Management (PRM) System and ensure the continuity of institutional communication.• Ensuring the continuity of the PIY System by disseminating it to all academic and related administrative units				
Total Cost	25.000.000 ₺				
Findings	<ul style="list-style-type: none">• Insufficient level of communication and cooperation with stakeholders• Existence of systems for receiving opinions, suggestions and feedback from stakeholders• Failure to regularly assess and monitor stakeholder satisfaction• Low institutional belonging of students and graduates• Lack of a common practice for evaluating student, graduate and employer satisfaction in academic units				
Needs	<ul style="list-style-type: none">• Developing systems and processes to ensure continuity in stakeholder relations• Increasing stakeholder participation in processes by strengthening communication and cooperation with stakeholders• Expanding activities to increase communication and cooperation with stakeholders in all academic units• Utilizing stakeholders' opinions, suggestions and feedback in improving processes• Strengthening the institutional belonging of students and graduates				

Updated Expression/Value						
H4.4						
Performance Indicators*	PG4.4.1					
	PG4.4.2					
	PG .4.3					
	PG4.4.4					
	PG4.4.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG .4.1	62,32	62,94	63,57	64,21	64,85
	PG4.4.2	59,68	60,28	60,88	61,49	62,10
	PG4.4.3	67,79	68,47	69,15	69,85	70,54
	PG4.4.4	20	60	100	100	100
	PG4.4.5	150	200	250	300	350
Impact on Target	PG4.4.1					
	PG4.4.2					
	PG4.4.3					
	PG4.4.4					
	PG4.4.5					
Responsible Unit						
Unit to Cooperate with						
Risks						
Strategies		<ul style="list-style-type: none">• Developing ERU Communication Center (ERIMER) System where stakeholders can communicate their requests, complaints, opinions and suggestions• Utilizing stakeholder opinions, suggestions and feedback submitted through ERIMER in evaluating process improvement studies and cooperation opportunities• Obtaining International Management System Standards Certificates• Establishment of Corporate Communications Directorate• Ensuring the continuity of the PIY System by disseminating it to all academic and related administrative units				
Total Cost		38.500.000 ₺				
Findings						
Needs						



Current Expression/Value					
H4.5	Increasing internationalization performance				
Performance Indicators*	PG4.5.1	Erciyes University's place in international rankings (rank) (QS EECA)			
	PG4.5.2	Number of agreements/protocols signed with national and international institutions			
	PG4.5.3	Number of activities to increase internationalization performance			
Performance Indicator Value**		2023	2024	2025	2026
	PG4.5.1	World : 150 among Turkish universities:13	World ranking: 145 among Turkish universities: 12	World ranking: 145 among Turkish universities: 11	World ranking: 140 among Turkish universities: 10
	PG4.5.2	290	300	310	320
	PG4.5.3	45	50	55	60
Impact on Target	PG4.5.1	35			
	PG4.5.2	35			
	PG4.5.3	30			
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Web result page of QS EECA Ranking System, Directorate of Foreign Relations OfficeRectorate Chief of Staff, Department of Health, Culture and Sports, Department of Personnel				
Risks	<ul style="list-style-type: none">• Insufficient number of students and academic staff applying to exchange programs• Insufficient resources for organizing and participating in international promotional events• Restriction of international mobility due to health, security, political, etc.				
Strategies	<ul style="list-style-type: none">• Participating in organizations such as domestic and international fairs, congresses, etc. in virtual and physical environments to increase internationalization performance• Organizing promotional activities within the university to increase internationalization performance• Organizing visits to institutions for international bilateral and multilateral agreements• To increase internal awareness of the international rankings in which our university is included				
Total Cost	17.500.000 ₺				
Findings	<ul style="list-style-type: none">• Failure to improve the position in international rankings• Inadequate bilateral and multilateral agreements with international organizations				
Needs	<ul style="list-style-type: none">• Increasing the resources allocated to promotional activities• Recruitment of additional staff to the Foreign Relations Office• Increasing faculty and student exchange quotas through bilateral and multiple collaborations				

Updated Expression/Value						
H4.5						
Performance Indicators*	PG4.5.1					
	PG4.5.2					
	PG4.5.3					
	PG4.5.4	Number of International Advisory Board meetings				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG4.5.1	World : 155 Ranking among Turkish universities: 15				
	PG4.5.2	172				
	PG4.5.3	18				
	PG4.5.4	1	1	1	1	1
Impact on Target	PG4.5.1					
	PG4.5.2					
	PG4.5.3	20				
	PG4.5.4	10				
Responsible Unit						
Unit to Cooperate with	Coordinatorship of Institutional Data Management and Analytics, Directorate of Foreign Relations OfficeRectorate Chief of Staff, Department of Health, Culture and Sports, Department of Personnel					
Risks	-High number of undergraduate students per faculty member • Insufficient number of students and academic staff applying to exchange programs • Insufficient resources for organizing and participating in international promotional events • Restriction of international mobility due to health, security, political, etc.					
Strategies	• Participation in organizations such as domestic and international fairs, congresses, etc. in virtual and physical environments to increase internationalization performance • Organizing promotional activities within the university to increase internationalization performance • Organizing visits to institutions for international bilateral and multilateral agreements • Continuation of cooperation and legislative efforts to reduce the number of undergraduate students per faculty member by the University Senior Management • Establishment of the University International Advisory Board					
Total Cost						
Findings						
Needs						

UNIVERSITY					
Current Expression/Value					
H 5.1	Creating a sustainability ecosystem and raising awareness on sustainability				
Performance Indicators*	PG5.1.1				
	PG5.1.2				
	PG5.1.3				
	PG 5.1.4				
	PG5.1.5				
Performance Indicator Value**		2023	2024	2025	2026
	PG5.1.1	25	30	35	40
	PG5.1.2	343	348	353	358
	PG5.1.3	205	222	240	260
	PG5.1.4	301-400	201-300	201-300	201-300
	PG5.1.5	90-100	80-90	80-90	80-90
Impact on Target	PG5.1.1				
	PG5.1.2				
	PG5.1.3				
	PG5.1.4				
	PG5.1.5				
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Institutional Data Management and Analytics Coordinatorship/Sustainability Office, Registrar's OfficeInCites databaseTHE Impact Ranking System web pageUI GreenMetric Ranking System web result page				
Risks	Lack of awareness of Sustainable Development Goals and sustainability awareness				
Strategies	<ul style="list-style-type: none">• Explaining the Sustainable Development Goals to employees and students through activities such as training and information etc.• Determining course contents for Sustainable Development Goals, sharing these contents with the relevant faculties and institutes• Informing researchers on increasing scientific publications related to the Sustainable Development Goals• Identifying infrastructure investments to increase campus practices related to sustainability• Increasing national and international cooperation towards Sustainable Development Goals				
Cost Estimate	6.000.000 ₺				
Findings	<ul style="list-style-type: none">• The importance of the concept of sustainability is not understood within the university• Few bilateral agreements with national and international organizations for Sustainable Development Goals• Insufficient awareness our university researchers on sustainability in their scientific publications• Inadequate campus infrastructure facilities related to sustainability• Lack of trained manpower in the field of sustainability				
Needs	<ul style="list-style-type: none">• Strengthening the Corporate Data Management and Analytics Coordinatorship / Sustainability Office in terms of physical space and personnel• Supported by the Sustainability Office, planning and coordinating activities towards the goals• Organizing sustainability-themed scientific and social events• Developing systems for effective monitoring and evaluation of sustainability activities• Providing financial resources for participation in international platforms on sustainability				

UNIVERSITY						
Updated Expression/Value						
H 5.1						
Performance Indicators*	PG5.1.1					
	PG5.1.2					
	PG5.1.3					
	PG5.1.4					
	PG5.1.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG5.1.1	15				
	PG5.1.2	354	369	384	399	414
	PG5.1.3	450	460	470	480	490
	PG5.1.4	301-400				
	PG5.1.5	90-100				
Impact on Target	PG5.1.1	15				
	PG5.1.2	15				
	PG5.1.3					
	PG5.1.4	25				
	PG5.1.5	25				
Responsible Unit						
Unit to Cooperate with	Sustainability Office, Institutional Data Management and Analytics Coordinatorship, Dean of Students Office, Registrar's Office					
Risks	<ul style="list-style-type: none">• Lack of awareness of Sustainable Development Goals and sustainability awareness• Inclusion of new universities in THE Impact Ranking and UI GreenMetric ranking systems• Researchers do not include the right keywords for sustainable development goals in their research activities					
Strategies	<ul style="list-style-type: none">• Explaining the Sustainable Development Goals to employees and learners through activities such as training and information etc.• Determining course contents for Sustainable Development Goals, sharing these contents with relevant faculties and institutes• Informing researchers on increasing scientific publications related to the Sustainable Development Goals• Preparation and implementation of action plans for all Sustainable Development Goals• Increasing national and international cooperation towards Sustainable Development Goals					
Cost Estimate	99,500.000 ₺					
Findings	<ul style="list-style-type: none">• The importance of the concept of sustainability is not understood within the university• Few bilateral with national and international organizations for Sustainable Development Goals• Insufficient awareness of our university researchers about sustainability in their scientific publications• Insufficient number of action plans for all Sustainable Development Goals.• Lack of trained manpower in the field of sustainability					
Needs	<ul style="list-style-type: none">• Strengthening the Sustainability Office in terms of physical space and personnel*Providing financial support to student clubs operating in the field of sustainability*Strengthening external stakeholder interaction in sustainability activities• Developing systems for effective monitoring and evaluation of sustainability activities• Providing financial resources for participation in international platforms on sustainability					

Current Expression/Value					
H 5.2	Developing practices to increase the welfare level of the society and increasing activities related to social				
Performance Indicators*	PG5.2.1				
	PG5.2.2				
	PG5.2.3				
	PG5.2.4				
	PG5.2.5				
Performance Indicator Value**		2023	2024	2025	2026
	PG5.2.1	2,01	2,11	2,21	2,31
	PG5.2.2	55	60	65	70
	PG5.2.3	45	50	55	60
	PG5.2.4	11	14	17	20
	PG5.2.5	15	20	25	30
Impact on Target	PG5.2.1				
	PG5.2.2				
	PG5.2.3				
	PG5.2.4				
	PG5.2.5				
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	of Health, Culture and Sports, all academic units, KAÇAUM, ERREM, YÖK, Our University Web page				
Risks	Lack of awareness of Sustainable Development Goals and sustainability awareness				
Strategies	<ul style="list-style-type: none">• Developing collaborations to increase the amount of scholarships, social aid and clothing to needy students studying at our university• Conducting informative meetings with academic units to increase projects and activities for healthy and quality life, improving existing collaborations with local, national and global health institutions• Planning for women-friendly campus practices by increasing collaborations on sustainability• Planning for disability-friendly campus practices by increasing collaborations on sustainability• Allocating more resources to public artistic and cultural activities on campus				
Cost Estimate	8.500.000 ₺				
Findings	<ul style="list-style-type: none">• Few social assistance points on campus• Lack of healthy and quality life activities provided to staff and students on campus• Lack of a women-friendly campus action plan• Few public artistic and cultural activities are organized on campus• Inadequate campus infrastructure facilities related to sustainability				
Needs	<ul style="list-style-type: none">• Organizing meetings at regular intervals to produce policies on social sustainability• Expanding social welfare activities throughout the university, providing suitable physical space in each faculty and facilitating accessibility• Increasing the number of projects and activities for healthy and quality life• Preparation of a women-friendly campus action plan• Increasing the number of buildings that meet the requirements for spatial accessibility				

Updated Expression/Value						
H 5.2						
Performance Indicators*	PG5.2.1					
	PG5.2.2					
	PG5.2.3	Number of activities carried out for women-friendly university practices				
	PG5.2.4					
	PG5.2.5	Number of artistic and cultural activities open to the public at the university				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG5.2.1	3,21	4,71	6,21	7,71	9,21
	PG5.2. 2	50				
	PG5.2.3	30	50	55	60	65
	PG5.2.4	7				
	PG5.2.5	25	35	45	55	65
Impact on Target	PG5.2.1					
	PG5.2.2					
	PG5.2.3					
	PG5.2.4					
	PG5.2.5					
Responsible Unit						
Unit to Cooperate with	of Health, Culture and Sports, all academic units, KAÇAUM, ERREM, YÖK					
Risks	Lack of awareness of Sustainable Development Goals and sustainability awareness Lack of clear identification of social aid to students					
Strategies	<ul style="list-style-type: none">• Developing collaborations to increase the amount of scholarships, social aid and clothing materials given to needy students studying at our university and monitoring the scholarships given in each unit.• Conducting information meetings with academic units to increase projects and activities for healthy and quality life, improving existing collaborations with local, national and global health institutions• Preparation of an action plan for a women-friendly university.• Planning for disability-friendly university practices by increasing collaborations on sustainability• Allocating more resources to public artistic and cultural activities within the university					
Cost Estimate	120.321000 ₺					
Findings	<ul style="list-style-type: none">• Few social assistance points within the university• Few healthy and quality life activities organized for staff and students within the university• Lack of a Women Friendly University Action Plan• Few public artistic and cultural activities are organized within the university• Inadequate university infrastructure facilities related to sustainability					
Needs	<ul style="list-style-type: none">• Organizing meetings at regular intervals to produce policies on social sustainability• Expanding social welfare activities throughout the university, providing suitable physical space in each faculty and facilitating accessibility• Increasing the number of projects and activities for healthy and quality life• Preparation of the Women-Friendly University Action Plan• Increasing the number of buildings that meet the requirements for spatial accessibility					

Current Expression/Value					
H 5.3	Increasing environmentally friendly university activities and ensuring environmental sustainability				
Performance Indicators*	PG5.3.1				
	PG5.3.2				
	PG5.3.3				
	PG5.3.4				
	PG5.3.5				
Performance Indicator Value**		2023	2024	2025	2026
	PG5.3.1	31,98	32,3	32,62	32,94
	PG5.3.2	0,6	0,9	1,2	1,2
	PG5.3.3	20	40	70	90
	PG5.3.4	2	2	3	3
	PG5.3.5	0,24	0,23	0,22	0,21
Impact on Target	PG5.3.1				
	PG5.3.2				
	PG5.3.3				
	PG5.3.4				
	PG5.3.5				
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	Department of ConstructionDepartment of PersonnelE-campus OfficeDirectorate of Protection and Security				
Risks	Lack of awareness of Sustainable Development Goals and sustainability awareness				
Strategies	<ul style="list-style-type: none">• Efficient use of energy within the campus, improving the physical and technological infrastructure to prevent energy waste, expanding the use of alternative and environmentally friendly energy sources• Increasing environmentally friendly campus practices that are sensitive to the environment and minimize harmful effects on human health and the environment• Implementing activities for the recycling and reuse of waste generated on campus within the campus• Improving physical infrastructure for water conservation• Dissemination of sustainable transportation practices				
Cost Estimate	21.048.000 ₺				
Findings	<ul style="list-style-type: none">• Failure to use renewable energy sources at our university• Lack of buildings with energy identity certificates and insufficient number of energy and water-saving buildings,• Lack of an implementation plan for waste recycling on campus• High number of vehicles entering the campus• Inadequate systems for measuring sustainable transportation practices				
Needs	<ul style="list-style-type: none">• Increasing the number of lawns, gardens, roof gardens, indoor planting and activities for greening purposes• Increasing energy and water saving practices• Increasing the number of water recycling and rainwater collection and storage systems• Establishment of a waste recycling center• Development of systems for measuring sustainable transportation practices				

Updated Expression/Value						
H 5.3						
Performance Indicators*	PG5.3.1	Ratio of green areas to total university area (%)				
	PG5.3.2					
	PG5.3.3	Amount of waste utilized within the university (tons)				
	PG5.3.4	Amount of water reused/reduced/saved across the university (m³)				
	PG5.3.5	Ratio of the total number of daily vehicles entering the university to the university population (%)				
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG 5.3.1	72	72.1	72.2	72.4	72.6
	PG5.3.2	0.08	0.08	0.08	0.09	0.09
	PG5.3.3	178	200	220	240	300
	PG5.3.4	-	2000	4000	5000	6000
	PG5.3.5	0,19	0,18	0,17	0,16	0,15
Impact on Target	PG5.3.1	10				
	PG5.3.2	30				
	PG5.3.3					
	PG5.3.4					
	PG5.3.5					
Responsible Unit						
Unit to Cooperate with		Department of Construction and Technical Affairs, Department of Personnel, E-campus, Protection and Security DirectorateErciyes Teknopark A.Ş., ERU Agricultural Application and Research CenterERU Environmental Problems and Clean Production Research and Application Center, municipalities				
Risks		*The fact that Erciyes University is not among the universities selected within the scope of the protocol between the Council of Higher Education and the Environment, Urbanization, Climate Change and the Energy and Natural Resources to establish a "Sustainable and Climate Friendly Campus" *The World Bank does not fund the Ministry of Environment, Urbanization and Climate Change for the installation of GES renewable energy *Failure to obtain data on the amount of waste recycled from all municipalities within the borders of the university *Lack of technical suitability of the pool water to feed the pond *Failure to measure sustainable transportation practices				
Strategies		• Efficient use of energy within the university, improvement of physical and technological infrastructure to prevent energy waste, dissemination of alternative and environmentally friendly energy sources • Increasing environmentally friendly university practices that are sensitive to the environment and minimize harmful effects on human health and the environment • Implementing activities for the recovery and reuse of waste generated at the university within the university • Improving the physical infrastructure for water saving, increasing the variety of plants that will save irrigation • Providing systems for the development and measurement of sustainable transportation practices				
Cost Estimate		75.315.000 ₺				
Findings		• Failure to use renewable energy sources at our university • Lack of buildings with energy identity certificates, insufficient number of energy and water-saving buildings • Lack of a plan for the recovery and reuse of waste within the university • High number of vehicles entering the university • Inadequate systems for measuring sustainable transportation practices				
Needs		• Increasing efforts to create green areas • Increasing energy and water saving practices • Measuring data on water reuse and rainwater harvesting and storage systems • Establishment of a Waste Collection-Separation Center • Development of systems for measuring sustainable transportation practices				

Current Expression/Value					
H 5.4	Increasing activities to support sustainable production and consumption				
Performance Indicators*	PG5.4.1				
	PG5.4.2				
	PG5.4.3				
	PG5.4.4				
	PG5.4.5				
Performance Indicator Value**		2023	2024	2025	2026
	PG5.4.1	25608	22407	19206	17285
	PG5.4.2	17	19	21	23
	PG5.4.3	22,5	25	27,5	30
	PG5.4.4	27	29	31	33
	PG5.4.5	24	26	28	30
Impact on Target	PG5.4.1				
	PG5.4.2				
	PG5.4.3				
	PG5.4.4				
	PG5.4.5				
Responsible Unit	Related Vice Rectorate				
Unit to Cooperate with	of Health, Culture and Sports, Alumni Office, ERU Agricultural Application and Research Center, Faculty of Agriculture, Alumni Office, Erciyes TEKNOPARK, BAPSİSDAPSİS, TÜBİTAK TTS, Strategy Department,				
Risks	Lack of awareness of Sustainable Development Goals and sustainability awareness				
Strategies	<ul style="list-style-type: none">• Developing policies to reduce food waste on campus• Increasing practices to promote sustainable agriculture through projects, research and training activities carried out by academicians of our university• Providing supportive online certificate programs to increase the employment rate of students• Organizing entrepreneurship programs on sustainability• Carrying out studies to support projects for Sustainable Development Goals within BAP, informing researchers about external project funds and calls				
Cost Estimate	6.000.000 ₺				
Findings	<ul style="list-style-type: none">• Lack of official protocols for giving leftover food from the cafeteria to institutions or animal shelters• Insufficient sharing of agricultural research, training and infrastructure facilities with local and farmers to promote sustainable agriculture• Failure to ensure effective interaction with graduates and failure to monitor data on the employment of graduates• Low number of Technopark companies carrying out projects on sustainability issues• awareness of our university researchers on sustainability in their projects, researchers do not turn to international funding sources related to sustainability				
Needs	<ul style="list-style-type: none">• Taking measures to minimize waste in cafeterias• Establishing protocols on the utilization of leftover food• Establishment of an Alumni Office and supportive online certificate programs to increase the employment rate of students• Encouraging researchers to work on sustainability issues• Establishing financial resources for Sustainable Development Goals at our university				

Updated Expression/Value						
H 5.4						
Performance Indicators*	PG5.4.1	Amount of food waste produced from food served in our university cafeterias (plate)				
	PG5.4.2					
	PG5.4.3					
	PG5.4.4					
	PG5.4.5					
Performance Indicator Value**		2022***	2023	2024	2025	2026
	PG5.4.1	210000	200000	180000	160000	140000
	PG5.4.2	0				
	PG5.4.3	-				
	PG5.4.4	23				
	PG5.4.5	22.04				
Impact on Target	PG5.4.1					
	PG5.4.2					
	PG5.4.3					
	PG5.4.4					
	PG5.4.5					
Responsible Unit						
Unit to Cooperate with	Department Health, Culture and Sports, ERU Agricultural Application and Research Center, Faculty of Agriculture, Erciyes Teknopark A.Ş., Corporate Data Management and Analytics Coordinatorship, Sustainability Office, Strategy Department, Dean of Students, Registrar's Office, KAYBIMER					
Risks	<ul style="list-style-type: none">• Lack of awareness of Sustainable Development Goals and sustainability awareness• Lack of an administrative unit for graduate follow-up					
Strategies	<ul style="list-style-type: none">• Developing practices to reduce food waste at our university• Increasing practices that will promote sustainable agriculture through projects, research and training activities carried out by academicians of our university and carrying out agricultural extension activities.• Providing supportive online certificate programs to increase the employment rate of students• Organizing entrepreneurship programs on sustainability• Carrying out studies to support projects for Sustainable Development Goals within BAP, informing researchers about external project funds and calls					
Cost Estimate	76.900.000 ₺					
Findings	<ul style="list-style-type: none">• Failure to calculate numerical data the environmental impact of meals served in cafeterias, such as carbon and water footprint• Inadequate sharing of agricultural research, training and infrastructure facilities local farmers and the number of activities to promote sustainable agriculture• Failure to ensure effective interaction with graduates and failure to monitor data on the employment of graduates• Low number of Technopark companies carrying out projects on sustainability issues• awareness of our university researchers on sustainability in their projects, researchers do not turn to international funding sources related to sustainability					
Needs	<ul style="list-style-type: none">• Taking measures to minimize waste in cafeterias and implementing environmentally friendly practices•Ensuring the continuity of educational activities on sustainable agriculture and activities with farmers• Establishment of an Alumni Office and supportive certificate programs to increase the employment rate of students• Encouraging researchers to work on sustainability issues• Establishing financial resources for Sustainable Development Goals at our university					

Erciyes University 2023-2026 Strategic Plan Updated Version

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