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ISTANBUL TECHNICAL UNIVERSITY

2022-2026
STRATEGIC PLAN

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TECHNICAL
UNIVERSITY**

2022-2026
STRATEGIC PLAN

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LIST OF ABBREVIATIONS

EU	European Union
ABET	Accreditation Board for Engineering and Technology
AFAD	Disaster and Emergency Management Presidency
ASELSAN	Military Electronics Industry
BİDB	Information Technologies Directorate
EBYS	Electronic Document Management System
SWOT	Strengths and Weaknesses, Opportunities and Threats
IAESTE	International Association for the Exchange of Students for Technical Experience
IFLA	International Federation of Landscape Architects
IMO	International Maritime Organization
ISO	International Organization for Standardization
İTÜ	Istanbul Technical University
İTÜ SEM	ITU Continuing Education Center
KEP	Registered Electronic Mail
KİDR	Institutional Internal Evaluation Report
NAAB	National Architectural Accrediting Board
NCEES	The National Council of Examiners for Engineering and Surveying
PESTLE	Political, Economic, Social, Technological, Legal and Environmental Analysis
TTO	Technology Transfer Office
TUSAŞ	Turkish Aerospace Industries
TÜBİTAK	The Scientific and Technological Research Council of Turkey
UOLP	Dual Diploma Undergraduate Programs
UZEM	Distance Education Center
YÖK	Council of Higher Education
YÖKAK	Turkish Higher Education Quality Council



RECTOR'S MESSAGE

Istanbul Technical University, with its deep-rooted history of nearly 250 years; continues its activities without slowing down in order to expand the limits of knowledge in science, technology and art and to respond to the needs of

society with its applications. ITU, which always aims at dynamism and innovation in education and training; thanks to its expertise and creativity in science, technology and art, it is on its way to become an internationally leading university. As ITU has accomplished great things in the past of our country, it also undertakes an eye-opening and guiding mission in the future. While aiming all these, it takes care not to compromise its human-oriented and open to differences, libertarian and critical, entrepreneurial and competitive, original and innovative values.

Following our 2017-2022 Strategic Plan, in which we set out our future vision as a Technical University, we have now prepared ITU's 2022-2026 Strategic Plan in line with the opinions, suggestions and guidance of all stakeholders. The prepared plan includes the strategic goals of Istanbul Technical University, the goals that will enable ITU to achieve these goals, and the strategies to be used to achieve them, in the 2022-2026 period.

It would be appropriate to discuss our strategic goals, which we elaborated in detail in our report, which was prepared with a participatory approach, under one heading.

Due to its mission and vision, ITU always prioritizes education and training. In this sense, it aims to strengthen the physical infrastructure, to dominate multi-disciplinary and interdisciplinary education and training, to have students and teaching staff at international standards, to continuously improve undergraduate and graduate education and to increase its quality every year in order to make the innovative and dynamic education model permanent.

One of the most obvious goals of ITU is to create value for our country by strengthening the scientific and technological infrastructure through R&D and innovation studies. For this, while increasing the number and impact of qualified scientific research, it also cooperates with public, industry and non-governmental organizations to develop new technologies and products and strengthen the human resources and infrastructure necessary for R&D. In this way, it provides both to monitor the output performance of graduate programs by increasing their academic activities and to increase the entrepreneurial potential of ITU students and graduates.

In addition to these, ITU plays an active role in informing and guiding the society in social, cultural, scientific and technological fields. With the strengthening of the Continuing Education Center and the Alumni Relations Office, in addition to the public information reports prepared on environmental and natural events, priority is given to the appreciation of the perception of ITU in the society and the brand value of ITU.

Our strategic goals also include making digital transformation permanent, increasing the visibility of our university by deepening internationalization activities, and making ITU a more preferred institution that plays an active role in the international arena. Moreover, strengthening the social life and communication in ITU campuses and finally developing the institutional structure that adopts continuous improvement by increasing the facilities of the campuses have a prominent place among our goals.

As we prepare excitedly for our 250th anniversary, which we will celebrate in 2023, the 100th anniversary of our Republic, as an education and training institution, we have determined for ourselves a roadmap where digital transformation, internationalization, R&D investments and university-industry cooperation are always in focus.

I would like to thank all of our academics who have contributed to the preparation of our 2022-2026 Strategic Plan, and I wish this step taken to strengthen our place among the best in the world with each passing day, to be beneficial.

Prof. Dr. İsmail Koyuncu
Rector



STRATEGIC PLAN AT A GLANCE

The strategic plan includes the strategic goals of Istanbul Technical University in the 2022-2026 period, the objectives that will achieve these goals, and the strategies that will be used to achieve these objectives. A brief summary of the strategic plan for the period 2022-2026, which will bring Istanbul Technical University to its vision with a participatory approach, is given below.

Our Mission

The reason for the existence of Istanbul Technical University is to expand the boundaries of knowledge in science, technology and art and to respond to the needs of society with its applications.

Our Vision

Being an international and a leading university in science, technology and art, with its expertise and creativity.

Our Values

- Human Orientation and Openness to Differences
- Libertarianism and Criticism
- Entrepreneurship and Competitiveness
- Originality and Innovation

STRATEGIC PLAN AT A GLANCE

Our Strategic Goals and Objectives

A1 Strengthening education and training with innovative and dynamic approaches

H1.1 Strengthening the physical infrastructure for education and training

H1.2 Strengthening multidisciplinary and interdisciplinary education and training

H1.3 Having enough number of qualified Instructors to compete at international standards in education

H1.4 Making our university an education and training center preferred by qualified undergraduate and graduate students

H1.5 Ensuring continuous improvement of undergraduate and graduate education programs

A2 Creating value for our country by contributing to scientific and technological developments through qualified research

H2.1 Increasing the number and effectiveness of qualified scientific research

H2.2 Increasing the academic activities of graduate programs and monitoring their output performance regularly

H2.3 Developing new technologies and products by increasing cooperation with public, industry and non-governmental organizations

H2.4 Strengthening required human resources and infrastructure for research and development

H2.5 Increasing the entrepreneurial potential of ITU students and graduates

A3 Taking an active role in social, cultural, scientific and technological fields in a way to inform and raise awareness of the society

H3.1 Restructuring and strengthening the ITU continuing education center

H3.2 Strengthening the Alumni Relations Office

H3.3 Strengthening the perception of ITU in society

H3.4 Strengthening social life and communication in ITU campuses

A4 Developing a corporate structure that embraces continuous improvement and ensuring digital transformation

H4.1 Establishing quality management systems based on continuous improvement

H4.2 Completing the digital transformation at ITU

H4.3 Improving livability for all stakeholders by increasing the facilities of the campuses

A5 Making our university a preferred institution that plays an active role in the international arena

H5.1 Being an internationally recognized and preferred institution in education and research

H5.2 Being an internationally recognized and preferred institution with its scientific research, products and technologies it has developed

H5.3 Increasing the visibility of our University by deepening its internationalization activities

KEY PERFORMANCE INDICATORS

The key performance indicators of our university are given in Table 1.

Table 1. ITU Key Performance Indicators		
Plan Period Initial Value	Performance Indicators	2026
30	PG1.2.1 - Number of interdisciplinary master's programs	33
8	PG1.4.2 - Number of students from the top 1000 in the university entrance exam	40
25	PG1.5.3 - Number of self-assessment programs	40
1,35	PG2.1.1 - Total number of scientific articles per faculty member	1,60
0,16	PG2.2.2 - Number of external project supported doctoral degrees completed each academic year/Total number of doctorate degrees completed (%)	0,35
19	PG2.3.1 - Number of patents received	50
12	PG2.4.2 - Ratio of budget spent on R&D to total budget (%)	25
2	PG2.5.2 - University's place in the Entrepreneurial and Innovative University Index	1
383	PG3.4.2 - Number of social, cultural and sportive activities	750
0	PG4.1.2 - Completion rate of Integrated Management Systems (Energy, Environment, Asset Management, Occupational Health and Safety, Risk Management) processes (%)	100
0	PG4.2.1 - Completion rate of Enterprise Resource Planning software in all administrative processes (%)	100
7.800	PG4.3.5 - GreenMetric score	8.600
1667	PG5.1.1 - Current number of international students	2.250
8.296.760	PG5.2.2 - Total project budget (TL) based on international funds, which started to be supported during the year and in which the Faculty Members and Staff took charge.	12.500.000
561-700	PG5.3.1 - ITU's position in the QS World University Rating (QS WUR)	415-420

STRATEGIC PLAN PREPARATION PROCESS

Strategic plan preparation process is composed of ownership of the plan, organization of the planning process and preparation of the preparatory program.

With the recommendation of the Strategy Development Department, a Strategic Planning Commission (Annex.1) was formed on 10 November 2020, consisting of Vice Rectors, other administrators and academic staff, under the presidency of the Rector, for the preparation of the 2022 - 2026 Strategic Plan.

After the decision to start the work with the Strategic Planning Commission, in order to carry out the work actively, as per the regulation; Strategic Planning Subcommittee (Annex. 2) was established. Strategic plan preparation studies of our university were carried out with the participation of employees at all levels, starting from the Rector, with a participatory approach. Quality Commissions in all academic and administrative units, Advisory Boards consisting of external stakeholders of departments and faculties actively contributed to the strategic planning process.

In order to start the preparations for the strategic plan, the Sub-Commission held its first meeting on November 24, 2020, upon the invitation of the Vice Rector, Head of the Strategic Planning Team. At the meeting, the strategic plan preparation process was planned, and a timetable (Figure 1) was created.

		Responsible	Nov.20	Dec.20	Jan.21	Feb.21	Mar.21
STRATEGIC PLAN PREPARATION PROCESS	Ownership of the plan	Strategic Planning Commission					
	Organization of the planning process						
	Determination of needs						
	Time plan						
	Preparatory program						
SITUATION ANALYSIS	Corporate history	Strategic Planning Subcommittee					
	Assessment of the strategic plan being implemented						
	Legislative analysis						
	Analysis of top policy documents						
	Determining the fields of activity and products and services						
	Stakeholder analysis						
	Internal analysis						
	Academic activities analysis						
	Higher education sector analysis						
	SWOT analysis						
INSIGHT TO THE FUTURE	Mission						
	Vision						
	Core values						
DIFFERENTIATION STRATEGY	Location preference	Senate					
	Region of success	University Executive Board					
	Value proposition preference	Strategic Planning Commission,					
	Core competency preference	Strategic Planning Subcommittee					
STRATEGY DEVELOPMENT AND CREATION OF THE PLAN	Goals	Strategic Planning Commission,					
	Objectives		Strategic Planning Subcommittee				
	Performance indicators	Department/Unit Quality Commissions					
	Strategies	Department/Faculty Advisory Boards					
	Approval of the plan and submission to the Presidency of Strategy and Budget	Rector					

Figure 1. Strategic Plan Timeline

SITUATION ANALYSIS

In the first step of the 2022 – 2026 ITU Strategic Planning process, a situation analysis was made. Thanks to this analysis, information that constitutes input to our strategic plan has been produced.

Information on the situation analysis studies was obtained from different units apart from the Strategic Planning Subcommittee. The Institutional Internal Evaluation Report (2020) and Administration Activity Report (2020) and Performance Program (2021) prepared for the evaluation studies of the Higher Education Quality Council (YÖKAK) are among the most important sources.



CORPORATE HISTORY

The history of ITU dates back to the Ottoman period. In 1773, it was established under the name of Muhendishane-i Bahri-i Hümayun during the reign of III. Mustafa. After this institution, which taught shipbuilding and cartography, Mühendislikhane-i Berri-i Hümayun (Imperial Land Engineering) was established in 1795 in order to train the technical staff of the land army. This school started to provide education in the field of architecture as well as engineering education in 1847. Muhendishane-i Berri-i Hümayun, which was transformed into Hendese-i Mülkiye in 1883, took the name of Engineer School in 1909 and started to provide training on the training of civil architects and engineers.

With the establishment of the Republic, engineering and architectural education was reorganized. The School of Engineers was organized as a school that provides education to cover road, railway, water works and construction-architecture branches. Engineering and architecture education has been continued at the Graduate School of Engineering since 1928. He trained the necessary technical staff in the field of public works in the Republic of Turkey. This school turned into ITU in 1944 and became an autonomous university in 1946 consisting of the faculties of Construction, Architecture, Machinery and Electricity. Later on; Mining, Chemistry-Metallurgy, Business Administration, Shipbuilding and Marine Sciences, Science and Literature, Aeronautics and Space Sciences, Maritime, Textile Technologies and Design, Computer and Informatics faculties have grown, all faculties have been divided into departments and diploma-granting programs have been developed.

ITU trains engineers and architects who will meet the needs of Turkey in all branches of engineering and architecture, and who can also be competent at the international level. In the 1974-1975 academic year, two-stage education was started at ITU, and in addition to the four-year undergraduate education, two-year graduate programs began to provide high-level education in many profession. Currently, a large number of students are served with graduate and doctorate programs conducted by six institutes, namely Energy, Eurasia Earth Sciences, Informatics, Earthquake Engineering and Disaster Management, Aviation and Graduate Education Institute. It is aimed to train faculty member candidates.

ITU is also the house of artists home where talents are cultivated. In addition to the first Turkish Music and State Conservatory in our country, the Music Master's and Doctorate programs, which started education in 1999, train important names in our music and bring them to the art world.

1773

Mühendishane-i Bahri-i Hümayun



1795

Mühendishane-i Berri-i Hümayun



1909

Mühendis Mekteb-i Ali'si



İstanbul Teknik Üniversitesi'ne Geçiş

1944



İTÜ ARI Teknokent kuruldu

2002



İTÜ Çekirdek

2012



2023

Yükseköğretimde 250. yıl

ASSESSMENT OF THE STRATEGIC PLAN IN IMPLEMENTATION

A system design has been made for the implementation, monitoring and evaluation of our University's 2017-2021 Strategic Plan. A strategic plan "based on measurable and objectively assessable data" has been prepared, and the ITU Dashboard has been set up to measure and monitor it. The strategic plan, which was prepared by fulfilling roles such as "business continuity, increasing efficiency, instant auditing, effective sharing of internal information", was monitored and reported throughout the period, with this structure, which is highly valued in order to follow corporate targets and ensure concrete progress.

Most of the objectives in the ITU 2017-2021 Strategic Plan have been successfully achieved and in this context, many issues such as "human resources management, effective use of financial resources, education, training and research activities and improvement of physical conditions" have been implemented and have been reviewed in detail in terms of supervision. The 5 goals and 15 objectives of these goals, 28 activities and 62 indicators included in the 2017 - 2021 Strategic Plan were monitored. For all 62 indicators determined, the units responsible for the relevant indicator were interpreted by comparing the values of the beginning of the plan period, cumulative and the end of the plan period. In this interpretation, target realization is considered successful if it is 90% and above, reasonable/acceptable if it is between 80%-89.99%, should be improved if it is between 50%-79.99%, and unsuccessful if it is below 50%. Of the 62 indicators, 29 were determined and interpreted as successful, 11 as reasonable/acceptable, 11 for improvement, and 11 as unsuccessful.

Performance programs have been created every year by adhering to the Strategic Plans of our university. In this context, at the beginning of each financial year, the previous year's data were evaluated and performance programs were presented to the public in order to monitor and measure the performance indicator targets and realizations of the target year.

The pandemic process that has been experienced throughout the world has adversely affected our daily life and therefore our University. No matter how much precautions have been taken to meet the needs, re-evaluate the operations, and realize the strategies and targets with flexible management studies, the impact of the pandemic conditions on the students and other stakeholders has been inevitable. Such extraordinary situations have been taken into account in the newly prepared 2022-2026 Strategic Plan.

LEGISLATIVE ANALYSIS

The Strategic Planning Subcommittee of the Strategy Development Department analyzed the laws listed below and made a legislative analysis.

- Constitution
- Higher Education Law No. 2547
- Higher Education Personnel Law No. 2914
- 5018 Public Financial Management and Control Law
- Technology Development Zones Law No. 4691

The legal obligations given to ITU by the legislation examined, the basis of these obligations, the determinations made and the needs that help formulate the strategies of the strategic plan have been designated. These needs can be summarized as follows.

- The number of PhD and Master's student quotas should be increased as soon as possible. Restrictions in human resource planning should be removed.
- Allocating additional resources in the areas of specialization of universities and using these resources, removing the legislative obstacles encountered in the decision-making process, and granting the necessary permissions to make staff structures according to differentiation strategies will facilitate universities to achieve their goals.
- Legislation should be regulated according to the studies of academic staff engaged in education and training and R&D. It is necessary to provide the necessary flexibility in terms of increasing the use of educational technologies.
- University-Industry cooperation should be increased, accredited laboratories should be supported, additional budgets should be provided for research activities and projects that will contribute to the society should be given priority.

ANALYSIS OF TOP POLICY DOCUMENTS

The following Top Policy Documents have been examined in order to list the aims, objectives, policies, priorities, measures and actions related to higher education.

- Eleventh Development Plan
- New Economy Program 2021-2023 (Medium Term Program)
- Ministry of Industry and Technology 2023 Strategy
- National Science and Technology Policies 2003-2023 Strategy Document
- Higher Education Council 2019-2023 Strategic Plan
- Internationalization Strategy Document in Higher Education 2018- 2022

The information obtained as a result of these examinations and providing input to the strategic plan is summarized below.

- Strengthening R&D infrastructures of universities
- Providing laboratory infrastructure and research funds that enable leading Turkish scientists abroad to carry out part-time education and research activities
- Establishing competent centers, laboratories and research infrastructures to provide research, development and testing services at universities
- Increasing the budget resources allocated for the quantitative and qualitative development of scientific research projects
- Strengthening the laboratory infrastructure for critical technologies and supporting R&D studies in these areas
- Identifying products that will highlight Turkey on the basis of focal technologies, strengthening the infrastructure of centers, universities and laboratories working in the selected area in the research and development ecosystem
- Supporting students and thesis advisors through relevant professional organizations and with the contribution of companies, in case a doctorate and master's thesis topic is selected from the project pool created by the industry sector in areas needed in priority sectors
- Providing incentives to students who carry out thesis and doctoral studies on subjects from the industry in the priority areas of industrial strategy
- Encouraging employment of PhD researchers in the fields needed in the industry within the framework of University-Industry cooperation
- Implementing and promoting of mechanisms to increase knowledge and technology transfer
- Matching the competencies of research universities with the needs of priority sectors and establishing collaborations based on projects
- Commercializing of intellectual property rights registered on behalf of higher education institutions through TTOs of different status
- Keeping universities up with the digital age and implementing open access and open science practices in accessing information
- Establishing joint digital platforms by providing incentives and supporting SEM, universities and similar educational institutions to train educators for education infrastructure and to develop hybrid education models
- Increasing the number of postgraduate quotas and programs
- Completing in-house digitalization



- Establishing a quality assurance system in education
- Ensuring that at least 2 of our universities are in the top 100 and at least 5 of our universities are in the top 500 by 2023 in world academic success rankings
- Increasing the international visibility of the higher education field
- Increasing the number of International Teaching Staff

FIELDS OF ACTIVITY AND SERVICES

As a result of the legislative analysis, the main products and services offered by ITU are given in Table 2. Identified products and services are gathered in 11 activity areas listed below. The fields of activity are directly related to the main objectives of the ITU Strategic Plan. The establishment of goals and objectives played a guiding role in designing the scope.

Table 3. Main Products and Services Offered by ITU

Field of Activity	Main Product or Services
1. Education and Training	1. Undergraduate/Graduate Education Services 2. Foreign Language Programs 3. Vocational Skills Training Services 4. Distance Education Services 5. Lifelong Education and Certificate Programs 6. Specialization and Minor Specialization Programs 7. National and International Student/Instructor Exchange Programs Service
2. Research and Development	1. Research Projects 2. Scientific Publications 3. Experimental Studies 4. Patent/Utility Model/Registration 5. Prototype Product Development 6. Expert and Consulting Services 7. Research Centers Analysis Services 8. Scientific Research Support Services
3. Scientific Activities	1. Organizing Scientific Meetings at National / International Level 2. Encouraging Faculty Members to Participate in National/ International Scientific Meetings
4. Social and Cultural Activities	1. ITU-FEST 2. Graduation Ceremonies 3. University Promotion Days 4. Library Services 5. Services for Students (nutrition, scholarship, etc.)
5. Sporting and Artistic Events	1. Wellness and Sports Services 2. Exhibition and Artistic Events (concerts, choirs, theatre, etc.)
6. University-Industry and University-Public Cooperation	1. Consulting Service 2. University-Industry and University-Public Cooperation
7. Entrepreneurship	1. Supporting Entrepreneurship and Technology
8. Services for Community Benefit	1. Aid Campaigns for People in Need 2. Primary and Kindergarten Service 3. Blood Donation Campaigns 4. Personal Development Services 5. Research Centers Social Services
9. General Health Services	1. Health Center Services
10. Management Processes and Support Services	1. Personnel Services 2. Administrative and Support Services 3. Strategy Development and Financial Services 4. Library and Documentation Related Services 5. Services Related to Construction Works 6. Information Technologies Related Services 7. Legal and Regulatory Services 8. Press and Public Relations Related Services 9. Security Services 10. Financial and Administrative Legislation Information and Implementation Services
11. Internal and External Communication Services	1. Corporate Internet Broadcasting 2. Corporate Radio Broadcasting 3. Promotional Films, Public Ads, Poster Design etc. Visual Products

STAKEHOLDER ANALYSIS

Stakeholder analysis was carried out in order to take into account the views of the parties with whom our university interacts about the strategic plan and to increase the level of success by adopting the strategic plan by the stakeholders. ITU has prepared the External Stakeholder Questionnaire and published it on the KEP.

During the strategic planning process of our university, Quality Commissions in all academic and administrative units, Advisory Boards consisting of external stakeholders of departments and faculties convened and submitted what kind of developments and studies they planned in the faculties/departments and units in the short-medium-long term as input to the Strategic Planning Sub-Commission. The External Stakeholder Questionnaire published over the KEP, the data coming from the Academic and Administrative Units' Quality Commissions and Advisory Boards were grouped and evaluated in the seven areas listed below. All of them were used in the creation of the SWOT analysis, strategies and objectives sections of the 2022-2026 Strategic Plan. Stakeholder views can be summarized as follows:

1. Institutional Capacity and Quality Assurance System
 - Digitizing the activities carried out in the administrative and academic fields,
 - Making student, academic and administrative personnel satisfaction measurement studies more effective,
 - Operating the Quality Assurance system more effectively,
 - Improving administrative and support personnel quantitatively and qualitatively.
2. Education and Training
 - Maintaining the up-to-dateness of undergraduate and graduate courses,
 - Extending accreditation studies to other departments,
 - Improving the infrastructure, such as laboratory, classroom, library, social facilities, etc.,
 - Increasing the number of teaching staff,
 - Ensuring internationalization in education and training,
 - Increasing industry-oriented undergraduate and graduate thesis studies,
 - Increasing the number of minor and double major programs in order to increase interdisciplinary education.

3. Research and Development
 - Increasing incentives for academic activities, project, article, conference etc.,
 - Increasing the number and support of projects received from institutions, such as EU, TÜBİTAK etc.
 - Increasing research support,
 - Increasing University-Industry collaborations for research,
 - Increasing interdisciplinary research and the support given to these researches,
 - Increasing publication incentives.
4. Social Contribution
 - Strengthening the Center for Continuing Education to contribute to lifelong learning,
 - Giving access to the publications of academicians through the department pages,
 - Organizing joint social responsibility projects with NGOs and public institutions,
 - Providing scholarship support to students
5. Internationalization
 - Encouraging students to become members of international professional organizations,
 - Supporting participation in international academic and student exchange programs,
 - Encouraging both participation in international projects, congresses and fairs and organizing such events,
 - Institutionalizing international cooperation,
 - Increasing the number of foreign academic staff and students,
 - Increasing awareness and promotion activities.
6. Entrepreneurship
 - Adding entrepreneurship courses to the curriculum.

The Importance-Impact matrix approach was used to prioritize the identified stakeholders of our university. Evaluations were made by the Strategic Planning Subcommittee using the External Stakeholder Questionnaire.

INTERNAL ANALYSIS

Educational buildings of ITU are located on five campuses. The main settlement, Ayazağa Campus, is in the Maslak region, which has become the new financial center of Istanbul. Rectorate and administrative units are located in this campus.

Providing undergraduate education in Ayazağa Campus; there are Civil, Electrical-Electronics, Chemistry-Metallurgy, Mining, Science-Literature, Aeronautics and Space Sciences, Shipbuilding and Marine Sciences, Computer and Informatics Faculties. Institutes where postgraduate education and thematic research are carried out; Graduate Education, Eurasian Earth Sciences, Informatics, Disaster Management, Aviation Institutes and Turkish Language, Physical Education, Atatürk Principles and Revolution History departments operate in Ayazağa Campus. Mustafa Inan Library, computer laboratories, central classroom buildings, sports facilities and 75th Year Student Social Center in this campus are busy living spaces.

The three settlements in the city center are Gümüşsuyu, Taşkılla and Maçka. Gümüşsuyu and Taşkılla Campuses are located in the Taksim region, which was the most important commercial and cultural center in 19th century Istanbul and continues to function today. On Gümüşsuyu Campus, there are Faculties of Machinery, Textile Technologies and Design, and an indoor sports hall serving students and outdoor sports fields.

Taşkılla Campus has Faculty of Architecture, Fine Arts Department and Continuing Education Center. Faculty of Business Administration, School of Foreign Languages, Turkish Music and State Conservatory operate on Maçka Campus. There is also a kindergarten and nursery school belonging to ITU on this campus. Tuzla Campus has a training pool equipped with modern equipment and a Maritime Faculty. Istanbul Technical University's "Seismik1 Ship" is located on Tuzla Campus. The Administrative and Academic Organization structure is given in Figure 2.

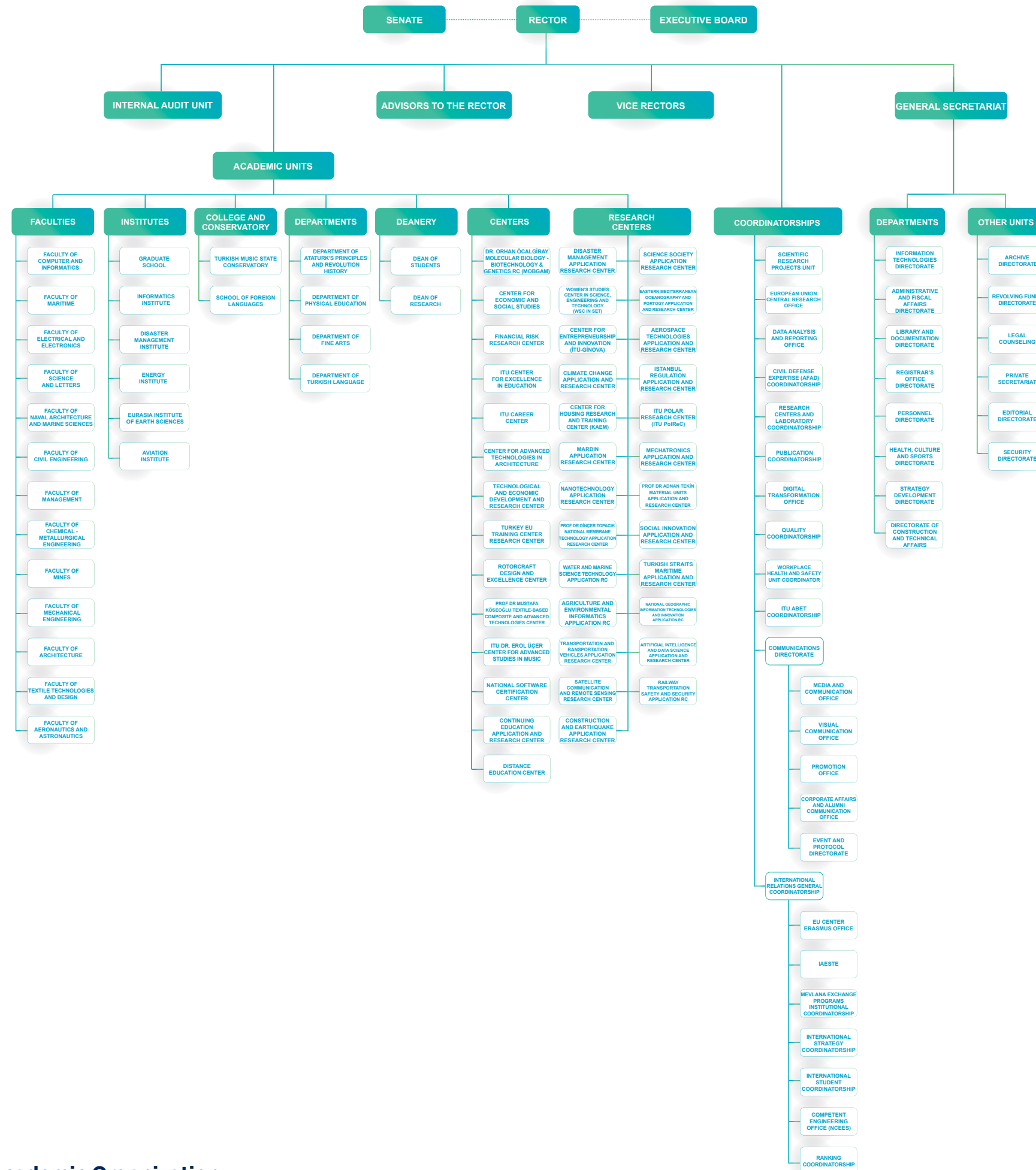


Figure 2. Administrative and Academic Organization

Human Resources Competency Analysis

Our university has trained manpower in terms of academic and administrative personnel, each of whom is competent in their own field. The numerical data of the administrative personnel are given in Table 3, and the numerical data of the academic personnel are given in Table 4.

Table 4. Number of Administrative Staff	
Type of staff	Number*
Number of permanent staff	1.102
Number of contracted personnel	42
Number of temporary workers (Man/Month-Person)	8
Number of permanent workers	860
TOTAL	2.012
* As of 31.12.2020	

Table 5. Number of Personnel by Academic Titles	
Title	Number
Professor	540
Associate Professor	248
Assistant Professor	315
Instructor	401
Research Assistant	756
TOTAL	2.260

Foreign lecturers work in many departments of our university. Table 5 gives the number of foreign personnel.

Table 6. Number of Foreign Personnel	
Title	Number
Professor	6
Associate Professor	1
Assistant Professor	14
Instructor	28
Artist Instructor*	18
Art Practitioner*	2
TOTAL	69
* Contracted Foreign Personnel	

When the number of vacant/full administrative staff of our university is examined, it is seen that there are 1024 vacancies.

Within the framework of the opportunities provided by the state and the practices brought by the legislation, the personnel needs of ITU are tried to be met in the most effective way with the help of existing and newly recruited personnel. Our strategic and quality management policies, which are determined in line with the mission and vision of our university, are aimed to increase productivity with work processes that can be improved continuously. In the development of these goals, a planned human resources management is very important. Today, human resources management focuses on the importance of the human factor and displays an approach that values the needs, training, development and motivation of its employees.

Corporate Culture Analysis

ITU has a structured interaction mechanism to ensure the participation of internal and external stakeholders. Involvement of internal stakeholders has been defined in the current ABET and Unit Improvement processes and has a continuous structure in a cycle. In support of this, the Quality Commission was established to represent all units and internal stakeholders. In this way, all internal stakeholder representatives were included in quality and improvement studies and strategic planning studies.

In addition to these meetings, satisfaction surveys are announced on the website of our University and applied over the internet in order to receive the opinions of internal stakeholders (student, administrative and academic staff) on the quality of service provided, and forms are announced on the web page of ITU Quality Coordinatorship.

Decisions taken and practices made at the institution are shared with our students, one of our most important internal stakeholders, via the corporate web page, ITU webmail, Ninova and notice boards. In addition, students participate in decision-making processes through the following mechanisms:

- Communication with students is provided through the representative of the student and clubs union.
- Student opinions are taken by conducting satisfaction surveys to measure service quality on the basis of units (dining hall, library, etc.). Considering the completion time of the Quality Management Cycle and the education period of the students, it was decided to conduct these surveys once every two years.
- Regarding education and training activities, course evaluation surveys are conducted regularly, and opinions and suggestions about courses are collected.

“Help Tickets”, which is another feedback mechanism, is also used frequently because it is an active system and accessibility is more efficient. In this way, complaints/suggestions/evaluations are conveyed to the relevant unit and efficiency can be achieved by communicating more quickly.

Corporate Performance Management

Performance Program has been carried out in our university since 2009 (<https://stratejigelisteme.itu.edu.tr/yayinlarveraporlar/performans-programi>). Key indicators of our university that will serve five strategic goals are also taken into account in university ranking systems. In addition to these, key indicators of Research University in terms of research and development activities are followed in our University, which is a Research University in line with mission differentiation. It is aimed to adopt the unit research quality and improvement cycles and the indicators to be followed not only at the level of the Rectorate, but also on the basis of units. These indicators are monitored both on the basis of the Rectorate through the strategic management panel, and the indicators concerning the units are observed on the basis of units and improvement suggestions are defined.

Physical Resources Analysis

The fields of ITU, which continues its education and training activities on five different campuses in Istanbul, in and out of Istanbul by 2020 are shown in the tables below (Table 6, Table 7). Our university has a rich collection of library resources as shown in Table 8.

Information and Technology Resources

In line with the current monitoring of information and communication technologies, Istanbul Technical University aims to provide all its students and academic units with the most efficient information infrastructure that can be used in creative and collaborative work, and to maximize the use of information technologies in the work of administrative staff.

Table 7. ITU Campuses and Areas

Place	Area (thousand m ²)
Ayazağa Campus (Academic Area)	1.651
Slum Area	626
Gumussuyu Campus	58
Macka Campus	63
Taşkısla Campus	52
Tuzla Campus	117
Florya Campus	106
Kucukcekmece Land	1.108
Aydın Çine Seismology Laboratory	0,6
Elazığ Rızaiye Seismology Laboratory	2,1
Kastamonu Saraçlar Seismology Laboratory	0,4
TOTAL	3.784,10

Table 8. Distribution of Indoor Areas in the Campuses

Indoor areas	Total
ITU Indoor Areas	838,92 (thousand m ²)*
Education Areas	277,16 (thousand m ²)
Social Areas	34.520 (m ²)
Student Dormitories	103.130 (m ²)
Lodgings	42.831 (m ²)
Sports fields	82.240 (m ²)
Meeting and Conference Halls	19.805 (m ²)
Preschool and Primary School	31.120 (m ²)

Table 9. Library Resources

Source	Number
Print Publication	486.968
Visual Material	38.575
Map	7.408
Number of Subscribed and Purchased Electronic Books	447.335
Total Number of Publications	980.286
Number of Electronic Journals	39.725

In 2018, the “ISO 27001:2013 Information Security Management System” certificate was obtained. 14 policies and 20 procedures in the ISO 27001 ISMS documentation regarding the acquisition, recording, updating and sharing of information continue to be actively operated. ITU information systems are developed as an intranet. Management information systems have been serving since 1998 in a way that allows a transparent management that respects the security and confidentiality of information. Our centers related to information systems at ITU provide assistance and support with the principle of working 24 hours a day, 7 days a week.

Financial Resource Analysis

Considering the budget of ITU, financial resources have been estimated in order to determine the objectives, targets, performance indicators and strategies in the strategic plan in a realistic way. For this, the medium-term financial plan was used, and extra-budgetary resources and resources after the first three years were estimated. In addition, the income of projects and activities financed from external sources (eg EU funds, foreign loans, etc.) in order to realize the aims and objectives of the university during the strategic plan period were also taken into account. Financial resource analysis is given in Table 9.

Academic Activities Analysis

When the relevant sub-headings of the Situation Analysis section are evaluated for the analysis of the academic activities of ITU, the following evaluations can be made in the context of education, research, entrepreneurship and social contribution, which are the main academic activities.

Table 10. Financial Resource Analysis and Estimation

RESOURCES	2022	2023	2024	2025	2026	Total Resource
General Budget						
Special Budget	715.651.000	771.677.000	810.260.000	850.773.000	893.312.000	4.041.673.000
Local Authorities						
Social Security Institutions						
Extra Budgetary Funds*	10.000.000	10.500.000	11.500.000	13.000.000	14.000.000	59.000.000
Circulating capital	76.000.000	78.000.000	82.000.000	86.000.000	90.000.000	412.000.000
Foundations and Associations						
Outsource	25.700.000	27.000.000	28.500.000	30.000.000	31.500.000	142.700.000
Other						

Field: Education

125 engineering programs of ITU are accredited by ABET. With this accreditation, in addition to international recognition, the quality of education is equivalent to accredited universities in the USA and the diploma given is valid all over the world.

Our university carries out international undergraduate exchange programs for its students to study abroad and joint programs with American universities for its students to earn double degrees.

In order to contribute more to national and international development, different connections have been established with various segments of the society, especially the business environment, and students have been provided with practices in this field.

As a result of the efforts to increase the number of double major, minor, master and doctorate programs in order to expand interdisciplinary R&D, education and training, our University has 29 interdisciplinary master's and 14 doctorate programs.

Our university cooperates in education and training by bringing together its strengths with higher education institutions abroad recognized by the Council of Higher Education.

Studies continue to increase the number of students benefiting from double major and minor programs in undergraduate programs.

Being aware of its social responsibility, our university will continue to train engineers who have a high level of knowledge, are compatible with the environment, can use resources effectively, respond to the current and future needs of society, can use and develop new technologies, respect ethical values, and compete with the world.

Field: Research, development and innovation

The main purpose of ITU in this field is to produce new ideas, develop perspectives and reveal new values by addressing the problems that await solutions on a regional and global scale. In addition to meeting the need for young researchers with the young researchers it has trained, it also leads research in many fields, makes it a prototype and provides the development of University-Industry cooperation by preparing the necessary conditions for its production and using the infrastructure of R&D units. R&D studies are carried out in order to evaluate, accept and support scientific research project proposals, which are conducted by faculty members of Istanbul Technical University and researchers who have completed doctorate or proficiency in arts education, to carry out services related to them, to monitor them and to evaluate the results, and to develop cooperation with income generating laboratories and industry by providing patent and license support to researchers. The number of these studies will be increased. In order to contribute to the increase of knowledge and technological development of our country, it contributes to the establishment of research infrastructures and strengthening of capacities in higher education institutions.

ITU Engineering and Architectural Education Center of Excellence has been established in order to contribute to the professional and continuous development of the academic staff at our university. Our University aims to understand the different learning needs of our Instructors; to support their continuous development in the fields of education and research; It plans to create active collaboration platforms where everyone can learn from each other with pleasure and to disseminate innovative learning approaches, tools and applications based on current approaches in educational sciences.

Field: Social contribution

Universities should provide training to all segments of the society in the areas they need, and contribute to the development of cooper-

ation with public institutions and organizations, the private sector and international organizations. Training centers, which continuously disseminate emerging new information and technologies to industrial establishments and society at large, are an indispensable complement to this development. Istanbul Technical University Continuing Education Center has been contributing to the development of the university's cooperation with the public, private sector and international organizations by organizing educational programs apart from the formal undergraduate and graduate education programs of our university since 1997.

Student Life in Higher Education

The physical regeneration steps carried out in order to increase the quality of life at our university are continuing. Evaluating the world's outstanding universities in areas such as infrastructure, energy, climate change, recycling, water resources, transportation and education; GreenMetric, a platform that creates global awareness on sustainability and environmental awareness; Our University, which has realized many innovations and firsts in our country with its Green Campus studies, has also registered in the international arena and declared that it ranks 71st among the world's 912 respected universities and 37th in Europe. ITU has become the pride of our country as the only Turkish university in the top 100.

Istanbul Technical University produces with its own staff in four main kitchens and serves four types of lunch in ten cafeterias during the academic year.

A total of 4.872 students are provided with dormitories in a closed area of 103.130 m² in total at our university.

In our university, health services are carried out through the Department of Health, Culture and Sports, and psychological counseling and guidance services are also provided. Students, university employees, retirees and their dependents benefit from health services. Health services are provided in Health Centers and Health Rooms in five campuses of our University.

Basketball, volleyball, badminton, table tennis, handball, korfbal can be played and fencing activities can be done at the ITU Ayazağa Sports Center facility. The classes opened by the Department of Physical Education are also held in this hall.

Students are allowed to rest, spend their free time, and engage in activities in areas of expertise that will contribute to their professional formation, through the Culture and Art Association and clubs..

HIGHER EDUCATION SECTOR ANALYSIS

Within the scope of the strategic planning study, the developments in the higher education sector, in which ITU takes place, were examined, the opportunities and threats in the sector were discussed, and how our university could use the opportunities in the sector and what kind of precautions could be taken against the threats were examined.

In the first part of this analysis, which will shed light on which areas our university should focus on and which differentiation strategies should be followed in order to strengthen its leading position in the sector, the rising or falling trends in the sector were examined and determinations were made about where to head in the future. Sectoral trends were analyzed using a technique also called PESTLE, consisting of political, economic, sociocultural, technological, legal and environmental dimensions.

The components that make up this structure in the higher education sector are competitors from other universities, stakeholders such as students, non-governmental organizations, public institutions, suppliers from which the university purchases products and services, regulatory and supervisory institutions including accreditation institutions such as YÖK and ABET.

The information obtained as a result of the sector analysis can be summarized as follows.

- Opening postgraduate programs for priority areas, supporting interdisciplinary projects
- Increasing the number of qualified graduate students
- Increasing the number of qualified foreign personnel
- Establishing international joint training programs for priority areas
- Developing strategic partnerships with internationally important institutions and organizations in order to create the image of the university and gain a respected place in the international arena.
- Carrying out systematic studies to find foreign funding for research activities.
- Improving and developing of research centers and laboratory infrastructures
- Developing University-Industry collaborations in appropriate priority areas, taking into account the competencies of the current academic staff and the adequacy of the physical infrastructure.
- Encouraging the academic staff to develop and realize industrial projects
- Funding the projects of entrepreneurial students and thus revealing new employment opportunities for the country.
- Developing policies to keep qualified academics at the university
- Increasing the number and diversity of joint studies with Non-Governmental Organizations and Professional Chambers

- Providing equal access and benefit to everyone as a “Barrier-Free Campus”
- Supporting students’ arts, culture and social responsibility activities
- Diversifying SEM programs so that all segments of society can benefit.
- Developing the competencies of academicians in order to provide harmonized education with new education models and technologies
- Improving existing platforms and implementing software and technologies for the need for effective remote conduct of undergraduate, graduate and SEM courses.
- Opening training programs for new occupational groups and developing fields, keeping current programs up-to-date in this direction.
- Utilizing technologies such as mobile technologies, gamification, virtual and augmented reality in education and research activities
- Ensuring the compliance of university activities with the regulations made under the law
- Implementing projects for the use and acquisition of renewable energy resources in the campuses
- Implementing projects for identification of waste, appropriate disposal methods, appropriate storage methods and minimization of waste generation
- Maintaining and, if possible, improving its successful position in the Green-Metric ranking, where the current situation and sustainability are evaluated within the framework of the “Green Campus” policy of the university.
- Implementing social responsibility projects for the further development of environmental awareness
- Identifying buildings with high earthquake risk; completing of retrofit and renovation works as soon as possible
- Strengthening distance and online education infrastructure and technologies
- Keeping the alternative plans of the courses to be carried out with distance education ready; conducting courses that do not require one-to-one practice, such as laboratory work or field research, with distance education.

SWOT (Strengths, Weaknesses, Opportunities, and Threats) ANALYSIS

The following studies were used to determine the strengths and weaknesses of ITU and the opportunities and threats that may arise outside of our university.

- Internal analysis
- Situation analysis
- Higher education sector analysis
- Institutional Internal Evaluation Report (KİDR) prepared for the inspection of ITU Higher Education Quality Council

Strengths and Weaknesses, which were created by examining the documents and taking opinions, are given in Table 10, Opportunities and Threats are summarized in Table 11.

Table 11. Strengths and Weaknesses			
INTERNAL ENVIRONMENT			
Strengths		Weaknesses	
S01	Having strong academic and administrative staff	W01	Having a limited budget
S02	Having preferred graduates in the labor market	W02	Having high number of students per faculty member
S03	Having historical roots extending to the first national higher education institutions, scientific and cultural heritage and reputation carried for centuries	W03	Being inadequate in creating institutional memory and suffering from institutional inertia
S04	Having a strong alumni and stakeholder network	W04	Having current students who have low foreign language proficiency
S05	Having high employment rate of graduates and high job placement rate within 6 months	W05	Having few applications for international project supports
S06	Having strong postgraduate research institutes	W06	Having limited financial support (scholarships, part-time jobs) available to attract qualified international students
S07	Having strong applied education infrastructures such as laboratories and workshops	W07	Not having a high enough ranking systems (QS, Times Higher Education, Shanghai etc.)
S08	Having internationally accredited departments (such as ABET, NAAB, IMO, IFLA)	W08	Having the low number of students who rank high in the university entrance exam
S09	Having students ranked high in the university entrance exam	W09	Having Insufficient number of SCI, SSCI or AHCI indexed publications per faculty member per year
S10	Establishing partnerships with semi-public and semi-private organizations (ASELSAN, TUSAŞ, TAI, etc.)	W10	Dealing with too many bureaucratic procedures in academic and administrative activities and slow pace of proceedings
S11	Having various graduate programs and having some departments which only focus on graduate programs	W11	Having inadequate social and accommodation facilities provided by the university compared to the number of students
S12	Having strong communication and cooperation with national and international academic institutions	W12	Lack of effective systems to reach the right data in a timely manner
S13	Making science, research, innovation and entrepreneurship visible by ITU	W13	Having inadequate organizational structure to realize the university’s future goals
S14	Having contemporary and up-to-date undergraduate education programs/plans	W14	Having low number of patent applications and patents received
S15	The education given at ITU for a wide range of disciplines allows to create interdisciplinary programs that become more and more widespread in the world.	W15	Not being preferred as a priority for graduate education by the graduate students who will receive education in the country

Table 12. Opportunities and Threats

EXTERNAL ENVIRONMENT			
Opportunities		Threats	
O01	Turkey has a young and dynamic population	T01	Continuous increase in student quotas by YÖK
O02	Increasing incentives for university-industry cooperation	T02	Insufficient resources allocated to higher education
O03	Emerging of technologies and new business models that support education and management with digital transformation	T03	The uncertainty environment in the Turkish economy prevents long-term financial planning.
O04	Increasing the number of project incentives for developing areas that emerged with the Fourth Industrial Revolution	T04	Lack of financial and administrative autonomy
O05	Having ITU graduates who take part in the country's administration at the highest level	T05	Directing the target of the trained workforce to financial opportunities, moving away from academic education
O06	Having high sectoral opportunities offered due to the fact that Istanbul is the industrial center of the province	T06	Increasing number of universities in Turkey
O07	High national and international research funds for research and development	T07	Negative news and perceived trends at the political level negatively affect the recruitment of Faculty Members from abroad
O08	Increasing demand for interdisciplinary master's and doctoral programs	T08	Opportunities offered by foundation universities create competition in attracting qualified academics and ensuring that academics stay in the institution.
O09	Increasing academic cooperation and consultancy needs of the public and private sectors	T09	With the increasing quotas, the possibility of inadequate university accommodation, scholarship, classroom and laboratory facilities increases.
O10	Increasing need for online synchronous and asynchronous training	T10	The low level of English of the students coming to the university
O11	Partnerships to be established in the entrepreneurship ecosystem offer new research opportunities	T11	The decrease in the institutional belonging of the academic and administrative staff due to the lack of improvement in personal rights
O12	Diversification and increase in state R&D funds	T12	Failure to provide academic and administrative staff at the level of needs by YÖK
O13	Increasing importance of sectors such as energy, health, defense, chemistry, environment, materials and informatics	T13	The majority of the students in graduate education are private sector employees and the theoretical-academic content is weakened.
O14	Increasing interest and needs of public and private sector employees in postgraduate education	T14	Decreased quality of education at high school and secondary education level
O15	The high need of public institutions and organizations for technological developments	T15	Reduction in the number of qualified doctoral students who will continue their research after the master's level

INSIGHT TO THE FUTURE

The mission, vision and values of Istanbul Technical University were determined at the 592nd meeting of the University Senate on 06.02.2014.

Mission

The reason for existence of Istanbul Technical University is to expand the boundaries of knowledge in science, technology and art and to respond to the needs of society with its applications.

Vision

Being an international and a leading university in science, technology and art, with its expertise and creativity.

Values

- Human Orientation and Openness to Differences
- Libertarianism and Criticism
- Entrepreneurship and Competitiveness
- Originality and Innovation

DIFFERENTIATION STRATEGY

Differentiation strategy; it acts as a bridge between the mission, vision, and core values and the goals and objectives of the strategic plan by clarifying the issues such as positioning the university in the higher education sector, determining the competencies it wants to build, and how its perception and reputation should be.

POSITIONING PREFERENCES

ITU trains people who will meet the needs of Turkey in the field of architecture and all branches of engineering, and who can also be competent at the international level. In the 1974-1975 academic year, two-stage education was started at our university, and in addition to the four-year undergraduate education, two-year graduate programs and high-level education in many professions began to be provided. Currently, a large student population is served with master's and doctorate programs conducted by six institutes, namely Graduate Education, Energy, Eurasian Earth Sciences, Informatics, Disaster Management, and the Aviation Institutes, and educating researchers and young faculty members that Turkey needs through post-graduate education are intended to be trained.

In this context, producing R&D outputs at a global level is among the main goals of our University.

ITU is a "Research-Oriented" university because of the preferences of the top management of the university, their historical context, and being chosen as a "Research University" by YÖK.

Additionally, it has been continuing to train engineers since its establishment in 1773. Qualified researchers are needed to become a world-class research university. Therefore, with this mission, ITU will continue to progress and develop towards becoming a "Research-Oriented University". In this context, ITU Faculty Members give priority to research activities and graduate programs in their studies, while giving importance to the education of students.

SUCCESS AREA PREFERENCES

ITU has determined its positioning preference as a Research-Oriented University. ITU will attach importance to the development of product-oriented, high value-added, and innovative products in its research. When technological and environmental trends are evaluated and compared to other universities that make a similar choice, it will differ by focusing on the following areas:

- Artificial intelligence, big data analysis,
- Remote sensing,
- Control software and internet of things,
- Quantum computer technologies,
- Automation and robot technologies,
- Biotechnology and health sciences,
- Development of biomechanical and medical devices,
- Energy storage systems,
- Green Technologies,
- Environmental issues, climate changes, smart cities, and sustainability
- Disaster management and earthquake research,
- Polar studies,
- Sustainable energy sources,
- New generation advanced vehicle technologies (land, air, sea, electricity, hydrogen, autonomous, etc.),
- Defence industry,
- Space Engineering within the scope of the National Space Program,
- Advanced material technologies,
- Textile technologies and fashion design,
- Chemical technologies

VALUE PROPOSAL PREFERENCES

Value proposal is the set of services that our University offers and wishes to offer. When this service set is evaluated;

ITU will improve its services by making innovations in scientific project supports, University-Industry cooperation projects, educational methods, academic and administrative processes, and certification processes.

It will continue by increasing its research, development, laboratories, interdisciplinary projects, publications, training of master's doctorate students, and internationalization.

CORE COMPETENCE CHOICE

Core competencies enable specialization and gain depth over time in the area of expertise. Considering the areas to be differentiated, the core competencies of ITU, defined below, come to the fore.



Education

1. Being able to raise competent graduates by providing quality education,
2. Being able to do laboratory and practice-oriented training,
3. Becoming competent in multi-disciplinary and interdisciplinary studies,
4. Providing training with the effective integration of information technologies,
5. Increasing innovation capability,
6. Specializing in the distance and hybrid education,
7. Having access to powerful and advanced information, library, and digital education opportunities.

Research

1. Having high innovation ability (to be a pioneer in innovations such as patents, etc. by using the human resources, physical and technological resources of the university),
2. Establishing research infrastructures for target sectors and ensuring their sustainability,
3. Being competent in multi-disciplinary and interdisciplinary studies and creating research teams and centers that will provide such working opportunities,
4. Being a leader in research support and human resources

Active Role Playing in the International Area

1. Being a preferred university in international education and research,
2. Having the knowledge and skills to ensure the representation of the country abroad in the field of technology,
3. Highlighting cooperation and joint programs at undergraduate and graduate levels,
4. Being able to offer innovative solutions in international student mobility,
5. Being able to develop international education cooperation easily and quickly

Contribution to Society

1. Being able to develop projects that will contribute to the society in line with the demands of the society,
2. Focusing on technological solutions to social needs,
3. Providing services for the development and strengthening of the information society.

Institutional Structure

1. Having an institutional structure shaped by the faculty, administrative staff, and administrators of ITU, based on merit and participatory management principles,
2. Having a productive and innovative corporate culture,
3. Equipping ITU with digitized management systems exemplary for Turkey.

STRATEGY DEVELOPMENT

In the development of ITU's goals, objectives, and strategies, approaches to assessing strengths and opportunities and minimizing the effects of threats and weaknesses have been adopted. ITU's mission, vision, and values formed the strategic directions in determining the goals and objectives. The aims and objectives of ITU in the 2022-2026 Strategic Plan are given in Table 12.

In terms of the effective functioning of each objective and target monitoring and evaluation, the responsibility of the targets and other units that will contribute to the target are given in Table 13.

Table 13. ITU 2022-2026 Strategic Plan Goals and Objectives

Goals		Objectives	
A1	Strengthening education and training with innovative and dynamic approaches	H1.1	Strengthening the physical infrastructure for education and training
		H1.2	Strengthening multidisciplinary and interdisciplinary education and training
		H1.3	Having enough number of qualified Instructors to compete at international standards in education
		H1.4	Making our university an education and training center preferred by qualified undergraduate and graduate students
		H1.5	Ensuring continuous improvement of undergraduate and graduate education programs
A2	Creating value for our country by contributing to scientific and technological developments through qualified research	H2.1	Increasing the number and effectiveness of qualified scientific research
		H2.2	Increasing the academic activities of graduate programs and regularly monitoring their output performance
		H2.3	Developing new technologies and products by increasing cooperation with public, industry, and non-governmental organizations
		H2.4	Strengthening the necessary human resources and infrastructure for research and development
		H2.5	Increasing the entrepreneurial potential of ITU students and graduates
A3	Taking an active role in social, cultural, scientific, and technological fields in a way to inform and raise awareness of the society	H3.1	Restructuring and strengthening the ITU continuing education center
		H3.2	Strengthening the Alumni Relations Office
		H3.3	Strengthening the perception of ITU in society
		H3.4	Strengthening social life and communication in ITU campuses
A4	Developing a corporate structure that embraces continuous improvement and ensures digital transformation.	H4.1	Establishing quality management systems based on continuous improvement
		H4.2	Completing the digital transformation at ITU
		H4.3	Improving livability for all stakeholders by increasing the facilities of the campuses
A5	Making our University a preferred institution that plays an active role in the international arena.	H5.1	Being an internationally recognized and preferred institution in education and research
		H5.2	Being an internationally recognized and preferred institution with its scientific research, products and technologies it has developed
		H5.3	Increasing the visibility of our university by deepening internationalization activities

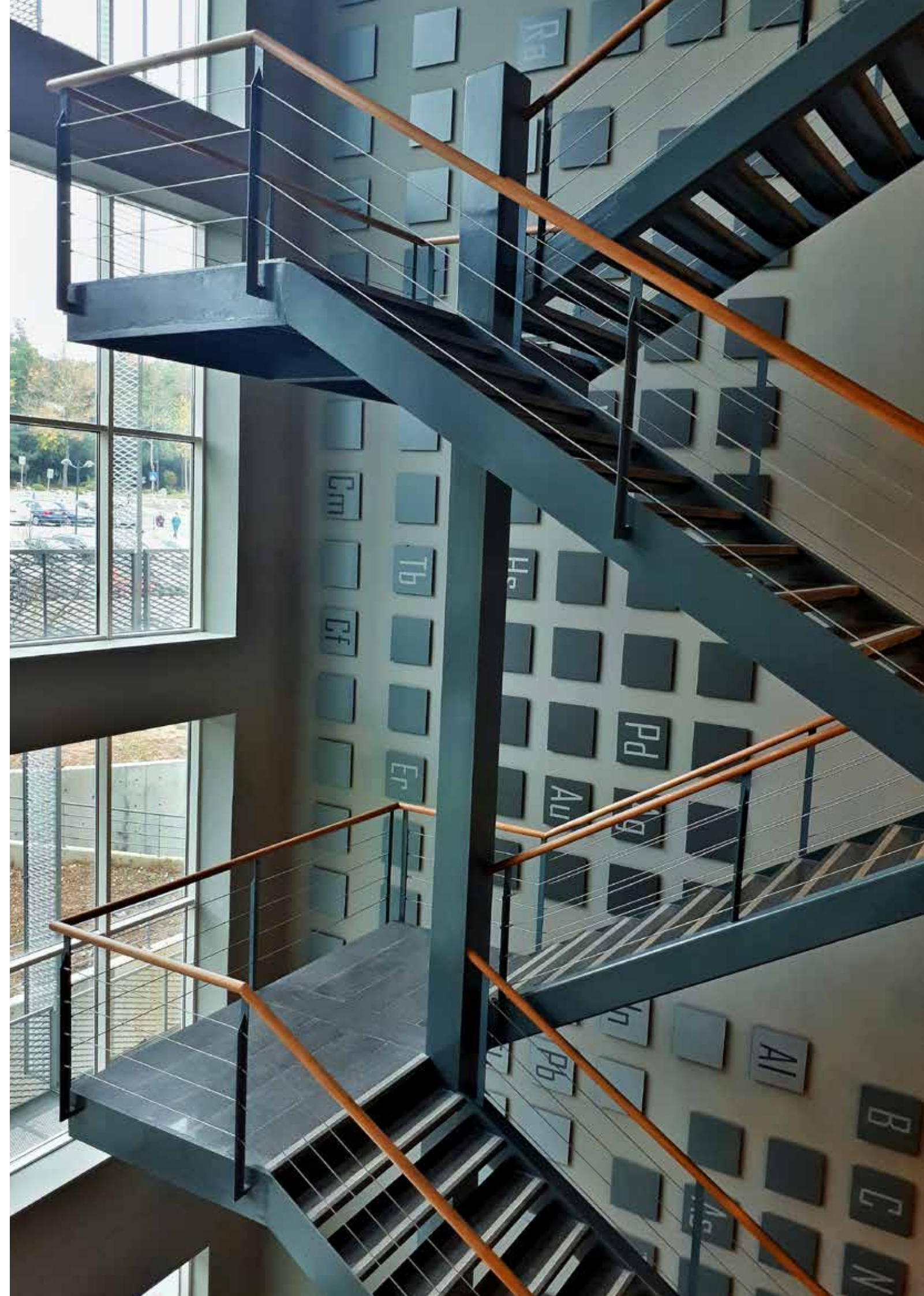


Table 14. Units Responsible for Goals (R) and Units to Cooperate for Objectives (C)

Academic and Administrative Units	A1 Strengthening education and training with innovative and dynamic approaches					A2 Creating value for our country by contributing to scientific and technological developments through qualified research					A3 Taking an active role in social, cultural, scientific, and technological fields in a way to inform and raise awareness of the society					A4 Developing a corporate structure that embraces continuous improvement and ensuring digital transformation				A5 Making our university an institution that plays an active role and is preferred in the international arena		
	H1.1	H1.2	H1.3	H1.4	H1.5	H2.1	H2.2	H2.3	H2.4	H2.5	H3.1	H3.2	H3.3	H3.4	H4.1	H4.2	H4.3	H4.4	H5.1	H5.2	H5.3	
	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
Vice-Rectors	R	R	R	R	R	H2.1	H2.2	H2.3	H2.4	H2.5	H3.1	H3.2	H3.3	H3.4	H4.1	H4.2	H4.3	H4.4	H5.1	H5.2	H5.3	
Faculties																						
Faculty of Computer and Informatics		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Maritime Faculty		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Electrical and Electronics		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Science and Letters		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Naval Architecture and Ocean		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Civil Engineering		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Management		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Chemistry and Metallurgy		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Mines		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Machinery		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Architecture		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Textile Technologies and Design		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Faculty of Aeronautics and Astronautics		C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C				
Institutes																						
Disaster Management Institute		C	C	C	C	C	C	C	C	C					C	C	C	C				
Eurasia Institute of Earth Sciences	C					C	C	C	C	C					C	C	C	C				
Institute of Informatics		C	C	C	C	C	C	C	C	C					C	C	C	C				
Energy Institute		C	C	C	C	C	C	C	C	C					C	C	C	C				
Graduate School	R	C	C	R	C	C	C	C	C	C					C	C	C	C				
Aviation Institute		C	C	C	C	C	C	C	C	C					C	C	C	C				
Colleges																						
Turkish Music State Conservatory			C	C	C	C	C	C	C	C					C	C	C	C				
School of Foreign Languages			C	C	C										C	C	C	C				
Departments																						
Ataturk's Principles and Revolution History Department															C	C	C	C				
Physical Education Department															C	C	C	C				
Fine Arts Department															C	C	C	C				
Turkish Language Department															C	C	C	C				
Research Centers																						
Application and Research Centers																						

Academic and Administrative Units	A1 Strengthening education and training with innovative and dynamic approaches					A2 Creating value for our country by contributing to scientific and technological developments through qualified research					A3 Taking an active role in social, cultural, scientific, and technological fields in a way to inform and raise awareness of the society					A4 Developing a corporate structure that embraces continuous improvement and ensuring digital transformation				A5 Making our university an institution that plays an active role and is preferred in the international arena		
	H1.1	H1.2	H1.3	H1.4	H1.5	H2.1	H2.2	H2.3	H2.4	H2.5	H3.1	H3.2	H3.3	H3.4	H4.1	H4.2	H4.3	H4.4	H5.1	H5.2	H5.3	
	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
Dean's Offices																						
Dean of Students		R																				
Dean of Research						C	C	C	C	C					C	C	C	C	C	C	C	
General Secretary	C																					
IT Department															C	C	C	C				
Legal Consultancy															C	C	C	C				
Administrative and Financial Affairs Department															C	C	C	C				
Business Development Office						C									C	C	C	C				
Library and Documentation Department															C	C	C	C				
Personnel Department															C	C	C	C				
Health Culture Sports Department															C	C	C	C				
Civil Defense Expertise (AFAD) Coordinator															C	C	C	C				
Strategy Development Department															C	C	C	C				
Student Affairs Department											C	C	C	C	C	C	C	C				
Construction and Technical Department	R														C	C	C	C	R			
Other Units																						
Archive Directorate															C	C	C	C				
Scientific Research Directorate						C									C	C	C	C			C	
Revolving Funds Directorate						C									C	C	C	C				
Communications Directorate										C					C	C	C	C				
Editorial Office															C	C	C	C				
Coordination Offices																						
Quality Coordinator															R	R	R	R				
International Relations Office																			C	C	C	
International Strategies Coordinator																			C	C	C	
International Student Coordinator																			C	C	C	
Rating Coordinator																			C	C	C	
Erasmus Office																			C	C	C	
Mevlana Exchange Program Coordinator																			C	C	C	
Competent Engineering Office (NCEES)																			C	C	C	
Dual Diploma Undergraduate Program (UOLP)																			C	C	C	
IAESTE Offices																			C	C	C	
Istanbul Technical University Continuing Education Center											R											

OBJECTIVE CARDS

The sectoral trend and structure analyses, top policy documents, and stakeholder expectations analyses given above are based on the preparation of the Objective Cards for each objective (Table 32) in the ITU 2022-2026 Strategic Plan, which is prepared with a participatory approach.

Goal	A1	Strengthening education and training with innovative and dynamic approaches							
Objective	H1.1	Strengthening the Physical Infrastructure for Education and Training							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency	Raporlama Sıklığı (ay)
PG1.1.1 - Ideal classroom ratio (%)	20	70	72	75	77	80	80	3	6
PG1.1.2 - Number of printed and electronic resources in the library	20	1.000.000	1.002.500	1.005.000	1.007.500	1.010.000	1.012.500	3	6
PG1.1.3 - Indoor area per student (m2)	20	23,23	23,23	23,23	24,00	25,00	25,00	3	6
PG1.1.4 - Number of classrooms supported by the technology-based system	20	2	56	66	76	86	96	3	6
PG1.1.5 - Dormitory capacity (Number of Students)	20	4.872	4.872	5.372	5.872	5.872	5.872	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Having a limited budget Increasing student quota								
Strategies	The physical conditions of the classrooms will be improved and the number of classrooms in which new technologies will be integrated will be increased. Education and training processes will be digitized, students' access to units (help ticket, call center, live support, etc.) will be improved. The construction of the faculties and institute buildings, which are under construction, will be completed. The library working area will be expanded with electronic and printed resources. Dormitory and scholarship opportunities will be improved. The dining hall facilities will be improved and the dining hall area will be expanded. The conditions of indoor and outdoor sports facilities will be improved and their use will be encouraged. Policies for the determination of quotas will be developed in cooperation with YÖK.								
Estimated Cost	2.891.065.000 TL								
Findings	Inadequate social and accommodation facilities provided by the university compared to the number of students, Inability to quickly renew old buildings and infrastructures due to financial constraints, Continuous increase in student quotas by YÖK								
Needs	Ensuring/increasing the use of new technologies in education and training activities, Bringing the physical infrastructure for education and training to a suitable level for all stakeholders of the university								

Goal	A1	Strengthening education and training with innovative and dynamic approaches							
Objective	H1.2	Strengthening Multidisciplinary and Interdisciplinary Education and Training							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency	Raporlama Sıklığı (ay)
PG1.2.1 - Number of interdisciplinary master's programs (MA)	20	30	31	32	33	33	33	3	6
PG1.2.2 - Number of interdisciplinary doctoral programs (DR)	20	15	16	17	18	18	18	3	6
PG1.2.3 - Number of students benefiting from double major and minor programs in undergraduate programs	20	1.100	1150	1.200	1.250	1.300	1.350	3	6
PG1.2.4 - Number of double major programs	20	405	409	412	417	420	420	3	6
PG1.2.5 - Number of students graduating from double major programs	20	1.298	1.348	1.398	1.448	1.498	1.548	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Lack of sufficient number and quality of academic staff due to the increase in the number of interdisciplinary or multidisciplinary programs								
Strategies	Double Major Programs will be diversified. Minor Programs will be diversified. Students will be encouraged to take part in interdisciplinary projects. The number of interdisciplinary undergraduate and graduate programs will be increased.								
Estimated Cost	360.036.000 TL								
Findings	Increasing demand for interdisciplinary master and doctoral programs, Allowing to create interdisciplinary programs that are becoming more and more widespread in the world with the education given at ITU for a wide range of disciplines, The prevalence of interdisciplinary project-making culture.								
Needs	Encouraging students to take courses from different fields, Opening interdisciplinary undergraduate and graduate programs, Increasing need for interdisciplinary and multidisciplinary education in line with emerging new technologies.								

Goal	A1	Strengthening education and training with innovative and dynamic approaches							
Objective	H1.3	Having Enough Number of Qualified Instructors to Compete at International Standards in Education							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency	Raporlama Sıklığı (ay)
PG1.3.1 - Number of Students / Number of Instructors in Undergraduate and Graduate Programs	35	15,9	15,5	15,0	14,5	14,5	14,5	3	6
PG1.3.2 - Number of Students / Faculty Members of Undergraduate and Graduate Programs	30	32,7	32,0	31,5	31,0	30,5	30,0	3	6
PG1.3.3 - Number of Faculty Members	35	1.103	1123	1.143	1.163	1.183	1.203	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Having no control over student quotas by the university, Having an insufficient number of academic staff provided by YÖK, The negative effect of negative news and perceived trends at the political level on the recruitment of Faculty Members from abroad.								
Strategies	Environments, where qualified academics will use their potential, will be presented. Necessary studies will be carried out to attract qualified academicians to our university. Instructors will be made pedagogically aware. Academicians will be trained and conscious about the development of innovative methods and practices in teaching and education. The number of weekly course hours per faculty member will not be increased.								
Estimated Cost	134.076.000 TL								
Findings	Having high number of students per faculty member Creating competition in attracting qualified academics and ensuring that these academics stay in the institution with the opportunities offered by foundation universities								
Needs	Sufficient number of academic staff Adopting policies that will attract qualified scholars and not lose existing scholars								

Goal	A1	Strengthening education and training with innovative and dynamic approaches							
Objective	H1.4	Making our University an Education and Training Center Preferred by Qualified Undergraduate and Graduate Students							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency	Raporlama Sıklığı (ay)
PG1.4.1 - Number of students who entered the first ten thousand in the university entrance exams and preferred the university	25	792	830	860	890	920	950	3	6
PG1.4.2 - Number of students from the top 1000 in the university entrance exam	25	8	20	25	30	35	40	3	6
PG1.4.3 - Number of Students Dropping Out of the University (Excluding Graduates - Unregistered and Left voluntarily)	25	372	350	320	300	280	250	3	6
PG1.4.4 - Total number of students reached through promotional activities	25	20.000	22.000	24.000	25.000	25.000	25.000	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Increasing the number of alternatives that qualified undergraduate and graduate students can choose at home and abroad								
Strategies	Collaborations will be developed to improve the secondary education system. Activities will be planned to enable qualified students to choose our university. Activities will be planned to enable foreign students to choose our university. The effectiveness of promotional and information activities for students who will make a choice will be increased. Effective and widespread use of media and communication tools will be ensured by the departments within the university.								
Estimated Cost	12.923.000 TL								
Findings	Limited financial support (scholarships, part-time work) that can be used to attract qualified students The low number of students who rank high in the university entrance exam The fact that graduate students who will receive education in the country do not prefer ITU as a priority for graduate education Increasing aggressive competition by foundation universities over media advertisements and student social opportunities								
Needs	Increasing postgraduate and doctorate quotas Establishing international education and research partnerships with leading institutions at the undergraduate and postgraduate level Strengthening the image of ITU and conducting promotional activities that will enable qualified undergraduate and graduate students to prefer ITU.								

Goal	A1	Strengthening education and training with innovative and dynamic approaches							
Objective	H1.5	Ensuring Continuous Improvement of Undergraduate and Postgraduate Education Programs							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency	Raporlama Sıklığı (ay)
PG1.5.1 - Number of accredited undergraduate programs	25	25	26	27	27	27	27	3	6
PG1.5.2 - Number of accredited graduate programs	25	0	2	3	4	5	6	3	6
PG1.5.3 - Number of self-evaluated programs	25	25	30	33	35	38	40	3	6
PG1.5.4 - The rate of courses that can be given via distance education systems (%)	25	0	20	20	20	20	20	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Affecting education and research activities negatively due to continuous changes and uncertainties in higher education legislation, The slow process and having problems caused by the legislation due to the process of opening new programs or courses,								
Strategies	The standardization provided in the quality accreditation processes will also be reflected in the undergraduate and graduate education processes. Continuous improvement cycles will be managed under ABET accreditation for Engineering majors and NAAB accreditation for Architecture majors. Appropriate accreditation systems for graduate programs will be determined and these programs will be accredited. It will be ensured that education and teaching systems are adopted with new technologies and tools for the courses given in undergraduate and graduate programs. An application-based undergraduate education system will be adopted and adopted. A research-based postgraduate education system will be adopted and will be ensured. In line with the emerging needs, the distance education system will be integrated into the existing programs. The current staff will be made aware of the development of innovative methods and practices in education and training. With the new programs created and existing programs developed in line with current technologies and requirements, high-quality graduate students will be attracted to our university.								
Estimated Cost	3.187.000 TL								
Findings	Increasing in the number of postgraduate programs offered by foundation universities The majority of the students in graduate education are private-sector employees and the theoretical-academic content is weakened Graduate students who will receive education in the country do not prefer ITU as a priority for graduate education								
Needs	Opening postgraduate programs for priority areas Updating the program contents within the framework of University-Industry cooperation Inclusion of intellectual property rights in the undergraduate and graduate-level curriculum in faculties of basic sciences, economics, business administration, architecture, engineering Capturing current developments and needs by continuously improving undergraduate and graduate programs								

Goal	A2	Creating value for our country by contributing to scientific and technological developments through qualified research							
Objective	H2.1	Increasing the Number and Effectiveness of Qualified Scientific Research							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG2.1.1 - Total number of scientific articles per faculty member	20	1,35	1,39	1,45	1,50	1,55	1,60	3	6
PG2.1.2 - Number of scientific research projects completed	20	322	450	500	550	600	650	3	6
PG2.1.3 - Number of Higher Education Council, Turkish Academy of Sciences and TÜBİTAK science, incentive and art awards	20	2,00	4,00	5,00	5,00	6,00	7,00	3	6
PG2.1.4 - Ratio of publications in Q1 and Q2 class journals among all publications (%)	20	82	83	85	87	89	90	3	6
PG2.1.5 - Amount of support provided by the University to scientific research projects	20	3.889.775	13.000.000	14.500.000	16.000.000	17.000.000	18.000.000	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Legal difficulties in making publications visible due to copyright transfer Instructors' not being able to allocate enough time for research and development activities due to the course and administrative burdens. Lacking of funds to support research activities Experiencing communication and coordination problems in groups composed of researchers from different departments								
Strategies	The number of large interdisciplinary projects carried out priority and developing areas for Turkey and the world will be increased. By increasing the publications in quality scientific journals and ensuring the visibility of these publications, the number of citations they receive will increase in a sustainable manner. A system will be established in which the research facilities of our university, current research facilities and devices can be monitored and usage schedules can be followed instantly. Scientific Research Projects, units such as ITU Nova TTO will be strengthened, and the support provided to the academic staff's projects and scientific researches will be developed and expanded. Research groups will be formed by considering the basic research areas and competencies of the academic staff.								
Estimated Cost	113.297.000 TL								
Findings	In order to solve important problems affecting our country and the whole world, scientific and technological developments are needed and universities are critical stakeholders to take on this role. The low number of publications and citations per Instructor or Faculty Member, and consequently the inability to rank high in international rankings. Insufficient funding for research activities of academic staff								
Needs	Increasing the resources allocated for the quantitative and qualitative development of scientific research projects Encouraging and supporting academic staff for national and international cooperation Reviewing the course and administrative burdens of the lecturers and ensuring that the time they can allocate to research and development activities is increased								

Goal	A2	Creating value for our country by contributing to scientific and technological developments through qualified research							
Objective	H2.2	Increasing the Academic Activities of Graduate Programs and Monitoring the Output Performances Regularly							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG2.2.1 - Number of doctoral students per faculty member	35	3,21	3,25	3,29	3,35	3,45	3,50	3	6
PG2.2.2 - Number of external project supported doctoral degrees completed each academic year/ Total number of doctorate degrees completed (%)	35	0,16	0,18	0,20	0,25	0,30	0,35	3	6
PG2.2.3 - Number of postgraduate theses prepared for public or private sector/ Total number of postgraduate theses (%)	30	New Indicator	0,12	0,15	0,17	0,20	0,22	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Low number of qualified graduate students and post-doctoral researchers								
Strategies	Postgraduate students and postdoctoral researchers will be supported. The number of postgraduate students participating in academic research and practices will be increased. It will be ensured that graduate students and post-doctoral researchers who will conduct full-time research and development are attracted to our University. Postgraduate students will be supported to turn their scientific research into publications. Theses supported by TÜBİTAK or made within the scope of industry cooperation will be supported/encouraged.								
Estimated Cost	10.746.000 TL								
Findings	The majority of the students in graduate education are private sector employees and the theoretical-academic content is weakened Reduction in the number of qualified doctoral students who will continue their research after the master's level Directing the target of the trained workforce to financial opportunities, moving away from academic education								
Needs	Supporting graduate students and their advisors in case the thesis topic is selected from the project pool to be created by the industry in priority areas Opening courses/educational programs that will encourage graduate students to publish and show how to publish								

Goal	A2	Creating value for our country by contributing to scientific and technological developments through qualified research							
Objective	H2.3	Developing New Technologies and Products by Increasing Cooperation with Public, Industry and Non-Governmental Organizations							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG2.3.1 - Number of patents received	20	19	25	30	35	40	50	3	6
PG2.3.2 - Number of commercialized patents	20	1	3	4	5	6	7	3	6
PG2.3.3 - Number of products commercialized as a result of R&D	20	1	2	4	6	8	10	3	6
PG2.3.4 - Number of projects carried out by research centers with industry	20	1	5	8	11	15	20	3	6
PG2.3.5 - Number of students participating in Teknokent, Technology Transfer Office (TTO) or Revolving Fund Projects	20	142	900	1.000	1.100	1.200	1.300	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Disruption of the process for partnerships to be developed due to bureaucracy Long patent terms								
Strategies	Cooperation will be developed by signing protocols with Public and Semi-Public and Semi-Private Organizations. Education and research collaborations will be developed with Non-Governmental Organizations, Chambers and Associations. Education and research collaborations with Industrial Organizations will be developed. A support system will be established and funds will be provided for the patent, utility model and industrial design applications of the academic staff.								
Estimated Cost	27.263.000 TL								
Findings	Contributing to both practice and university research by the products and technologies created with the cooperation of the public institutions and industry.								
Needs	Increasing the share of University-Industry cooperation criteria in appointment and promotion criteria Carrying out information and awareness activities on innovation and intellectual rights Commercialization of developed products and technologies Conducting research on priority areas needed by the industry								

Goal	A2	Creating value for our country by contributing to scientific and technological developments through qualified research							
Objective	H2.4	Strengthening Required Human Resources and Infrastructure for Research and Development							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG2.4.1 - Number of students benefiting from research grants	25	320	450	500	550	600	650	3	6
PG2.4.2 - Ratio of budget spent on R&D to total budget (%)	25	12	15	17	19	22	25	3	6
PG2.4.3 - Number of post-doctoral researchers	25	25	30	35	38	43	50	3	6
PG2.4.4 - Number of accredited laboratories	25	2	3	4	5	6	7	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Insufficient staffing for personnel employment Insufficient funding to develop infrastructure								
Strategies	The participation of undergraduate and graduate students in research projects will be encouraged. A system will be developed for the joint use of the research facilities of the university. Facility and laboratory infrastructure to support research in developing and priority areas will be established, and the existing infrastructure will be strengthened. Research facilities and laboratories within the university will be accredited. The number of qualified technical personnel to work in the research facilities and laboratories within the university will be increased, and the existing personnel will be trained.								
Estimated Cost	7.485.000 TL								
Findings	Insufficient participation of undergraduate and graduate students in research and development projects The fact that the research facilities and laboratories owned throughout the university are not sufficiently known by the internal stakeholders of the university and that their common use is not encouraged								
Needs	Allocating additional resources in the areas in which our university specializes and removing the legislative barriers encountered during the use of these resources Strengthening the R&D infrastructure Ensuring shared use of research facilities Finding financial resources to develop and sustain infrastructure								

Goal	A2	Creating value for our country by contributing to scientific and technological developments through qualified research							
Objective	H2.5	Increasing Entrepreneurship Potential of ITU Students and Graduates							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG2.5.1 - Number of incubated firms	20	128	154	184	221	265	319	3	6
PG2.5.2 - University's place in the Entrepreneurial and Innovative University Index	20	2	2	1	1	1	1	3	6
PG2.5.3 - Number of entrepreneurship projects	20	554	560	565	570	575	580	3	6
PG2.5.4 - Number of consultancy services on entrepreneurship	20	1.271	1.280	1.300	1.310	1.320	1.340	3	6
PG2.5.5 - Number of students taking courses with the theme of innovation and entrepreneurship	20	3.760	3.900	4.000	4.100	4.200	4.300	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Insufficient funding to support entrepreneurial activities								
Strategies	Entrepreneurship activities of undergraduate and graduate students will be supported. Transformation of research conducted in undergraduate and graduate theses into entrepreneurship projects will be encouraged. Joint projects with Teknokent companies will be encouraged.								
Estimated Cost	0 TL								
Findings	Partnerships to be established in the entrepreneurship ecosystem offer new research opportunities Increase in the number of entrepreneurs applying to incubation centers								
Needs	Implementation of regulations that will make it easier for academics to become entrepreneurs besides their professional work Planning events that will bring together incubation centers and students and academics Fundraising to support student ideas and projects								

Goal	A3	Taking an Active Role in Social, Cultural, Scientific and Technological Fields in a Way to Inform and Raise the Awareness of the Society							
Objective	H3.1	Restructuring and strengthening ITU Continuing Education Center							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG3.1.1 - Number of education programs organized for the society within the scope of SEM, lifelong learning	50	68	70	72	74	76	78	3	6
PG3.1.2 - Number of certificates issued by SEM for vocational training	50	2.132	4.000	4.500	5.000	5.000	5.000	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Different segments of the society are not aware of the existence of training programs that are closely related to them. Instructors do not show interest in SEM programs due to their intensity.								
Strategies	A Distance Education Center (UZEM) will be established. The technological infrastructure of the Continuing Education Center (SEM) will be strengthened with UZEM. New online education programs will be opened. Marketing and payment systems of SEM programs will be developed.								
Estimated Cost	0 TL								
Findings	Implementation of lifelong learning programs including the aging population								
Needs	Designing SEM programs to cover all segments of society								

Goal	A3	Taking an Active Role in Social, Cultural, Scientific and Technological Fields in a Way to Inform and Raise the Awareness of the Society							
Objective	H3.2	Strengthening the Alumni Relations Office							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG3.2.1 - Number of alumni in the country contacted	30	73.733	80.000	85.000	90.000	95.000	100.000	3	6
PG3.2.2 - Number of foreign graduates contacted	30	4256	4500	4800	5300	5700	6000	3	6
PG3.2.3 - Alumni donation amount (1000 TL)	40	5.727	6.300	6.930	7.600	8.350	9.250	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Inadequate and ineffective support of graduates It is difficult to identify graduates who continue their education abroad Problems in reaching graduates due to the Law on the Protection of Personal Data								
Strategies	The Alumni Relations Office will be restructured. Mechanisms will be established to ensure continuous communication with graduates at home and abroad.								
Estimated Cost	0 TL								
Findings	Having a strong alumni and stakeholder network ITU graduates' taking part in the country's administration at the highest level Insufficient and ineffective support from graduates on fundraising, interaction with society and activities for the benefit of the university Insufficient communication/relationships with graduates who continue their education abroad								
Needs	Establishment of an alumni monitoring system to monitor the career processes of graduates and to strengthen the alumni-university cooperation								

Goal	A3	Taking an Active Role in Social, Cultural, Scientific and Technological Fields in a Way to Inform and Raise the Awareness of the Society							
Objective	H3.3	Strengthening the perception of ITU in the society							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG3.3.1 - Number of events organized to contribute to society	30	40	60	80	100	120	140	3	6
PG3.3.2 - Number of projects carried out with non-governmental organizations	35	5	8	11	14	17	20	3	6
PG3.3.3 - Number of social responsibility projects carried out by the institution itself	35	14	16	18	20	22	24	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Failure to use the right resources in corporate identity and image management								
Strategies	ITU will be promoted effectively in digital and traditional media in an institutional sense.								
Estimated Cost	8.630.000 TL								
Findings	The lack of development of the necessary mechanisms for announcing the research projects carried out at ITU to the public and emphasizing their social aspects.								
Needs	Greater visibility in digital and traditional media								

Goal	A3	Taking an Active Role in Social, Cultural, Scientific and Technological Fields in a Way to Inform and Raise the Awareness of the Society							
Objective	H3.4	Strengthening social life and communication in ITU Campuses							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG3.4.1 - Socio-cultural area that happens to a person at ITU (m ²)	25	15	14	14	14	14	14	3	6
PG3.4.2 - Number of social, cultural and sportive activities	25	383	250	375	500	625	750	3	6
PG3.4.3 - Number of activities on social integration and inclusion for disadvantaged groups	25	1	9	10	11	12	13	3	6
PG3.4.4 - Number of students benefiting from accommodation services	25	4.872	4.872	5.372	5.872	5.872	5.872	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Inability to transfer financial resources Budgetary shortfalls Increasing student quota								
Strategies	Student Club Studies and Club Union will be restructured Health, accommodation, social, etc. of Faculty Members and Staff needs will be determined and current conditions will be improved								
Estimated Cost	180.251.000 TL								
Findings	Inadequate social and accommodation facilities provided by the university compared to the number of students Increasing aggressive competition by foundation universities over media advertisements and student social opportunities Being one of the capitals of the world, Istanbul has more cultural and social opportunities. Providing rich social and cultural opportunities in ITU campus								
Needs	Identifying successful young people who do not have access to education and providing education and dormitories Expanding dormitory and scholarship opportunities								

Goal	A4	Developing a corporate structure that embraces continuous improvement and ensuring digital transformation							
Objective	H4.1	Establishing Quality Management Systems based on continuous improvement							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG4.1.1 - Completion rate of TS EN ISO 9001 Process (%)	30	0	70	100	100	100	100	3	6
PG4.1.2 - Completion rate of Integrated Management Systems (Energy, Environment, Asset Management, Occupational Health and Safety, Risk Management) Processes (%)	20	0	20	40	60	80	100	3	6
PG4.1.3 - Academic and administrative staff satisfaction level	20	76,3/100	0	81/100	82/100	84/100	85/100	3	6
PG4.1.4 - Student satisfaction level	20	55,6/100	70/100	73/100	75/100	78/100	80/100	3	6
PG4.1.5 - Rate of academic and administrative personnel who received Quality Awareness Training (%)	10	20	40	50	60	80	100	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Disruption of the certification process due to budget constraints Insufficient support of the academic and administrative staff to the Quality Management Processes								
Strategies	Quality awareness will be increased by holding Turkish Higher Education Quality Council (YÖKAK) information and training meetings. TS EN ISO 9001 consultancy and implementation support will be received. TS EN ISO 9001 Quality Management System certification studies will be carried out. Asset Management System based on TS EN ISO 5000 will be established								
Estimated Cost	36.788.000 TL								
Findings	Too many bureaucratic procedures in academic and administrative activities and slow pace of proceedings A significant slowness and bureaucracy arising from the legislation in academic or administrative initiatives and practices								
Needs	Establishing a Quality Management System to cover education, research activities and administrative activities Establishing and regularly conducting in-service training programs to increase the quality of administrative staff Strengthening and accelerating internal communication channels Completion and effective use of digitalization within the organization								

Goal	A4	Developing a corporate structure that embraces continuous improvement and ensuring digital transformation							
Objective	H4.2	Completing the digital transformation at ITU							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG4.2.1 - Completion rate of Enterprise Resource Planning Software in all administrative processes (%)	20	0	80	100	100	100	100	3	6
PG4.2.2 - Completion rate of new Student Information System software (%)	20	80	100	100	100	100	100	3	6
PG4.2.3 - Number of classrooms supported by technology-based system	20	2,00	56	66	76	86	96	3	6
PG4.2.4 - Ratio of the number of main processes transferred to the software to the total number of main processes (%)	10	20	40	45	50	80	100	3	6
PG4.2.5 - Number of practical lessons transferred to digital platform	20	1	2	4	8	12	20	3	6
Establishment of ITUGIS Geographic Information System	10	20	30	50	70	90	100	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Lack of financial resources and sufficient number of competent personnel Process owners do not want to consolidate processes Experiencing difficulties in combining data in different formats and environments into a single database Failure to effectively use the software to be developed								
Strategies	Enterprise Resource Planning Systems that can manage all administrative processes end-to-end with a single software will be established. Main processes will be documented and transferred to the software environment by making job analysis. An integrated Enterprise Resource Planning Program (Purchasing, Tender, Fixture, Stock, Demand Management, HR Management, Finance, EBYS, Archive Management System etc.) will be written. Smart campus applications will be implemented (ITUGIS, Campus IoT Platform, ITU Big Data (İTÜVAP) Platform, Energy Management, Security, Accommodation, Maintenance and Repair, Transportation, Barrier-Free ITU). Data management will be provided by creating Hadoop Ecosystem and moving all data sources to Big Data repository. An IoT platform will be created. Smart classroom application examples will be implemented. An online training studio will be created within the ITU-BIDB, and the training will be brought to an order close to the classroom environment. Student Information System will be renewed. E-Learning, Digital Education Contents and Asynchronous Education Platforms will be implemented. Distance education studies will be started in e-learning.								
Estimated Cost	14.797.000 TL								
Findings	Difficulties in effective management of university resources The increasing importance of financial issues and the formation of a cost pressure on universities With the increasing quotas, the possibility of insufficient accommodation, scholarship, classroom and laboratory facilities in the university increases.								
Needs	Implementing open access and open science practices in accessing information in order to keep up with the digital age Completion and effective use of digitalization within the organization Reviewing classroom and laboratory infrastructures and adapting them to new educational technologies								

Goal	A4	Developing a corporate structure that embraces continuous improvement and ensuring digital transformation							
Objective	H4.3	Improving livability for all stakeholders by increasing the facilities of the campuses							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG4.3.1 - Cycle path length (km)	25	9,0	10,0	10,5	11,0	11,5	12,0	3	6
PG4.3.2 - Ratio of the number of buildings with disabled elevators to the total number of buildings (%)	25	70	80	90	100	100	100	3	6
PG4.3.3 - Internet access rate from all parts of the campus living areas (%) (Indoor / Outdoor)	25	84/5	86/20	88/30	90/40	92/50	94/60	3	6
PG4.3.4 - GreenMetric score	25	7.800	8.200	8.300	8.400	8.500	8.600	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Coordination difficulties between central and inner-city campuses Lack of financial resources and sufficient number of competent personnel								
Strategies	The campus security system will be improved. A maintenance management system will be established for infrastructures of buildings and laboratories. New wellness trails will be built (bike paths, pedestrian paths, etc.). Appropriate methods will be determined for the housing of animals in the campuses.								
Estimated Cost	210.472.000 TL								
Findings	With the increasing quotas, the possibility of inadequate university accommodation, scholarship, classroom and laboratory facilities increases. Inability to quickly renew old buildings and infrastructures due to financial constraints Implementation of the "Green Campus" approach on campuses Increasing security concerns due to migration and terrorism								
Needs	Improving the security system by conducting risk analysis in the campuses Reviewing classroom and laboratory infrastructures and adapting them to new educational technologies								

Goal	A5	Making our university a preferred institution that plays an active role in the international arena							
Objective	H5.1	Being an Internationally Recognized and Preferred Institution in Education and Research							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG5.1.1 - Current number of international students	20	1667	1.700	1.750	1.900	2.050	2.250	3	6
PG5.1.2 - Total number of incoming and outgoing students within the scope of International Exchange Programs	20	748.	750	800	1.150	1.200	1.250	3	6
PG5.1.3 - Number of international undergraduate and graduate dual degree programs	20	14	15	15	16	16	16	3	6
PG5.1.4 Ratio of the number of international students to the total number of students (%)	20	4,38	4,50	4,50	4,75	5,00	5,25	3	6
PG5.1.5 - The rate of the number of incoming students to the number of outgoing students within the scope of International Exchange Programs (%)	20	54,2	40	40	45	45	50	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Our university's poor position in international ranking systems Problems related to legal regulations for employing foreign personnel								
Strategies	Existing undergraduate and graduate education cooperation will be strengthened. New undergraduate and graduate strategic collaborations will be established. Activities will be organized to increase the applications of foreign graduate students. The living conditions of current foreign academicians and students will be improved. Internship and project support will be provided to foreign students. The preference of our university by foreign academicians will be increased. Student and academician mobility will be increased through exchange programs. International ranking systems will be examined and necessary studies will be planned for our university to rise to the top in the rankings. Existing academic staff and students will be informed about internationalization and their awareness will be raised about internationalization. Participation of academic staff and students in international scientific activities will be supported.								
Estimated Cost	26.759.000 TL								
Findings	Low participation of academicians and students in national and international scientific activities Our university's poor position in international ranking systems								
Needs	Supporting qualified researchers who carry out high-level scientific and technological studies abroad to come to our university and to train researchers The need to stand out in the international rankings Increasing the rate of preference by international students and academics								

Goal	A5	Making our university a preferred institution that plays an active role in the international arena							
Objective	H5.2	Being an Internationally Recognized and Preferred Institution with its Scientific Research, Products and Technologies it has developed							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG5.2.1 - Number of ongoing projects based on international funds in which Faculty Members and Staff take part	20	39	40	42	45	45	45	3	6
PG5.2.2 - Number of internationally funded projects, which were started to be supported during the year, in which Faculty Members and Staff took part	20	8	10	10	12	12	12	3	6
PG5.2.3 - Total project budget based on international funds, which were started to be supported during the year, in which Faculty Members and Staff took part.	20	8.296.760	10.000.000	10.500.000	11.000.000	12.000.000	12.500.000	3	6
PG5.2.4 - Percentage of the number of supported projects based on international funds in which the academic staff is involved in the total number of outsourced projects	20	12	14	14	15	15	16	3	6
PG5.2.4 - The percentage of the budget of the supported projects based on international funds, in which the academic staff is involved, within the total budget of the external projects	20	14	14	14	15	15	16	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Insufficient support for research and development activities								
Strategies	International research collaborations will be increased. International ranking systems will be examined and necessary studies will be planned for our university to rise to the top in the rankings. Existing academic staff and students will be informed about internationalization and their awareness will be raised about internationalization. Participation of academic staff and students in international scientific activities will be supported.								
Estimated Cost	0 TL								
Findings	Few applications for international project support Insufficient support for the participation of academics and students in national and international scientific activities Increasing competition and challenges in interacting and developing partnerships with international pre-incubators/incubators								
Needs	Increasing cooperation in the field of international student and academic staff exchange and increasing the number of participants in exchange programs Identification of international projects that can be contributed Providing financial support for academic staff and students to participate in scientific activities Identifying international funding sources								

Goal	A5	Making our university a preferred institution that plays an active role in the international arena							
Objective	H5.3	Increasing the Visibility of Our University by Deepening its Internationalization Activities							
Performance Indicators	Impact on Objective (%)	Plan Period Initial Value	2022	2023	2024	2025	2026	Monitoring Frequency (month)	Reporting Frequency (month)
PG5.3.1 - ITU's position in the QS World University Rating (QS WUR)	20	561-700	601-650	551-600	501-540	460-500	415-420	3	6
PG5.3.2 - In the QS-Field-Based World University Ranking (QS WUR by Subject), the number of sub-fields in the first three degrees in our country	20	15	19	20	20	21	22	3	6
PG5.3.3 - ITU's position in the Times Higher Education World University Rating (THE WUR)	20	601-800	601-800	601-800	500-600	500-600	400-500	3	6
PG5.3.4 - In Times Higher Education-Field-Based World University Ranking (THE WUR by Subject), the number of subfields in which it entered the first three degrees in our country	20	15	15	16	16	17	17	3	6
PG5.3.5 - Number of publications of our University in the SCOPUS database	20	2.068	2.100	2.100	2.100	2.150	2.150	3	6
Responsible Unit	Related Vice Rector								
Unit(s) to be Collaborated	Given in the "Units Responsible for Goals and Units to Cooperate for Objectives" table.								
Risks	Limited financial support (scholarships, part-time jobs) available to attract qualified international students Competition in access to international research funding, mobility programs and resources								
Strategies	An International Relations Commission will be established. The International Education and R&D Cooperation Strategies Commission will be established. A Student Support and Orientation Office will be established. Processes to increase the visibility of international arts, sports, scientific competitions and awards will be established. "Tandem Language Exchange" language programs will be designed with the intensive Turkish course. Promotions will be made for high schools and universities abroad. Mechanisms will be established to ensure continuous communication with graduates abroad.								
Estimated Cost	3.898.000 TL								
Findings	Having high national and international research funds for research and development Having internationally accredited departments (such as ABET, NAAB, IMO, IFLA) Failure to reach the targets set in the total amount of funds received for the projects carried out jointly by the university with international and national organizations The increase in international students' applications to universities in Turkey and the high potential for cultural and scientific exchange through these students Having proven itself internationally as the only Turkish university in the top 100 in GreenMetric - World University Rankings								
Needs	Promoting the scientific and academic knowledge of our university abroad Facilitating international access to our University through effective promotional activities Improving processes to increase international competitiveness Increasing the number of international exchange programs Supporting qualified researchers who carry out high-level scientific and technological studies abroad to come to Turkey and to train researchers								

COSTING

In order to achieve the targets at the desired level and to provide the services with the desired quality, ITU's budget has been associated with the goals and objectives in the strategic plan. The distribution of the financial resources required for the realization of the 2022 – 2026 Strategic Plan for each goals and objectives is given in Table 14.

Table 15. Estimated Cost of Objective Cards

Goals	2022	2023	2024	2025	2026	Total
A1 Strengthening education and training with innovative and dynamic approaches	605.093.000	648.751.000	681.185.000	715.249.000	751.009.000	3.401.287.000
H1.1 Strengthening the physical infrastructure for education and training	513.907.000	551.530.000	579.104.000	608.062.000	638.462.000	2.891.065.000
H1.2 Strengthening multidisciplinary and interdisciplinary education and training	64.344.000	68.604.000	72.034.000	75.636.000	79.418.000	360.036.000
H1.3 Having qualified and number of Instructors that can compete at international standards in education	23.922.000	25.557.000	26.834.000	28.177.000	29.586.000	134.076.000
H1.4 Making our university an education and training center preferred by qualified undergraduate and graduate students.	2.320.000	2.460.000	2.583.000	2.712.000	2.848.000	12.923.000
H1.5 Ensuring the continuous improvement of undergraduate and graduate education programs	600.000	600.000	630.000	662.000	695.000	3.187.000
A2 Creating value for our country by contributing to scientific and technological developments through qualified research	127.807.000	135.784.000	142.824.000	149.939.000	157.137.000	713.491.000
H2.1 Increasing the number and effectiveness of qualified scientific research	17.992.000	22.112.000	23.218.000	24.378.000	25.597.000	113.297.000
Out of Budget TÜBİTAK (The Scientific and Technological	23.000.000	24.000.000	25.000.000	26.000.000	27.000.000	125.000.000
Research Council of Turkey) Projects	23.000.000	24.000.000	25.000.000	26.000.000	27.000.000	125.000.000
H2.2 Increasing the academic effectiveness of graduate programs and regularly monitoring their output performance	1.927.000	2.046.000	2.148.000	2.256.000	2.369.000	10.746.000
H2.3 Developing new technologies and products by increasing cooperation with public, industry and non-governmental organizations	4.876.000	5.194.000	5.454.000	5.726.000	6.013.000	27.263.000
Out of Budget Santez (Industry Projects), AFAD (Disaster and Emergency Management Presidency) Projects	2.700.000	3.000.000	3.500.000	4.000.000	4.500.000	17.700.000
H2.4 Strengthening the necessary human resources and infrastructure for research and development	1.312.000	1.432.000	1.504.000	1.579.000	1.658.000	7.485.000

Goals	2022	2023	2024	2025	2026	Total
Extra Budgetary Revolving Fund Budget	76.000.000	78.000.000	82.000.000	86.000.000	90.000.000	412.000.000
H2.5 Increasing the entrepreneurial potential of ITU students and graduates.	0	0	0	0	0	0
A3 Taking an active role in social, cultural, scientific and technological fields in a way to inform and raise awareness of the society.	33.759.000	35.990.000	37.790.000	39.679.000	41.663.000	188.881.000
H3.1 Restructuring and strengthening the ITU continuing education center						0
H3.2 Strengthening the Alumni Relations Office						0
H3.3 Strengthening the perception of ITU in the society	1.551.000	1.642.000	1.725.000	1.811.000	1.901.000	8.630.000
H3.4 Strengthening social life and communication in ITU campuses	32.208.000	34.348.000	36.065.000	37.868.000	39.762.000	180.251.000
A4 Developing a corporate structure that embraces continuous improvement and ensuring digital transformation.	45.563.000	50.229.000	52.741.000	55.377.000	58.147.000	262.057.000
H4.1 Establishing quality management systems based on continuous improvement	6.604.000	7.003.000	7.353.000	7.721.000	8.107.000	36.788.000
H4.2 Completing digital transformation at ITU	2.659.000	2.816.000	2.957.000	3.105.000	3.260.000	14.797.000
H4.3 Improving livability for all stakeholders by increasing the facilities of the campuses	36.300.000	40.410.000	42.431.000	44.551.000	46.780.000	210.472.000
A5 Making our university an institution that plays an active role in the international arena and is preferred	15.129.000	16.423.000	17.720.000	19.529.000	20.856.000	89.657.000
H5.1 Being an internationally recognized and preferred institution in education and research	4.403.000	5.187.000	5.447.000	5.718.000	6.004.000	26.759.000
H5.2 Being an internationally recognized and preferred institution with its scientific research, products and technologies it has developed	0	0	0	0	0	0
Out of Budget European Union Projects	10.000.000	10.500.000	11.500.000	13.000.000	14.000.000	59.000.000
H5.3 Improve the visibility of our university by deepening its internationalization activities	726.000	736.000	773.000	811.000	852.000	3.898.000
TOTAL BUDGET	715.651.000	771.677.000	810.260.000	850.773.000	893.312.000	4.041.673.000
NON-BUDGET FUNDS	111.700.000	115.500.000	122.000.000	129.000.000	135.500.000	613.700.000
GRAND TOTAL	827.351.000	887.177.000	932.260.000	979.773.000	1.028.812.000	4.655.373.000

MONITORING and ASSESSMENT

Six Strategic Plans have been made at ITU since 2005. At ITU, the collection of Strategic Plan Indicators data, the generation and presentation of reports have been supported by information technologies. In the previous strategic plan period, ITU Dashboard was designed for the implementation, monitoring and evaluation of the plan. This designed system will also be used in the 2022-2026 period to measure and monitor the plan. In addition, the collection, evaluation and monitoring of data will become more effective with the Enterprise Resource Planning (ERP) software, the work of which has started at ITU. This system, which is important for sustainable development; is a platform with performance indicator data, and will enable effective planning by providing up-to-date statistics, in addition to instant updating of data by all relevant users, and collecting instant data over systems (YÖKSİS, ITU Personnel Automation, ITU Student Automation, ITU Space Management Automation, etc.).

The Enterprise Resource Planning software, which we attach great importance to monitor corporate goals and to ensure concrete progress, will also fulfill roles such as “business continuity, increasing efficiency, instant control, effective sharing of internal information”.

The indicators in the strategic plan will be evaluated in 3, 6, 9 monthly and annual periods, and the level of reaching the targets will be monitored, and improvement activities will be initiated at the points where deviations are detected. The Enterprise Resource Planning software will be expanded to support performance monitoring and evaluation at all management levels, and will be able to provide data and information support for determining the quality issues related with University processes and improvement activities.

Both the data coming from the Enterprise Resource Planning software and the 3, 6, 9 and 12-month evaluation results of the Strategic Plan will be discussed at the Annual Evaluation meetings of the Strategic Plan, which will be held twice a year by the ITU management, and can be used in the planning of the next year.

APPENDICES

ANNEX-1 – Strategic Planning Commission

At the meeting of the University Senate dated 05.11.2020, numbered 752; Strategic Planning Commission established to carry out studies related to Strategic Planning:

- Prof. Dr. İsmail KOYUNCU (Head)
- Prof. Dr. Bülent İNANÇ
- Prof. Dr. Şule İtir SATOĞLU
- Prof. Dr. Hüseyin KIZIL
- Prof. Dr. Lütfiye DURAK ATA
- Prof. Dr. Ramazan EVREN
- Prof. Dr. Hatice CAMGÖZ AKDAĞ
- Prof. Dr. Osman ARIKAN
- Prof. Dr. Başar ÖZTAYŞI
- Assoc. Prof. Dr. Mehmet ERÇEK
- Dr. Instructor Cahit Ali BAYRAKTAR
- İlyas AKTAŞ
- Behzat ŞENTÜRK
- İlhami BULAT
- Sis ALKAN
- Nalan KUM

ANNEX-2 - Strategic Planning Subcommittee

At the meeting of our University Senate dated 05.11.2020 and numbered 752; A commission was established to carry out the studies related to Strategic Planning, and the Strategic Planning Sub-Commission, which was established in coordination with this commission to carry out the studies of the Sub-Commission in the Strategic Plan studies covering the years 2022-2026;

- Prof. Dr. Bülent İNANÇ – Vice Rector
- Prof. Dr. Başar ÖZTAYŞI - Faculty of Management
- Prof. Dr. Tahir Çetin AKINCI- Deputy Director of Institute of Science and Technology
- Assoc. Prof. Dr. Mahmut ALTINBAŞ - Deputy Head of Personnel Department
- Asst. Prof. Dr. Sinan ERTEMEL- Vice Dean of the Faculty of Management
- Asst. Prof. Dr. Cemil CEYLAN- Faculty of Management
- Dr. Instructor Cahit Ali BAYRAKTAR- Faculty of Management
- Dr. Çiğdem KADAİFCİ YANMAZ - Faculty of Management
- İlyas AKTAŞ - Assistant Secretary General
- Behzat ŞENTÜRK- Assistant Secretary General
- İlhami BULAT - Head of Strategy Development Department
- Sis ALKAN - Head of Construction and Technical Department
- Yıldız BÜYÜKÇOLAK - Head of Student Affairs Department
- Göknur ARSLAN - Head of Library and Documentation Department
- Türker VARDAR - Deputy Head of IT Department
- Gönül DÖNMEZ- Deputy Head of Health, Culture and Sports Department
- Songül YILDIZ ÖZER- Legal Advisor
- Elif VELİ - Energy Institute Secretary
- İmdat ÖZDAL - Secretary of the Faculty of Civil Engineering
- Nalan KUM - Strategic Planning Branch Manager
- Cengiz GÜLER - Revolving Fund Management Deputy Manager
- Yaşanur YÜKSEL - Financial Affairs Branch Deputy Manager
- Nurten ŞİRİN - Head of Administrative and Financial Affairs
- Derya AKYÜZ - General Secretariat
- Adem DÖNMEZ - Communication and Marketing Directorate
- Research Assistant Abdullah Emin KAZDALOĞLU - Faculty of Management
- Research Assistant Abdulkadir GÜRBÜZ - Faculty of Management
- Research Assistant Kübra ÇETİN YILDIZ- Faculty of Management
- Research Assistant Yusuf IŞIK - Faculty of Management
- Research Assistant Hüseyin BAŞKURT - Faculty of Management
- Research Assistant Cihangir GÜMÜŞTAŞ - Faculty of Management
- Research Assistant Tuğçe BELDEK - Faculty of Management
- Research Assistant Muhammed Hakan YORULMUŞ - Faculty of Management
- Research Assistant Oğuz YÜCEL - Faculty of Management

NOTES

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ISTANBUL TECHNICAL UNIVERSITY

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Strategy Development Directorate
July 2021

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