



GÜMÜŞHANE ÜNİVERSİTESİ

2023-2027 STRATEJİK PLANI



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ABBREVIATIONS

CHEF	:Arts And Humanities Citation Index
BAP	Scientific Research Projects
BKMYS	: Integrated Public Financial Management System
DBS	Course Information System
DOKAP	: Eastern Black Sea Project Regional Development Administration
EBYS	Electronic Document Management System
EKAP	Electronic Public Procurement Platform
GDP	:Gross domestic product
SWOT	Strengths, Weaknesses, Opportunities, Threats Analysis :
IYEM	Authorized Signatories Module
KAYSIS	: Electronic Public Information Management System
MYO	Vocational School
MYS	Financial Management System
PG	Performance Indicator
SCI	Science Citation Index
SPK	Capital Markets Board
SSCI	:Social Sciences Citation Index
NGO	Civil Society Organization
TKYS	:Movable Asset Registration Management System
TPG	Key Performance Indicator
TTO	Technology Transfer Office
TÜBİTAK	: Scientific and Technological Research Council of Turkey
ULAKBİM	: National Academic Network and Information Center
UYBS	: University Management Information System
YO	:College
NO	Higher Education Council
YÖKSİS	: Higher Education Information System

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PRESENTATION

Our university, with the number 26892 dated 31.05.2008
Higher Education Law No. 2809 published in the Official Gazette
According to Article 98 of the Annex to the Law on the Organization of Institutions
established and has continued its development from its establishment to the present day.
He caused it.



Compared to other universities established during the same period, it is rapidly...
Our developing university, both for its academic staff
The work we've done has resulted in both improved experience among administrative staff and a steady increase in our student numbers.
With its increasing growth, it continues to grow stronger every day.

With our third-term strategic plan, we aim to improve the quality of education and training.
To strengthen innovation and entrepreneurship-focused R&D activities, nationally and internationally.
to increase recognition and desirability, and to foster collaborations aimed at making a social contribution.
We have defined our main objectives as increasing social responsibility services. Furthermore, within the scope of the
"Differentiation and Specialization of Universities' Missions Focused on Regional Development" program launched by the Higher
Education Council, our university, being one of the first 22 universities to participate, also includes its work in the field of mining
in this plan.

With their dedicated efforts in the preparation of our university's 2023-2027 Strategic Plan
I would like to thank the Strategic Planning Team and the Strategy Development Department, in particular, for their hard work.
all those who have contributed and will contribute to achieving the aims and objectives we have set in the plan
I would like to extend my thanks to our stakeholders and wish them success.

Prof. Dr. Halil İbrahim ZEYBEK

Rector

1. STRATEGIC PLAN AT A GLANCE

1.1. Mission

Our mission is to be a university that cultivates individuals who can think critically, are entrepreneurial, productive, participatory, competitive, and constantly renew themselves personally and professionally; to conduct research that makes a universal contribution to science; and to contribute to the development of the region and the country with all its values.

1.2. Vision

Constantly renewing itself as part of the transformation in research and education, addressing the problem To become a preferred university by training individuals with problem-solving skills.

1.3. Core Values

ÿ To enhance institutional identity and culture, a participatory management approach will be adopted, open and transparent governance models will be implemented, and efforts will be made to effectively implement the necessary financial management, internal control, and internal audit activities to strengthen management accountability at our university.

ÿ To increase university-industry collaboration and contribute to the technological development and R&D activities of industrial organizations in the region.

ÿ To strengthen our R&D-based production capabilities, we will develop our application and research centers and our central research laboratory.

ÿ Aiming to cultivate qualified individuals, conducting scientific research at a universal level, and To prioritize development activities and contribute to them to the maximum extent possible.

ÿ One who fulfills their responsibilities towards the environment, nature, people, and ethical values. To establish a corporate culture.

ÿ Constantly renewing itself by fulfilling the requirements of the digital transformation era, Having problem-solving skills.

ÿ To closely monitor international programs aimed at increasing student and faculty exchange and mobility in higher education. To make the maximum contribution to facilitating the participation of foreign students in teaching activities at our university and to enabling reciprocal student exchanges.

ÿ To develop existing administrative and human capacity, both qualitatively and quantitatively, in line with the strategic management approach, and to organize programs aimed at adapting the management culture to the new structure.

ÿ To develop measurement, monitoring, and evaluation processes within the framework of strategic planning and performance programs.

1.4. Aims and Objectives

Table 1: Summary Table of Aims and Objectives

<p>Objective (A1)</p> <p>To become a competitive university in the fields needed by the country and the region by improving the quality of education and training.</p>	Target	To increase the number of departments/programs with national and international equivalency, improve educational fields, and raise the number of well-equipped domestic and foreign students to competitive levels by the end of 2027.
	Target	Providing students with their primary and supplementary resources in physical/electronic formats throughout their education, and ensuring that students' sense of institutional belonging continues to increase until the end of 2027.
	Target	Improving the quality of nutritional services offered to higher education students; supporting students' personal and social development and raising their quality of life by 20% by the end of 2027.
	Target	By increasing national and international promotion and recognition activities, and maximizing the leverage from exchange programs, the goal is to increase the utilization rate to 15% by the end of 2027.
<p>Objective (A2)</p> <p>To realize high value-added social and economic projects by increasing the resources and quality of scientific research.</p>	Objective	Increase research projects, mining, consulting services, and research center activities by 15% by the end of 2027.
	Target	Increasing support and incentives given to teaching staff.
<p>Objective (A3)</p> <p>To produce high-quality development services in areas needed by society, in collaboration with our stakeholders.</p>	Target	Providing training to all segments of society in areas where they are needed, increasing institutional activity, and expanding social opportunities for staff and students by the end of 2027.

1.5. Key Performance Indicators (KPIs)

Table 2: Key Performance Indicators Table

TPG. 1: Number of Master's students (PG.1.1.4)
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TPG. 4: Life satisfaction rate of students in higher education (PG.1.3.1)
TPG. 5: Number of students participating in international exchange programs (Erasmus, Mevlana, etc.) (PG.1.4.1)
TPG. 6: Number of ongoing projects (TÜBİTAK, BAP, etc.) (PG.2.1.1)
Number of activities carried out under TPG. 7: Regional Development-Oriented Mission Differentiation and Specialization Program (mining) (PG.2.1.5)
TPG. 8: Number of publications per faculty member in journals indexed in SCI, SCI-Expanded, SSCI, and AHCI (PG.2.2.1)
TPG. 9: Number of citations per faculty member in journals indexed in SCI, SCI-Expanded, SSCI and AHCI (PG.2.2.2)
TPG. 10: Number of people certified by Continuing Education Centers (SEM), Language Centers (DILMER), and other Research and Application Centers (PG.3.1.2)

2. STRATEGIC PLAN PREPARATION PROCESS

Circular 1, published by the Rectorate on May 26, 2021, concerns the years 2023-2027.

Strategic planning work has begun. The foundations for the plan will be laid during this process.

With the publication of the work schedule and subsequently "Circular 2", the work continues without interruption.

The Strategy and Budget Presidency has been notified that the studies have begun, and the studies have commenced.

regarding how the roadmap will proceed, by the members of the Strategic Planning Team

Meetings were held in accordance with the planned work schedule, small working teams were formed,

Surveys and survey evaluations were conducted for both internal and external stakeholders.

The draft report, prepared after approximately nine months of intensive work, is the Strategy.

It was submitted to the Development Board (University Board of Directors), after which the necessary corrections were made.

After making updates, it will be sent to the General Directorate of Plans and Programs, Strategy and Budget Presidency.

It has been submitted. The 2023 version, finalized as a result of necessary suggestions and recommendations from the Presidency, is now available.

Our 2027 Strategic Plan has been finalized.

Table 3: Strategy Development Board Table

STRATEGY DEVELOPMENT BOARD			
Institutional Task	Board Position Title		Name - Surname
Rector	Minister	Prof. Dr. Halil İbrahim ZEYBEK	
Vice Rector	Vice President Prof.	Dr. Günay ÇAKIR	
Dean of the Faculty of Literature	Member	Prof. Dr. Dean	
Dean of the Faculty of Engineering and Natural	Member	Prof. Dr. Dean	
Sciences; Dean of the Faculty of Economics and Administrative Sciences.	Member	Prof. Dr. Dean	
Dean of the Faculty of Theology	Member	Prof. Dr. Dean	
Dean of the Faculty of Communication	Member	Prof. Dr. Dean	
Dean of the Faculty of Tourism	Member	Prof. Dr. Dean	
Dean of the Faculty of Health Sciences	Member	Prof. Dr. Dean	

Table 4: Strategic Planning Team Table

GUMUSHANE UNIVERSITY STRATEGIC PLANNING TEAM		
Duty	First Name Last Name	Unit
Minister	Prof. Dr. Günay ÇAKIR	Vice Rector
Vice President	Prof. Dr. M. Ferhat ÖZBEK	Quality Coordinator
Member	Prof. Dr. Charyar ASHYRALYYEV	Quality Coordination
Member	Assoc. Prof. Dr. Hamza AKTAÿ	Seminary
Member	Assoc. Prof. Dr. Nilgün ULUTAÿDEMÿR	Faculty of Health Sciences
Member	Dr. Esra Dudu KARAMAN, Assistant Professor	Faculty of Communication
Member	Dr. İenay YANAR, Assistant Professor	Faculty of Literature
Member	Assoc. Prof. Dr. Cem YÜCEL	Faculty of Engineering and Natural Sciences
Member	Dr. Ayşenur KARADEMÿR, Assistant Professor	Faculty of Economics and Administrative Sciences
Member	Dr. İsmail ÇALIK, Assistant Professor	Faculty of Tourism
Member	Dr. Yeşim BAYRAKTAROÿLU, Assistant Professor, School of Physical Education and Sports	School of Applied Sciences
Member	Dr. Gül YEÿYLÇELEBÿ, Assistant Professor	Graduate Education Institute (Science)
Member	Dr. Emine ÇORUH, Assistant Professor	Graduate Education Institute (Social Sciences)
Member	Dr. Orkun ÇELÿK, Assistant Professor	Vocational Schools
Member	Dr. Mehmet Ali GÜCER, Assistant Professor	Application and Research Centers
Member	Lecturer Dr. Kübra İimÿek DEMÿRBAÿ UZEM	
Member	Assoc. Prof. Dr. Fatih YALÇIN	Secretary General
Member	Fahri TERZİ	Head of Health, Culture and Sports Department
Member	Onur KAYA	Head of Strategy Development Department
Member	Niyazi KARADENİZ	Head of Student Affairs Department
Secretariat Serhat KARADAÿ (Branch Manager)		Strategy Development Department
Secretariat Serkan KAYHAN (Financial Services Specialist)		Strategy Development Department
Secretariat Mehmet TOPAL (Chief)		Strategy Development Department

3. SITUATION ANALYSIS

3.1. Corporate History

Gümüşhane University was established in the Official Gazette dated May 31, 2008, and numbered 26892. It was established by Law No. 5765, which came into force upon its publication. It operates under the Rectorate;

The following faculties in Gümüşhane offer 4-year undergraduate programs: Faculty of Engineering, Faculty of Economics and Administrative Sciences, Faculty of Communication, and Gümüşhane School of Health Sciences.

The following 2-year associate degree programs are offered: Gümüşhane Vocational School, Gümüşhane Health Services Vocational School, Kelkit Aydın Doğan Vocational School, and İyran Vocational School.

The Institute of Science and Social Sciences was established to provide Master's and Doctoral degree programs.

Table 5: Table of Establishment Dates of Our Units

	Units	Date of Establishment	Explanation
Institute	Graduate Education Institute	With the establishment law dated 31.05.2008, the Institute of Social and Natural Sciences was established as part of Gümüşhane University.	The Graduate Education Institute was established by Presidential Decree No. 4000, published in the Official Gazette dated May 21, 2021, and numbered 31487, by closing the Institute of Social and Natural Sciences.
Faculty	Engineering and Nature Faculty of Sciences	It was established on July 11, 1992, as an affiliate of Karadeniz Technical University.	It was transferred to Gümüşhane University on May 31, 2008.
	Economics and Administrative Sciences Faculty	It was established on October 3, 2007, as an affiliate of Karadeniz Technical University.	On May 31, 2008, to Gümüşhane University It was transferred.
	Faculty of Tourism	It was established in 2010 as the School of Tourism Management and Hotel Management.	It was transformed into a Faculty of Tourism by the decision of the Council of Ministers dated 22.04.2013 and published in the Official Gazette dated 16.05.2013 and numbered 28649.
	Faculty of Communication	It was established as an affiliate of Gümüşhane University with the Establishment Law dated 31.05.2008.	-
	Seminary	It was established by the decision adopted by the Council of Ministers on June 7, 2010, and published in the Official Gazette dated July 1, 2010, and numbered 27628.	-
	Faculty of Health Sciences	The School of Health Sciences was established on November 2, 1996, as part of Karadeniz Technical University. It was transferred to Gümüşhane University on May 31, 2008.	It was transformed into the Faculty of Health Sciences by the decision of the Council of Ministers dated 25.01.2016 and published in the Official Gazette dated 08.04.2016 and numbered 29678.
	Faculty of Literature	It was established by the Council of Ministers Decision No. 2011/2471 dated 14.11.2011 and published in the Official Gazette No. 28162 dated 03.01.2012.	-

Gümüşhane University 2023 – 2027 Strategic Plan

Colleges	Physical Education and Sports College	It was established by the decision adopted by the Council of Ministers on April 8, 2010, and published in the Official Gazette dated April 28, 2010, and numbered 27565.	-
	Sciences College	It was established by the decision adopted by the Council of Ministers on 14.05.2018 and published in the Official Gazette dated 06.07.2018 and numbered 30470.	-

Vocational	Gümüşhane Vocational School College	On July 20, 1982, Karadeniz Technical University It was established as part of the university.	On May 31, 2008, to Gümüşhane University It was transferred.
	Gümüşhane Health Services Profession College	It was established on September 10, 1992, as an affiliate of Karadeniz Technical University.	On May 31, 2008, to Gümüşhane University It was transferred.
	Kelkit Aydın Doğan Vocational School	It was established on July 20, 1982, as part of Atatürk University. On March 17, 2006, it became Erzincan University. It was transferred.	On May 31, 2008, to Gümüşhane University It was transferred.
	Kelkit Health Services Profession Colleges	It was established on September 28, 2003, as an affiliate of Atatürk University. It was transferred to Erzincan University on March 17, 2006.	It was transferred to Gümüşhane University by the decision of the General Assembly of Higher Education dated 22.07.2008.
	Shiran Mustafa Beyaz Vocational School	It was established as part of Karadeniz Technical University.	On May 31, 2008, to Gümüşhane University It was transferred.
	Kurdish Profession College	It was established by the General Assembly Decision of the Council of Higher Education dated 21.05.2009.	-
	Shiran Health Services Vocational School	It was established by the General Assembly Decision of the Council of Higher Education dated 22.06.2017.	-
	Social Sciences Profession College	It was established by the General Assembly Decision of the Council of Higher Education dated 24.08.2017.	-
	Irfan Can Kose Profession College	It was established by the General Assembly Decision of the Council of Higher Education dated 21.05.2009.	-
	Torul Vocational School College	It was established by the General Assembly Decision of the Council of Higher Education dated 21.05.2009.	-

Center for Continuing Education Application and Research	It was established by the letter dated 04.10.2010 and numbered 4904-36299 from the Presidency of the Council of Higher Education.	-
Kelkit Organic Farming Application and Research Central	It was established by the decision of the Executive Board of the Council of Higher Education dated 30.03.2011.	-
Central Research Laboratory Application and Research Center	It was established by the decision of the Higher Education Executive Board dated 06.01.2013.	-
Medicinal Plants, Traditional Medicine Applications and Research Center (GÜN-TIBGÿM)	It was established by the decision of the Council of Higher Education, numbered 128, dated 30.05.2014.	-
Educational Technologies Application and Research Central	It was established by the decision of the Council of Higher Education dated 05.08.2014, numbered 75850160-101.04/47600.	-
Language Training Application and Research Center	It was established by the decision of the Higher Education Executive Board dated 25.04.2017.	-
Technology Transfer Office Application and Research Central	Application and Research Center was established by the Executive Board dated 25.04.2018, and published in the Official Gazette with number 31198 dated 27.07.2020. Its name was changed by the Regulation numbered 30566 dated 15 October 2018, which was published in the Official Gazette.	The Innovation, Science and Technology decision of the Higher Education Regulation numbered 30566 dated 15 October 2018, It happened.
Application Ahmed Ziyaeddin Gümüşhanevi Application and Research Center	The regulation was published in the Official Gazette on July 16, 2018, with number 30480.	
Career Development Application and Research Central	Career Development Application and Research Center, published in the Official Gazette dated 23.08.2020 and numbered 31222. It was established by regulation.	
Occupational Health and Safety Application and Research Central	It was established by the Occupational Health and Safety Training, Application and Research Center Regulation, published in the Official Gazette dated 14.06.2021 and numbered 31511.	
Distance Learning Application and Research Central	Distance Education Application and Research Center, published in the Official Gazette dated 14.03.2021 and numbered 31423. It was established by regulation.	

3.2. Evaluation of the 2018-2022 Strategic Plan

Our university's strategic plan for the 2018-2022 period includes 4 objectives, 11 targets , and 48 indicators .

As part of the evaluation of the ongoing strategic plan, the years 2018-2021 are included. The aims and objectives, and their achievement rates over the years, are shown in the tables below.

1) Objective 1: To improve the quality of education and training, meeting the needs of the country and the region. To be a university that can compete in the fields it is interested in.

1.1) Goal 1: To increase the number of associate/bachelor's degree departments/programs and students by 20% by the end of 2022, particularly to utilize the potential in organic farming, tourism, and mining.

1.2) Target 2: To increase the number of students pursuing double majors/minors and participating in national and international exchange programs such as Farabi, Erasmus, and Mevlana by 50% by the end of 2022.

Table 6.1: Evaluation Table of Objective 1 of the Currently Implemented Strategic Plan.

Years	Objective 1	Target 2
2018	6.25*	25
2019	6.25	18.75
2020	9.38	6.25
2021	18.75	6.25
Average	10.16	14.06

Note: *The value here represents the average achievement of the 4 indicators under target 1 in the annual evaluation of the 2018-2022 Strategic Plan for the year 2018.

For Target 1, **"to increase the number of associate/bachelor's degree departments/programs and students by 20% by the end of 2022, especially to evaluate the potential of organic farming, tourism and mining,"** a value of 10.16% was achieved in the 4-year evaluation. In the first four-year period, the percentage of the determined target indicators was...

The average success rate was 50.79% $((10.16/20)*100)$.

For Target 2, the evaluation for the goal of **"increasing the number of students pursuing double majors/minors and participating in national and international exchange programs such as Farabi, Erasmus, and Mevlana by 50% by the end of 2022"** remained at 14.06%.

The average achievement of the performance criteria determined for Target 2, which was defined within the scope of the objective, was 28.13% $((14.06/50)*100)$.

2) Objective 2: To increase the resources and quality of scientific research, particularly in terms of social and To carry out projects/activities with high economic benefit,

2.1) Target 3: To increase publications at national and international levels by 30% by the end of 2022.

2.2) Goal 4: To increase the resources allocated to research by 30% by the end of 2022.

2.3) Target 5: To increase the number of postgraduate programs and students by 20% by the end of 2022. increase.

2.4) Goal 6: To increase the number of services and resources offered at the Central Library by 30% by the end of 2022.

Table 6.2: Evaluation Table of Objective 2 of the Currently Implemented Strategic Plan

Years	Goal 3	Goal 4	Goal 5	Target 6
2018	10*	16.67	16	22.48
2019	8.88	30	16	20
2020	14.17	20	16	20
2021	5.87	30.83	16	20
Average	9.73	24.38	16	20.62

*The value here represents the average achievement of the 6 indicators, which are listed under target 3 in the annual evaluation of the 2018-2022 Strategic Plan, for the year 2018.

For Target 3, which is **to "increase publications at national and international levels by 30% by the end of 2022,"** a value of 9.73% was achieved in the 4-year evaluation. The average achievement in the first four-year period for the total of 6 target indicators was 32.43% $((9.73/30)*100)$.

For Target 4, the assessment shows that 24.38% has been reached towards the goal of **"increasing the resources allocated to research by 30% by the end of 2022,"** and within the scope of this objective... The average achievement rate for the 3 performance metrics set for target 4 is 81.25%. It has become $((24.38/30)*100)$.

For Target 5, **"Increasing the number of postgraduate programs and students by 20% by the end of 2022,"** a value of 16.00% was achieved in the 4-year evaluation, and the average achievement in the first four-year period for the determined total target indicators was 80% $((16/20)*100)$.

For Target 6, the evaluation for the goal of **"increasing the number of services and resources offered at the Central Library by 30% by the end of 2022"** has reached 20.62%, and the 4 performance indicators determined for Target 6 within this objective are met. The average success rate was 68.73% $((20.62/30)*100)$.

3) Goal 3: In collaboration with our stakeholders, to address the needs of the community locally and To produce high-quality services for regional development.

3.1) Goal 7: By the end of 2022, to increase activities/events addressing the needs of the city, region, and country by 30% through collaboration and coordination with the University and external stakeholders.

3.2) Goal 8: By the end of 2022, development-oriented
To increase the number of supported projects by 30%.

Table 6.3: Evaluation Table of Objective 2 of the Currently Implemented Strategic Plan

Years	Target 7	Target 8
2018	6.25*	0
2019	6.25	6.25
2020	6.25	6.25
2021	0	0
Average	4.69	3.13

*The value here represents the average achievement of the four indicators (below target 7) identified in the annual evaluation of the 2018-2022 Strategic Plan for the year 2018.

For Target 7, which is ***"To increase activities/events addressing the needs of the city, region, and country by 30% by the end of 2022 through collaboration and coordination with the University and external stakeholders,"*** a value of 4.69% has been achieved in the 4-year evaluation. The average realization rate in the first four-year period for the total of 4 target indicators, using a denominator of 100, was 15.63% $((4.69/30)*100)$.

For Target 8, the evaluation achieved at 3.13% for the objective of ***"increasing the number of supported development projects by 30% by the end of 2022"*** resulted in an average achievement of 10.42% $((3.13/30)*100)$ for the 4 performance criteria set for Target 8.

4) **Goal 4:** To strengthen the social, physical, and administrative infrastructure of our university and to create a transparent, accountable, and sustainable institutional culture.

4.1) **Goal 9:** By 2022, inter-institutional collaborations, dialogue, and promotion.

To improve organizational culture by at least 30% by establishing Human Resources, Quality Management, and Performance/Reward Systems and standards through a participatory, fair, transparent, and accountable management approach that empowers participants.

4.2) **Target 10:** Students' cultural, sports and other activities, nutrition, etc. for the year 2022. to increase their services by 20%.

4.3) **Target 11:** To improve our ranking among state universities by 10% by the end of 2022 by developing our infrastructure, services, and activities.

Table 6.4: Evaluation Table of Objective 2 of the Currently Implemented Strategic Plan

Years	Target 9	Target 10	Target 11
2018	14*	33.33	3.56
2019	8	22.72	2.5
2020	2	13.86	7.38
2021	2	26.42	1.45
Average	6.5	24.08	3.72

*The value here represents the average achievement of 5 indicators in 2018 that were set below target 9 in the annual evaluation of the 2018-2022 Strategic Plan.

For Target 9, *"To improve the organizational culture by at least 30% by 2022, through a participatory, fair, transparent and accountable management approach that strengthens dialogue and promotion through inter-institutional collaborations, and by establishing Human Resources, Quality Management and Performance/Reward Systems and standards"*, a value of 6.50% was achieved in the 4-year evaluation. The average achievement in the first four-year period for the total of 5 target indicators was 21.67% $((6.50/30)*100)$.

For Target 10, which is *"to increase student cultural, sports, and other activities, as well as nutrition and other services, by 20% in 2022,"* the evaluation has reached 24.68%, and the average achievement of the 3 performance metrics for Target 10 is 120.41% $((24.08/20)*100)$, exceeding the targeted increase of 5 years in just 4 years.

For Target 11, *"Improving our ranking among state universities by 10% by the end of 2022 by improving infrastructure, services and activities"*, a value of 3.72% was achieved in the 4-year evaluation, and the average achievement in the first four-year period for the total of 6 target indicators was 37.23% $((3.72/10)*100)$.

When our university's 2018-2022 Strategic Plan is evaluated overall, it is a four-year plan. During the implementation period, it was observed that 50% of the performance criteria were met. This During the planning period, due to the Covid-19 pandemic that was present in the world in 2020-2021 The vast majority of activities planned for the specified indicators have been cancelled or It has been subjected to restrictions. Both the world and our country have been negatively affected by the economic crisis that arose due to the measures taken after the pandemic. During this process, our institution... Due to constraints in allocated budget resources, some targets in the indicators were not met. This has not been achieved. Numerous units are required to carry out some of the activities included in the plan. being held responsible may lead to disruptions in achieving the results of the specified indicators and This has led to inconsistencies. Our institution needs a system where we can obtain data collectively. The lack of an automation system leads to unhealthy data flow, and the indicators... This poses a problem in the evaluation. There are deviations in some indicators in our implemented plan. The reasons are related to legislation and are entirely dependent on academic departments, as determined This has made it impossible for the indicators to be realized. This will cover the years 2023-2027. This indicates that the above-mentioned points will be taken into consideration when preparing the new strategic plan. There is no doubt that the data will be selected more accurately.

3.3. Legislative Analysis

Gümüşhane University was established in the Official Gazette dated May 31, 2008, and numbered 26892. Published on 22/05/2008 and numbered 5765, "Law on the Organization of Higher Education Institutions and Decree Law on the Staffing of Teaching Personnel in Higher Education Institutions" Decree and Annex to the Decree Law on General Staff and Procedures It was established by the "Law on Amendments to the Tables".

Articles 130 and 131 of the Turkish Constitution relate to higher education. In Türkiye... Higher education is primarily regulated by the Higher Education Law No. 2547.

As a higher education institution, Gümüşhane University operates under the aforementioned constitution. Apart from the articles and the Higher Education Law, the following laws and decrees have the force of law: duties specified in decrees, bylaws, regulations, circulars, directives and communiqués It also fulfills its responsibilities. In addition, it complies with the relevant legal obligations of other laws. duties and responsibilities in the secondary and tertiary legislation provisions prepared in accordance with the laws He also fulfills his responsibilities.

- Law No. 2809 on the Organization of Higher Education Institutions, • Law No. 2914 on Higher Education Personnel,
- Law No. 657 on Civil Servants, • Law No. 5018 on Public Financial Management and Control and its Secondary Legislation
- Public Procurement Law No. 4734,
- Law No. 5510 on Social Security and General Health Insurance,
- Turkish Republic Pension Fund Law No. 5434,
- Law No. 3843 on Dual Education in Higher Education Institutions, • Law No. 2886 on State Procurement,
- Law No. 4735 on Public Procurement Contracts,
- Law No. 6245 on Travel Allowances,
- Vehicle Law No. 237,
- Civil Defense Law No. 7126,
- Central Government Budget Law for the Year,
- Stamp Duty Law No. 488,
- Law No. 5746 on the Support of Research and Development Activities,
- Law No. 4691 on Technology Development Zones,
- Law No. 5378 on Persons with Disabilities,

- Law No. 1416 on Students to be Sent to Foreign Countries,
 - In accordance with Law No. 5765 on the Organization of Higher Education Institutions and the Decree Law on the Staffing of Teaching Personnel in Higher Education Institutions, General Staffing and Regarding Amendments to the Annexes to the Decree Law on Procedure Law,
 - Law No. 124 on the Administration of Higher Education Institutions and Higher Education Supervisory Bodies Decree Law on its Organization,
 - Decree Law No. 190 on General Staff and Procedures,
 - Law No. 78 on the Staffing of Teaching Personnel in Higher Education Institutions Decree,
 - Employment of Foreign National Teaching Staff in Higher Education Institutions
- The Council of Ministers' Decision regarding its principles,
- Higher Education Institutions, Medico-Social Health, Culture and Sports Affairs Department Implementation Regulations,
 - Academic Evaluation and Quality Improvement in Higher Education Institutions
- The regulation,
- Higher Education Institutions Abroad Included in the Scope
- Regulation on Establishing Joint Education and Training Programs with Institutions,
- Regulation on Scientific Research Projects of Higher Education Institutions,
 - Contractual Employment of Retired Faculty Members in Higher Education Institutions
- Decision Regarding the Principles of Operation,
- Instructors who will be assigned to second degree programs in higher education institutions
- Decision Regarding Course Fees to be Paid to Staff and Overtime Pay to Academic Administrators, Teaching Staff and Administrative Personnel,
- Current Service Costs and Student Contributions to be Collected in Higher Education Institutions
- Principles Regarding the Determination of Contribution Fees and Second Education Fees,
- Published in the Official Gazette dated 14/08/2010 and numbered 27672 and entered into force.
- Regulation on Advisory and Coordination for Persons with Disabilities in Higher Education Institutions,
- Published in the Official Gazette on August 23, 2011, with number 28034, and entered into force.
- Regulations Regarding the Mevlana Exchange Program,
- Gümüşhane University Application and Research Center Regulations,
 - The legislation listed above, as well as related secondary legislation and other relevant legislation.
- Presidential Decrees,

- Institutional regulations, principles and procedures, guidelines related to our activities and services, instructions/directories/internal orders, board/commission/council decisions, policy decisions, implementation and Program guidelines, procedures, contracts/protocols, catalogs/guides, lists/concepts.

Table 7: Legislation Analysis Table

What regulations exist regarding the organization of the university, its working procedures, and its business processes?			
Legal Obligation	Rest	Findings	Needs
Universities are established by the State through law, possessing public legal personality and scientific autonomy, and composed of various units. Their purpose is to train human resources suitable to the needs of the nation and the country within a system based on contemporary educational principles; to provide education and training at various levels based on secondary education; to conduct scientific research, publications, and consultancy; and to serve the country and humanity.	Article 130 of the Constitution and Article 12 of Law No. 2547	Official Gazette No. 26892 dated May 31, 2008 Published in the newspaper on 22/05/2008 and numbered 5765 Numbered "Organization of Higher Education Institutions" In the Law and the Teaching of Higher Education Institutions It was established by the "Law on Amendments to the Decree Law on the Staffing of Personnel and the Annexed Schedules to the Decree Law on General Staffing and Procedures".	* Necessary legal regulations should be made to ensure that universities cooperate adequately with stakeholders in the regions where they are located. * Legislative amendments to remove restrictions on budget and resource allocation for newly established universities outside the developed regions of the country, enabling them to achieve the goals set out in their strategic plans.
Planning, organizing, managing, and supervising the teaching in higher education institutions; education in higher education institutions - The Council of Higher Education is established to direct teaching and scientific research activities, to ensure the establishment and development of these institutions in accordance with the aims and principles specified in the law, to ensure the effective use of resources allocated to universities, and to plan for the training of teaching staff.	Article 131 of the Constitution.	The Council of Higher Education is a constitutional body established in accordance with the fundamental principles of the higher education system defined by the 1982 Constitution of the Republic of Türkiye.	
Higher education institutions, higher education institutions abroad They can also conduct international joint education and training programs, including associate and bachelor's degree programs, by establishing cooperation with other organizations.	Article 43 of Law No. 2547. article	Law No. 2547 on Higher Education, Erasmus+ Program Guide, Among Program Countries Student and Staff Mobility in Higher Education Handbook for Higher Education Institutions,	Legislative regulations should be enacted to increase cooperation between universities and higher education institutions and other organizations abroad, and funds should be allocated for these training programs.
The aim is to determine the procedures and principles for employing retired and foreign teaching staff on a contractual basis.	Law No. 2914 Higher Education Employee The law	Principles Regarding the Employment of Foreign National Teaching Staff in Higher Education Institutions Council of Ministers Decision	Legislative changes aimed at removing restrictions on the number of retired and foreign national personnel active in universities.
Higher Education will be determined within the framework of the opinion to be stated by the Interuniversity Council, taking into account the characteristics of each scientific discipline. To produce original scientific publications and studies that meet the conditions specified in the regulations to be issued by the Board.	Law No. 2547 Higher Education The law and Higher Education Scientific Board Research and Publication Ethics Instructions	The lack of adequate legislation to encourage the scientific work of academics.	Legislative changes should be made to increase broadcasting support.

What products and services are offered by the university? Who are the beneficiaries of these services?			
Legal Obligation	Rest	Findings	Needs
Universities should contribute to the development of agriculture and industry in the regions where they operate, to the training and improvement of the knowledge of professionals suitable to their needs, to conduct, implement and participate in studies and programs that will ensure modernization and increased production in industry, agriculture, health services and other services, to cooperate with relevant institutions in this regard, and to make suggestions for solving environmental problems.	Article 12 of the Higher Education Law No. 2547. Article g.	*Gümüşhane University Technology Transfer Office Application and Research Center Regulation *Gümüşhane University Medicinal Plants, Traditional Medicines Application and Research Center Regulations *Gümüşhane University Organic Agriculture Application and Research Center Regulations Legal obligations stipulated in the legislation are fulfilled to the extent possible, including financial and technological capabilities.	Academics should be encouraged to conduct research in these areas.
Gümüşhane University Scientific Research Projects (GÜBAP) aims to evaluate and fulfill analysis requests from universities, research centers, industry, public institutions and organizations, and third parties, within the limits of the center's capabilities, without hindering fundamental research.	Law No. 2547 Higher Education The law	Gümüşhane University Central Research Center Laboratory Application and Research Center Regulations	To organize, coordinate, develop, and strengthen the activities of research laboratories, research and application centers, and similar units within the university under a central organizational framework, and to make their R&D capabilities available for use among these units.
To regulate the duties, authorities, responsibilities, rights, and obligations of employers and employees in order to ensure occupational health and safety in workplaces and to improve existing health and safety conditions.	Law No. 6331 on Occupational Health and Safety, Article 7 of Law No. 2547 on Higher Education	Gümüşhane University Occupational Health and Safety Training Center Regulations	The number of law school graduates working as academics is insufficient for providing certified training to competent individuals needed by the country and the region.
What regulations exist regarding the quality and quantity of products and services offered by the university?			
Legal Obligation	Rest	The	Needs
To disseminate scientific data that improves the living standards of society and enlightens the public through speech, writing, and other means.	Article 12 of the Higher Education Law No. 2547. Article c of the relevant section.	findings indicate that our university conducts community service projects, and the scientific data obtained is disseminated to the public through various means such as articles, interviews, and symposiums. During the Covid-19 pandemic, efforts were made to raise awareness among the local population. Additionally, psychological support was provided through digital platforms.	Universities should become institutions where solutions to global and national problems are sought, and academic staff should be supported to increase scientific productivity.
To produce, develop, use, and disseminate educational technology.	Law No. 2547 Higher Education The law	The "Artificial Intelligence and Intelligent Systems Master's Program with Thesis," the first of its kind in Türkiye, has commenced its educational activities within our University's Graduate Education Institute.	Academics should be encouraged and supported to conduct research in these areas.

What regulations are in place regarding the university's relationships with other universities, public administrations, civil society organizations, and private sector organizations?			
Legal Obligation	Rest	Findings	Needs
Our university aims to share scientific and cultural riches by conducting educational and scientific programs through student, academic, and administrative staff exchanges with national and international universities, businesses, and non-governmental organizations; to contribute to academic, social, and cultural developments; and to be preferred by stakeholders as a result of these contributions.	Higher Education Law No. 2547 Article 7 of the law	As part of its Strategic Plan, Gümüşhane University prepares a satisfaction survey to determine the satisfaction level of its stakeholders and includes the results in the strategic plan.	To foster civil society awareness and the development of civil society organizations in Türkiye, we must increase efforts in all areas related to civil society; conduct various research, studies, scientific meetings, and publications for this purpose; present the issue with scientific data; generate proposals for solving existing problems; implement model practices; and give more prominence to such practices.
Our university organizes in-service training courses for teachers and administrators of primary and secondary education institutions, and, where possible, for personnel of other public institutions and organizations.	Article 5 of Law No. 2809 on the Organization of Higher Education Institutions	Basic occupational health and safety training, Family Counseling Training, Play Therapy Practitioner Training in Quality Management in Food Businesses Systems Training, Basic ECG Training	Universities should increase the number of in-service training programs. It should be supported both financially and legislatively.
Are there any conflicts of duty and authority arising from legislation between the university and other administrations in the services it provides?			
Legal Obligation	Basis 1-)	Findings	Needs
1-) "...Senior executives fulfill the requirements of this responsibility through spending authorities, the financial services unit, and internal auditors..." 2) "Until regulations are made in the organizational laws regarding the Strategy Development Presidency, the Strategy Development Department, and the 'Directorate Units' where strategy development and financial services are performed, it shall also carry out the duties specified in the second paragraph and other duties assigned by law..."	Article 11 of the Public Financial Management and Control Law No. 5018. 2) Article 15 of Law No. 5436 on Amendments to the Public Financial Management and Control Law and Certain Laws and Decree Laws	There are inconsistencies in the wording of the relevant articles of Laws No. 5018 and 5436. Law No. 5018 uses the term "Financial Services Unit," while Law No. 5436 uses the term "Strategy Development Unit." The term "Financial Services Unit" creates confusion in practice and is often confused with the Administrative and Financial Affairs Departments, which have different duties and responsibilities.	In order to ensure compliance with Article 15 of Law No. 5436, it is deemed appropriate to add "Strategy Development Department" alongside the phrase "Financial Services Unit" in universities.
Implementation officers, upon receiving expenditure instructions, carry out the tasks of executing the work, purchasing goods or services, completing the receipt procedures, documenting the process, and preparing the necessary documents for payment.	Article 33, Paragraph 2 of the Public Financial Management and Control Law No. 5018	The legal definition of "implementing officers" encompasses all officers involved throughout the entire process. This leads to confusion regarding who constitutes an implementing officer, as the law lacks a clear definition.	To clarify the law, the definition of "implementing officer" should be more clearly defined to eliminate confusion. Furthermore, the responsibilities of the officers involved in the execution of the work should be specified in the text of the law.
Spending authorities may spend up to the amount allocated in the budget, while spending authorities who have been granted funds through a budget allocation document may spend only the amount of the allocated funds.	Article 31, paragraph 6 of the Public Financial Management and Control Law No. 5018	It is not enough for an allocation to be in the budget for the expenditure to be made. The allocation must be free and available.	It would be more accurate to use the phrase "commitments can be entered into" instead of "expenditures can be made."

Are all legal obligations stipulated in the legislation being fully met? If not, what are the reasons? Is a legislative amendment necessary in this regard?			
Legal Obligation: In	Rest	Findings	Needs
public administrations, those responsible or other interested parties are obliged to provide auditors with the information, records, and documents they request, and to show the actual and physical condition of transactions, activities, and goods without delay.	Article 9 of the Court of Accounts Law No. 6085	All legal obligations stipulated in all relevant legislation are fully complied with.	An information management system should be developed to ensure that information and documents can be obtained quickly and accurately.
Administrations, in tenders to be conducted according to Law No. 4734, must ensure transparency, competition, equal treatment, reliability, and confidentiality. It is responsible for ensuring public oversight, meeting needs in a timely manner and under appropriate conditions, and using resources efficiently.	Public Procurement Law No. 4734 The law	All legal obligations stipulated in the legislation are being fully met. The legislation frequently... It varies.	All personnel working in the procurement unit should be informed about current legislation and provided with training on how the relevant legislation works.
The following percentages of the gross monthly salary and additional salary increments are paid as administrative duty allowances: 70% for Rectors, 30% for Vice Rectors and Deans, 20% for Vice Deans, Institute and College Directors, Conservatory Directors and Department Heads, and 15% for Institute, College and Conservatory Deputy Directors. Those holding more than one administrative position receive the highest administrative duty allowance.	Higher Education Law No. 2914 Article 13 of the Personnel Law	The personal rights of vocational school directors and vice-directors are not equal to those of college directors and vice-directors.	It is believed that the personal rights of Vocational School Directors and Vice Directors should be brought to the same level as those of College Directors and Vice Directors.
Definition of Vocational Schools in legislation	Article 3 of the Higher Education Law No. 2547	The definitions of universities, high-tech institutes, and their affiliated faculties, institutes, colleges, conservatories, departments, research and application centers, etc., are included, but the definition of vocational colleges is not.	The duties of vocational colleges should be defined in the legislation.
In order to establish an adequate and effective control system, the senior executives and other managers of the relevant administrations must take the necessary measures, bearing in mind their duties, authorities, and responsibilities.	Law No. 5018 on Public Financial Management and Control (Articles 55-57)	Efforts should be made to increase the awareness and competence levels of process owners regarding the importance of internal control systems.	Training and consulting support should be provided regarding the internal control system.
The university is responsible for preparing file and archive guidelines.	Regulation (Article 24) by our university	Our university does not have any archive and file management guidelines.	Files and State Archives Services Preparation of archive guidelines.
Are there any services provided by the university that are not included in the legislation? If so, what kind of changes need to be made to which legislation?			
Legal Obligation	Basis:	Findings	Needs
Our university performs all its services in accordance with the legislation, and implements the service in an understandable way by issuing regulations, directives, principles and procedures, instructions, etc., based on the relevant legislation.	Constitution, Law, International Treaty, Decree Law, Presidency Decrees, bylaws, regulations, directives, etc.	Our university does not offer any services that fall outside the scope of the regulations it is subject to.	Although there is no need for legislative regulation in this sense... It should be updated to suit the modern era.

3.4. Analysis of High-Level Policy Documents

Our university's 2023-2027 Strategic Plan includes, primarily, the Eleventh Development Plan, the Middle East Development Plan, Futures Program, 2021 Presidential Annual Program, Türkiye Industrial Strategy

The document concerns the DOKAP Regional Development Program and national, regional and related issues concerning our University.

Sectoral strategy documents were examined and an analysis of top-level policy documents was conducted. In preparing the Strategic Plan, the top-level policy documents were considered in relation to the University's mission, vision, strategic objectives, and...

It was emphasized that the analysis should be related to the objectives. The analysis carried out within this framework is shown in Table 3.

It has been shown.

Table 8.1: Analysis Table of High-Level Policy Documents (Eleventh Development Plan)

Top Policy document	Relating to Section/ Reference	Given Task/Requirements
Eleventh	Article 33	Educational systems that integrate science, technology, engineering, and mathematics disciplines, fostering analytical, critical, creative, and computational thinking skills for solving real-world problems, are gaining importance.
	Article 34	Group-based, reciprocal teaching and learning, the acquisition and comparison of information from different sources outside of school, the application of a fun learning approach, and learning environments and techniques that increase decision-making confidence are emphasized. Universities are experiencing a transition
	Article 37	towards an entrepreneurial university model where they play an active role in the process of transforming produced knowledge into value and are in close cooperation with industry and the public.
	Article 38	With technology advancing rapidly, lifelong learning, aimed at acquiring skills to meet changing needs, is diversifying and becoming widespread in all fields.
	Article 42	In developing countries in the earlier stages of demographic transformation, rapid economic development can be achieved by employing the additional workforce in a way that increases productivity during periods when the share of the working-age population is increasing, and the importance of education policies for productivity is also increasing.
	Article 47	Advances in digital technologies are creating new professions and ways of working, and countries are amending their labor legislation to include various flexible working arrangements.
	Article 61	With the advancement of health sciences, biotechnology products and personalized medicines are developing, and the diversification and widespread use of wearable health technologies such as subcutaneous chips that measure body values, smartwatches, and bracelets are expected.
	Article 80	As increasing food demand, climate change, urbanization, soil and water resources, and agricultural products and producers put pressure on each other, the development of plant and animal species adapted to the changing climate, the protection of the environment and biodiversity are gaining importance, and the need for skilled labor and technology is increasing in order to meet food demand with limited resources.
	Article 85	Turkey has limited capabilities compared to developed countries in terms of technology development and the productive use of most innovative technologies. For Turkey to keep pace with technological transformation, enriching its qualified human resources in priority sectors and areas, increasing the dissemination of technology to businesses, improving the organizational and innovation capabilities of firms, and implementing effective mechanisms for financing research and development (R&D) and innovation are highlighted as priority issues for gaining competitiveness during the Eleventh Development Plan period.
	Article 86	To proactively prevent potential risks to our country's national security arising from technological advancements, Türkiye needs to improve its capacity to develop cybersecurity and data privacy technologies, address its shortage of qualified human resources, complete its institutional structure, and keep its legislative infrastructure up-to-date and compatible with changing technologies.
Article 87	While significant progress has been made in the field of education in our country, fundamental reforms to the education system, improving the quality of education, and training a workforce with the skills necessary for competitive production and productivity are key priorities in achieving the goals envisioned during the Plan period.	
Article 89	Our country continues to need vocational training and institutional structures that are suitable for the skills and business methods required by technological transformations, and the demographic opportunity window should be used to transform the young workforce in a way that meets this need.	

Top Policy document	Relating to Section/ Reference	Given Task/Requirements
Eleventh	Article 91	With the increase in technology-intensive production, facilitating access to quality education for all individuals and ensuring they acquire the necessary skills for the labor market will positively impact income distribution in the long term, in order to meet the growing demand for skilled labor in our country.
	Article 150	There is a continuing need to determine higher education quotas by taking into account the supply-demand balance and the education-employment link, in order to increase the international competitiveness of the higher education system and strengthen its accountability.
	Article 166	A human-centered development approach aims to create environments where individuals can generate income through production, improve their ability to adapt to new knowledge and technologies, and participate more actively in socio-economic life; and to improve the job opportunities and living conditions of cities and rural areas in order to spread social welfare.
	Article 169	Throughout the planning period, the principles of human-centeredness, participation, inclusivity, accountability, transparency, and efficiency will be taken as the basis, ensuring that the aims and objectives envisioned in the Development Plan are embraced by all segments of society, and taking the fundamental steps towards achieving the development vision.
	Article 174	Opportunities will be created to include those segments of the working-age population who are currently outside the labor force. Higher quality education and expanded vocational and focused training opportunities will improve the skills and adaptability of the workforce to working life.
	Article 183	Public enterprises will continue to operate in accordance with the principles of profitability, efficiency, and corporate governance. Within this framework, public enterprises will determine their prices and tariffs based on commercial principles, improve product optimization and efficiency, and develop R&D and innovation activities. Privatization practices will continue in line with the goals of increasing efficiency in the economy and improving public finances.
	Article 196	Special emphasis will be placed on building social consensus through the participation of the public sector, private sector, civil society organizations (CSOs), and all other stakeholders in fundamental transformation decisions.
	Article 203	The spending responsibilities of administrations will be clarified in line with general fiscal policies.
	Article 210	Human resources will be one of the key elements of the stable growth projected during the plan period. Priorities include directing the workforce towards more productive sectors and fields, considering the relationship between education and employment, improving the skills of the workforce, encouraging women's participation in the workforce, and equipping young people with the necessary professional skills to enter the workforce.
	Article 251.1	Financial literacy education will be expanded in primary, secondary, and higher education institutions, and this education will also be provided to adults within the scope of adult education programs.
	Article 260.3	Public personnel will be utilized more efficiently, employee satisfaction will be increased, and the financial and social rights of public personnel will be determined in a manner consistent with the macroeconomic policies envisioned in the Plan.
	Article 265: The	Integrated Public Financial Management Information System Project will be completed.
	Article 265.1	A centrally managed public administration system infrastructure focused on accounting will be created, equipped with new technological capabilities such as e-documents, e-signatures, e-archives, and e-invoices.
	Article 289	Sustainability policies, under the horizontal umbrella of increasing qualified human resources, will enhance the country's sustainable production capacity through the contributions of the workforce to high productivity rates and the investment environment; investments in R&D and innovation and critical technology areas will increase the productivity of firms and entrepreneurs by enhancing their research and innovation capacities through the creation of institutional structures, interfaces, and support mechanisms.
Article 329	The main objectives are to equip the workforce with the skills required by the digital transformation in the manufacturing industry, to integrate vocational and higher education with the business world, to simplify employment incentives for qualified human resources, and to prioritize certain sectors in these incentives.	
Article 331 Vocational training shall be developed to improve the quality of the workforce.		
Article 331.1	In order to strengthen the education-employment-production relationship, education-sector cooperation protocols will be established.	

Top Policy document	Relating to Section/ Reference	Given Task/Requirements
	Article 331.2	The fields of study supported in private vocational and technical Anatolian high schools and vocational colleges that receive educational and training support will be updated to ensure that these schools specialize in order to meet the needs of priority sectors.
	Article 331.6	The workforce profile needed by the industry will be determined, and the curricula of vocational and technical education secondary schools, science high schools, and higher education institutions will be updated to meet this need.
	Article 331.7	A vocational and technical education portal will be created to bring together data from all stakeholders in vocational and technical education, facilitating individuals' access to information on vocational and technical education topics from a single point, ensuring supply-demand matching, and providing individuals with vocational guidance and support in their career processes.
	Article 331.8	Within the framework of the prepared and updated vocational education map, alignment will be ensured between vocational and technical education fields and sector clusters in provinces and regions across the country, and vocational and technical education schools will be aligned with the sector nationwide by linking educational capacity to real employment figures.
	Article 331.10	In vocational and technical education schools and institutions, curricula will be updated in line with sector demands and needs, and physical environment and material needs will be met.
	Article 331.11	Microcredits will be provided to projects deemed worthy of support in national and international competitions, in cooperation with institutions such as the Ministry of Industry and Technology and the Scientific and Technological Research Council of Türkiye (TÜBİTAK).
	Article 331.12	Industry-education cooperation will be established to improve the educational environments of vocational and technical high schools that train human resources for priority manufacturing sectors, to develop their curricula, and to facilitate the employment of their graduates.
	Article 332.3	A project pool will be created by the industrial sector in areas needed in priority sectors. If doctoral and master's thesis topics are selected from this pool within the framework of standards established by the Council of Higher Education (YÖK), students and thesis advisors will be supported with contributions from relevant professional organizations and companies. <u>Postgraduate programs will be established in collaboration between universities and industry to improve the human</u>
	Article 332.4	resource capacity involved in R&D and innovation processes of companies in priority sectors. The number and variety of associate, undergraduate, and postgraduate programs targeting priority sectors will be increased, and special emphasis will be placed on R&D activities in this
	Article 332.5	area within universities.
Eleventh	Article 349.3	In university-industry collaboration, postgraduate programs will be created to meet the needs of industry, particularly in priority sectors, and universities offering these programs will be incentivized.
	Article 350	Support mechanisms will be implemented to increase knowledge and technology transfer through collaborations between universities, research infrastructures, and the private sector, and the institutional capacities of interface structures will be improved to enhance their effectiveness.
	Article 350.5	The effectiveness of Technology Transfer Offices (TTOs) will be analyzed, and best practices from Turkey and abroad will be identified and disseminated.
	Article 350.6	Technology Transfer Offices will be supported in a performance-oriented manner by improving their institutional structure and human resource capacity.
	Article 350.7	Legislation will be improved to address the commercialization of intellectual property rights registered on behalf of higher education institutions through Technology Transfer Offices with different statuses, the return of the generated revenue to the university, the payment of inventors, and the ensuring of the financial sustainability of Technology Transfer Offices.
	Article 350.9	The academic incentive system will be restructured by adding criteria that take into account knowledge and technology transfer activities.
	Article 366.4	Participation in clinical research will be added to the performance, academic appointment, and promotion criteria.
	Article 418.2	The relationship between R&D and publication will be strengthened by increasing the participation of academics and research staff in training and publication programs.

Top Policy document	Relating to Section/ Reference	Given Task/Requirements
	Article 440.1	Budget resources allocated to strengthen the R&D infrastructure of universities and to improve the quantity and quality of scientific research projects will be increased.
	Article 440.2	To ensure that universities' scientific research project budgets are aligned with macro-level objectives, to guarantee the effective and efficient implementation of projects, to increase coordination and cooperation among universities, and to strengthen the alignment between plan objectives and projects, a coordination and support unit will be established within the Council of Higher Education (YÖK). A policy document on scientific research projects will be created, and new performance-based methods for project monitoring mechanisms and resource allocation will be developed. To enable universities to conduct R&D and innovation activities that support high value-added
	Article 440.3	production, the Research University program will be strengthened, and the capacities of universities included in this program will be increased through special support.
	Article 441.1	To increase the accessibility of research infrastructure within higher education and public institutions and to prevent duplicate investments, an inventory will be prepared containing up-to-date information on machinery and equipment, human resources, research activities, and testing services in these infrastructures.
	Article 442: The	number and qualifications of R&D personnel will be increased.
	Article 458.3	An inventory of intellectual property rights such as patents, utility models, and designs belonging to public institutions and organizations, including universities, will be compiled, and information campaigns will be conducted to enable the private sector to benefit from this inventory. Priority will be given to incentives for the commercialization of these rights by the private sector upon request.
	Article 483	A digital transformation ecosystem will be created by developing collaboration between the public sector, private sector, universities, and NGOs.
	Article 547	The fundamental aim is to cultivate individuals who, by ensuring access to inclusive and high-quality education and lifelong learning opportunities for all, possess enhanced thinking, perception, and problem-solving abilities; who are self-confident, responsible, entrepreneurial, and innovative; who have internalized democratic values and national culture; who are open to sharing and communication; who have strong artistic and aesthetic sensibilities; who are technologically adept; and who are productive and happy.
	Article 549.1	Educational buildings will be designed with a high standard and quality architecture that is technologically and environmentally friendly, safe, economical, aesthetically pleasing, and
	Article 550.1	accessible. Support programs will be implemented for the academic and social development of students.
	Article 550.3	A quality assurance system will be established in education.
Eleventh	Article 561	The higher education system will be transformed into a globally competitive, quality-oriented, and dynamic structure; and practices aimed at improving the quality of higher education institutions will continue.
	Article 561.1	The goal is to ensure that at least two of our universities are in the top 100 and at least five are in the top 500 in global academic rankings by 2023.
	Article 561.2	The number of doctoral graduates will be increased to an average of 15,000 per year during the planning period, especially in priority sectors.
	Article 561.3	Universities will be integrated with open access infrastructures to adapt to the digital age and implement open access and open science practices in accessing information.
	Article 561.4	The minimum criteria for appointment and promotion of academic staff will be centrally increased.
	Article 561.5	The quotas for higher education institutions will be determined by taking into account sectoral and regional skill needs, university capacities, supply and demand balance, and the minimum occupancy rates of existing programs; the link between education and employment will be strengthened.
	Article 561.6	The minimum achievement score requirement will be expanded for higher education programs that grant direct professional practice rights after graduation.
	Article 561.7	A graduate tracking system will be established to monitor graduates' career paths and strengthen alumni-university collaboration.

Top Policy document	Relevant Department/ Reference	Given Task/Requirements
	Article 561.8	Data on the educational, research, and innovation outputs of higher education institutions will be regularly monitored and reported.
	Article 563	The level of internationalization in the field of higher education in our country will be increased.
	Article 563.1	Effective promotional efforts will facilitate international access to the higher education system.
	Article 563.2	The number of qualified international students in the higher education system will be increased.
	Article 563.3	The share of qualified foreign academics in the total employment rate will be increased.
	Article 563.4	The number of programs offering education in foreign languages will be increased, accommodation facilities for international students in higher education institutions will be improved, and institutional capacity for internationalization will be enhanced.
	Article 566.1	Courses and programs will be organized to train the workforce in the new professional fields created by digital transformation.
	Article 571.1	To facilitate the transition of university students into the labor market, university-private sector collaborations will be developed, primarily through joint projects.
	Article 495	Practices aimed at improving the quality and efficiency of services in the field of occupational health and safety will be implemented.
	Article 630.1	National Centers of Excellence for Restoration will be established in universities.
Eleventh	Article 652.4	Coaching training programs will be restructured in terms of legislation, methods, post-training examinations, and evaluation processes, thereby improving the quality of coaching.
	Article 790:	The capacity of strategy development units in public administrations will be strengthened.
	Article 791.1	Legislation relating to strategic planning, performance programs, and activity reports will be addressed under a single piece of secondary legislation.
	Article 793	The effectiveness of internal control systems and internal audit practices in public administrations will be strengthened.

Table 8.2: Analysis Table of High-Level Policy Documents (Medium-Term Program)

2024)	3.	3. To strengthen the education-employment-production relationship, innovative education sector collaborations will be increased, and vocational training programs will be adapted to meet the changing requirements of the digital economy.
		4. Internships and other talent management activities for students will be expanded; vocational guidance will be supported, and students' career awareness before entering the workforce will be strengthened through career centers, thereby increasing their fundamental skills and competencies demanded by the real sector.
		5. The diversity of lifelong learning programs will be increased, and in coordination with the Vocational Qualifications Authority, occupational standards will be determined, and the qualifications of individuals will be enhanced by documenting their achievements in a way that is valid at national and international levels.
Medium-	Macroeconomic	

Table 8.3: Analysis Table of Top Policy Documents (Internationalization Strategy in Higher Education)

(Document)

Top Policy document	Relevant Department/ Reference	Given Task/Requirements
	The Importance of Internationalization, Pages 8, 9	Internationalization in higher education has contributed to raising a generation that, instead of a one-dimensional, inward-looking generation, has developed a culture of coexistence, gained the ability to look at events from different perspectives, and believes that universal peace is possible.
	In Türkiye In higher education Internationalization Page 15	The Bologna Process, the TURQUAS Project, the Erasmus and Erasmus+ programs, Turkish Scholarships, the Mevlana Exchange Program, Joint Degree programs, Project-Based International Exchange Programs, the YABSIS Project, the School Recognition and Equivalence Regulation, extending the stay of doctoral students in Türkiye after graduation, and the "Job Opportunities" program for international students. The "Guaranteed Scholarship" Program aims to provide scholarships to international students by the Council of Higher Education (YÖK) and to increase such exchange programs.
	In Türkiye In higher education In internationalization Basic Policy Pages 47-50	<ol style="list-style-type: none"> 1. Increasing the recognition and quality of universities. 2. Increasing accommodation capacity 3. Identifying target/focus countries and concentrating on them. 4. Identifying priority areas of education and cooperation within the country context. 5. Identifying pilot state universities and supporting them in the context of internationalization. 6. Diversifying scholarship opportunities.
	In Türkiye In higher education Internationalization Strategic Objective and Objectives Pages 53-63	To ensure that Türkiye becomes a center of attraction in the field of higher education, the following objectives must be achieved: <ol style="list-style-type: none"> 1. Increasing the number of international students 2. Increasing the number of international faculty members. 3. Attracting qualified academics to our country through reverse brain drain. 4. Increasing cooperation in the field of international student and faculty exchange and increasing the number of participants in exchange programs. 5. Increasing accommodation options for international students. 6. Increasing the international cooperation potential of our universities. 7. Increasing the international visibility of the higher education sector. 8. Increasing the number of foreign language education programs. 9. Increasing the capacity of academics to teach in foreign languages. 10. Increasing cooperation agreements with foreign governments and multilateral institutions.
Internationalization	In Türkiye In higher education Internationalization Strategic Objective and Objectives Pages 65-69	To ensure increased institutional capacity in internationalization, the following objectives must be achieved: <ol style="list-style-type: none"> 1. The "Department of International Relations" within the Higher Education system. creation 2. Ensuring a qualified and sufficient workforce in the field of International Relations. 3. Establishing inter-institutional communication mechanisms regarding legislation, current developments, and trends in the field of internationalization. 4. Ensuring the employment of personnel responsible for higher education in the field of "academic advisor" at our foreign missions in target/focus countries.

Table 8.4: Analysis Table of High-Level Policy Documents (Presidential Annual Program)

Top Policy document	Relating to Section/ Reference	Given Task/Requirements
2021	Measure 228.2.	Financial education activities conducted by public institutions, primarily the Capital Markets Board (SPK), will be expanded, and educational support will be provided to households regarding basic financial concepts.
	Measure 331.1.	In order to strengthen the education-employment-production relationship, education-sector cooperation protocols will be established.
	Measure 331.7.	A vocational and technical education portal will be created to bring together data from all stakeholders in vocational and technical education, facilitating individuals' access to information on vocational and technical education topics from a single point, ensuring supply-demand matching, and providing individuals with vocational guidance and support in their career processes.
	Measure 349.1.	The goal is to cultivate qualified human resources with doctoral degrees, needed by industry, through university-industry collaboration, and to encourage the employment of doctoral-level researchers in industry.
	Measure 350.7.	Legislation will be improved to address the commercialization of intellectual property rights registered on behalf of higher education institutions through Technology Transfer Offices (TTOs) with different statuses, the return of the generated revenue to the university, the payment of inventors, and ensuring the financial sustainability of TTOs.
	Measure 350.9.	The academic incentive system will be restructured by adding criteria that take into account knowledge and technology transfer activities.
	Measure 412.1.	The biodiversity inventory will be completed, important species and special areas will be monitored, a mechanism will be established for sharing the benefits obtained from genetic resources and related traditional knowledge, and traditional knowledge based on biodiversity will be recorded and made available for R&D purposes.
	Measure 427.6	The aim is to establish connections between students studying tourism-related subjects at universities and the industry.
	Measure 551.2.	Mathematics and Turkish language proficiency will be improved for students at all levels of education.
	Measure 561.3.	Universities will be integrated with open access infrastructures to adapt to the digital age and to implement open access and open science practices in accessing information.
	Measure 563.2	The number of qualified international students in the higher education system will be increased.
	Precaution 563.3	The share of qualified foreign academics in the total employment rate will be increased.
	Measure 563.4	The number of programs offering education in foreign languages will be increased, accommodation facilities for international students in higher education institutions will be improved, and internationalization will be prioritized. Institutional capacity will be increased.
	Measure 779.4.	University students will be encouraged to participate in volunteer work and NGO activities, and to have access to internship opportunities in NGOs.
	Measure 779.5.	Efforts will be made to expand the number of civil society centers in universities and to establish civil society certificate and master's degree programs.

Table 8.5: Analysis Table of High-Level Policy Documents (DOKAP Regional Development Program)

Higher Politics document	Relevant Section/Reference	Given Task/Requirements
Program (2021-2023)	Education - Page 54	The aim of UNIDOKAP (DOKAP Region Universities Association) is to foster academic and administrative collaborations in areas such as education, research and development, and community service among universities in the DOKAP region, to advance university-industry interaction and university-city integration, and to contribute to our country's future vision and development efforts.
	Page 59 - Table 8.2: 2021-2023 DOKAP Regional Development Program Strategic Framework	<ul style="list-style-type: none"> • To play a role in increasing growth in agricultural production, raising added value, and promoting rural development. • To accelerate economic growth in tourism and industry. • To contribute to the development of human and institutional capacity.

3.5. Program – Subprogram Analysis

Table 9: Program-Subprogram Analysis Table

Program	Subprogram	Findings	Needs
The main objective of the Research, Development and Innovation Program is to increase technology and innovation activities with a focus on the private sector, to commercialize research results, and to enhance the competitiveness of our country with branded, technology-intensive products.	The Scientific Research and Development Sub-Program in Higher Education and its objective is to increase innovation-oriented scientific studies in higher education institutions.	The achievement level of the indicator values we set for the sub-program targets was 91.5%. The target has been partially met.	<ul style="list-style-type: none"> *Increasing support for research projects from TÜBİTAK, BAP, etc. *The Project Research, Development and Implementation Coordination Office should be made more effective. *Arrangements should be made to reduce the workload of teaching staff. *By establishing a project office, support such as information dissemination, application processes, and project writing will be effectively provided by experts. *No restrictions should be placed on research and development budget allocations when making legislative regulations. *Conducting comprehensive research into the region's underground resources. *Developing institutional cooperation with universities and private organizations.
The fundamental aim of lifelong learning is to enable individuals to adapt to the information society in which they live and to better control their lives by actively participating in all aspects of social and economic life.	The Higher Education Institutions Continuing Education Activities Sub-Program and its objective is to provide training to all segments of society in areas they need, and to contribute to the development of cooperation with public institutions and organizations, the private sector, and international organizations.	The achievement level of the indicator values we set for the sub-program targets remained at 14%. The target was not reached.	<ul style="list-style-type: none"> * Organizing certified training programs that will benefit private sector businesses and people in the region. *By the students of our university to increase the preference rate *Establishing effective social networking sites to strengthen feedback and communication with alumni. *Effective and efficient use of the career center *The end of the pandemic that has affected the whole world since 2019
The fundamental aim of higher education is to become a distinguished member of the scientific community by conducting high-level scientific work and research, producing knowledge and technology, disseminating scientific data, supporting national development and progress, collaborating with domestic and foreign institutions, contributing to universal and contemporary development, and instilling a sense of service rooted in national identity.	The Associate Degree, Bachelor's Degree, and Postgraduate Education Sub-Programs aim to train graduates who are professionally competent and open to development.	The achievement level of the indicator values we set for the sub-program targets has reached 448%. The target has been reached.	<ul style="list-style-type: none"> *To make newly established universities more attractive and thus draw students and faculty to them, efforts should be made to improve both the current state of the universities and the cities in which they are located. *The government should increase the resources allocated to newly established universities. *The policies of establishing universities, including the opening of departments and faculties, should be planned in a way that will provide both the human resources needed by the region and the quality individuals required by the country from an academic perspective.
	Student Life in Higher Education and the Objectives of this Subprogram	The achievement level of the indicator values we set for the sub-program targets remained at 30.3%. The target was not reached.	

3.6. Identifying Areas of Activity and Products and Services

Table 10: Table of Products/Services within the Field of Activity

Area of Activity: Products/Services	
Higher Education	1 Associate's Degree/Bachelor's Degree/Graduate Education Program
	2 National and International Exchange Programs
	3 Double Major and Minor Programs
	4. Library Services
	5. Distance Education (UZEM) Services
	6 Foreign Language Preparatory Programs
	7. Scientific Publications and Citations
	8. Development of Educational Fields
	9. International Student Services
	10 Cultural and Social Activities
	11. Nutrition and Shelter Services
	12. Social Facilities (Nursery, Swimming Pool, Sports Fields, etc.) Activities
	13. Promotion and Recognition Services
Research, Development and Innovation	14 Scientific Research Project (BAP) Services
	15. Application and Research Center Activities 16.
	TÜBİTAK/EU/DOKAP etc. Projects 17. Public-
	University-Industry Collaborations
	18 Expert and Consulting Services
	19. Scientific Activities (Symposium, Congress, Workshop, etc.)
	20 Scientific Publications and Citations
	21 Studies on Patents, Designs, Intellectual and Industrial Property Rights
Lifelong Learning	22 Services for Disadvantaged Groups
	23 Certificate Training Services
	24. Activities for Graduates
	25 Social Responsibility Activities
	26 Sustainable Campus Life Services

3.7. Stakeholder Analysis

Individuals, groups, and institutions that directly or indirectly, positively or negatively affect or are affected by our university are considered our internal and external stakeholders.

To enhance the applicability and recognition of our Strategic Plan, which will shape the future of our institution, we take into account the views, suggestions, and expectations of all our internal and external stakeholders. Given that the service we provide is education, the value of stakeholder opinions is undeniable and should not be underestimated in ensuring the effective delivery of our services.

Internal Stakeholders: These are individuals and groups within the university who are affected by or influence the university. Examples of internal stakeholders include university employees and administrators. It can be given as.

External Stakeholders: These are individuals, groups, or organizations outside the university that benefit from the university's products and services, as well as those affected by or influencing the university. Examples of external stakeholders include students, prospective students, alumni, other universities with which the university's activities are related, and public administrations, civil society organizations, and private sector entities.

Our university's stakeholders are divided into internal and external stakeholders. These stakeholders are related according to priority, importance, and impact level, taking into account their power to influence university activities and the degree to which they are affected by university activities, as follows:

Table 11: Stakeholder Impact/Importance Matrix Table

	Impact Level	Weak	Strong
Importance Level			
Low		Watch	Inform
High		Protect their interests, include them in the work.	Work together

Impact refers to the university's ability to influence stakeholders through its activities and services, as well as the stakeholder's power to influence the university through their decisions; importance, on the other hand, expresses the value the university places on meeting the expectations and demands of its stakeholders.

The levels assigned to our stakeholders according to their importance and impact are given in Table 2 below.

3.7.1. Identification and Prioritization of Stakeholders

Table 12: Stakeholder Identification and Prioritization Table

Stakeholder Name	Stakeholder Importance	Impact Level	Impact Level	Priority
Academic Staff	Internal Stakeholder	First Degree	Strong	Work Together
Administrative Staff	Internal Stakeholder	First Degree	Middle	Work Together
Permanent and Temporary Workers	Internal Stakeholder	2nd Degree	Weak	Variable

Council of Higher Education (YÖK)	External Stakeholders	First Degree	Strong	Work Together
TÜBİTAK	External Stakeholders	First Degree	Strong	Work Together
DOKAP	External Stakeholders	First Degree	Strong	Work Together
Presidency of Strategy and Budget	External Stakeholders	First Degree	Strong	Work Together
Ministry of Treasury and Finance	External Stakeholders	First Degree	Strong	Work Together
Ministry of Education	External Stakeholders	2nd Degree	Middle	Variable
Turkish Grand National Assembly	External Stakeholders	2nd Degree	Middle	Variable
Private Sector	External Stakeholders	2nd Degree	Middle	Variable
Gümüşhane Governorship / Provincial Directorates	External Stakeholders	2nd Degree	Middle	Variable
Gümüşhane Municipality	External Stakeholders	2nd Degree	Weak	Variable
Students	External Stakeholders	First Degree	Weak	Work Together
Student Families	External Stakeholders	2nd Degree	Weak	Variable
Graduates	External Stakeholders	2nd Degree	Weak	Variable
Gümüşhane Chamber of Commerce and Industry Presidency	External Stakeholders	Third Degree	Weak	Watch
Student Dormitories Institution Gümüşhane Provincial Directorate	External Stakeholders	Third Degree	Weak	Watch
Townpeople	External Stakeholders	Third Degree	Weak	Watch
Other Universities	External Stakeholders	Third Degree	Weak	Watch
Suppliers	External Stakeholders	Third Degree	Weak	Watch
Media Sector	External Stakeholders	Third Degree	Weak	Watch
Non-Governmental Organizations (NGOs)	External Stakeholders	Third Degree	Weak	Watch

Note: 1 indicates the highest level of importance, and 3 indicates the lowest level of importance.

3.7.2. Stakeholder - Product/Service Matrix

Table 13: Stakeholder - Product/Service Matrix Table

Stakeholders	Higher Education													Research, Development and Innovation							Lifelong Learning						
	/R/	/B/	/B/	/R/	/B/	/B/	/B/	/B/	/R/	/B/	/R/	/R/	/B/	/R/	/R/	/B/	/B/	/B/	/B/	/B/	/B/	/B/	/B/	/B/	/B/	/B/	
Academic Staff	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Administrative Staff		*		*				*	*	*	*	*	*									*			*	*	*
Permanent and Temporary Workers				*				*	*	*	*	*	*								*					*	*
Council of Higher Education (YÖK)	*	*	*		*	*			*				*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
TÜBİTAK				*									*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
DOKAP													*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Presidency of Strategy and Budget								*			*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Ministry of Treasury and Finance								*			*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Ministry of Education	*												*					*				*		*	*	*	*
Private Sector	*			*						*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Gümüşhane Governorship / Provincial Directorates				*						*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Gümüşhane Municipality				*				*			*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Students	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Student Families					*					*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Graduates				*						*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Gümüşhane Chamber of Commerce and Industry Presidency										*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Student Dormitories Institution Gümüşhane Provincial Directorate				*						*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
City Residents					*					*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Other Universities	*				*					*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Suppliers								*			*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Media Sector										*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Non-Governmental Organizations (NGOs)													*			*	*	*	*	*	*	*	*	*	*	*	*

3.7.3. Gathering and Evaluating Stakeholder Opinions

In addition to education, teaching and research sectors, Gümüşhane University also has commercial, It also has professional relationships with individual and non-profit sectors, relationships enable overcoming current, local, national and global challenges and seizing opportunities. This is important from this perspective. Stakeholders have a special degree of importance in achieving strategic goals. The purpose of stakeholder analysis at Gümüşhane University is to determine who the stakeholders are. Identifying these stakeholders and determining their level of influence and importance, Identifying expectations and achieving a competitive advantage by generating sustainable value. It is about revealing its potential.

The first stage followed when conducting stakeholder analysis is the people living in Gümüşhane, Gümüşhane Internal institutions such as the Governorship, Gümüşhane Municipality, Gümüşhane Chamber of Commerce and Industry, and the Provincial Special Administration. with our stakeholders and the Council of Higher Education regarding the services and activities of our university. Routine meetings have been held with our key partners and external stakeholders, such as the Ministry of Treasury and Finance, the Ministry of National Education, and the Court of Accounts. In the second phase, academic and administrative... Satisfaction surveys were conducted for our staff, students, and external stakeholders. In the third phase, strategic planning was carried out for all units of our university at the expenditure unit level. Planning documents and internal stakeholder information and opinion forms have been sent electronically, and The strategic plan, created in line with the feedback received, has been revised and all your units have been included. It has been attempted to make it reflect his viewpoint.

Although Gümüşhane University is a newly established university, it has students. By adopting a policy based on a centered approach to education, it achieved its goals. It aims to achieve this. A spacious, quiet and comfortable working environment, technological facilities, sincerity in superior-subordinate relationships, service facilities, campus facilities, sports the open and usable spaces, the presence of young, dynamic academic and administrative staff, The fast and effective communication among staff, convenient transportation, and library facilities. adequacy, good university location, clean and tidy classrooms, modern facilities such as a library, classrooms, laboratories and practical areas, workshops and a media center. Considering the buildings and centers, as well as social facilities such as swimming pools, mosques, social facilities, and sports fields, it can be said that Gümüşhane University is developing rapidly. This development of Gümüşhane University contributes to the social, cultural, human, and economic development of the city. It has had a positive impact.

However, according to the stakeholder analysis results, housing options are relatively inadequate.

Inadequate snow removal efforts due to harsh winter conditions, environmental impacts

Insufficient work has been done on the regulation, and staff rotation is inadequate.

the lack of social and cultural activities due to the city's social facilities

This is due to budget constraints, therefore participation in domestic and international scientific meetings and congresses is limited.

Issues such as insufficient support have been identified by our stakeholders.

Accordingly, maintenance and repair of campus roads are necessary due to the constant and heavy traffic.

daily cleaning of used areas, increasing internal activities, social

Efforts should be made to increase the effectiveness of activities, and passive components in laboratories should be addressed.

Improving the education and research infrastructure by activating the devices,

Producing projects that contribute to the development of our university, addressing campus life problems

Proposals such as those for resolving the issue were put forward, and these proposals were discussed during the period covering the years 2023-2027.

The requests are planned to be aligned with our organization's strategy.

3.8. Internal Analysis

3.8.1. Human Resources Competency Analysis

Table 14: Academic Personnel Table

		Years								
		2019			2020			2021		
		Full	Empty	Total	Full	Empty	Total	Full	Empty	Total
Titles	Professor	25	8	33	28	40	68	33	57	90
	Associate professor	58	36	94	61	63	124	62	67	129
	Dr. Assistant Professor	186	68	254	179	76	255	195	60	255
	Lecturer	181	48	229	194	80	274	206	113	319
	Research Assistant	193	148	341	174	142	316	151	93	244
Total		643	308	951	636	401	1.037	647	390	1.037

Table 15: Foreign Personnel List

		2021	
		The unit he/she works in	Number
Titles	Professor	Faculty of Engineering and Natural Sciences; Faculty	1
	Assistant	of Economics and Administrative Sciences	1
	Professor, Faculty of Theology,		2
	Lecturer at the Faculty of Theology		3
Total			7

Table 16: Administrative Staff Table

		Years								
		2019			2020			2021		
		Full	Empty	Total	Full	Empty	Total	Full	Empty	Total
Classes	General Administrative Services Class	---						---		
	Health Services Class	3	11	14	6	8	14	6	8	14
	Technical Services Class	50	54	104	49	55	104	45	64	109
	Advocacy Services Class	2	1	3	2	1	3	2	1	3
	Helper Administrative Services Class	17	21	38	16	22	38	17	10	27
Total		258	248	506	258	248	506	268	238	506

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Table 17: Worker Personnel Table

		Position Details	Years		
			2019	2020	2021
Type Position	Permanent Employee	Cook's Assistant, Waiter/Waitress, Receptionist, Floor Staff Staff, Security Guard and Cleaning Personnel	231	246	239
	Temporary worker	Temporary Workers	3	3	3
Total			234	249	242

Table 18: Academic Personnel by Age Scatter Table

		Years					
		2019		2020		2021	
		Member	Percentage	Member	Percentage	Member	Percentage
	Between 21 and 25	17	2.64%	10	1.59%	6	0.93%
	Between 26 and 30	110	17.11%	109	17.36%	91	14.06%
	Between 31 and 35	236	36.70%	214	34.08%	222	34.31%
	Between 36 and 40	137	21.31%	143	22.77%	144	22.26%
	Between 41 and 50	110	17.11%	119	18.95%	145	22.41%
	51 - Above	33	5.13%	33	5.25%	39	6.03%
Total		643	100.0	628	100.0	647	100.0

Table 19: Administrative Staff Distribution by Educational Attainment Table

		Years					
		2019		2020		2021	
		Member	Percentage	Member	Percentage	Member	Percentage
Their Training	Primary education	7	2.71%	4	1.55%	6	2.24%
	High school	31	12.02%	32	12.40%	37	13.81%
	Associate Degree	37	14.34%	40	15.50%	38	14.18%
	Licence	165	63.95%	155	60.08%	160	59.70%
	Degree	15	5.81%	25	9.69%	26	9.70%
	Doctorate	3	1.16%	2	0.78%	1	0.37%
Total		258	100.0	258	100.0	268	100.0

Table 20: Administrative Staff
Distribution by Age Group
Table

		Years						
		2019		2020		2021		
		Person Number	Percentage	Person Number	Percentage	Person Number	Percentage	
Age	Intervals	Between 21 and 25	13	5.04%	11	4.35%	19	7.09%
		Between 26 and 30	42	16.28%	34	13.44%	23	8.58%
		Between 31 and 35	77	29.84%	71	28.06%	62	23.13%
		Between 36 and 40	48	18.60%	55	21.74%	63	23.51%
		Between 41 and 50	47	18.22%	50	19.76%	69	25.75%
		51 - Above	31	12.02%	32	12.65%	32	11.94%
		Total 258		100.0	253	100.0	268	100.0

3.8.2. Organizational Culture Analysis

Table 21: Organizational Culture Analysis Table

Participation	Our institution's boards and committees operate in a pluralistic manner, with the participation of academic and administrative staff and students when necessary. The boards and commissions that have been established are chaired by senior executives.
Partnership	At our university, collaborative activities with our staff are strengthened through events such as boards, commissions, meetings, and seminars. Academic units contribute to collaboration through unit managers and coordinators reporting to the senior management, while administrative units contribute through the coordination of the general secretariat and various commissions.
Information Spread	Information sharing takes place through our actively used corporate website, the Electronic Document Management System (EDMS). Information can be disseminated instantly via Electronic Document Management System (EDS), Course Information System (CIS), email channels, and SMS short messages. Necessary information, documents, and materials are distributed to members before Board and Commission meetings.
Learning	The formation of an organizational culture is ensured by keeping vertical and horizontal learning channels continuously open and by providing training to personnel at all levels to ensure continuous learning. Efforts to adapt to innovation and change, to be a vibrant organization, and to establish a sound management mechanism are ongoing. Information exchange regarding current developments and emerging or potential future practices is continuously repeated.
Internal Communication	For the institution, horizontal and vertical communication channels are maintained with a formal level, although most academic and administrative units are located within the same campus. This ensures that communication is achieved quickly and accurately. Online programs allow for uninterrupted and active use of communication channels. In addition, thanks to the open structure in horizontal and vertical communication, easy communication can be established with administrative and academic unit managers.
Communication with Stakeholders	Our communication with internal stakeholders is conducted through corporate programs, our website, and official channels. Our communication with external stakeholders is maintained through both official channels and bilateral dialogues and protocols. We prioritize pluralistic participation in service delivery and decision-making processes by utilizing mechanisms that provide timely information to all relevant stakeholders. For the preparation of the Strategic Plan, we use a questionnaire for all stakeholders to both inform them and exchange views.
To change Openness	As a developing university, it closely monitors changes in the region, the country, and the world in order to adapt and remain relevant. Considering social, cultural, and economic innovations, it operates with the understanding that diverse ideas and perspectives will advance the university. The university values taking initiative in decision-making with its young and dynamic staff.
Strategic Management	Senior management provides the necessary resources to ensure coordination with all relevant units throughout all stages of the strategic plan. Efforts are made to ensure stakeholder active participation and responsibility in identifying current situations and needs, and the aim is for all units to internalize the strategic plan.
Reward and Punishment The system	The reward and punishment system implemented within the institution operates within the framework of the permissions stipulated by legislation. In particular, disciplinary actions are applied entirely in accordance with the provisions of the law. Clearly defined mechanisms are established to increase employee motivation.

3.8.3. Physical Resource Analysis

Established with Law No. 5765, published in the Official Gazette dated May 31, 2008, and numbered 26892, the institution initially consisted of one central campus and two district campuses. Over time, with the addition of new Vocational Schools, this number has expanded to one central campus and five district campuses.

Table 22: Real Estate Properties Distribution Table

	Depending on Ownership Status Property Area (m ²)			Total (m ²)
	University Finance / Treasury		Other	
Gümüşhanevi Campus Area (Central)	97,755.13	1,096,957.63	28,672.59	1,223,385.35
Yeni Mah. (Housing Complex)		1,260.00		1,260.00
Kelkit District Campus	42,460.00	87,475.30		129,935.30
Yiran District Campus		6,209.76		6,209.76
Küstün District Campus		27,575.25		27,575.25
Torul District Campus		23,649.76		23,649.76
Köse District Campus		19,765.32		19,765.32
Total (m²)	140,215.13	1,262,893.02	28,672.59	1,431,780.74

Table 23: Fields of Education and Classroom Table

			Capacity						m ² Collect	
			0 - 50	51 - 75	76 - 100	101 - 150	151 - 250	251 - On top of it		
Years	2019	Education Areas	Amphitheater	0	0	10	6	2	0	18
			Class	137	61	75	0	0	0	273
			Computer laboratory	24	2	1	0	0	0	27
			Other Lab	49	11	0	0	0	0	60
			Total 210		74	86	6	2	0	378
	2020	Education Areas	Amphitheater			10	6	2	0	18
			Class	0 137	0 61	75	0	0	0	273
			Computer laboratory	24	2	1	0	0	0	27
			Other Lab	49	11	0	0	0	0	60
			Total 210		74	86	6	2	0	378
	2021	Education Areas	Amphitheater			10	6	2	0	18
			Class	0 137	0 61	75	0	0	0	273
			Computer laboratory	24	2	1	0	0	0	27
			Other Lab	49	11	0	0	0	0	60
			Total 210		74	86	6	2	0	378

Table 24:
Dining Halls,
Canteens and Cafeterias
Table

		Years								
		2019			2020			2021		
		Piece	Cost (TL)	Capacity (Person)	Piece	Cost (TL)	Capacity (Person)	Piece	Cost (TL)	Capacity (Person)
Social	Canteen & Cafeteria	18	3043.45	1.473	18	3.043.45	1.473	18	3.043.25	1.473
	Student dining hall	8	1886.05	1018	8	1.886.05	1018	8	1886,05	1018
	Employee dining hall	2	830.00	308	2	830	308	2	830.00	308
	Restaurant	1	415.00	100	1	415	100	1	415.00	100

Table 25:
Computer
Table of References

		2019				2020				2021				
		Desktop Computer		Portable Computer	Integrated (Tablet)	Desktop Computer		Portable Computer	Integrated (Tablet)	Desktop Computer		Portable Computer	Integrated (Tablet)	
		Till	Screen			Till	Screen			Till	Screen			
Units	Institutes	14	4	3	0	14	4	3	0	14	4	3	0	
	Faculties	572	431	299	1	570	429	297	1	1,606	466	295	1	
	28 colleges		9	6	0	33	14	6	0	35	16	6	0	
	Job Colleges	542	400	71		16	590	450	73		18	601	462	74
	—					14	268	207	45		16	194	145	43
	Rector's Office Private Pen (RBBB)	13	2	14	0	12	11	11	0	27	9	14	0	
Total	1.408	1.025	433	31	1.487	1.115	435	35	1.477	1.102	435	33		

3.8.4. Technology and Information Infrastructure Analysis

Our university's central campus has internet access at a speed of 1 Gbps provided by ULAKBİM. Additionally, our district vocational schools, Kelkit Aydın Doğan Vocational School, offers 30 Mbps internet access, while other vocational schools have access at 10 Mbps. Online internet access is provided in both indoor and outdoor areas, with a wireless network coverage of approximately 40%. Uninterrupted internet access is provided in densely populated areas by logging into this network with corporate user credentials.

The information systems infrastructure includes 3 physical servers located in different buildings, in addition to 30 virtual servers, thus maximizing information and access security. Our servers are backed up with both backup devices and a disaster recovery center. In the new period, only the physical firewall and attack prevention server are planned to be upgraded. We believe that our other infrastructure is sufficient for current and potential future situations.

While our current IT infrastructure is sufficient, the full operation of the IT center requires engineers and programmers with process management skills.

Some of the paid and free information technology and software used at our university are listed in the table below. Some of these software and programs are used as demos in practical training courses.

Table 26: Table of Programs and Software Used at Our University

Personnel Automation Program (Proliz Software)	Zimbra Email System
Library Automation (YORDAM)	Electronic Public Information Management System (KAYSIS)
Microsoft Office	Authorized Signatories Module (ASM)
Color Correction Set and Da Vinci Resolve Software	Higher Education Program Evaluation System (HEPS)
Estimated Cost and Payment Certificate Preparation Program (OSKA) National	National Thesis Center (YÖKTEZ)
Warehouse Inventory Program	Course Information System (CIS)
Vehicle Fleet Management	E-Declaration and Contribution Information System (SGK)
Student Automation Program (Proliz Software)	BAP Automation
Mercury Software (Canteen Automation Program)	Design Builder Software Instructor License
Hotech Program (Reception and Accommodation Service Operations Program)	Design Builder Software Student License
Restaurant Automation Program	CorelDRAW Graphics Suite 2021 WIN Education License
Vektora Software (Rent Tracking Program)	CDendro and Coorecorder 9.5 Programs
Extranet Program (Turkish University Sports Federation)	Pirouette Chemometrics Software Version 4.5
Hotel Management and Automation Program (FIDELIO)	Stata/SE 15 Academic license
Accounting Software (ETA FOR WINDOWS)	IBM SPSS Statistics Standard
Elektra V4 Hotel Automation Program	Unite Software Program
RFID Security Systems	SPSS Statistics Program
Electronic Public Procurement Platform Program (EKAP) NetCAD Geographic	Information System Software

LUCA Salary Program	GRASS GIS Geographic Information Systems Software
Higher Education Council Joint Database Program (YÖKSYS)	SAP2000 Structural Analysis Program
State Supply Office Information System	IdeCAD Architecture
Individual and Multiple Image Acquisition and Upload Program (CLONEZILLA)	IdeCAD Static
Data Recovery Program (RECUVA)	AMP Payment and Estimated Cost Program
Microsoft Office (LIBRE OFFICE)	R Studio
Computer Cleaning and Troubleshooting Program (CCLEANER)	CorelDRAW Graphics Suite 2019
Remote Access Maintenance and Support Program (ALPEMIX) MATLAB	2013
Electronic Document Management System (EDMS)	CorelDRAW 2019
Financial Management System (FMS)	Grapher 21 (Golden Software)
Public Personnel Expenditure Management System (KPEMS) Surfer 21	(Golden Software)
Movable Asset Registration and Management System (MOMS)	Ansys 14
Integrated Public Financial Management Information System (BKMYS)	

3.8.5. Financial Resource Analysis

With the Public Financial Management and Control Law No. 5018, the financial management of institutions has been restructured. This law has given accounting records and financial statements a new dimension and perspective. Regulations have also been introduced regarding security and transparency, corporate governance principles, The security, accuracy, and quality of processes leading to accounting records and financial statements are of paramount importance. This has gained importance. The financial aspect of public administrations' ability to achieve their strategic aims and objectives is crucial. It is closely related to the provision and use of resources. Education, training and scientific In institutions where research is conducted and future generations emerge, financial The role of resources in achieving the stated aims and objectives is undeniable.

For these purposes, our University, which is included in the annex (II) of the Law No. 5018, is a private university. It is a budget-dependent institution, and the vast majority of its revenue comes from the treasury. New the cost breakdown that will emerge from the objectives, targets and indicators included in the planning period and The amount of resources planned to be provided (Table 1) and the allocations and expenditures for the past 3 years. The quantities (Table 2) are given in the tables below.

Table 27: Financial Resources Analysis Table

Source	2023	2024	2025	2026	2027	Total Source
Special Budget	228,000,000	252,931,000	301,411,900	360,088,400	430,259,680	1,572,690,980

Table 28: 2019-2021 Budget Expenditures Table

Type of Funding	2019			2020			2021		
	Year-end appropriation	Spending	Spending Rate	Year-end appropriation	Spending	Spending Rate	Year-end appropriation	Spending	Spending Rate
Personnel Expenses	99,324,000	94,577,746	95.22%	107,695,000	106,884,066	99.25%	119,955,000	132,432,519	110.40%
Social Security State Institutions Premium Expenses	12,486,600	11,978,288	95.93%	13,616,750	13,475,397	98.96%	15,264,000	17,468,578	114.44%
Procurement of Goods and Services Expenses	13,250,150	12,594,071	95.05%	12,966,450	9,463,499	72.98%	12,616,000	11,877,131	94.14%
Current Transfers	2,526,000	2,169,373	85.88%	2,511,800	2,507,253	99.82%	3,267,000	2,847,206	87.15%
Capital Expenditures	10,245,000	7,787,447	76.01%	11,795,000	6,531,323	55.37%	9,502,000	9,815,469	103.30%
Total	137,831,750	129,106,925	93.67%	148,585,000	138,861,538	93.46%	160,604,000	174,440,903	108.62%

3.8.6. Organizational Chart

Figure 1: Administrative Structure Organizational Chart

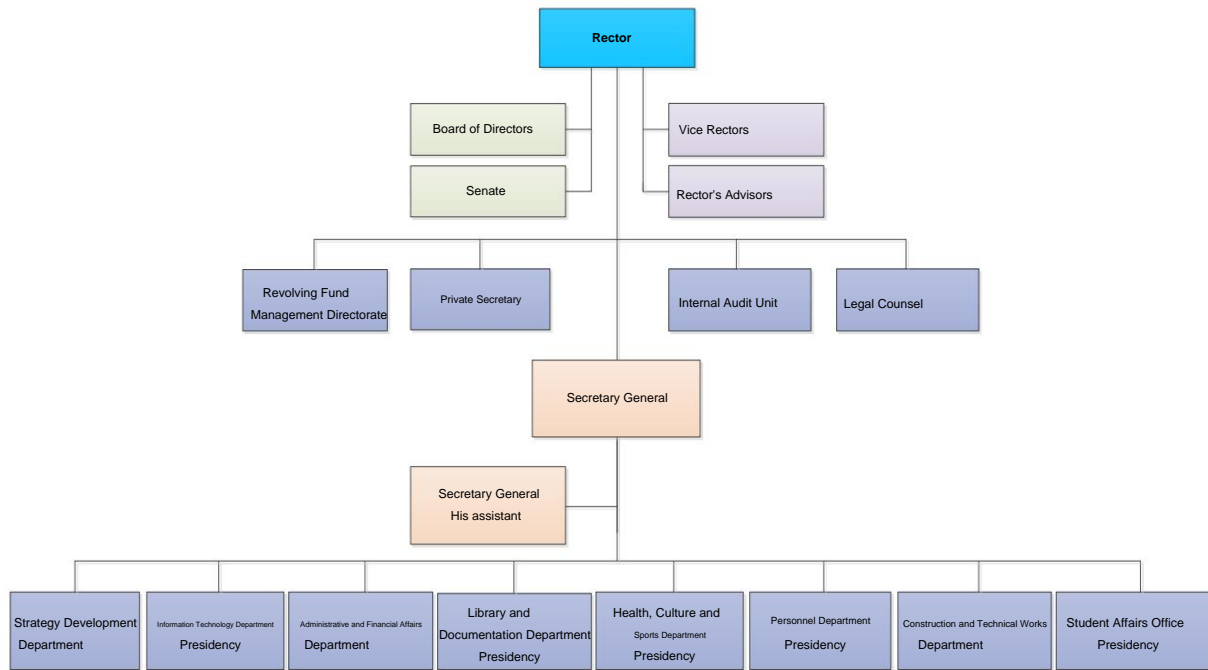
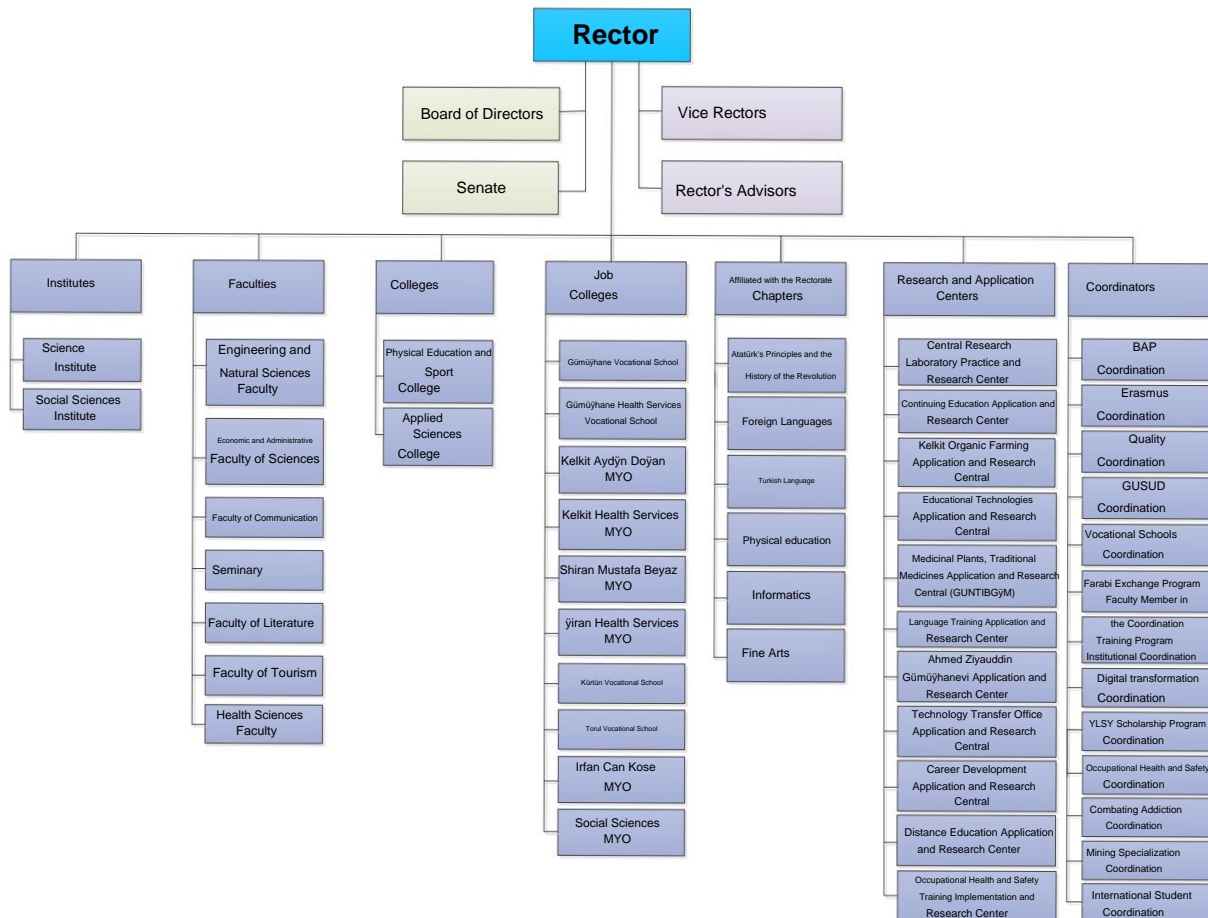


Figure 2: Academic Structure Organizational Chart



3.9. Academic Activity Analysis

Academic activity analysis research for the strategic plan for the period 2023-2027.

Within this scope, participants were asked about the university's strengths and weaknesses. The participants' responses...

Their answers are summarized below under subheadings representing strengths and weaknesses.

They are listed. In addition, the participants' opinions and suggestions on "what should be done" are taken into consideration.

It has been decided that "academic staff should be young, dynamic and expert in their fields."

"composed of academics", "visible quantity and quality in scientific publications

Aspects such as "increases" and "effective functioning of DBS in the distance education process" are strengths of the university.

While forming the side, "deficiencies observed in the infrastructure area (laboratory, equipment and internet)

inadequacy", "insufficient social, cultural and artistic activities", "academic opportunities abroad"

aspects such as "insufficient financial support provided for activities" and "inadequate promotion of the university"

This shows the university's weaknesses.

Table 29: Academic Activity Analysis Table

Basis Academic Activities	Strengths	Weaknesses / Problem Areas	What should be done?
Education	The academic staff consists of young, dynamic academics who are experts in their fields.	The university lacks national and international promotion.	Promotional videos highlighting the university's strengths should be prepared and disseminated to the public through social media and local press.
	The DBS (Course Information System) functions effectively during distance learning, allowing for immediate resolution of problems.	Deficiencies observed in the field of educational infrastructure (lack of laboratories, equipment, and internet access)	To improve the quality of academic staff appointments, the criteria for academic staff appointments need to be updated at the faculty and college level.
	The library makes it easy to access electronic and printed resources.		
	Adopting a student-centered education system.		

Basis Academic Activities	Strengths	Weaknesses / Problem Areas	What should be done?
Social	Through social responsibility projects, students are encouraged to develop not only academic skills but also social and societal awareness.	Deficiencies in social, cultural, and artistic activities.	To improve communication with alumni, monthly/ weekly programs should be prepared at the faculty/college/institute level, and events should be organized with the active participation of alumni and current students. These programs should be made publicly available online through the DBS system. This would create a link between alumni who have entered the workforce and current students, taking an important step in helping students plan their future careers.
		Lack of communication with graduates.	To increase social, cultural, and artistic activities, the Health, Culture, and Sports Department should regularly plan events such as theater performances, art exhibitions, and concerts. To ensure these planned activities reach a wide audience, they should be actively promoted through the university's social media accounts.

Basis Academic Activities	Strengths	Weaknesses / Problem Areas	What should be done?
Research	The increasing financial resources provided for research purposes and the administration's goodwill efforts in this regard.	Research infrastructure shortcomings observed in the field (lack of laboratory facilities, equipment, and internet access)	To address infrastructure problems (lack of laboratories and equipment), it is necessary to increase and diversify the resources allocated to these areas.
	Developing research and projects aimed at solving the region's problems.	Inadequacies in the financial support provided for academic activities abroad.	To increase the number of scientific research projects, researchers' software (such as software packages) and hardware (such as computers, printers, and laboratory equipment) needs should be met. The number of seminars and workshops organized for project writing should be increased.
	Noticeable increases in both the quantity and quality of scientific publications.	The low number of scientific research projects is due to insufficient financial resources.	To further improve the quality and quantity of academic publications, and especially to increase the number of publications in journals indexed in databases such as SSCI, SCI, and SCI-Expanded, researchers should be offered financial incentives. Researchers who publish scientific articles in these indexes should be rewarded.
	Efforts to create a scientific environment through academic activities such as conferences, symposiums, and workshops.		Activities should be organized to encourage the pre-doctoral or post-doctoral academic development of academics abroad. Academics who plan careers in this field should be supported both financially and morally.
	Improved access to databases necessary for academic research.		To encourage the writing of articles in foreign languages, translation or editing services should be offered free of charge up to a certain number of times annually.

Basis Academic Activities	Strengths	Weaknesses / Problem Areas	What should be done?
Entrepreneurship	Offering seminars and certificate programs on entrepreneurship, adding an entrepreneurship course to the curriculum, and developing an entrepreneurial culture through collaborations with KOSGEB (Small and Medium Enterprises Development Organization).	Despite the existence of courses/seminars/trainings in the field of entrepreneurship, there is a lack of practical activities like technology parks.	Career days should be organized regularly with leading representatives from the private sector on a monthly/weekly basis to help students with career planning.
		The level of university-industry collaboration is insufficient.	To improve university-industry collaboration, an internship and employment office should be established within the university. Businesses operating in Gümüşhane should be able to meet their need for part-time or full-time employees through this office. At the same time, students seeking internships should also be able to find the internships they need directly through this office.
			To increase activities in the field of entrepreneurship, the Technology Transfer Office within the university should be made more effective, or entrepreneurship centers such as incubators should be established. In addition, cooperation with existing technology parks should be improved.

3.10. Higher Education Sector Analysis

3.10.1. Sectoral Trend Analysis

The university is facing evolving threats in order to provide a quality education in the field of higher education. It is necessary to know what the opportunities are. PESTLE analysis is conducted for this purpose.

The results are summarized in the tables below.

Table 30: Sectoral Trend Analysis Results Table

Factors		Political
Findings		<ul style="list-style-type: none"> • Civil wars in neighboring countries and the resulting migration problem • To establish a quality assurance system in higher education • To bring the education system into line with international standards
Impact	Opportunities	<ul style="list-style-type: none"> • Having a young and dynamic structure facilitates integration into international standards in education.
	Threats	<ul style="list-style-type: none"> • The increasing brain drain and the resulting situation in some parts of the country decrease in student preference for departments • Problems experienced in face-to-face education due to the COVID-19 pandemic malfunctions
What should be done?		<ul style="list-style-type: none"> • The process of aligning with international standards should be accelerated to raise the quality of education and training to a certain level. • Bureaucratic problems encountered during the alignment process should be resolved. • To address the disruptions to face-to-face education caused by the COVID-19 pandemic, online education infrastructure should be strengthened.

Factors are economic.	
Findings	<ul style="list-style-type: none"> • Economic contractions. • Increases in unemployment and youth unemployment.
Impact	<p>Opportunities</p> <ul style="list-style-type: none"> • Opening new departments aimed at providing specialized vocational training. • Meeting the demands of the era with the Artificial Intelligence and Intelligent Systems Master's program with thesis, the first of its kind in Türkiye.
	<p>Threats</p> <ul style="list-style-type: none"> • Some departments closed due to insufficient student demand.
What should be done?	
<ul style="list-style-type: none"> • To meet the need for qualified workforce in light of developing technology, programs such as Robotics Coding and Artificial Intelligence should be opened as new departments at the associate and bachelor's degree levels. • Reducing theoretical courses and increasing practical courses. 	

Factors	Socio-cultural
Findings	<ul style="list-style-type: none"> • Potential changes in the country's demographic structure as a result of migration. • The continued inadequacy of promotion in the development of local tourism.
Impact	<p>Opportunities</p> <ul style="list-style-type: none"> • With the development of local tourism, the demand for Tourism and Hospitality departments will increase. • Increase in the number of foreign students due to migration.
	<p>Threats</p> <ul style="list-style-type: none"> • Migration leads to problems such as housing, nutrition, and education for students. the encounter. • Increased population due to migration results in problems in transportation, healthcare, accommodation, etc. increasing difficulties in accessing services.
What should be done?	
<ul style="list-style-type: none"> • To promote local tourism, a promotional document should be prepared in collaboration between the university and local government and disseminated to a wide audience through social media channels. • Orientation training about the city and the university should be provided to immigrant students enrolled in the university. 	

Factors		Technology
Findings		<ul style="list-style-type: none"> The low share of R&D in GDP. The university lacks technology parks and incubation centers.
Impact	Opportunities	<ul style="list-style-type: none"> To meet the demands of the age with the Artificial Intelligence and Intelligent Systems Master's Program with Thesis, which is being offered for the first time in Türkiye. Opening programs related to information technology.
	Threats	<ul style="list-style-type: none"> The high cost of technology infrastructure investments. Ineffective and inefficient use of purchased technological infrastructure materials. Insufficient use of technology by academic and administrative staff.
What should be done?		<ul style="list-style-type: none"> Organizes training programs for the university through Digital Transformation seminars It should be done as follows. To ensure the active and efficient use of systems such as DBS, OBS, and EBYS Training sessions should be organized. Software packages (such as STATA, MATLAB, GAUSS) needed by academic staff should be purchased, and their use should be widespread. The activities of research and application centers should be increased.

Factors		Legal
Findings		<ul style="list-style-type: none"> Differences in education among universities due to the decision to leave the type of education and training (hybrid, online, face-to-face) to the universities themselves in the context of combating the COVID-19 pandemic.
Impact	Opportunities	<ul style="list-style-type: none"> Having an effective strategic plan and a management team capable of implementing it.
	Threats	<ul style="list-style-type: none"> The legal regulations introduced are related to the structure and dynamics of the university. General announcement regardless of the circumstances. Failure to implement improvements made in the legal field.
What should be done?		<ul style="list-style-type: none"> Institutions should be regularly audited by internal and independent auditors. Legal regulations are necessary to ensure more effective use of resources. It should be done. Training should be provided on how the legal regulations will be implemented in practice.

Factors	Environmental	
Findings	<ul style="list-style-type: none"> • Deficiencies in activities aimed at developing environmental awareness • The increasing prevalence of environmental problems. • Insufficient awareness has been raised regarding natural disasters. 	
	Opportunities	<ul style="list-style-type: none"> • The potential for the Emergency and Disaster Management department to operate in the field of environmental awareness.
Impact	Threats	<ul style="list-style-type: none"> • Environmental factors resulting from the location of the university campus The regulations are expensive.
What should be done?	<ul style="list-style-type: none"> • To raise environmental awareness, students should be encouraged to participate in social responsibility projects. Training should be provided on this subject. • Collaboration with universities in the Eastern Black Sea Region should be established regarding environmental problems. Seminars, conferences, and workshops should be prepared. 	

3.10.2. Sectoral Structure Analysis

Table 31: Sectoral Structure Analysis Results Table

Sectoral Forces	competitors	
Findings	<ul style="list-style-type: none"> • Increase in the number of newly opened universities and departments in surrounding regions • Qualified and experienced academic and administrative staff transferring to private or other state universities. 	
	Opportunity	<ul style="list-style-type: none"> • Having a young and dynamic academic staff. • Achieving institutional transformation by opening new departments and programs. • The emergence of opportunities for further research.
Impact	Threats	<ul style="list-style-type: none"> • Students experiencing problems with transportation to and from dormitories and school. • The city's inadequacy in providing social amenities for students, academics, and administrative staff. • Difficulties experienced by academic and administrative staff regarding accommodation (such as dormitories and social facilities).
What should be done?	<ul style="list-style-type: none"> • To reduce the migration of qualified and experienced academic and administrative staff to other institutions, units should be established to address their problems. • Agreements with other public institutions to increase the number of housing units It should be done. • University-local government cooperation should be developed to increase social opportunities. • Students' transportation and accommodation problems should be solved. • Initiatives to open new departments should be increased and more projects should be undertaken. Writing should be encouraged. 	

Sectoral Forces		Stakeholders
Findings		<ul style="list-style-type: none"> • Deficiencies in university promotion during the application period. • Lack of communication with prospective students and alumni. • Insufficient collaboration with industry and local governments. • Insufficient feedback from internal and external stakeholders.
	Opportunities	<ul style="list-style-type: none"> • Due to the small population of the city, cooperation with other institutions is possible and To make negotiations easier.
Impact	Threats	<ul style="list-style-type: none"> • Lack of communication between institutions and bureaucratic obstacles.
What should be done?		<ul style="list-style-type: none"> • An online database should be created to facilitate communication with prospective students and graduates, and regular meetings should be held through this system. • Cooperation with industry and local governments should be strengthened and joint planning should be carried out. It should be done.

Sectoral Forces		Suppliers
Findings		<ul style="list-style-type: none"> • The service procurement process takes a long time. • Deficiencies and inadequacies observed in the cafeteria service.
	With r	<ul style="list-style-type: none"> • Having a fast and dynamic structure for solving problems.
-	Threats	<ul style="list-style-type: none"> • The firms that will provide the services are not located within the city and have to be sourced from neighboring provinces.
What should be done?		<ul style="list-style-type: none"> • Small-scale activities deemed necessary due to disruptions in the procurement of goods and services should be produced within the university. • An online platform should be prepared to access all suppliers.

Sectoral Forces		Regulatory and Supervisory Institutions
Findings		<ul style="list-style-type: none"> • Inadequate regulatory and supervisory institutions in terms of guidance services being.
	Opportunities	<ul style="list-style-type: none"> • Young people in solving problems raised by regulatory and supervisory institutions and having a dynamic administrative staff structure.
Impact	Threats	<ul style="list-style-type: none"> • Lack of communication with regulatory and supervisory bodies.
What should be done?		<ul style="list-style-type: none"> • Based on the reports obtained from the audits, training seminars should be organized for all units to prevent similar mistakes from being made or repeated.

3.11. SWOT Analysis

SWOT analysis is a systematic analysis of the strengths and weaknesses of organizations or provinces. The analysis was conducted to identify the opportunities and threats faced by the organizations/individuals. It is a method used to develop strategies for the future through SWOT analysis. This enables the institution/province to achieve its goals more quickly and effectively.

The overall purpose of the SWOT analysis conducted is to identify the strengths and weaknesses of Gümüşhane University. clearly understood, analyzed, and appropriate for the university to achieve its ultimate goals.

The purpose of the SWOT analysis is to assist in selecting strategies. In the first part of the SWOT analysis, the current internal situation of Gümüşhane University was considered, and its strengths and weaknesses were identified. In the second part, external environmental factors were examined for Gümüşhane University.

The opportunities and threats it creates have been identified.

Strengths and Weaknesses

As Gümüşhane University, we contribute to achieving the goals set by our institution.

The existing factors that enable us to improve our performance constitute our strengths,

The current factors that negatively affect our success in achieving the aims and objectives of our organization are:

These are our weaknesses.

External Analysis (Environmental Analysis)

Analyzing external environmental factors that will affect Gümüşhane University; identifying opportunities effectively.

It is crucial to be able to evaluate, take precautions against threats, and develop new strategies accordingly. The external evaluation process carried out by YÖKAK (Council of Higher Education Quality Assurance) is also very important.

It has made positive contributions to SWOT analysis.

Table 12 presents the strengths, weaknesses, opportunities, and threats of Gümüşhane University in order to evaluate the results of the situation analysis.

The data was compiled in 2021 in line with feedback and suggestions from internal and external stakeholders.

The developed SWOT strategies are also presented in Table 13.

Table 32: Gümüşhane University's 2021 SWOT Analysis Table

Interior Environment		External Environment	
Strengths	Weaknesses:	Opportunities	Threats
The academic staff consists of young, dynamic, and highly motivated individuals. This leads to strong communication between students and faculty members.	Insufficient university-industry collaboration.	Opportunities to develop existing collaborations with national and international universities.	Due to the increasing number of universities, some departments may face the risk of not being able to attract students.
Academic staff should be well-trained, qualified, and experts in their fields.	The low number of patent, utility model, and copyright registrations at our university.	The enthusiasm of civil society organizations, public and private sector organizations for cooperation with our university creates potential for new and joint projects.	Competition is increasing among universities in neighboring provinces.
Academic incentives and the number of publications are increasing, as well as the quality, which is improving day by day.	Decreased demand for undergraduate programs.	The presence of universities in neighboring provinces.	The lack of sufficient collaboration between universities and industry.
Having many academic and administrative units located on the same campus facilitates quick and easy communication between units.	The inability to open master's and doctoral programs in some departments of our university is due to the low number of faculty members.	The region's natural beauty, historical structures, and rich cultural heritage give it high tourism potential.	Our city is far from provinces with a high level of development.
Including development-related courses such as "technology," "artificial intelligence," and "coding" in our university's associate, undergraduate, and graduate programs, and motivating students in these areas.	The city's problem of recognition and awareness nationwide has not yet been solved. <small>The fact that it hasn't been vaccinated.</small>	The province of Gümüşhane is rich in minerals such as gold, copper, lead, and silver.	The unresolved problems related to urban transportation, accommodation, and amenities. <small>social</small>

Interior Environment		External Environment	
Strengths	Weaknesses	Opportunities	Threats
Our university's visibility in national and international university rankings.	The level of academic staff and student mobility at the international level is insufficient.	Manufacturing rosehip products and products like fruit leather and dried fruit paste, which are patented in Gümüşhane.	Part-time job opportunities in the city for students inadequacy.
The continuing education and distance learning programs should be strong in both quality and quantity.	The financial support provided for academic staff to attend symposiums and conferences for their personal development is insufficient.	Gümüşhane has a positive image throughout the country (low crime rate, being a safe city).	Academic and administrative staff have requests for institutional transfers to other cities.
The faculties are located close to each other, making campus facilities easily accessible.	Transportation difficulties between faculties, especially during winter conditions.	The ongoing Gümüşhane-Bayburt Airport project. The increase in youth unemployment.	
Supporting cultural activities for students. art	Social facilities such as nurseries, parks, reading rooms, cinemas, and theaters lack sufficient capacity.	Improving road infrastructure to facilitate intercity transportation.	Brain migration spread.
Part-time work opportunities available to students.	Difficulties in monitoring interns and the ineffectiveness of conducting professional internships.		
Interactive relationships with internal and external stakeholders.	Insufficient level of relations with external stakeholders.		
The availability of laboratories and workshops that support hands-on training.	Our university lacks laboratories in some departments.		

Interior Environment		External Environment	
Strengths	Weaknesses	Opportunities	Threats
The presence of a friendly and cordial atmosphere in superior-subordinate relationships among all personnel.	And mission Internalizing the vision, shortcomings with related	Increasing opportunities to attract international students.	The possibility of a decrease in student numbers due to the weakening of the education-employment relationship.
The library services, along with the variety of databases, provide a conducive environment for research.	The need to improve university-industry relations.	The existence of businesses with growth potential and the opportunity to develop joint projects with these businesses.	The possibility of a decrease in student numbers due to universities in large cities opening new programs.
Having a system where achievements are recognized.	Lack of citizenship professionalism in requested organizational behavior	Academic staff in programs with declining student numbers have more opportunities to conduct projects and research. emergence	Potential reductions in the number of academic and administrative staff.

Table 33: Analysis Table of Gümüşhane University's SWOT Strategies

	Opportunities	Threats
Strengths	<p>Gümüşhane has a positive image throughout the country (crime (low rate, being a safe city) (F), the region rich in natural beauty, historical structures and culture (F), existing collaborations with national and international universities the possibility of development (F), the university's infrastructure, education and training quality and the youth and dynamism of the academic staff (G) It will be supported.</p>	<p>Due to the increasing number of universities, some departments have fewer students. risk of not being able to find (T) and universities in neighboring provinces increasing competition among them (T), university infrastructure, quality of education and teaching and the young and dynamic academic staff (G) and academic staff are trained in their fields, (G) to be met by having well-equipped and expert people It is planned.</p>
Weaknesses	<p>Civil society organizations, public and private sector organizations because of his enthusiasm for collaborating with our university, new and potential for joint projects (F), university-industry collaboration The weakness in the matter of inadequacy (Z) is partly due to It will solve the problem.</p>	<p>Gümüşhane is far from provinces with a high level of development. due to (T) the city's recognition throughout the country and the fact that the awareness problem has not yet been overcome (Z) of the university by focusing on promotional and informational activities efforts will be made to resolve the issue.</p>

4. LOOKING TO THE FUTURE

4.1. Mission

To cultivate individuals who can think critically, are entrepreneurial, productive, participatory, competitive, and constantly renew themselves personally and professionally; to conduct research that can make a universal contribution to science; and to contribute to the development of the region and the country with all its values.

4.2. Vision

Constantly renewing itself as part of the transformation in research and education, addressing the problem To become a preferred university by training individuals with problem-solving skills.

4.3. Core Values

• To enhance institutional identity and culture, a participatory management approach will be adopted, open and transparent governance models will be implemented, and efforts will be made to effectively implement the necessary financial management, internal control, and internal audit activities to strengthen management accountability at our university.

• To increase university-industry collaboration and contribute to the technological development and R&D activities of industrial organizations in the region.

• To strengthen our R&D-based production capabilities, we will develop our application and research centers and our central research laboratory.

• Aiming to cultivate qualified individuals, conducting scientific research at a universal level, and To prioritize development activities and contribute to them to the maximum extent possible.

• One who fulfills their responsibilities towards the environment, nature, people, and ethical values. To establish a corporate culture.

• Constantly renewing itself by fulfilling the requirements of the digital transformation era, Having problem-solving skills.

• To closely monitor international programs aimed at increasing student and faculty exchange and mobility in higher education. To make the maximum contribution to facilitating the participation of foreign students in teaching activities at our university and to enabling reciprocal student exchanges.

• To develop existing administrative and human capacity, both qualitatively and quantitatively, in line with the strategic management approach, and to organize programs aimed at adapting the management culture to the new structure.

• Measurement, monitoring, and within the framework of strategic planning and performance programs. To develop evaluation processes.

5. DIFFERENTIATION STRATEGY

Gümüşhane University, within the framework of its mission, vision, and core values, aims to serve the city and the region.

Our university has determined its strategies to carry out education, research and development, and lifelong learning activities by following the development and progress of the country.

social transformation with the aim of contributing to the development and progress goals of the region

to produce pioneering cultural and scientific values, equipped with high-quality academic education

to train individuals, to achieve mutual benefit through collaboration with the public, NGOs, private sector and city dynamics.

to produce projects that will provide national and international contributions through inventions, research and publications in science and technology

to gain distinction by aiming to become a reference center both domestically and internationally.

It continues its determination. Similarly, in our institution, quality policy is managerial.

The aim is to enhance competence and create a higher quality education and research environment.

Our university aims to be the preferred choice of students nationwide and to receive external project support.

to direct people towards it, to ensure that its graduates are preferred by the business world,

to benefit more from national and international exchange programs, scientific publications

to increase its quality and quantity, and to be a preferred choice for successful faculty members in the field.

It aims to become a center.

Our university aims to raise awareness about the opportunities it has in the region, among others.

To be a pioneer for public and private institutions, to provide qualified academic contributions, and to address the employment problem.

solution-oriented, ensuring the sustainability of these initiatives through the students it trains, etc.

They also have responsibilities. In recent years, the number of universities in our country has increased, and dormitories...

In a period where overseas education is preferred and opportunities for overseas education support are increasing,

enhancing the attractiveness of our University and ensuring the institution's continued existence is crucial.

It is a factor.

In addition to strengthening the education and research-oriented aspects of our university

Entrepreneurial activities also need to be developed. For this purpose, within our institution...

Established; Central Research Laboratory Application and Research Center, Continuing Education

Application and Research Center, Kelkit Organic Farming Application and Research Center,

Educational Technologies Application and Research Center, Medicinal Plants, Traditional Medicines

Application and Research Center, Language Education Application and Research Center, Ahmet

Ziyaüddin Gümüşhanevi Application and Research Center, Technology Transfer Office Application

and Research Center, Career Development Application and Research Center, Distance Education

Application and Research Center, Occupational Health and Safety Training Application and Research

The support given to the activities of the Central Directorates includes both education and research.

This is important for entrepreneurial activities.

5.1. Location Preference

In 2022, out of 209 universities in Türkiye, 131 were state universities (11 technical universities, 2 fine arts universities). Besides the Arts University and 1 High Technology Institute, the Police Academy and the National Defence University, 78 are foundation universities. In addition to universities, there are also 5 vocational schools.

It has a higher education institution. Located in the Black Sea Region, in the Eastern Black Sea Section, our university is situated in a challenging geographical area with the presence of strong universities in its field and department.

This is a factor in the preferences of both experienced faculty members and students. is happening.

Gümüşhane University, founded in 2008, is one of the other universities established during the same period. It has developed its physical and technical infrastructure faster than universities and its fundamentals by improving the quality of education and training, which is the service area, the number of students is increasing day by day. It has experienced this. However, with the increase in the number of higher education institutions and the quotas for students... Although efforts are made to meet the educational needs according to demand, minimum scores have been set for some fields. And geographical location causes students not to choose these departments. Education The purpose of universities, which are established to provide services, is to conduct research and... This indicates that emphasis will also be placed on areas such as entrepreneurship. The newly opened universities reflect the city's and It contributes not only to the region's educational and workforce needs, but also to its development and progress. These are the institutions that have the potential to provide this.

Our university, currently focused primarily on education, serves local and regional needs. and by training qualified human resources in line with national sector needs, technological, scientific, academic and physical infrastructure and scientific studies to be carried out by academic units and With its innovative structure that prioritizes contributing to society through research to be conducted, the region and strives to contribute to the future of the country.

Our university, with its current academic and administrative structure, physical facilities, and infrastructure... opportunities, campus development, university-external stakeholder relations, city expectations, future outlook The projections emphasize sections related to the richness of underground resources in the city where it is established. providing, increasing productivity in agriculture, training healthcare personnel, training educators for the growing population, The need for mid-level personnel, the strong combination of training and internship opportunities, and the continuation of education and training. With its dynamic approach to the departments offered and its applied training concept, it is education and entrepreneurship oriented, at the same time. It also aims to be a research-oriented university.

Although our institution primarily focuses on education-related activities, research and...

Entrepreneurial activities are also ongoing. Within this scope, the preparation of the Strategic Plan is underway.

We can list the reasons that could form the basis of their studies as follows:

- Demand for university education in our region and throughout Türkiye,
- Our region is rich in underground resources and the necessary research

and the necessity for development work to be carried out by experts in the field, the public and this

The need to train and raise awareness among those working in this field.

- The region has high potential for nature tourism, creating a branded city and tourism zone.

training knowledgeable individuals in the construction and management of the businesses to be established.

This can be summarized as the need to provide information.

- Gümüşhane University participated in the Regional Development-Oriented Mission Differentiation and Specialization program in the field of mining, conducted by the Council of Higher Education (YÖK) in 2021.

It has been included in the program. In this context, the university's regional activities in the field of mining.

Contributions to development are expected to increase.

5.2. Success Region Preference

Gümüşhane University, which operates in various scientific disciplines based on both verbal and quantitative methods, like many universities in Türkiye, has primarily focused its medium and long-term strategy on... It plans based on education.

Gümüşhane; a transition zone between the Eastern Black Sea Region and the Eastern Anatolia Region. Although it is located at a certain point, it is diverse in terms of its history, geographical location and underground resources. It is a province with rich resources and a developing status. Gümüşhane, in terms of its historical development... cultural diversity where different religions and civilizations coexist, and unique natural beauties. Despite these features, it has not received the necessary and sufficient attention in terms of tourism to date. He has not been able to see it. Under these circumstances, the Faculty of Tourism should have an impact on the development of tourism. It is expected that the studies will involve examining the sites and making the necessary assessments. It developed in this way, and subsequently, through the joint efforts of public institutions, its potential was realized. Evaluation methods have been determined.

In terms of underground resources, it has been determined that the region has significant underground mineral deposits. Mining and processing operations are carried out with the permits obtained from the relevant institutions. Thanks to the sub-departments of our Faculty of Engineering and Natural Sciences and the Faculty of Economics and Administrative Sciences, the city's underground resources are utilized efficiently. In order to extract it in this way, by conducting the necessary analyses on a field basis, whichever method yields the highest efficiency... The need for work in the region, including mining exploration and operation with academic staff and trained students. It is natural that our university plays a role in improving extraction processes and, similarly, in highlighting innovation and efficiency factors in the operation of firms. Engineering and Natural Sciences, which has been operating within its structure since its establishment. The Faculty and Gümüşhane Vocational School are the oldest higher education institutions in the city. In order to meet the expectations arising from the establishment of its well-established structure, institutions It is necessary to increase their activities by developing relations between them.

In light of all this information, by ensuring inter-institutional cooperation, we can provide greater benefits to society and the public. and increasing activities targeting private institutions and organizations, implementation units By strengthening their responsibilities and enabling them to work more efficiently:

An inventory study regarding the existing potential was conducted with the Faculty of Tourism. After its establishment, tourism in the city has increased, both in terms of historical areas and nature tourism. the necessity of ensuring the development of their fields,

The Faculty of Engineering and Natural Sciences aims to utilize underground resources more effectively and efficiently, utilizing these resources to identify previously undiscovered areas and contribute to the economy by renewing businesses in terms of both technology and trained workforce increasing the economic returns for companies and the city, and the new development areas of the city. The necessity of planning based on scientific data.

Our university places great importance on practical training, providing students with access to laboratories and similar facilities. Continuing their education in practical settings, vocational and technical education in the job market that education should be provided in line with needs, and that the education-employment relationship should be strengthened by effectively implementing active labor market policies, cooperation between the university and the private sector. It ensures the development of cooperation and coordination.

Our university's location choice is primarily focused on education, which includes the following areas: Prioritization (ranking of units to be highlighted according to location preference) This is the reason.

Academic Unit Prioritization

Faculty of Engineering and Natural Sciences, Faculty of Health Sciences, Faculty of Tourism, Faculty of Communication, Faculty of Economics and Administrative Sciences, School of Applied Sciences, Gümüşhane Vocational School, İbrahim Mustafa Beyaz Vocational School, Kelkit Aydın Doğan Vocational School, Gümüşhane SHMYO, Gümüşhane Vocational School, Kürtün Vocational School

Prioritizing the Target Student Group

PhD, master's, undergraduate and associate degree students, international students, local students students from the public

Prioritizing Sub-Areas Related to Education, Research, and Entrepreneurship

In education; undergraduate and associate degree programs, in research: agriculture, mining, tourism, in entrepreneurship: development of local businesses

Innovative Integrated Area Definition and Prioritization

Mining Engineering, Software Engineering, Mathematical Engineering, Geology Engineering, Geophysical Engineering, Surveying Engineering, Mechanical Engineering, Management Information Systems

Prioritizing Local Resources

Faculty of Tourism, Mining Engineering, Environmental Engineering, Geological Engineering, Geophysical Engineering, Surveying Engineering, Human Resources Management, Central Research Laboratory Application and Research Center

Orientation Prioritization

Regional Market, National Market

Our university aims to increase its research potential, benefit university staff and the province of Gümüşhane. Technology Transfer Office Application and Research Center to provide effective support

It has been established.

5.3. Value Proposition Preference

When defining its value proposition preferences, Gümüşhane University emphasized its education-focused positioning. their place within the higher education system through their preferences, and their place within the city, region, and success region through their preferences. It has defined differentiation strategies according to the priorities of national development. Furthermore, its mission... taking into account the vision and core values, existing capabilities and resources

It has defined its value proposition preferences in a way that will increase the value of the services it offers. Thus, the aim is to effectively manage location and achievement region preferences. Our university is conducting research to determine its future strategic focus within its multiple achievement region preferences. It is positioned on the university level (for postgraduate education).

Our university will develop projects to increase its attractiveness and strengthen its position. or has identified the services to be highlighted as follows:

- To lead the cultural, social and economic development of the region,
- Within the framework of our university's mission differentiation and specialization, at our university...
 - to increase the number of associate degree students it has in specific fields and in undergraduate education
 - to make innovations, to increase the number of students in master's and doctoral programs,
- The number of students pursuing doctoral studies in priority areas determined by YÖK (Council of Higher Education) increase,
- In line with our university's location and success region preference, primarily all
 - With its structure encompassing various disciplines, and taking into account regional and national priorities, health sciences, interdisciplinary projects and research in the fields of social sciences and natural sciences
 - increase

• Prioritization of research and application centers by evaluating their structure and efficiency.

to strengthen centers that can contribute to these areas,

• In order to increase the number of high-quality publications at national and international levels, the University and

Support and incentives provided by the Scientific Research Projects Coordination Office

to increase the number and variety,

• To increase the number of national and international projects carried out by our university.

For this purpose, consultancy services are provided by the Technology Transfer Office and the Career Center.

to increase the number and variety of support services,

• International student and faculty mobility through international collaborations

In order to increase [the number of participants], this information is provided by the External Relations Unit of our University Rectorate.

To increase the number and variety of consulting and support services.

Table 34: Value Proposition Determination Table

		Preferences	Destroy	Reduce	Increase	Innovation
		Factors				Do it
1.	SOCIAL	Environmentally Friendly and Barrier-Free Campus			*	
		Student Living Areas			*	
2.		Scholarships			*	*
		Scientific, Cultural and Sporting Events			*	
		Community Services:			*	*
		Number of Information Resources per Student			*	*
		Utilizing Information Technologies			*	
		Entrepreneurial Activities			*	
3.	TRAINING	Communication with Alumni				*
		Online Training Modules				*
		Simulation Application Methods			*	*
4.		Number of Departments with Mandatory Internship Requirements			*	*
		and Number of Associate and Bachelor's Degree Students			*	*
		Number of Graduate and Doctoral			*	
		Students in Double Major Programs			*	
		Number of Foreign Students			*	*
		Number of Distance Education Students			*	*
		Number of Programs Offering Education in a Foreign			*	*
		Language; Training, Consulting, and Certification in Specialized Fields			*	*
		Number of				*
		Programs Number of		*		
5.	COLLABORATIONS	Faculty Members Student to Faculty Ratio		*		
		Local and Regional			*	
6.		National and International			*	
		Civil Society Organizations			*	
		Externally Funded and International Projects; Private			*	
7.		Sector-University Collaborative R&D and Innovative Projects; Ratio of			*	
		the Number of Projects in a Specialized Field to the Total Number of Projects			*	
		Publication and Announcement: Number of Projects That Did Not	*	*		
		Convert into a Product: Product-Based Projects Supporting National Development			*	*
8.	IDENTITY AND P.	Recycling and Energy Production Projects				*
		Quality Assurance Studies				*
		Accountable and Accessible Governance				*
9.	PUBLICATIONS	Academic and Administrative Staff Appointment and Promotion Criteria				*
		Number of Publications in a Specialized Field Relative to Total Number of Publications			*	
		Rate			*	
10.	OTHER	International Publications			*	*
		Application and Research Centers			*	
11.	ASYON PATENT/	Patents			*	
		Rights			*	
12.		Cost		*		
		Own Revenue			*	
		Bureaucracy and Time Waste in All Business and Transactions	*			

5.4. Preference for Core Competencies

Gümüşhane University has positioned itself as an education-focused university through its location choice. along with its positioning, the potential stemming from being a young and dynamic university Thanks to this, he also focuses on research and community service.

As Gümüşhane University continues its development, it addresses the needs of the community and the region. From the day it was founded, it has always taken these needs into consideration and adapted itself accordingly. It aims to meet these demands by contributing to its development. In regional development, both... as a public institution in terms of both trained workforce and economic contribution It uses its resources effectively and efficiently.

With its focus on education and research, its location in a region of achievement, and its value proposition preferences, our University has defined its core competency preferences under the following headings:

- An innovative and dynamic management approach,
- Student-centered approach to education,
- Continuous improvement,
- Increasing scientific productivity,
- Increasing the university's economic contribution to its surrounding environment and raising awareness.
creation,
- The presence of significant agricultural lands in Köse, Kelkit, and İyran, and the irrigation of the Kelkit River
It offers opportunities in terms of organic farming,
- The operation of mines for gold, copper, lead, silver, etc. in the city,
- The city's natural beauty, biodiversity, fauna and flora are rich,
- Potential for alternative tourism (winter, highland, mountain, cave tourism, etc.) and nature sports
being,
- Our university has established widespread and effective mining and agricultural facilities in Gümüşhane province.
providing consultancy services,
- The offices and classrooms in the service buildings should be equipped with modern equipment,
- The availability of laboratories and workshops that support practical training,
- The production of rosehip products, fruit leather, and Turkish delight, and the patents for these products, belong to Gümüşhane.
being,
- The use of chemical fertilizers and plant protection products is below the Turkish average,

6. STRATEGY DEVELOPMENT

6.1. Aims and Objectives

Table 35: Summary Table of Aims and Objectives

<p>Objective (A1)</p> <p>To become a competitive university in the fields needed by the country and the region by improving the quality of education and training.</p>	Target	To increase the number of departments/programs with national and international equivalency, improve educational fields, and raise the number of well-equipped domestic and foreign students to competitive levels by the end of 2027.
	Target	Providing students with their primary and supplementary resources in physical/electronic formats throughout their education, and ensuring that students' sense of institutional belonging continues to increase until the end of 2027.
	Target	Improving the quality of nutritional services offered to higher education students; supporting students' personal and social development and raising their quality of life by 20% by the end of 2027.
	Target	By increasing national and international promotion and recognition activities, and maximizing the leverage from exchange programs, the goal is to increase the utilization rate to 15% by the end of 2027.
<p>Objective (A2)</p> <p>To realize high value-added social and economic projects by increasing the resources and quality of scientific research.</p>	Target	Increase research projects, mining, consulting services, and research center activities by 15% by the end of 2027.
	Target	Support and incentives given to teaching staff increase
<p>Objective (A3)</p> <p>To produce high-quality development services in areas needed by society, in collaboration with our stakeholders.</p>	Target	Providing training to all segments of society in areas where they are needed, increasing institutional activity, and expanding social opportunities for staff and students by the end of 2027.

6.2. Units Responsible for Objectives and for Collaboration

Table 36: Table of Units Responsible for and Collaborating with Regarding Objectives

Indicator	Table of Units Responsible for Targets and Indicators and for Collaboration																							
	Assistant	Engineering	Administrative	Faculty	Faculty	Seminary	Healthcare	Research	Healthcare	Faculty	YO	YO	YO	YO	YO	YO	YO	YO	YO	YO	YO	YO	YO	YO
PG.1.1.1	S																							
PG.1.1.2	S																							
PG.1.1.3	S																							
PG.1.1.4	S																							
PG.1.1.5	S																							
PG.1.1.6	S																							
PG.1.1.7	S																							
PG.1.2.1	S																							
PG.1.2.2	S																							
PG.1.2.3	S																							
PG.1.3.1	S																							
PG.1.3.2	S																							
PG.1.3.3	S																							
PG.1.3.4	S																							
PG.1.4.1	S																							
PG.1.4.2	S																							
PG.2.1.1	S																							
PG.2.1.2	S																							
PG.2.1.3	S																							
PG.2.1.4	S																							
PG.2.1.5	S																							
PG.2.2.1	S																							
PG.2.2.2	S																							
PG.2.2.3	S																							
PG.2.2.4	S																							
PG.3.1.1	S																							
PG.3.1.2	S																							
PG.3.1.3	S																							
PG.3.1.4	S																							

6.3. Objective Cards

Table 37: Target Cards Table

Objective (A1)	To become a competitive university in the fields needed by the country and the region by improving the quality of education and training.								
Target (H1.1)	To increase the number of departments/programs with national and international equivalency, improve educational fields, and raise the number of well-equipped domestic and foreign students to competitive levels by the end of 2027.								
Responsible Unit	Relevant Vice-Rectorate								
Cooperation will be established Unit(s)	Graduate Education Institute, Personnel Department, Strategy Development Department, and Student Affairs Department								
Performance Indicator	To the target Effect (%)	Plan Period Beginning Value (2021)	2023	2024	2025	2026	2027	Monitoring Frequency	Reporting Frequency
PG.1.1.1 Number of departments/ programs with students	15%	214	215	216	217	218	219	In 6 months One	Once a year
PG.1.1.2 Student-to-faculty ratio	15%	34.5	34	33.5	33	32.5	32	In 6 months One	Once a year
PG.1.1.3 Number of associate and undergraduate students	15%	17,711	18,000	18,500	19,000	19,500	20,000	In 6 months One	Once a year
PG.1.1.4 Number of Master's students	15%	1,340	1,400	1,450	1,500	1,550	1,600	In 6 months One	Once a year
PG.1.1.5 Number of doctoral students	15%	120	125	130	135	140	145	In 6 months One	Once a year
PG.1.1.6 Number of foreign students	15%	206	215	222	230	237	245	In 6 months One	Once a year
PG.1.1.7 The amount spent on improving training areas and laboratories.	10%	2,820,000	2,900,000	3,200,000	3,500,000	3,800,000	4,000,000	In 6 months One	Once a year
Risks	Limitation of quotas by the Council of Higher Education Requests to open a department/program are rejected. Failure to secure the necessary financial resources from the treasury. The language skills of foreign students coming for education are insufficient for the education.								
Strategies	Enhancing the educational content of the Language Education Application and Research Center. The use of fairs/print/visual media channels for the promotion of our university. Opening of preferred departments and improvement of education/laboratory infrastructure.								
Cost Estimate:	185,246,000								
Findings	The university's recognition and promotion at national and international levels are not at the desired level. Increasing the number of departments/programs that can be chosen in accordance with the conditions of the age. There is a need to improve the technological equipment in training areas and laboratories in accordance with current conditions.								
Needs	Redesigning the student automation system to encompass all its elements. Providing training to personnel so that they can work in a solution-oriented manner in line with new technologies. Increasing accommodation and language training opportunities for international students.								

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Objective (A1)	To become a competitive university in the fields needed by the country and the region by improving the quality of education and training.									
Target (H1.2)	Providing students with their primary and supplementary resources in physical/electronic formats throughout their education, and ensuring that students' sense of institutional belonging continues to increase until the end of 2027.									
Responsible Unit	Relevant Vice-Rectorate									
Cooperation will be established. Unit(s)	Library and Documentation Department, Student Affairs Department, Strategy Development Department and All Academic Units									
Performance Indicator	To the target Effect (%)	Plan Period Beginning Value (2021)	2023	2024	2025	2026	2027	Monitoring Frequency	Reporting Frequency	
PG.1.2.1 Number of printed and electronic resources available in the library	40%	387,870	390,000	395,000	400,000	405,000	410,000	In 6 months One	Once a year	
PG.1.2.2 Number of borrowed and downloaded resources (download count)	30%	21,315	22,000	23,000	24,000	25,000	26,000	In 6 months One	Once a year	
PG.1.2.3 Registered in the graduate tracking system number of graduates	30%	4.461	4,700	4,900	5,100		5,300	5,500	In 6 months One	Once a year
Risks	<p>The number of printed resources has decreased due to the development of online technologies.</p> <p>The number of resources on subscribed data networks is not at the desired level.</p> <p>The shift in preferences towards physical resources due to the proliferation of online resources.</p> <p>The inability to adequately provide students with a sense of institutional belonging during their education.</p> <p>The high cost of foreign database sources</p>									
Strategies	<p>To conduct activities aimed at fostering library habits among internal and external stakeholders.</p> <p>In the printed and electronic publications acquired, attention should be paid to stakeholder requests and the provision of resources in different languages.</p> <p>Increasing awareness among our graduates through continuous informational emails and SMS messages.</p> <p>Making various databases provided by external stakeholders available to our researchers.</p>									
Cost Estimate	1,243,000									
Findings	<p>Graduating students may not have enough time or may be reluctant to adapt to their new life circumstances.</p> <p>The reading and research habits are not sufficiently developed.</p> <p>Due to the constant updating of printed and electronic resources, existing resources may not contain the desired data.</p>									
Needs	<p>Increasing the amount of financial resources allocated to libraries.</p> <p>The alumni tracking system includes up-to-date job and career postings and provides alumni with instant information.</p> <p>To continuously work towards increasing students' reading habits and library usage.</p> <p>Keeping up-to-date with current publications (daily, weekly, monthly newspapers or magazines) and making them available to the library.</p>									

Objective (A1)	To become a competitive university in the fields needed by the country and the region by improving the quality of education and training.									
Target (H1.3)	Improving the quality of nutrition services offered to higher education students; increasing the quality of campus life by 20% by the end of 2027 by supporting students' personal and social development.									
Responsible Unit	Relevant Vice-Rectorate									
Cooperation will be established. Unit(s)	The Health, Culture and Sports Department, the Strategy Development Department, and all... Academic Units									
Performance Indicator	To the target Effect (%)	Plan Period Beginning Value (2021)	2023	2024	2025	2026	2027		Monitoring Frequency	Reporting Frequency
PG.1.3.1 Student life satisfaction rate in higher education	10%	69.75%	70%	70.5%	71%	71.5%	72%	Once a year	Once a year	
PG.1.3.2 Number of activities of student clubs and societies	30%	2	10	15	20	25	30	In 6 months	Once a year	One
PG.1.3.3 Number of social, cultural and sporting events organized (excluding club activities)	30%	38	40	42	44	46	48	In 6 months	Once a year	One
PG.1.3.4 Number of students benefiting from nutrition services	30%	156,685	170,000	180,000	190,000	200,000	210,000	In 6 months	Once a year	One
Risks	The planned activities could not be carried out due to limited budget resources. Students' reluctance to participate in social activities The negative impact of the city was also negatively reflected in the survey responses. The cafeteria was not preferred because the food quality was not at the desired level.									
Strategies	Increasing the alternatives that will keep students engaged in campus life. Increasing support for club and other social activities. Ensuring students work together with stakeholders on addressing the issues. Improving nutrition and dining hall facilities									
Cost Estimate	11,207,000									
Findings	The insufficient reflection of stakeholder opinions in decision-making processes. It is not known that the activities carried out include everyone, not just a certain segment. Food service areas reorganized according to pandemic regulations.									
Needs	Creating physical spaces where all club activities can be carried out. Diversifying social activities within the campus. Diversifying the food services offered in dining halls and canteens. The survey results should be reviewed from a participatory perspective and processed in a problem-solving manner.									

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Objective (A1)	To become a competitive university in the fields needed by the country and the region by improving the quality of education and training.								
Target (H1.4)	Maximizing the benefits from exchange programs and increasing the utilization rate by 15% by the end of 2027 by enhancing national and international promotion and recognition activities.								
Responsible Unit	Relevant Vice-Rectorate								
Collaborate With	All Academic Units, GUSÜD Coordination Office and Strategy Development Department . Unit(s) to Presidency								
Performance Indicator	To the target Effect (%)	Plan Period Beginning Value (2021)	2023	2024	2025	2026	2027	Monitoring Frequency	Reporting Frequency
PG.1.4.1 Number of students participating in international exchange programs (Erasmus, Mevlana, etc.)	50%	25	26	27	28	29	30	In 6 months One	Once a year
PG.1.4.2 Number of staff members who benefited from international exchange programs (Erasmus, Mevlana, etc.)	50%	5	6	7	8	9	10	In 6 months One	Once a year
Risks	International companies and institutions failing to respond to offer letters. Agreements with national and international institutions are insufficient to ensure the continued effectiveness of exchange programs. Reluctance of staff to participate in exchange programs and lack of foreign language proficiency. The budget allocated to our university for exchange programs is insufficient.								
Strategies	To carry out activities that will improve foreign language education levels. Increasing the amount of grants given under exchange programs								
Cost Estimate	1,159,000								
Findings	Deficiencies in foreign language skills Anxiety about traveling to a foreign country Due to the Covid-19 pandemic affecting the entire world, bilateral agreements have been suspended and some countries have not fully relaxed them.								
Needs	A comprehensive training plan should be developed for all stakeholders, including the opening of foreign language courses. Increasing the national and international recognition of our university and facilitating participation in exchange programs.								

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Objective (A2)	To realize high value-added social and economic projects by increasing the resources and quality of scientific research.									
Objective (H2.1)	Increase research projects, mining, consulting services, and research center activities by 15% by the end of 2027.									
Responsible Unit	Relevant Vice-Rectorate									
Cooperation will be established. Unit(s)	Scientific Research Projects Coordination Office, Application and Research Centers, Revolving Fund Management Directorate, and Strategy Development Department									
Performance Indicator	To the target Effect (%)	Plan Period Beginning Value (2021)	2023	2024	2025	2026	2027	Monitoring Frequency	Reporting Frequency	
PG.2.1.1 Number of ongoing projects (TÜBİTAK, BAP, etc.)	20%	36	38	40	42	44	46	6 On the month One	Once a year	
PG.2.1.2 Ongoing project (TÜBİTAK, BAP, etc.) budget sizes	20%	1,400,000	1,500,000	1,750,000	2,000,000	2,400,000	3,000,000	6 On the month One	Once a year	
PG.2.1.3 The amount of income generated by research centers	20%	130,667.84	135,000		140,000	145,000	150,000	155,000	6 On the month One	Once a year
PG.2.1.4 Teaching number of consulting services provided by staff	20%	14	15	17	20	23	25	6 On the month One	Once a year	
PG.2.1.5 Regional Development Focused Mission Differentiation and Specialization The program Number of activities carried out within the scope of (Mining)	20%	0	2	3	4	5	6	6 On the month One	Once a year	
Risks	Insufficient budget for project work. Lack of a consulting services unit. The lack of adequate laboratory infrastructure is necessary for the progress of the project. Lack of sufficient teaching staff in mining fields.									
Strategies	Prioritizing mining project support and improving laboratory infrastructure. Increasing collaboration activities with stakeholders to enable them to benefit from university resources. To conduct activities that increase the visibility of faculty members who will provide consultancy services. Systematizing project preparation training.									
Cost Estimate: 746,000										
Findings	Due to the underdeveloped industrial situation in our location, the company/individual requesting consultancy services the small number Faculty members do not show enough interest in project and entrepreneurial activities. The region has high mining potential. Insufficient demand for R&D needs around the university.									
Needs	Developing a unit that encourages project development, generates projects, and provides guidance for project implementers. Increasing the recognition of the fields of activity of research centers. Identifying and publicly sharing information about faculty members and their fields of expertise who can provide consultancy services. Developing institutional collaboration between universities and the private sector by working in integration with mining companies.									

Objective (A2)	To realize high value-added social and economic projects by increasing the resources and quality of scientific research.								
Target (H2.2)	Increasing support and incentives given to teaching staff.								
Responsible Unit	Relevant Vice-Rectorate								
Cooperation will be established. Unit(s)	All Academic Units, General Secretariat, Quality Coordination Office and Strategy Development Department								
Performance Indicator	To the target Effect (%)	Plan Period Beginning Value (2021)	2023	2024	2025	2026	2027	Monitoring Frequency	Reporting Frequency
PG.2.2.1 Publications in SCI, SCI-Expanded, SSCI and AHCI journals. number	35%	215	220	225	230	235	240	Every 6 Months	Once a Year
PG.2.2.2 Number of citations in SCI, SCI-Expanded, SSCI, and AHCI journals.	35%	3.325	3,400	3,500	3,600	3,700	3,800	Every 6 Months	Every Year
PG.2.2.3 Number of publications in ULAKBİM/TR indexed journals	20%	261	270	280	290	300	310	Every 6 Months	Every Year
PG.2.2.4 Number of Faculty Members Receiving Academic Incentives	10%	175	177	180	182	185		Once every 185 years	Once a year
Risks	Faculty members with increased teaching loads cannot find enough time for academic work. The lack of foreign language proficiency among academic staff reduces their inclination towards research from foreign sources. The city lacks sufficient research laboratories. Insufficient resources available for research costs.								
Strategies	More balanced distribution of teaching loads among staff. Encouraging and rewarding faculty members to produce scientific publications. To carry out activities that will improve foreign language education levels.								
Cost Estimate	3,119,000								
Findings	Deficiencies in foreign language skills The processes for both preparing and publishing citations and publications are unnecessarily lengthy. lengthening Due to the Covid-19 pandemic affecting the entire world, scientific events are not being held at a sufficient level and in person.								
Needs	A comprehensive training plan should be developed for all stakeholders, including the opening of foreign language courses. Increasing training in project preparation and publication writing. Improving the quality of publication and project evaluations in academic promotions.								

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Objective (A3)	To produce high-quality development services in areas needed by society, in collaboration with our stakeholders.									
Target (H3.1)	Providing training to all segments of society in areas where they are needed, increasing institutional recognition, and enhancing social opportunities for staff and students by the end of 2027.									
Responsible Unit	Relevant Vice-Rectorate									
Unit(s) to Collaborate With	General Secretariat, Strategy Development Department, Implementation and Research Centers and All Academic Units									
Performance Indicator	To the target Effect (%)	Plan Period Beginning Value (2021)	2023	2024	2025	2026	2027		Monitoring Frequency	Reporting Frequency
PG.3.1.1 Number of events organized by academic units (excluding club activities)	25%	122	125	130	140	150	160		In 6 months One	Once a year
PG.3.1.2 Number of people certified by Continuing Education Centers (SEM), Language Centers (DILMER), and other Research and Application Centers.	25%	326	375	400	425	450	500		In 6 months One	Once a year
PG.3.1.3 Number of Publications and News Items in Print and Visual Media	25%	4,857	5,000	5,200	5,400	5,500	5,600		In 6 months One	Once a year
PG.3.1.4 Number of activities carried out within the scope of Career Center activities	25%	0	5	10	15	20	25		In 6 months One	Once a year
Risks	<p>The inability to open training courses and programs due to low participation rates.</p> <p>The organized activities should remain at the personal organizational level.</p> <p>Reluctance to share academic studies and project results with the public.</p> <p>Insufficient resources available for the planned activities.</p>									
Strategies	<p>Increasing the promotion and recognition activities of the studies conducted.</p> <p>Active use of all media channels.</p> <p>Career days are organized by inviting renowned experts in their fields to our University.</p> <p>Increasing the recognition of certificate programs through various collaborations.</p>									
Cost Estimate	59,000									
Findings	<p>Due to limited budget resources, the funds that can be allocated to activities are limited.</p> <p>The lack of a central campus where the activities carried out by the centers can be performed.</p> <p>Not sharing the activities and work carried out with the public.</p>									
Needs	<p>Increasing the resources needed to carry out academic activities.</p> <p>Establishment of a central campus where the activities carried out by the centers will be performed.</p> <p>Strengthening the structure of the Press and Public Relations Unit.</p> <p>Bringing together well-known individuals with successful role models to connect with students.</p>									

6.4. Costing

Table 38: Costing Table

			2023	2024	2025	2026	2027	Total Cost
	Target (H1.1)	PG.1.1.1	32,803,000	39,363,000	47,235,600	56,682,720	32,803,000	205,588,320
		PG.1.1.2	32,803,000	39,363,000	47,235,600	56,682,720	32,803,000	205,588,320
		PG.1.1.3	32,803,000	39,363,000	47,235,600	56,682,720	32,803,000	205,588,320
		PG.1.1.4	32,802,000	39,363,000	47,235,600	56,682,720	32,802,000	205,587,320
		PG.1.1.5	32,802,000	39,363,000	47,235,600	56,682,720	32,802,000	205,587,320
		PG.1.1.6	32,802,000	39,363,000	47,235,600	56,682,720	32,802,000	205,585,320
		PG.1.1.7	8,855,000	9,917,000	11,900,400	14,280,480	8,855,000	53,176,880
	Target (H1.2)	PG.1.2.1	686,000	823,200	987,840	1,185,408	686,000	4,298,448
		PG.1.2.2	686,000	823,200	987,840	1,185,408	686,000	4,298,448
		PG.1.2.3	12,000	14,400	17,280	20,736	12,000	75,416
	Target (H1.3)	PG.1.3.1	3,007,000	3,608,400	4,330,080	5,196,096	3,007,000	18,851,576
		PG.1.3.2	3,007,000	3,608,400	4,330,080	5,196,096	3,007,000	18,851,576
		PG.1.3.3	3,012,000	3,614,400	4,337,280	5,204,736	3,012,000	18,880,416
		PG.1.3.4	3,318,000	3,981,600	4,777,920	5,733,504	3,318,000	20,886,024
Target (H1.4)	PG.1.4.1	632,500	759,000	910,800	1,092,960	632,500	3,974,760	
	PG.1.4.2	632,500	759,000	910,800	1,092,960	632,500	3,974,760	
Objective	Objective (H2.1)	PG.2.1.1	335,500	402,600	483,120	579,744	335,500	2,113,964
		PG.2.1.2	335,500	402,600	483,120	579,744	335,500	2,113,964
		PG.2.1.3	45,000	54,000	64,800	77,760	45,000	281,560
		PG.2.1.4	45,000	54,000	64,800	77,760	45,000	281,560
		PG.2.1.5	45,000	54,000	64,800	77,760	45,000	281,560
	Target (H2.2)	PG.2.2.1	1,250,000	1,500,000	1,800,000	2,160,000	1,250,000	7,800,000
		PG.2.2.2	1,250,000	1,500,000	1,800,000	2,160,000	1,250,000	7,800,000
		PG.2.2.3	500,000	600,000	720,000	864,000	500,000	3,173,000
		PG.2.2.4	472,000	566,400	679,680	815,616	472,000	2,983,696
Objective (H3.1)	PG.3.1.1	38,000	45,600	54,720	65,664	38,000	238,984	
	PG.3.1.2	13,000	15,600	18,720	22,464	13,000	81,784	
	PG.3.1.3	3,000	3,600	4,320	5,184	3,000	19,104	
	PG.3.1.4	10,000	12,000	14,400	17,280	10,000	62,680	
General Administrative Expenses			25,221,000	27,926,000	32,114,900	36,932,000	42,472,000	164,665,900
Total			228,000,000	252,931,000	301,411,900	360,088,400	430,259,680	1,572,690,980

7. MONITORING AND EVALUATION

Monitoring is a practice used to track progress made towards goals and objectives.

quantitative and qualitative data are collected continuously and systematically before and during the application process.

It is an iterative process in which aims and objectives are analyzed through performance indicators.

the results of the implementation are monitored at a certain interval and according to the specified periods.

Reporting these activities to managers for evaluation constitutes monitoring activities.

Evaluation, on the other hand, assesses how well ongoing or completed activities achieve aims and objectives.

to determine the extent to which it provides and contributes to the decision-making process

It is a detailed and objective examination. The evaluation assesses the objectives outlined in the strategic plan.

Analysis of the relevance, effectiveness, efficiency, impact, and sustainability of targets and performance indicators.

is done

The monitoring and evaluation process of the 2023-2027 strategic plan includes all aspects of the plan.

The activities include all improvement efforts that have been and need to be carried out in all units.

The monitoring and evaluation process that will begin after the plan comes into effect will address the objectives and

The extent to which the goals have been achieved will be determined, and steps will be taken to address any shortcomings.

The primary responsibility for monitoring and evaluation lies with the senior management. However, the "Gümüşhane University Quality Board" may also be involved in the execution of the process as needed.

Other relevant boards that may be established will be responsible. The objectives are strategic performance.

Monitoring indicators and risks is the responsibility of the spending authority of the unit responsible for the relevant target.

It is their responsibility. The actual figures received from the spending units regarding the targets.

The consolidation and presentation to the senior management is the responsibility of the Strategy Development Department.

It is their responsibility.

Six-month monitoring and year-end evaluation reports are available on our institution's website.

This is being shared with the public. The 2018-2022 plan was prepared before the start of the new planning period.

strategic plan evaluation report covering the years, next period strategic plan

This is given particular consideration in their studies.

GÜMÜŞHANE ÜNİVERSİTESİ



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