



SÜLEYMAN DEMİREL UNIVERSITY

2021-2025 STRATEGIC PLAN



"University that inspires"



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PRESENTATION

As of 2020, the number of public universities operating in our country has exceeded 130. Süleyman Demirel University has a history of almost 30 years and underwent a split process twice in 2006 and 2018. Despite this process, it has not lost anything from its growth rate and determination and is still among the outstanding universities in our country. Today, with more than 200 thousand graduates and 40 thousand students, faculties, institutes, colleges, vocational schools, and research centers as well as two hospitals operating under its structure and nearly 2,000 academic staff and 3,000 administrative personnel, it is one of Türkiye's largest universities.

Süleyman Demirel University has taken on the task of a leading role in many fields, as well as providing the necessities of the day by constantly following the current developments in the higher education sector in our country and the world in recent years. In this sense, it became one of the first universities to prepare a strategic plan in our country in 2006 and one of the pioneers of the process by getting involved in the Higher Education Quality Board External Evaluation calendar in 2017.

Due to the COVID-19 epidemic, which affected the whole world at the beginning of 2020, including the preparation period of the plan, the academic year continued through distance education after March 2020. This obligatory process has once again shown the whole world the importance of digitalization in education. In this process, our University has managed to adapt to the process in the fastest way with its existing technological infrastructure and qualified academic staff.

Strategic planning is the process of institutions creating a vision for the future based on their current situation, mission, and basic principles and following this vision with targets and measurable indicators. For this reason, while the Strategy Development Board and the Strategic Planning Team were formed, it was ensured that all units were represented in the committees and that those who are experienced in the process were provided to transfer their experiences to the preparation process. The plan preparations were also affected by the epidemic in the process, which included the preparation process of our university's 2021-2025 Strategic Plan, but the process was completed with online and remote work thanks to the experience of the teams.

1- INTRODUCTION

With more than 200 thousand graduates and 40 thousand students, faculties, institutes, colleges, vocational schools, and research centers as well as two hospitals operating under its structure, and nearly 2,000 academic staff and 3,000 administrative personnel, Süleyman Demirel University is one of Türkiye's largest universities. In this respect, with the enactment of Law No. 5018, it has become one of the first institutions in our country to prepare and implement a strategic plan.

Strategic plans, which are one of the most important tools for public institutions to determine their priorities and put them into practice, have been implemented as a necessity in Article 9 of the Public Financial Management and Control Law No. 5018. Following the first plan prepared in 2006, Süleyman Demirel University will start to implement its 4th strategic plan for 2021.

In the formation of the Suleyman Demirel University 2021-2025 Strategic Plan, lending assistance with its physical and human resources to Burdur Mehmet Akif Ersoy University, which was founded by leaving our university in 2006, and Isparta University of Applied Sciences, which was founded by leaving our university in 2018, has an important place as well.

After the transfer of some of its units to newly established universities in 2006 and 2018, our university has had to determine new human and physical needs and strategies.

1.1. Strategic Plan at a Glance

A brief summary of the strategic plan of Süleyman Demirel University, which is constantly striving to create new values, always preserving its agile and dynamic structure, and being an ancestor to two universities, has been given below.

Mission:

SDU's mission is to provide education, research, service, and solutions at international standards by prioritizing people in interaction with society.

Vision: SDU aims to be an inspiring and directing university by producing knowledge, art, technology, and service on a universal scale.

Purposes:

1. To improve the quantity and quality of society and innovation-oriented scientific research and publication activities that meet the needs of the new type of society and industry, support the lifelong and new type of learning of students and educators, to respond to regional and national needs with agility and contribute to science.
2. To increase the quality of education and training by dynamically monitoring digital transformation and integration in education, focused on learning for all parties.
3. To create an ecosystem that will contribute to the development of the region in the fields of health, sports, social, cultural, education and environment, to increase services for disadvantaged groups, and to carry out joint social responsibility projects in these areas.

Aims:

- 1.1. To increase the number of research, entrepreneurship, society, and culture-themed projects with high social added value at international standards.
- 1.2. To increase the number of scientific publications and citations that prioritize meeting local, regional and national needs published in journals scanned in international indexes, and to improve the quality of scientific publications.

1.3. To make physical and technological infrastructure investments to host researches that will enable agile project and innovation management that take the changing dynamics of the world into account and contribute to the lifelong learning of students and educators, and ensure the sustainability of research-related activities.

1.4. To carry out innovative studies that prioritize regional development and support the closure of the research gap with technology platforms, focus/priority areas, and innovation ecosystem, enabling dynamic solutions to the needs of the day.

1.5. To ensure that the city of Isparta reaches a level where pioneering projects are prepared in the pharmaceutical, health, wellness, natural products, and cosmetics sectors in a way that firstly meets local and regional and then national and global needs.

2.1. To carry out activities that will enable the implementation of new methods in education and training, enable digital teaching and learning, and increase efficiency, sustainability, and quality by meeting learning standards with industry 4.0 owning an ever-increasing dynamism structure.

2.2. To carry out practices that will increase the international recognition of the university and increase the number of students who benefit from these practices to increase the social and cultural competencies of the students.

2.3. To increase the quality of our programs aimed at gaining the competencies determined within the Framework of Higher Education Qualifications in Türkiye and to increase the number of accredited programs to increase the proficiency of our students and educators.

2.4. To strengthen institutional capacity and ensure the sustainability of educational activities to increase the quality of education.

2.5. To raise awareness and ensure digital platform security for the prevention of information vulnerabilities that may arise in the process of digital transformation and integration.

3.1. To improve the quality of health care in general and health care capacity, technology, and education for disadvantaged groups.

3.2. To ensure the identification of local cultural heritage, recording of regional memory, digitization of collected data, and sharing with the community.

3.3. To strengthen communication with graduates.

3.4. To increase the number of training given within the scope of social and regional learning perspectives and to digitize these pieces of training.

3.5. To ensure the continuity of the region by strengthening the infrastructure that will contribute to the development of the region in the fields of education, social activities, culture, environment, health, and sports, and increase activities to support the spread of sports and the formation of a sustainable environmental ecosystem in the region.

Key Performance Indicators:

The Initial Value of the Plan Period (2020)	Key Performance Indicator	The Target Value of the End of the Plan Period
645	Number of publications in journals scanned by SCI, SCI-expanded, SSCI, and AHCI	1000
3900000	Budget for strengthening research infrastructure and establishing innovations brought about by digitalization	11400000
-	Number of faculty members implementing blended learning environment in education and training processes to increase learning efficiency	300
10417	Number of students and staff benefiting from the university's sports facilities	21000
200	Number of research projects funded by in-house resources	235
20	Number of projects funded by non-institutional resources	30
3	Number of applicants to our university article pre-evaluation support program	40

STRATEGIC PLAN PREPARATION PERIOD

Suleyman Demirel University 2021-2025 Strategic Plan has been prepared under the provision specified in article nine of the Public Financial Management and Control Law No. 5018, which is as follows: “Public Administrations prepare strategic plans with participatory methods to establish their missions and visions for the future within the framework of development plans, programs, relevant legislation and the basic principles they adopt, to set strategic objectives and measurable targets, to measure their performance in line with predetermined indicators and to carry out monitoring and evaluation of this process.”

During the Strategic Plan preparation process, with participation in the foreground, the "Strategic Plan Preparation Guide for Universities" was based upon ensuring that the plan is owned by all units and staff, acting with common mind with the representatives of expenditure units. Although there were various disruptions due to the COVID-19 pandemic that affected the whole world during the preparation period of the plan, our university managed to overcome these disruptions in a short time thanks to its information and technology infrastructure and continued the preparations without compromising its understanding of participation by using digital platforms with online meetings.

Taking into account the main purpose, mission, vision, core values, strengths and weaknesses, areas of activity, applicable legislation and top policy documents, the main purpose of preparing a strategic plan is to identify the risks, opportunities, and threats that our university may face in advance and, as a result, determine the objectives and aims of our university. While these variables were observed, only very small additions were made to the vision and mission values in the strategic plan to maintain institutional continuity.

2.1. Impropriation of the Plan

The organization of the strategic planning process was carried out with intensive work plans within the framework of a pre-planned calendar. Great importance was paid to the representation of all expenditure units in the Strategic Plan Preparation Team created within the scope of preparatory work. In the studies conducted under the chairmanship of Vice-Rector Prof. Dr. Murat Ali DULUPÇU, analyses were carried out at university, regional, national and international levels and with the data obtained as a result of these analyses, the planning preparation process was organized. In this context, the opinions of all stakeholders with whom our University has close relations were reflected in the plan, the management was informed and the effectiveness of decision-making mechanisms was ensured. Analysis studies were carried out by the sub-study teams formed within the Strategic Plan Preparation Team. To reflect the data resulting from the analysis of the plan, the strategic plan writing team consisting of the personnel involved in all the sub-team studies and the names determined by the management was formed and the writing of the plan was completed.

2.2. Organization of the Planning Process

Our University's 2021-2025 Strategic Plan studies started with the strategic plan circular published by Rector Prof. Dr. Ilker Hüseyin ÇARIKÇI on 07.11.2019. In coordination with the department of strategy development, the organization of the strategic planning process was carried out by the strategic planning team which was formed with the participation of board members, administrative staff representatives, research assistants council representatives, student council representatives, and all expenditure unit representatives.

Table 1 Strategy Development Board

Member	Task
Prof. Dr. İlker Hüseyin ÇARIKÇI	Rector
Prof. Dr. Murat Ali DULUPÇU	Vice Rector
Prof. Dr. Mehmet SALTAN	Vice Rector
Prof. Dr. Nihat AYYILDIZ	Vice Rector / Dean of the Faculty of Education
Dr. Öğr. Üyesi Vahdettin AYDIN	Deputy Secretary General
Prof. Dr. Gültekin ÖZDEMİR	Dean of the Faculty of Engineering
Prof. Dr. Mehmet Ali TABUR	Dean of the Faculty of Arts and Sciences
Prof. Dr. Celalettin BAŞYİĞİT	Dean of the Faculty of Technical Education
Prof. Dr. Mehmet GENÇTÜRK	Dean of the Faculty of Economics and Administrative Sciences
Prof. Dr. Alim KOŞAR	Dean of the Faculty of Medicine
Prof. Dr. Timuçin BAYKUL	Dean of the Faculty of Dentistry
Prof. Dr. Rifat OKUDAN	Dean of the Faculty of Theology
Prof. Dr. Bilge HÜRMÜZLÜ KORTHOLT	Dean of the Faculty of Fine Arts
Prof. Dr. Haluk SONGUR	Dean of the Faculty of Law
Prof. Dr. Ferdi BAŞKURT	Dean of the Faculty of Health Sciences
Prof. Dr. Ramazan ERDEM	Dean of the Faculty of Communication
Prof. Dr. Ali TÜRK	Deputy Dean of the Faculty of Architecture
Prof. Dr. Mustafa YILDIZ	Dean of the Faculty of Pharmacy
Prof. Dr. Cem ÇETİN	Deputy Dean of the Faculty of Sports Sciences
Prof. Dr. Yüksel METİN	Professor's Representative
Prof. Dr. Mehmet YILDIRIM	Professor's Representative
Prof. Dr. Bedia ŞİMŞEK	Professor's Representative
Prof. Dr. Serdal TERZİ	Rector's Proposal
Dr. Öğr. Üyesi İsmail Sadık YAVUZ	Rector's Proposal
Araştırma Görevlisi Fahriye Esra BAŞYİĞİT	Representative of the Council of Research Assistants
Strateji Geliştirme Daire Başkanı Mehmet TURŞUCU	Administrative Staff Representative
Zafer AKTAŞ	Student Representative

2.3. Preparatory Program

The strategic planning team led by Vice-Rector Prof. Dr. Murat Ali DULUPÇU has been divided into sub-teams to provide more efficient and active work in the preparation process of the plan, and different analyses and studies have been conducted by each sub-team.

The findings, data, and prepared documents obtained during the process were shared with other teams and the strategy development board.

Members of the strategic planning team are given in Table 2.

Table 2 Strategic Planning Team

Department	Title	Member
Vocational School of Justice	College Secretary	Sıdıka Şule KORKMAZ
Atayalvaç Vocational School of Health Services	Assistant Professor	Zehra ÜSTÜN
Department of Information Technologies	Lecturer	Sertaç Selim SARICA
Faculty of Dentistry	Associate Professor	Mehmet Fatih ŞENTÜRK
Faculty of Pharmacy	Assistant Professor	Tunhan DEMİRCİ
Eğirdir Vocational School of Health Services	Lecturer	Büşra SÜNGÜ
Institute of Educational Sciences	Assistant Professor	Ahmet ÖNAL
Faculty of Education	Assistant Professor	Atilla ÖZDEMİR
Department of Informatics	Lecturer	Ömer KUŞÇU
Farabi Coordinator/Mevlana Coordinator	Professor Doctor	Haluk SONGUR
Institute of Science	Professor Doctor	Ebru Çubuk DEMİRALAY
Faculty of Arts and Sciences	Assistant Professor	Ali MIYNAT
Fine Arts Institute	Associate Professor	Yusuf BİLEN
Faculty of Fine Arts	Associate Professor	Mustafa GENÇ
Faculty of Law	Associate Professor	Süleyman DOST
Legal Counsellor	Lawyer	Abdullah ABALI
Isparta Vocational School of Health Services	Assistant Professor	Ümit KARA
Department for Administrative and Financial Affairs	Department Manager	Bekir TÜRK
Faculty of Economics and Administrative Sciences	Professor Doctor	Hakan DEMİRGİL
Faculty of Economics and Administrative Sciences	Associate Professor	Devrim VURAL YILMAZ
Faculty of Economics and Administrative Sciences	Associate Professor	Didar BÜYÜKER İŞLER
Faculty of Economics and Administrative Sciences	Associate Professor	Mehmet Hakan KİRİŞ
Faculty of Economics and Administrative Sciences	Associate Professor	Pınar GÖKTAŞ
Faculty of Economics and Administrative Sciences	Associate Professor	Selen MADEN
Faculty of Economics and Administrative Sciences	Assistant Professor	Hasan Hüseyin UZUNBACAK
Faculty of Economics and Administrative Sciences	Assistant Professor	İsmail Sadık YAVUZ
Faculty of Economics and Administrative Sciences	Assistant Professor	Süleyman DİKMEN
Faculty of Economics and Administrative Sciences	Assistant Professor	Osman PALANCI
Faculty of Economics and Administrative Sciences	Research Assistant	Seda EFE
Faculty of Theology	Research Assistant	Muhammed ÖZDİL
Faculty of Communication	Assistant Professor	Şefika ÖZDEMİR
Directorate of Library and Documentation	Head of Department	Uğur BULGAN
	Öğretim Görevlisi	Süleyman Onur ERDEM
Head of Library and Documentation		İlker ERKAN
Lecturer		Serdal TERZİ
Süleyman Onur ERDEM	Doç. Dr.	Sema YURDAKUL
Faculty of Architecture	Assistant Professor	İlker ERKAN
Faculty of Engineering	Professor Doctor	Serdal TERZİ
Faculty of Engineering	Associate Professor	Sema YURDAKUL
Faculty of Engineering	Lecturer	Buket ÇAPALI

Directorate of Student Affairs	Head	Gökhan Mehmet Ballı
Directorate of Personnel Department	Head	Bahriye YILDIZ
Faculty of Health Sciences	Assistant Professor	Tangül AYTUR ÖZEN
Department of Health, Culture, and Sports	Computer Operator	Emine ERDOĞAN
School of Civil Aviation	Associate Professor	Yasin ŞÖHRET
Institute of Social Sciences	Research Assistant	Osman ŞENOL
Faculty of Sport Sciences	Assistant Professor	Olca SALİCİ
Department of Strategy Development	Head of the Strategic Development Department	Mehmet TURŞUCU
Department of Strategy Development	Financial Services Specialist	Faruk GÜNGÖREN
Department of Strategy Development	Financial Services Expert Assistant	Yusuf ÖZER
Department of Strategy Development	Computer Operator	Nail DOĞANER
Water Institute	Associate Professor	Simge VAROL
Süleyman Demirel University Hospital	Hospital Chief	Kazım KAHRAMAN
Faculty of Technical Education	Computer Operator	Ramazan GÜL
Medical Faculty	Assistant Professor	Giray KOLCU
School of Foreign Languages	Lecturer	Ayşe Nur ÖRÜMCÜ
Directorate of Construction Works	Computer Operator	Mahmut ÇELİK

At the first meeting of the strategic planning team, sub-teams of 5 members were created for the organization of the plan preparation process, and the teams started working on case analysis studies, differentiation strategy studies, and strategic objectives.

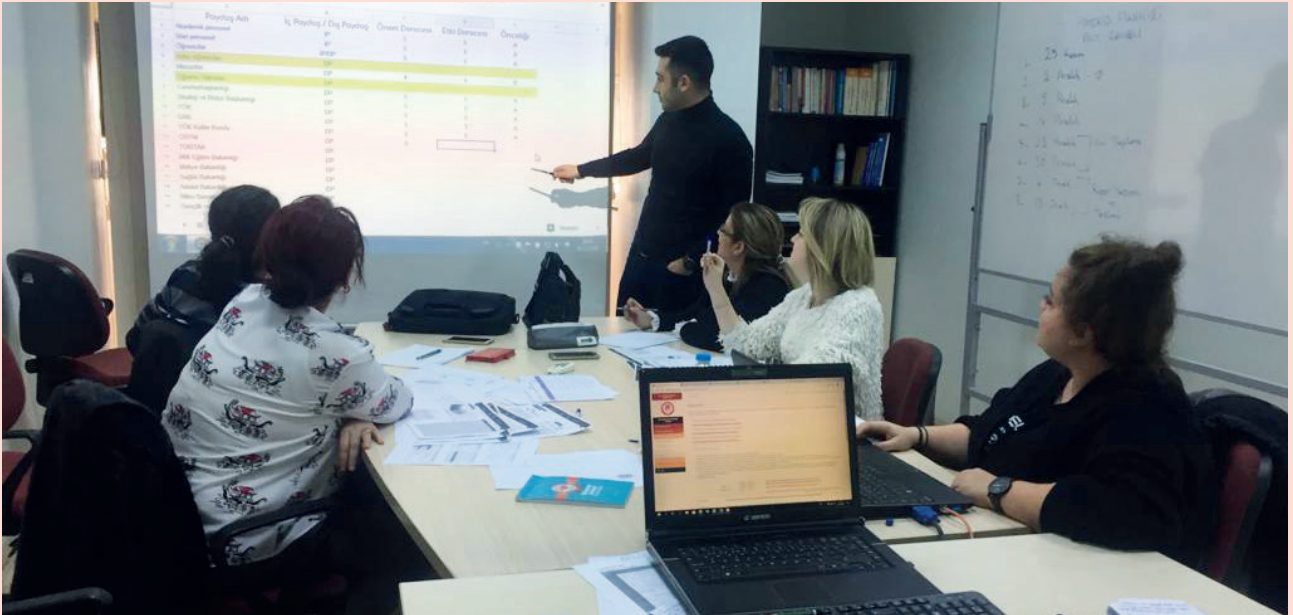
The information and data obtained during these studies are regularly shared across all sub-teams, providing simultaneous execution of the works.

Particularly, the data obtained during the academic

analysis of the academic dynamics of our university were shared with the differentiation strategy team, taking care to uncover the outstanding dynamics of our university.

The data obtained during these studies determined that there are significant opportunities in the "Research-oriented University" of our university's internal dynamics, resulting in the need for the differentiation strategy sub-team to concentrate their efforts accordingly.

3-CHAPTER CASE ANALYSIS



The study started by revealing the current status of the university. For this reason, a case analysis has been performed. During the process, the institutional history of the university, the evaluation of the strategic plan for the 2016-2020 term, regulatory analysis, the analysis of senior policy documents, determination of product and services, stakeholder analysis, organizational analysis, the analysis of academic activities, the analysis of the Higher education sector, the analysis of the SWOT and the determination of the tests and requirements based on them are included.

3.1. Institutional History

Süleyman Demirel University was established by Law No. 03.07.1992 and No. 3837 published in the Official Gazette dated July 11, 1992, and numbered 21281. Professor Hasan GÜRBÜZ has been appointed as the university's founding rector. He was appointed a second time as rector for 4 years at the end of the two-year constituent rectorate period. However, he died in a tragic car accident on March 1, 1996, and Professor M. Lütfü ÇAKMAKÇI has been appointed as SDU rector. Professor M. Lütfü ÇAKMAKÇI served as president for two semesters. Following the expiry of the presidency in 2004, Professor Metin Lütfi BAYDAR was appointed as a rector. Prof. Dr. Metin Lütfi BAYDAR, the third rector of our university, following his resignation during the second rectorship term, Prof. Dr. Hasan İBİCİOĞLU has been appointed as the rector of our university. Professor İlker Hüseyin ÇARIKÇI was appointed as the fifth rector of our university in 2015 and was chosen for the second time in 2019.

Although our university has an established date of 1992, Isparta's first meeting with the university dates back to the Ertokuş complex, which was founded in 1224. Our university, whose roots are based in the Selçuklu State, and its recent history is based on the Faculty of Architecture Engineering, established on February 21, 1976, by Law No. 1418, under the name "Isparta State Academy of Architecture and Engineering".

In the history of our university, which dates back to 1976, education has developed in two branches. One branch is an engineering and the other is technical/professional training. It is the clearest indication that the units of technical/vocational education of our university are first connected to Mehmet Akif Ersoy University in 2006 and the University of Applied Sciences in 2018.

During the foundation years, when the infrastructure of the university was tried to be completed, it was also aimed to provide students with a livable campus and high social opportunities. In this context, many sports fields and facilities were opened to meet the needs of students. Especially on the western campus, which is the first campus of our university located in the center, sports-based living spaces have been created. Tennis courts, football fields, an indoor sports hall, and a horse farm were established in these areas, and the importance given to sports and athletes by our university made itself felt in the early stages of its establishment. In addition, accommodation facilities were put into service within the scope of creating social opportunities for students and staff. Supporting the accommodation needs of students has also been one of the moves that have not been ignored in this process.

One of the most important moves for the university is the opening of the Research and Application Hospital, which was completed in a short period of 14 months. In addition, the Cardiac Center, an important unit of the Research and Application Hospital constructed by the contributions of Mr. Şevket Demirel, and the Cancer Diagnosis and Treatment Center, which was established by the contributions of Zehra Ulusoy (a philanthropist from Isparta), have been important steps that have made the university recognized and effective at the regional level.

With the important aim of creating power from unity, the ADIM Project was implemented under the leadership of SDU as we entered the 2000s and along with the participation of the universities of Aydın Adnan Menderes, Pamukkale, Muğla Sıtkı Koçman, Afyon Kocatepe, Afyon Health Sciences, Antalya Bilim, Balıkesir, Bandırma Onyedi Eylül, Bilecik Şeyh Edebali, Çanakkale Onsekiz Mart, Eskişehir Osmangazi, Kütahya Dumlupınar, Kütahya Health Sciences, Manisa Celal Bayar, Burdur Mehmet Akif Ersoy, Uşak and Isparta Applied Sciences, it has become a consortium of 18 universities.

Many names from home and abroad, including heads of state, have been awarded honorary doctorates by the university. By adding social contribution awards to the honorary doctorate degrees of SDU, many names who created success stories in the business and art world and set an exemplary model were hosted at our university, and this mediated the transfer of the name of SDU all over the world.

As one of the contemporary projects that few universities were able to achieve in its period and that could make universities the locomotive of the region and industry, SDU Lakes Region Technocity, which was founded earlier, was established in 2005 and the expected meeting of Isparta industrialists and university students was ensured.

SDU, which is spread over the wide geography of the province and has many academic units; established in Burdur in 2006, Mehmet Akif Ersoy University was born as an adult institution thanks to its structural and cultural heritage inherited from SDU.

In addition to academic growth, SDU has made socially and scientifically jointing moves. He completed his first strategic plan, considered one of the most important applications of modern management, and became one of the first institutions to become institutionalized in 2006.

In parallel with the goals of Türkiye, which is experiencing the European Union harmonization process, SDU

has gained the right to carry its label in its diplomas by being included in the European University Association.

It has achieved significant success in success rankings, has become a university that is assertive in the name of entrepreneurship and innovation, has strong mobility through exchange programs, and tries to build its future from today.

Finally, with Law No. 7141 on Higher Education and some Laws and Statutory Decrees published on 09.05.2018, 4 faculties, 17 vocational schools, and 3 schools affiliated to our university were disconnected from our university and connected to the newly established Isparta University of Applied Sciences. With this division, 634 academic staff, 283 administrative staff, and 38,548 students were transferred to Isparta University of Applied Sciences. At the same time, with the division, the use of a closed area of 138,509 m² in total was transferred to the newly established university. Teaching & administrative staff working in the units connected to Isparta University of Applied Sciences located on the central campus and students continue their education and activities in the existing buildings.

Today, Süleyman Demirel University continues its activities with 15 faculties, 2 colleges, 1 state conservatory, 4 vocational schools, 6 institutes, 5 departments, 1 directorate, 21 coordinators, and 47 research and application centers.

3.2. 2016-2020 Strategic Plan Assessment

Four main axes have been determined in the strategic plan for the period of 2016-2020 prepared by our university within the scope of the 9th article of the Public Financial Management and Control Law No. 5018 and the "Strategic Planning Guide for Public Administrations" and the aims, targets, activities, and indicators of our university around these axes were determined. In this context, our strategic plan includes 8 objectives, 23 targets, 32 activities, and 81 indicators. Most of the determined targets and indicators have been realized, while partial realization has been achieved in some of them. When the reasons for the partial realization of the objectives could not be completed as determined, it was determined that some negative events experienced at the national level during the plan period also affected the Higher education sector. However, with the connection of many units of our University to the newly established Isparta University of Applied Sciences in 2018, there has been a relative decrease in the targets and indicators determined.

The four main axes based on the preparation of the 2016-2020 strategic plan are institutional-ization, innovation, mobility, collaboration and recognition, and social and environmental sustainability. The plan was also followed around these axes.

There are 3 goals in the axis of institutionalization, and depending on these goals, there are a total of 9 targets, 11 activities, and 22 indicators. For these purposes, great progress has been made in the studies aimed at completing the infrastructure deficiencies and improving the institutional memory and corporate identity.

In the innovation axis, there are 2 goals, 5 targets, 7 activities, and 30 indicators. Among these purposes, great progress has been made, especially in the last two periods of the plan, in the studies aimed at using and disseminating new information and technologies, using technology in education and training, and increasing efficiency and quality.

There are 1 goal, 3 targets, 4 activities, and 15 indicators on the Mobility, Cooperation, and Recognition axis. Among the targets under this aim, great progress has been made, especially in the efforts to increase recognition in the international arena. In this context, there has been an increase in the number of bilateral agreements and the mobility of international students and lecturers.

There are 2 goals, 6 targets, 10 activities, and 14 indicators on the Social and Environmental Sustainability axis. Among the goals and objectives under this axis are, the improvement of transportation facilities within the campus, increasing the time students spend on the campus, encouraging the use of environmentally-friendly vehicles on campus, arranging public transportation areas and parking lots, realizing a disabled and environmentally friendly campus, energy saving studies and waste recycling. Significant progress has been made in the field of transformation. In this context, the bicycle path project covering both campuses, the construction of a shopping center on the eastern campus, the renewal of public transportation stops and car parking lots, the transition to a smart heating system to save energy, and a zero-waste project were implemented.

When a general evaluation of the plan is made, it has been determined that the majority of the determined goals and objectives have been realized and the studies for improvements are continued.

3.3. Legislation Analysis

There are different fields of activity that legally shape and affect state universities in Türkiye. The legal regulations constituting these fields of activity are constitutional provisions, research-related provisions, and financial provisions that can be grouped as the main headings.

Universities are Higher education Institutions established by law to train manpower following the needs of the nation and the country, with Article 130 of the Constitution of the Republic of Türkiye No. 2709. In this context, Süleyman Demirel University was established on 03.07.1992 with the additional Article 7 of Law No. 2809 on the Organization of Higher Education Institutions.

Universities, which are governed by local administrative organizations, are obliged to fulfill the duties given by the law in the Republic of Türkiye, which is a state of law. Like all other public legal entities, the limits of the powers and duties of universities are constituted by the constitution, laws, and other legislation. In Article 130 of the Constitution of the Republic of Türkiye, the basic

duties of universities are; educational activities, scientific research and development activities, and social contribution activities.

While the constitutional responsibilities of universities are determined in detail with the Higher Education Law No. 2547, universities are defined as Higher education institutions that provide high-level education, scientific research, publication, and consultancy with this law.

While universities carry out their educational and scientific work activities by the teaching staff; the infrastructure works, administrative processes, and secretarial duties of these activities are conducted by the administrative staff. In this context, the personnel rights of the academic staff are regulated by the provisions of the Higher Education Personnel Law No. 2914, and the personnel rights of the administrative personnel are regulated by the provisions of the Civil Servants Law No. 657. The laws that our university has to comply with are given in Table 3, the decisions of the council of ministers are given in Table 4, and the regulations are given in Table 5.

Table 3 Laws

Number	Kanunlar
Laws	2547 Sayılı Yükseköğretim Kanunu
1	The Constitution of 1982
2	Higher Education Law No. 2547
3	The Law on Higher Education personnel No. 2914
4	The Law on the Organization of Higher Education Institutions numbered 2809
5	Statutory Decree on the Administrative Organization of Higher Education and Higher Education Institutions numbered 124
6	Statutory Decree on General Staff and procedure No. 190
7	Enactment on the cadres of Higher Education personnel numbered 78
8	Law on the establishment of scientific and technological Research Institution of Türkiye No. 278
9	The Technology Development Zones Act No. 4691
10	Law on the Organization and duties of the Presidency of the Center for Measurement, Selection and Placement No. 6114
11	Law on supporting Research and Development activities No. 5746
12	In the Law No. 5765 on the Organization of Higher Education Institutions and the Staff of Higher Education Institutions Academic Staff and on the General Staff and Procedure with the Decree-Law
13	Law No. 1416 on students to be sent to foreign countries
14	Law No. 2923 on Foreign Language Education and Teaching and Learning Different Languages and Dialects of Turkish Citizens
15	Bilateral Education in Higher Education Institutions No. 3843, Law No. 2547
16	Additional Law on Higher Education Student Dormitories and Soup Kitchens No. 5661
17	The Law on the Amendment of the Decree-Law and the Attached Tables
18	Law on the Organization and Duties of Presidency for Turks Abroad and Related Communities No. 5978
19	Allowance Law No. 6245
20	Law No. 657 on Civil Servants
21	State Procurement Law No. 2886
22	Public Procurement Law No. 4734
23	Public Procurement Contracts Law No. 4735
24	Labor Law No. 4857
25	Law on right to information act No. 4982
26	Public Financial Management and Control Law No. 5018
27	Law on the judgment of officers and other Public officials No. 4483
28	Law No. 5102 on Granting Scholarships and Loans to Higher Education Students
29	Pension Fund Law No. 5434
30	Law No. 5510 on Social Insurance and General Health Insurance Law on Amending Some Articles of the Higher Education Law and Adding Article to this Law
31	Law No. 3071 on the Use of the Right to Petition
32	Declaring Property, Anti-Bribery and Anti-Corruption Law No. 3628

Table 4 Council of Ministers' Decisions

Number	Council of Ministers' Decisions
1	Resolutions on the Determination of Tuition Fees and Contributions to be Taken as Student Contribution to Current Service Costs in Higher Education Institutions
2	Resolution on the Amendment of Decision Regarding the Course Fees to be paid to the Academic Staff to be taken in evening education in Higher Education Institutions and the Overtime Fees to be paid to the Academic Managers, Academic Staff, and Administrative Staff in Charge
3	Decision Regarding the Aids to be provided to the Revolving Fund Budgets of the Health Application and Research Center Units Affiliated to Public Universities

Table 5 Regulations

Number	Regulations
1	Postgraduate Education and Training Regulation
2	Regulation on amending the Regulation for the Principles of Transfer between Associate and Undergraduate Degree Programs in Higher Education Institutions, Double Major, Minor, and Inter-Institutional Credit Transfer
3	Academic Organization Regulation in universities
4	Organization of Higher Education Council and Working Procedures Regulation
5	According to Article 58 of the Higher Education Law No. 2547, Regulation on the Principles to be followed in the Establishment of Revolving Funds
6	Regulation on Working Principles of Inter-university Board and Committees subordinated to the Board
7	Counseling and Coordination Regulation for the Disabled in Higher Education Institutions
8	Regulation on making an amendment on the Regulation for the Procedures and Principles to be applied in the Distribution of Additional Payments to be made from Revolving Fund Revenues in Higher Education Institutions
9	Regulation on amending the Regulation for the Procedures and Principles to be Applied
10	Regulation on the Working Procedures and Principles of the International Students Evaluation Board
11	Regulation on the Amendment of the Regulation on Equivalency of Foreign Higher Education Diplomas
12	Regulation on Mevlana Exchange Program
13	Regulation on the Amendment of the Regulation on the Establishment of Joint Education and Training Programs of Higher Education Institutions within the scope of Higher Education Institutions abroad
14	Regulation on Establishment of Academic Boards and Scientific Supervision in Higher Education Institutions
15	Regulation on Foreign Language Teaching in Higher Education Institutions and the principles to be followed in Foreign Language Teaching
16	Universities Publication Regulation
17	Regulation on Higher Education Institutions Scientific Research Projects
18	Regulation on Training for the Development of Higher Education Institutions Teaching Staff and Foreign Students
19	Associate Professorship Examination Regulations
20	Regulation on Research Assistants Studying on behalf of a University at another university
21	Regulation on Specialization Education in Medicine and Dentistry
22	Regulation on the Rights and Obligations of Graduate Students to be Appointed to Assistant Teaching Staff and the Entrance Exams for Medical Specialization Students
23	Regulation on the Amendment of the Regulation Regarding the Continuation of Graduate Education of Vocational Schools and Open Education Associate Degree Programs
24	Regulation on amending the Regulation on Obtaining Associate Degree Diplomas or Adaptation to Vocational Schools for those failing to complete Undergraduate Education
25	Open Higher Education Regulation
26	Higher Education Institutions Student Discipline Regulation
27	Regulation on the amendment of Academic Evaluation and Quality Improvement Regulation in Higher Education Institutions
28	Higher Education Institutions, Medico-Social Health, Culture and Sports Affairs Department Implementation Regulation
29	Regulation on the amendment of the Regulation on Higher Education Upper Institutions and Personnel of Higher Education Institutions, Promotion, and Title Change
30	Regulation on the amendment of the Regulation on Promotion and Appointment to Faculty Members
31	The regulation is to be applied in the transfer or open appointments to the teaching staff other than the academic staff.
32	Regulation on the amendment of the Regulation on the Procedures and Principles Regarding the Central Examination and Entrance Exams to be applied
33	Regulation on the Procedures and Principles Regarding Strategic Planning in Public Administrations
34	Regulation on Working Principles and Procedures of Strategy Development Units

Following the counting of the basic legal provisions that shape universities, legislation analysis was carried out and details were presented in Table 6.

Table 6 Regulatory Analysis Table

Legal Obligation	Basis	Determinations	Needs
In a scheme based on contemporary education and teaching principles, to train human power to meet the needs of people and the country; teaching, research, publishing, and advising at various levels based on secondary education, to serve the country and humanity.	Article 130 of the Constitution of the Republic of Türkiye and Law No. 2547 12. article	Süleyman Demirel University, which operates as a state university, operates under the Constitution and Law No. 2547.	
By collaborating with Higher Education Institutions and other Institutions abroad, Higher Education Institutions and other Institutions can conduct international joint education and education programs, including pre-undergraduate and undergraduate programs.	Article 43 of Law No. 2547	International joint education and training activities are carried out within the scope of Mevlana and Erasmus+ projects which allow international mobility of our university, students, and faculty members. These programs are organized by the International Relations Coordinator.	
To assist graduates in finding jobs by collaborating with Higher Education Institutions, and private and public institutions.	Article 47 of Law No. 2547	There is a Communication and Career Center for Graduates.	Data sharing with Institutions such as Social Security Institution(SGK) and Turkish Employment Organization (ISKUR) that hold and generate employment data is required.
To cooperate with the public and private sectors concerning Higher Education Institutions, R&D, and innovation, to protect and implement information and inventions produced within intellectual property, to establish a technology transfer office in the status of the capital company by the decision of the Higher Education Institution Board, provided that prior permission is obtained from the Higher Education Board.	2547 Appendix.32	Our university has a Technocity and is actively working.	
To establish the University Administrative Organization	124 Decree under the Law Article 26	No match to the article text included in the formation of the existing university organization.	The article text must be updated according to the current organization.
Provide health care as a step-3 health organization	Social Security Institution Health Implementation Communiqué article-1 (1.4.2.C)		

3.4. Top Policy Documents Analysis

Top policy documents refer to the development plan, medium-term program, medium-term financial plan, annual program, and national, regional, and sectoral strategy documents concerning the university. Within the scope of the Süleyman Demirel University 2021-2025 Strategic Plan, by analyzing the current top policy documents; the areas where the university can contribute to the development plan and strategic goals of the country and the duties and responsibilities of the university in this direction have been determined.

1. 11th Development Plan
2. Medium Term Financial Plan (2020-2022)
3. Investment Program Preparation Guide (2020-2022)
4. New Economy Plan (2020-2022)
5. EU Progress Reports
6. National Science and Technology Policies

- (2003-2023 Strategy Document)
 7. Internationalization Strategy in Higher Education Certificate (2018-2022)
 8. 2023 Türkiye Export Strategy and Action Plan
 9. Women's Empowerment Strategy Document and Action Plan (2018-2023)
 10. Pre-Accession Economic Reform Program (2019-2021)
 11. Traffic Safety Action Plan
 12. Türkiye Tourism Strategy 2023
 13. National Earthquake Strategy and Action Plan
 14. National Employment Strategy (2014-2023)
 15. Regional Development National Strategy (2014 - 2023)
 16. Western Mediterranean Development Agency (BAKA)
- 2014-2023 Regional Plan has been evaluated.

Table 7 Top Policy Documents Analysis

Top Policy Documents Analysis	Related Section/ Reference	Assigned Mission/Needs
11. Development plan	Article 331.1	Education-sector cooperation protocols will be made to strengthen the education-employment-production relationship.
	Article 416.2	Studies carried out in research institutes, primarily in the fields of animal and plant breeding, biotechnology, and biodiversity conservation will be supported within the framework of the public, university, and private sector cooperation.
	Article 440.1	Budget resources allocated for strengthening the R&D infrastructures of universities and improving scientific research projects in terms of quantity and quality will be increased.
	Article 454.2	Intellectual property rights will be included in the undergraduate and graduate-level curriculum in faculties of basic sciences, economics, business administration, architecture, engineering, communication, and fine arts, and the creation of a department in law faculties will be expanded.
	Article 549.1	Educational buildings will be designed in an architecture that is compatible with technology and the environment, safe, economical, aesthetic, accessible, with high standards and quality.
	Article 550.3	A quality assurance system will be established in education.
	Article 551.1	The curriculum will be flexible, modular, and applied.
	Article 553.8	Professional specialization and development programs will be opened at the graduate level for lateral and vertical career steps.
	Article 555.1	The diversity and quality of lifelong learning programs will be increased and the achievements will be documented.
	Article 561	The higher education system will have a globally competitive, quality-oriented, and dynamic structure; Practices aimed at increasing the qualifications of higher education institutions will be continued.
	Article 561.3	For universities to keep up with the digital age and to implement open access and open science practices in accessing information; their compatibility with open access infrastructures will be ensured.

11. Development plan	Article 561.5	The quotas of higher education institutions will be determined by considering the sectoral and regional skill needs, the capacities of universities, the supply-demand balance, and the minimum occupancy rates of the existing programs; the education-employment link will be strengthened.
	Article 561.7	An alumni monitoring system will be established to monitor the career processes of graduates and to strengthen graduate-university cooperation.
	Article 563.4	Institutional capacity will be increased with internationalization.
	Article 571.1	University-private sector cooperation, especially joint projects, will be developed to ensure the transition of university students to the labor market.
	Article 571.2	Young people's transition to work will be facilitated through the activation of internship, entrepreneurship, and on-the-job training programs.
	Article 576.2	Training, seminars, and informative activities will be organized with relevant public institutions, universities, trade unions, and NGOs for the development and dissemination of occupational health and safety culture.
	Article 805.3	Relevant arrangements will be made to ensure the establishment of ethical awareness in the public and the strengthening of ethical practices.
	Article 806	Training for personnel in public institutions and organizations will be diversified and developed.
	Article 806.1	Digital skills of public personnel will be developed and their adaptation to digital transformation and technological developments will be ensured.
	Article 812.9	To reduce bureaucracy and ensure efficiency in business processes, all kinds of data, information, and document sharing between public institutions will be carried out electronically without any separate correspondence, provided that the necessary information systems are in place.
	Article 830.1	Research centers for the Islamic world will be established within universities.
	Article 838	Medium and long-term strategies will be developed to make Turkish higher education a center of attraction for countries with strong international cooperation.
Medium Term Financial Plan (2020-2022)	Article 839.3	International cooperation will be developed with institutions and organizations, universities, NGOs, and individuals that are influential on the international public opinion and carry out studies related to Türkiye, and within this scope, research and projects will be carried out to promote Türkiye.
	1.2.3	To evaluate and prioritize public expenditures and to observe the effective use of resources, expenditures will be reviewed, efficiency in the implementation processes of expenditure programs will be increased, expenditures will be kept under control and the creation of new expenditure programs will be limited.
	1.2.7	To use public resources efficiently, the financial burden will be reduced by digitizing business and transactions, and decision support mechanisms will be strengthened by integrating information systems.
	1.2.15	The capacity of public administrations to comply with internal control standards will be increased, and public risk management practices will be expanded.
	1.2.25	With energy efficiency investments in public buildings, industry, and general lighting, environmentally friendly energy practices will be expanded and energy savings will be achieved.
	1.2.26	In public investments, priority will be given to the priority manufacturing industry sectors of the Eleventh Development Plan and horizontal areas such as R&D, digitalization, human resources, logistics, and energy, which will strengthen the human and physical infrastructure for these sectors, as well as agriculture, tourism and defense industry areas.

New Economy Plan (2020-2022)	Main Targets	In public investments, priority will be given to the priority manufacturing industry sectors included in the 11th Development Plan, and horizontal areas such as R&D, digitalization, human resources, logistics, and energy, which will strengthen the human and physical infrastructure for these sectors, as well as agriculture, tourism and defense industries.
	Public Finance	Job descriptions of cadres and positions in the public sector will be made, the competencies of the employees will be determined, norm staff studies will be carried out, the job description and competencies will be taken into account, the staff will be reinstated, a target and competency-based performance evaluation system will be created and a Public Human Resources Management System will be established to reward the successful personnel.
	Growth and Employment	Project-based investment incentive system, in particular. By prioritizing the manufacturing industry sectors determined as chemistry, pharmaceutical-medical devices, machinery-electrical equipment, automotive, electronics, and rail system vehicles in the 11th Development Plan, for applications to support the production of high value-added products with R&D, innovation, and technological transformation. will be continued.
	Current Account Balance, Tourism-Related Policies and Measures	Culture and art industries will be strengthened, and our country will become an important film shooting center and serial/film exporter.
EU Progress Report	5.25. Chapter 25: Science and Research	The EU provides substantial support for research and innovation. All Member States can benefit from the EU's research programs, with more so in countries where scientific excellence exists and where substantial investment in research has been made. Türkiye's preparations in the field of science and research are very advanced. Some progress has been made in the area of e-infrastructure. Next year, Türkiye in particular: <ul style="list-style-type: none"> Continuing its efforts to harmonize the national research area with the European Research Area, needs to intensify its efforts to participate in the EU Framework Programs and increase the success rates in these programs.
	5.26. Chapter 26: Education and Culture	The EU supports cooperation in the field of education and culture through funded programs and the coordination of member state policies with an open coordination method.
National Science and Technology Policies (2003-2023 Strategy Paper)	Socio-Economic Goals to Support the Vision-2	In line to increase the quality of life of our people; <ul style="list-style-type: none"> Ensuring food safety and reliability, Competence in the field of health and life sciences, Gaining the ability to establish healthy and modern urbanization and infrastructure, Gaining the ability to develop modern and safe transportation systems.
	Socio-Economic Goals to Support the Vision-3	In line with the development goal by ensuring its sustainability; <ul style="list-style-type: none"> Gaining competence in energy technologies, Gaining competence in environmental technologies, Reaching the competence to evaluate our natural resources.
	Socio-Economic Goals to Support the Vision-4	Strengthening our technological infrastructure so that we can keep up with this transformation in a world where the ability of societies to produce knowledge and transform it into economic and social benefit reshapes national economies and social life.
Internationalization Strategy Document in Higher Education (2018-2022)	Sayfa 2, 17, 52	<ul style="list-style-type: none"> Ensuring that the university becomes a center of attraction at the international level Ensuring the increase of institutional capacity in internationalization To increase awareness of quality assurance in the university and to spread the quality culture Ensuring the dissemination of the process for program accreditation in all areas Increasing the number of international students Increasing cooperation in the field of international student and academic staff exchange and increasing the number of participants in exchange programs Increasing the number of programs providing education in foreign languages Increasing the capacity of academicians to teach in a foreign language

2023 Türkiye Export Strategy and Action Plan	Action No: 47	Increasing the Export of High Technology Products with Investments and Practices for Innovation and R&D in Exports
	Action No: 58	New support mechanisms will be established to improve cooperation between exporters and universities.
Women's Empowerment Strategy Document and Action Plan (2018-2023)	Page 54	Considering that gender inequality is present as the main problem; organizing lectures, seminars, conferences on gender equality, and holding information meetings; ensure the general acceptance of this subject; It is envisaged to carry out activities and arrangements that will bring an understanding of gender equality to administrators, administrative and academic staff and students, creating a safe living environment and ensuring that all kinds of harassment and violence, including sexual harassment and sexual assault, are not tolerated in any way.
	Page 128	Physical capacity, location, transportation opportunities, and human resources of girls' dormitories in higher education will be strengthened.
	Page 134	It will be ensured that all data on higher education can be collected as disaggregated by gender.
	Page 135	Questionnaires developed on gender equality and the women-friendly campus in higher education will be integrated into the Higher Education Council Information System (YÖKSİS) and test applications will be carried out in pilot universities.
	Page 137	There is no data on enrollment, attendance, and completion, especially for those who have won the universities but have not registered. In this context, research will be conducted to determine the problems women experience during higher education.
Pre-Accession Economic Reform Program (2019-2021)	3.2.2	Savings will be achieved in current expenditures.
	3.8	The implementation of public policy continues with strategic plans, which are a tool to increase the quality of the public expenditure system.
	4.2.11	Increasing the number and effectiveness of centers such as business development, incubators, and accelerators to support innovative entrepreneurship.
	4.3.4.2	To create added value for the country's economy by improving the research infrastructures in universities financially and administratively, employing qualified researchers in these infrastructures, developing innovative products/products, and commercializing these products.
Traffic Safety Action Plan	B.2	The production of technologies supporting smart transportation systems in our country will be encouraged in cooperation with universities and industrial organizations, and the management and direction of traffic will be carried out with techniques and methods following international standards.
Türkiye's Tourism Strategy 2023	3.1	At first, it will be put into action as a policy that reveals historical, cultural, and artistic values through scientific studies and creates social awareness of these values.
National Earthquake Strategy and Action Plan	B.1.4.2	The requirements of the existing Earthquake Engineering Laboratories will be determined and the missing infrastructure will be eliminated.
	C.1.2	The number of disaster management experts will be calculated and disaster management training will be developed. Multi-disciplinary graduate programs in earthquake studies will be opened in universities along with strong infrastructure, and the alumni of these programs will be given priority in the recruitment of personnel from relevant institutions and organizations.
	C.1.2.2	Master's, doctorate, and certificate programs for disaster management for managers through distance education and undergraduate programs will be increased.

National Employment Strategy (2014–2023)	Strengthening Education-Employment Relationship (4.6; P.88)	Following the dissemination of career centers of universities, guidance activities regarding job search and finding techniques for students will be increased through these centers.
	Increasing Employment of Groups Requiring Special Policy (2.6; P.97)	It is aimed to expand the existing regulations such as scholarships and internships to provide the transition of university students to the labor market. In this context, studies such as arranging projects, preparing protocols, and strengthening technoparks will be carried out. To accelerate the transition of young people to the labor market, trimester applications including 1 semester of applied and 2 semesters of academic education will be expanded.
	IT Sector (1.4; P.109)	It will be ensured that the informatics sector in universities is included as elective courses in all fields.
	Finance Sector (2.1; P.112)	The curricula of the relevant higher education programs will be updated by taking into account the current needs and development of the finance sector. In addition, newly established banking and/or finance/insurance programs will be opened to provide at least 30% English education, and existing programs will be improved accordingly.
	Health Sector (1.6; P.118)	The planning of the existing education capacity and quality in a way that balances supply and needs will be made sustainable by taking into account the physical facilities of the institutions providing health education within the body of the Higher Education Council and the Ministry of National Education, whether there are a sufficient number of trainers and the creation of application fields. In this process, staff/budget will be provided to educational institutions by the Ministry of Finance, considering the budget constraints.
Regional Development National Strategy (2014 – 2023)	4.4.3. 449	Higher Education and Vocational Education programs will be designed according to the requirements of entrepreneurial and innovative labor markets.
	4.4.3. 450	By strengthening the relationship between vocational education, university, and industry, the character of intermediate staff needed in the industry will be analyzed and human resources will be developed in line with the requested expertise, and the creation of special programs for this purpose will be supported.
	4.4.3. 451	The quality of education given in vocational schools will be increased and supported by lifelong learning programs.
	4.4.3. 478	Training and awareness-raising programs will be implemented to increase the knowledge and skill levels of women and youth, and the status of these groups in society will be improved.
	4.9.2. 594	Entrepreneurship training will be expanded to develop an entrepreneurial culture; programs will be developed to reward and promote successful entrepreneurs.
	4.9.2. 599	New entrepreneurship incubation center models will be developed and implemented.
	4.9.5	Areas for nature tourism in the Lakes Region and tourism supporting trekking, vehicle and tent camping, paragliding, mountaineering, hunting, horse riding, etc. activities will be developed
	4.9.6. 615	Universities will be integrated with their cities and regions, and their efforts to develop economic, social, and human capital will be strengthened.
	4.9.6. 616	Universities will be encouraged to transform their departments and programs and to design new programs in line with the innovation and competition needs of the regions.
Western Mediterranean Development Agency (BAKA) 2014-2023 Regional Plan	6.2.2.5	Formal education and certified non-formal education activities will be increased with the contribution of higher education institutions in the areas where the tourism sector needs the utmost number of personnel.
	6.3.3	For the development of the industry, it is necessary to increase the communication and cooperation between the university and industrial organizations, make investments in the medium-advanced and high-tech manufacturing industry sectors, and ensure the formation of industrial units.
	6.5.9	Non-formal education activities will be increased and their qualifications will be improved.

After the stakeholders are identified, the products and services offered by our university and the stakeholders benefiting from the products and services offered are shown in Table 10 by creating a matrix.

Table 10 Stakeholder-Product/Service Matrix

STAKEHOLDERS	Educational Activity												Research and Development, Entrepreneurship, and Regional Development												Social Contribution					
	Associate / Undergraduate / Postgraduate Education	Continuing Education Activities	Nutrition, Social, Cultural, and Sports Activities	Library Services	Guidance, Support, and Health Services	Career Counseling	Administrative Services	Green and barrier-free campus services	Scientific Publication and Project Studies	Thesis Studies within the Scope of Graduate Education	Research and Development Centers	Organized Scientific Organizations	Technopolis, Pre-Incubation and Incubation Services, and Technology Transfer Office Services	Patent/Utility Model/Trademark Registration	Private and public sector and local and regional cooperation activities	Supporting entrepreneurial activities	Sustainable society and environment	Archaeological Excavations	Administrative Services	Health Service	R&D Services Consultancy	Social Responsibility, Social Memory, and Dissemination Projects	Services in Sports, Art, and Culture	Expert services	Administrative Services					
Academic Staff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Administrative Staff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Students	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
International Students	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Student Representatives	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Presidency	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Strategy and Budget Department	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Council of Higher Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Higher Education Quality Board	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
The Ministry of Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
SDU Research and Application Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Patients and Relatives	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Provincial Health Directorate	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Isarta Public Bus Cooperative and Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
TECHNOCITY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
TTO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
TUBITAK	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Ministry of Health	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Ministry of Science, Industry, and Technology	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
BAKA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					

Table 10 Stakeholder-Product/Service Matrix

	Educational Activity										Research and Development, Entrepreneurship, and Regional Development Activities										Social Contribution					
District Municipalities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provincial Directorate of Credit and Hostels Institution	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Graduates																										✓
Regional Universities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Unions																										✓
Companies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Isparta City Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Suppliers		✓																								✓
Press and Media Organs																										✓
Court of Account																										✓
Turkish Employment Agency																										✓
Society		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Procurement Institution																										✓
ITSO	✓	✓																								✓
KOSGEB	✓	✓																								✓
Student Relatives	✓	✓	✓																							✓
Isparta Governorate																										✓
Isparta Municipality																										✓
Ministry of Youth and Sports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Special Provincial Administration																										✓
Ministry of Education	✓																									✓
Professional Organizations																										✓
Business Associations		✓																								
NGO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Turkish Patent and Trademark Office																										✓
Prospective students	✓																									✓
Interuniversity Board	✓																									✓
Ministry of Justice																										✓
SSI																										✓

After the stakeholders are determined, the stakeholder impact and importance matrix table of the products and services offered by our university and the stakeholders benefiting from the products and services offered is shown in Table 11.

Table 11 Stakeholder Impact/Importance Matrix

Impact Level /Importance Level	Weak	Strong
Low	WATCH	INFORM
	Professional Organizations	Student Relatives
	Business Associations	Isparta Public Bus Cooperatives
	Non-Governmental Organizations	and Management
	Turkish Patent and Trademark Office	Governorship Of Isparta
	Prospective Students	Municipality Of Isparta
	Suppliers	Patients and Relatives
	Ministry of Justice	Provincial Directorate of Credit and Hostels Institution
	Ministry of National Education	Ministry of Youth and Sports
	SSI	Public Procurement Authority
		Special Provincial Administration
High	LOOK AFTER YOUR INTERESTS, AND INCLUDE THEM IN THE STUDIES	WORK TOGETHER
	TÜBİTAK	Academic Staff
	Ministry of Health	Administrative Staff
	Provincial Health Directorate	Students
	Ministry of Science, Industry, and Technology	International Students
	BAKA	Student Representatives
	District Municipalities	Presidency
	Alumni	Strategy and Budget Department
	Regional Universities	YÖK
	Trade Unions	YÖK Quality Board
	Companies	Ministry of Finance
	Isparta City Hospital	SDU Research and Application Hospital
	Court of Account	Interuniversity Board
	İŞKUR	TEKNOKENT
	Society	TTO
	ITSO	
	KOSGEB	

3.6.1. Employees

To receive the opinions and expectations of the employees at our university and to ensure that each opinion and expectation is reflected in the plan preparations, a survey method has been used. Surveys have been delivered to each unit through internal correspondence so that the maximum number of surveys could be answered by our employees voluntarily. At the same time, it was

ensured that the questionnaires have published on our university's website and the e-mail addresses of each of our employees have been provided with the questionnaires. Questionnaires for our administrative and academic staff were conducted in 2017 and 2019. In 2017, 303 academicians and administrative staff participated in the survey; and in 2019, 259 academicians and administrative staff participated.

Our academic staff have expressed their opinions on the following issues in the strategic plan

- Strengthening the research infrastructure,
- Strengthening the coordination between units to increase interdisciplinary studies,
- Allocating more time to research by increasing the number of lecturers in the units and reducing the course load per a lecturer.

Our administrative staff expressed their opinions on the following issues;

- Increasing both the number and types of in-service training to increase professional knowledge and to be in a better position at the steps of professional advancement,
- Increasing the number of administrative staff and creating new employment to reduce the heavy workload.

A survey was sent to the administrators of our university, in which their opinions and suggestions regarding the activities of our university were received, and 96 participants responded. It has been determined that 46% of the participants are managers from social sciences, 25% from natural sciences, 10% from health sciences, and

17% are our administrative staff in these units. 35% of the participants are vice-chairmen, 26% are department heads and 13% are faculty/school/vocational college/institute secretary.

79% of our administrators state that our university is an "education-oriented university". On the other hand, 56% of the participants stated that our university should be a "research-oriented university". It has been concluded that the opinion that the strengths of our university in all fields of activity are not sufficiently utilized is dominant in the majority of the administrators.

The opinions of our administrators based on training/research/entrepreneurship/social contribution fields of activity are summarized in Table 12, and the needs and determinations of administrators are summarized in Table 13. While taking the opinions of the administrators, which are based on the formation of Table 12, first of all, it has been requested to define the strengths and weaknesses of our university. Based on these definitions, they have been asked to state the opinions they suggest to be included in the strategic plan. In Table 13, opinions and suggestions have been received from the managers through open-ended questions on five issues that are primarily targeted to be improved in the strategic plan.

Table 12 Results of the Executive Survey Based on Fields of Activity

	Three strongest aspects	Three weakest aspects	Suggestions
Education Activity	<ul style="list-style-type: none"> • Having sufficient and qualified instructors and students. • Its geographical location with the presence of quality and rich library, technopolis, and strong laboratory facilities. • Being open to innovations with harmonious and participatory management. 	<ul style="list-style-type: none"> • High quota in some departments, a high number of students per instructor, and a high course load. • Inadequacy of laboratory, material, and laboratory technicians in applied departments. • Inadequacies in a foreign language, internship, and technological equipment. 	<ul style="list-style-type: none"> • Giving priority to academic staff support to applied units with excessive students. • Making plans according to the professions that will be needed for the coming years, the graduate profile needed, and innovative learning strategies. • Completion of accreditation processes. • Doing workshops, seminars, symposiums, or congresses with the participation of national and international educators and students
Research Activity	<ul style="list-style-type: none"> • Presence of teaching staff with research/project competence and the existence of supportive management • The presence of YETEM, Technopolis, TTO, and Research Hospitals. Providing technical support on a patent application, project application, and article writing, and availability of access to printed/electronic resources for research. • Existence of bilateral agreements and collaborations with many international universities, and community-industry cooperation. 	<ul style="list-style-type: none"> • Having barriers to research/projects of instructors (Time and foreign language). • Failure to spread the research culture to the entire base. The number of national and international projects are not at the desired level, and the inadequacy of interdisciplinary research and cooperation. • The insufficient budget, laboratory, and human resources for research. Ineffective use of Technology Transfer Office (TTO). 	<ul style="list-style-type: none"> • Support should be provided for projects and writing, and equal support and opportunities should be provided to all units. • To increase the number of national and international collaborative projects. The number of projects should be increased by increasing the quality of central laboratories. Reinforcing the fields of social sciences and fine arts • Increasing the number of postgraduate departments and students, and increasing project-based training for undergraduate students.
Entrepreneurial Activity	<ul style="list-style-type: none"> • Being open to the cooperation of the university administration and other stakeholder groups. • To have faculties, units, and centers related to the field of entrepreneurship. • Activities carried out by the Lake District Technocity and SDU Technology Transfer Office (TTO) (being the implementing university in the TÜBİTAK BIGG Program) and supporting academicians in establishing companies in incubation centers. 	<ul style="list-style-type: none"> • Insufficient cooperation between the university and other external stakeholders, especially industrialists. 	<ul style="list-style-type: none"> • Increasing mentoring/consulting services in Pre-incubation/Incubation and providing entrepreneurship training to more people in a shorter time using digital platforms. • Making university, public, NGO, and industry collaborations more effective. Establishment of platforms to come together. • Social Entrepreneurship Projects for Students • can be done. The best projects in different categories can be selected and evaluated.
Social Contribution	<ul style="list-style-type: none"> • Studies, projects (4004, 4005, and 4007, etc.), and publications on natural, historical, and cultural heritage. • Training provided by SDU Continuing Education Center, other research and application centers, student clubs, and faculty lecturers. • Supporting the society in the fields of culture, arts, and sports, especially the health services that our hospitals provide to the society. Giving social contribution and honorary doctorate degrees and awards. 	<ul style="list-style-type: none"> • Bureaucracy, ignores the issue of social contribution in the design of scientific research, not understanding the importance of the issue. • Lack of resources, inadequacy in sectoral communication and cooperation. The absence of television to communicate with the society (university TV) • Weak R&D-based working culture of industrialists and entrepreneurs in the regional sense. The city's inadequacies in the field of social, sports, artistic and cultural activities. Faculty members in the field of health do not do outpatient clinics or serve with a private examination fee. 	<ul style="list-style-type: none"> • Establishing groups/commissions for social cooperation in their fields of sports, health, social and fine arts sciences and signing cooperation protocols of these groups with the sectors, promoting and publicizing these cooperations. (There is a Faculty of Fine Arts and a Theater Department in our university, but there is no qualified stage in the city to play) • The university should present every activity it does, every research and project it concludes to the society more effectively (Research should be evaluated in the fields of contribution to the economy, contribution to society, and contribution to science) The Mavi Göl Hotel in Eğirdir and the Guest House in the Center within the scope of university can be restored and both the society and the university can gain.

Table 13 Administrator Survey Needs / Determinations and Faculty Opinions Table

	Important Aspects and Suggestions
Digitalization of Education	<ul style="list-style-type: none"> • Electronic information technologies should be widespread and made functional. • Information technology infrastructure, Digital Platform Automation, and Information Security should be provided. • The lack of educational staff and the lack of technological infrastructure should be eliminated, and the staff and students should be trained and strengthened in line with their needs in digitalization.
Campus Improvement	<ul style="list-style-type: none"> • Park and green areas, campus common areas should be increased, exterior and interior spaces should be enriched with art objects; security cameras, night lighting, and measures against street animals should be increased in faculties; Controlling the civilian population entering the campus except for academic and administrative staff and students, Vehicle and pedestrian traffic is disrupted due to the newly constructed bicycle paths, in this context, regulation of situations such as one-way roads and e.t.c. on the streets, reviewing pedestrian and main roads; renewable and sustainable campus studies should be started urgently. • A new congress and exhibition hall, a social facility-hotel, and a living space on the west campus should be created on the campus, and transportation opportunities within the campus should be increased; The bazaar should be made more active and companies should be required to offer products, designs, and services specific to the university. • The differences in the faculty buildings should be eliminated, the deficiencies should be eliminated and the physical conditions should be improved.
Health and Sport Activities	<ul style="list-style-type: none"> • Our university has a very good infrastructure and personnel in this regard. However; It is necessary to use the sports infrastructure efficiently (advertisement, fee, etc.), to remove the neglect of sports fields, dressing rooms, showers, and sports equipment and ensure their cleanliness, to increase the number of students and people participating by increasing the advertisement of sports activities. Sports fields can be created in faculties and units, even if they are small. • Teams can be formed in different sports branches of the university. Students can be encouraged to enter these teams. Competitions can be organized and prizes can be awarded. The participation of the public in sports and cultural activities within the university should be ensured and the public-university cohesion should be ensured. • Medico should be strengthened, improving health services, giving importance to cleanliness and hygiene, strengthening the communication aspect of health staff with patients, and providing convenience and priorities for personnel in the examination.
Regional Contribution	<ul style="list-style-type: none"> • Culture: The cultural and economic dynamics of the region can be determined and different projects such as the Intangible Cultural Heritage Project can be implemented. Activities can be increased in which the local population can participate. As a university, awareness activities such as trips and walks can be carried out to promote our cultural heritage. Establishment of railway connection with the provinces of the region, development of cultural tourism. • Economy: City and University consortiums can be formed, closer cooperation with regional companies and organizations, academic support for their projects, sharing of knowledge and experience; graduate employment. Opening programs that improve the economic infrastructure of the region and that the region needs. In social sciences, although elective, courses suitable for the culture of the region and the country, in general, can be given. • Collaboration: Implementation of health tourism.
Entrepreneurship, Creation of R&D Ecosystems	<ul style="list-style-type: none"> • Having R&D centers and an incubation unit is a positive situation. Strong and compatible sub-teams, commissions, and boards can be formed with R&D groups on a unit basis. A sufficient budget can be allocated. Entrepreneur training can be given. Improvements can be achieved with training, seminars, and certificate programs. The implementation of the angel investor concept, which is a unique approach applied in the world, in coordination with ITSO, to provide the financing source of start-up type enterprises that will be opened within Teknokent and/or TTO by supporting the original ideas of especially doctoral and post-doctoral researchers. KOSGEB, industry cooperation, and meeting faculty members and companies. • Developing R&D culture, creating awareness; entrepreneurship, even if the R&D fund is not sufficient, frequent idea-based project research among the lecturers and students, organizing meetings; organizing R&D competitions and fairs, and making more use of the experiences of people who are especially experienced in R&D • Dissemination of multi-partner and multi-disciplinary R&D cooperation culture. Establishing interdisciplinary project teams, guiding the teaching staff, and establishing organizations that will be attractive centers of attraction (South and West Anatolian Universities) It is possible to create a data bank to follow the expertise, fields of activity, and studies of the faculty members in our university, to create a platform to provide access to this information both inside and outside the university, and to create an administration system for this, and to introduce the R&D infrastructure of our university.

Table 14 Unit Opinions and Expectations of the 2021-2025 Strategic Plan

Unit	Suggestions	Location in the Plan
Faculty of Medicine	Large-scale and flexible solutions should be offered for the problems that may arise due to the COVID-19 epidemic.	Detailed studies on the COVID-19 epidemic will be included in the annual plans and programs, and it is planned to take much faster and more effective steps in this way...
	Training programs for trainers should be organized.	Planning is included in Goal 2 Target 1 and Target 3
Sports Sciences	Sports clubs and sports events should be included.	It is expressed in detail in Goal 3 Target 5
Faculty of Fine Arts	The physical conditions of the Faculty of Fine Arts should be improved.	Goal 2 Target4 includes planning for the improvement of physical facilities.
	In units that do not have national accreditation bodies, orientation to International Accreditation bodies should be supported.	It is included in Goal 2 Target 3.
Faculty of Health Sciences	Accreditation of research laboratories should be supported.	It is included in Goal 2 Target 3.
	Preferability should be increased by making Internship/Practice agreements in the programs.	It is included in Goal 1 Target 1 as a strategy. Cooperation activities will be planned in detail in the policy documents to be prepared.
Faculty of Architecture	Attention should be paid to the importance levels of NGOs in the Stakeholder Prioritization Table.	Table 9 has been evaluated according to the recommendations in the plan.
Faculty of Theology	There is no data yet that a technology-centered education method will produce positive results. For this reason, innovation in education should be followed with care and importance.	It is included in Goal 2.
Faculty of Pharmacy	The foundation of laboratories in units and faculties and the improvement of existing ones should be included.	It is included in Goal 1 Target 3 and Goal 2 Target 4.
	Preferability should be increased by making Internship/Practice agreements in the programs.	It is included in Goal 1 Target 1 as a strategy. Cooperation activities will be planned in detail in the policy documents to be prepared.
Faculty of Law	The annual number of 5000 books planned to be taken into the library should be increased.	It is included in Goal 1 Target 3 and Goal 2 Target 4.
	Specific areas should be determined in project training and work should be carried out specifically for these areas.	It is included in Goal 1 as a strategy. Annual planning will be made by the Research and Innovation Directorate.
Faculty of Engineering	Studies should be carried out to strengthen preparatory education and participation in international programs should be increased.	As of 2020, the preparations for the "Internationalization Policy Document" have started, and the planning and studies on this subject will be carried out within the scope of the document prepared.
Faculty of Arts and Sciences	Targets that will highlight distance education and digitalization should be determined.	The main purpose in this regard has been determined in Goal 2, and this will be included in the annual plans and programs in more detail.
Faculty of Dentistry	The subject of the research university and the network of relations should be included in the plan.	This issue is addressed in the Success Region Preference and Value Presentation Preference section. The network of relations will be reported with detailed analyzes during the plan period and necessary steps will be taken according to these reports.
Faculty of Economics and Administrative Sciences	Large-scale and flexible solutions should be offered for the problems that may arise due to the COVID-19 epidemic.	In Goal 2, the general policy on the relevant issue has been determined. This issue will be evaluated in the action plan and the annual plans and programs to be prepared.
	There is a need for studies to increase University-Industry-Public-City cooperation. These issues should be covered in greater depth in the plan.	It is included in Goal 1 Target 1 as a strategy Cooperation activities will be planned in detail in the policy documents to be prepared.

3.6.3. Students

The opinions of our students have been obtained through surveys applied once a year since 2017. 21.834 students participated in the survey in 2017, 10.839 students participated in 2018 and 2019 5.747 students participated in the survey. In the light of the information obtained from the results of the survey conducted on our students, the following points have been emphasized with great importance;

- Increasing the opportunities related to foreign language education,
- Developing the student information system and integrated digital platforms,
- Improvement of on-campus transportation facilities since the central campus of the university has two campuses,
- Improving transportation facilities by making protocols with the relevant authorities in transportation to the university.

3.6.4. External Stakeholders

Within the scope of stakeholder analysis, face-to-face interviews were held with a total of 18 public institutions and private sector representatives, both in the city and outside the city. The public and private sector institutions and organizations that were interviewed are as follows:

1. Isparta Special Provincial Administration
2. Isparta Provincial Directorate of National Education
3. Isparta Provincial Directorate of Youth and Sports
4. Isparta Provincial Health Directorate
5. Isparta City Hospital
6. SDÜ Hospital
7. Isparta Credit and Hostels Institution
8. Student Parents
9. Patients
10. Patients' Relatives
11. Isparta KOSGEB Provincial Director
12. Isparta İŞKUR Provincial Director
13. BAKA
14. BAKA Isparta Investment Support Office

15. Mayor of Isparta Eğirdir
16. Mayor of Isparta Yalvaç
17. Mayor of Isparta Keçiborlu
18. Burdur Mehmet Akif Ersoy University

When the data obtained as a result of the interviews are summarized, the following opinions have been obtained. Our university;

- has a good academic staff,
- has spent an intensive effort on R&D activities carried out in cooperation with the industry.
- supports the socio-cultural activities of the city through sports and cultural activities.,
- supports both its students and staff in entrepreneurship.

The main suggestions they have brought to the new strategic plan period are as follows:

- Increasing training for stakeholders,
- Having R&D activities only on certain subjects and increasing them,
- Increasing communication between institutions,
- Carrying out new projects on waste and recycling.

In addition to our external stakeholders, interviews were held with our graduates as well. Approximately 60% of the graduates participating in the study are male, in the 23-25 age group, single, and have a bachelor's degree. The oldest participant's graduation year is 1994, and the newest is 2019.

Our graduates mostly stated that they are happy to be the graduates of Süleyman Demirel University. In line with the experience they gained throughout their education life, they offered the following suggestions:

- Developing the necessary technological infrastructure for education,
- Providing career counseling services for preparation for business life after university education,
- Ensuring departments have the opportunity to participate in the administration and educational decisions.

3.7. 3.7.Foundation Analysis

The organizational chart of our university is given in Figure 1.

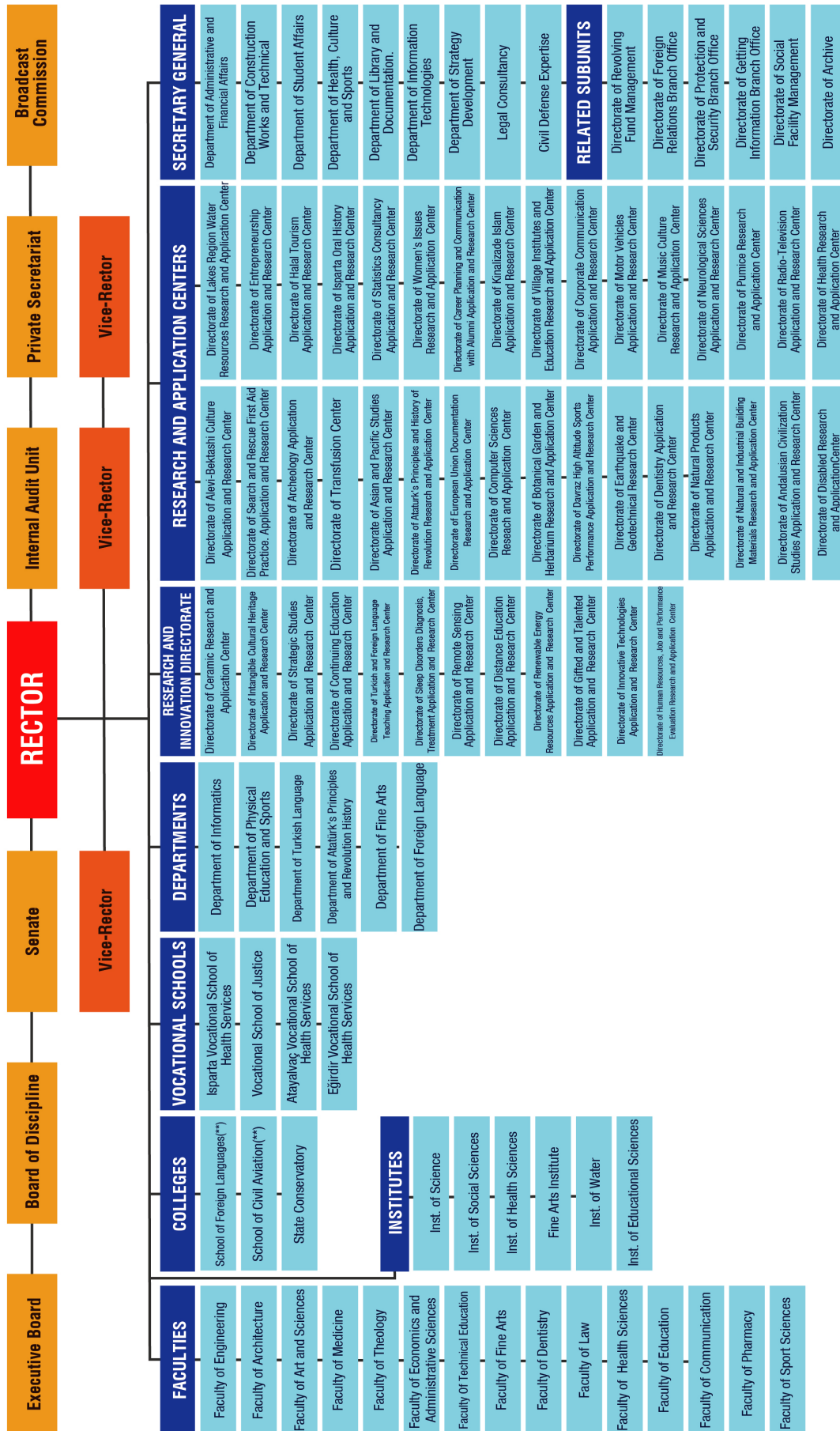


Figure 1 Süleyman Demirel University Organizational Chart

3.7.1. 3.7.1.Human Resources Competency Analysis

With the affiliation of some units of our University to the newly established Isparta University of Applied Sciences, with the law numbered 7141 published in May 2018, 634 academic and 283 administrative staff moved to this university. For this reason, the number of personnel has decreased compared to previous years. In addition, the

lecturer shown in Table 15, since the titles of lecturer, academic expert, and education planner were combined under the title of lecturer within the scope of the "Law on the Amendment of the Higher Education Law and Some Laws and Decrees" published in the Official Gazette dated March 6, 2018, these titles are also included in the numbers. Details regarding academic and administrative personnel are given in Table 15 and Table 16.

Table 15 Number of Academic Staff by Years

Title	2016	2017	2018	2019	2020
Professor	289	304	259	290	306
Associate Professor	226	198	159	155	171
Assistant Professor	478	502	393	428	437
Lecturer	507	504	208	228	236
Research Assistant	690	685	652	674	692
Total	2190	2193	1671	1775	1842

Table 16 Number of Administrative Personnel by Years

Title	2016	2017	2018	2019	2020
General Administrative Services	793	753	539	514	502
Healthcare Class	382	391	387	391	392
Technical Services Class	172	166	125	120	115
Education Class Services	3	2	2	2	2
Lawyer Services Classes	4	4	4	4	3
Assisted Services Class	124	96	57	57	57
Permanent Worker/ Other	13	13	1723	1487	1474
Total	1491	1425	2837	2575	2545

While the number of personnel of our university is generally stable until 2018; in 2018, first of all, within the scope of "The Procedures and Principles Regarding the Implementation of the Temporary Articles 23 and 24 of the Decree-Law No. 375 Concerning the Transfer of the Workers Working within the Scope of Service Procurement Contracts Based on Employing Personnel in Public Institutions and Organizations to Permanent Workers' Staffs or the Status of Worker in Local Administration Companies" personnel working as subcontractors have been transferred to permanent workers. For this reason,

the person who previously worked as a subcontractor was not included in the data before 2018. However, the number of administrative personnel, which was stable until 2018, experienced a relative decrease with the establishment of Isparta University of Applied Sciences in May 2018 and with the transfer of some of our units to this university.

When Figure 2 is examined, the effect of the division of the university on the total number of academic and administrative personnel in 2018 has been seen.

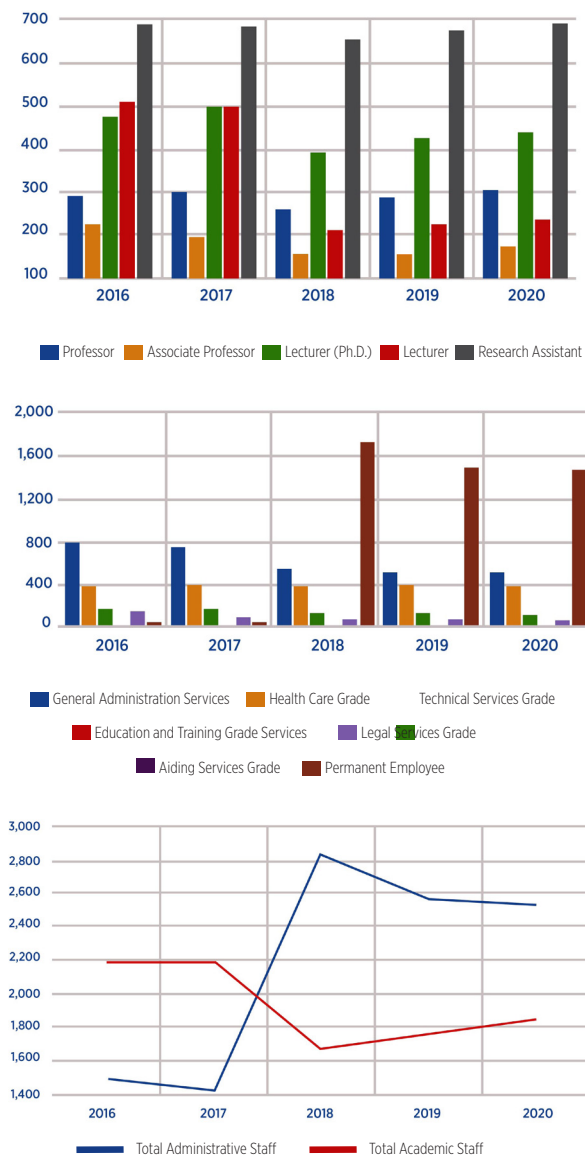


Figure 2: Number of Academic and Administrative Staff

3.7.2. Corporate Culture Analysis

As an institution with academic traditions, based on efficiency and productivity, with a complete and up-to-date infrastructure and institutional memory; SDU shapes its management approach with a corporate management culture that can respond quickly and accurately to change, and is based on governance in a participatory manner, and constantly improves itself by following the practices in world universities and other higher education institutions. Regarding the corporate culture, our university has adopted a structure that focuses on academic freedom and universality, open communication and information sharing, common sense and participation, sensitivity to social problems and the environment, regional and country development, etc.

If it is examined in terms of corporate culture, our university, which has adopted the participatory management approach as a philosophy, encourages the partici-

pation of employees in decision-making processes and pays attention to practices aimed at increasing participation. There is an emphasis on the participation of the representatives of all relevant and a representative determined from among the members of the Student Council to represent the students' units on the boards and commissions to ensure their participation in the decision-making processes at the highest level. At the same time, there is a research assistant council consisting of representatives selected from among our research assistants in all units to keep participation at the maximum level.

Our university acts with the belief that institutional unity will be improved more by strengthening the communication among the employees of the institution and increasing information sharing with them. In our university, the vertical communication structure among the personnel who have a hierarchical subordinate-superior relationship with each other and the horizontal communication structure among the managers and employees who are at the same level as each other is strong. For internal communication; an electronic document management system, corporate e-mail system, face-to-face meetings, institution announcements, university web page, an intercom system, and SDU mobile application are actively being used. Within the scope of cooperation and information sharing among various units at our university, meetings and information seminars are held to inform the relevant units on the issues involving legislation or system changes. Our university constantly informs the public with the books it publishes with the motto of "inspiring university", and publishes the senate and administrative board resolutions on our university's website with an understanding of transparency and accountability.

Our university carries out relations with external stakeholders with the formulated advisory board and organized meetings, conferences, workshops, surveys, and signed protocols. The city's expectations from the university are determined by holding regular meetings with the advisory board, which was formed to benefit from the views of external stakeholders. Regular meetings have been held with the alumni advisory board which is also one of the advisory boards for three years and recommendations from these meetings are carefully followed in terms of both education and post-graduate life. At the same time, studies have been initiated to establish advisory boards based on each unit to ensure that the advisory boards will work more actively and widely and they are expected to start their activities completely by 2021.

While preparing the strategic plans at our university; a process adopted by the university administration and

unit managers, informed to internal and external stakeholders and also contributed by them is followed. During the preparation, implementation, and monitoring of the strategic plan, the high management board takes the views of each unit while preparing the strategic plan to ensure that the plan is owned by the institution and can raise awareness, as well as can protect the plan by making effective information and announcements.

In our university, the reward and punishment system is implemented within the relevant legislation. In particular, penal practices have been left entirely within the area determined by law. An award directive study is carried out within our university to cover academic and administrative staff, students, and real and legal persons outside the institution.

3.7.3. Physical Resource Analysis

The campus structure of Suleyman Demirel University can be geographically classified under 5 main headings. These are Isparta-Centrum (Western campus), Isparta-Centrum (East campus), Isparta-districts (Yalvaç, Eğirdir, Keçiborlu), Isparta-Centrum (other) campuses. Except for the eastern and western campuses in the center of Isparta, the other campuses described above are social infrastructures. The distribution of our university campuses by ownership status is shown in Table 17.

Tabl 17 Campus Areas by Ownership Status

Campus Name	Ownership	Allocated Area	Total (m ²)
Isparta-Centrum (Western Campus)	180.181	732.220,19	912.401,19
Isparta-Centrum (Eastern Campus)	2.241.754	90.028,86	2.331.782,86
Isparta-Districts (Yalvaç, Eğirdir, Keçiborlu)	22.799,22	69.949,39	92.748,61
Isparta-Centrum (Diğer)	8.357,56	5.355	13.712,56
Isparta- Centrum (Social foundations outside centrum campuses)	-	20.350,30	20.350,30
TOTAL	2.453.091,78	917.903,74	3.370.995,52

Considering the data in Figure 3, it is seen that the ratio of the allocated areas on the western campus by our university is high even though the ownership of territories is vast on the eastern campus, the allocation ratio here is

low. The main reason for this situation is the agricultural lands used by Isparta University of Applied Sciences, located on the eastern campus allocated for research.

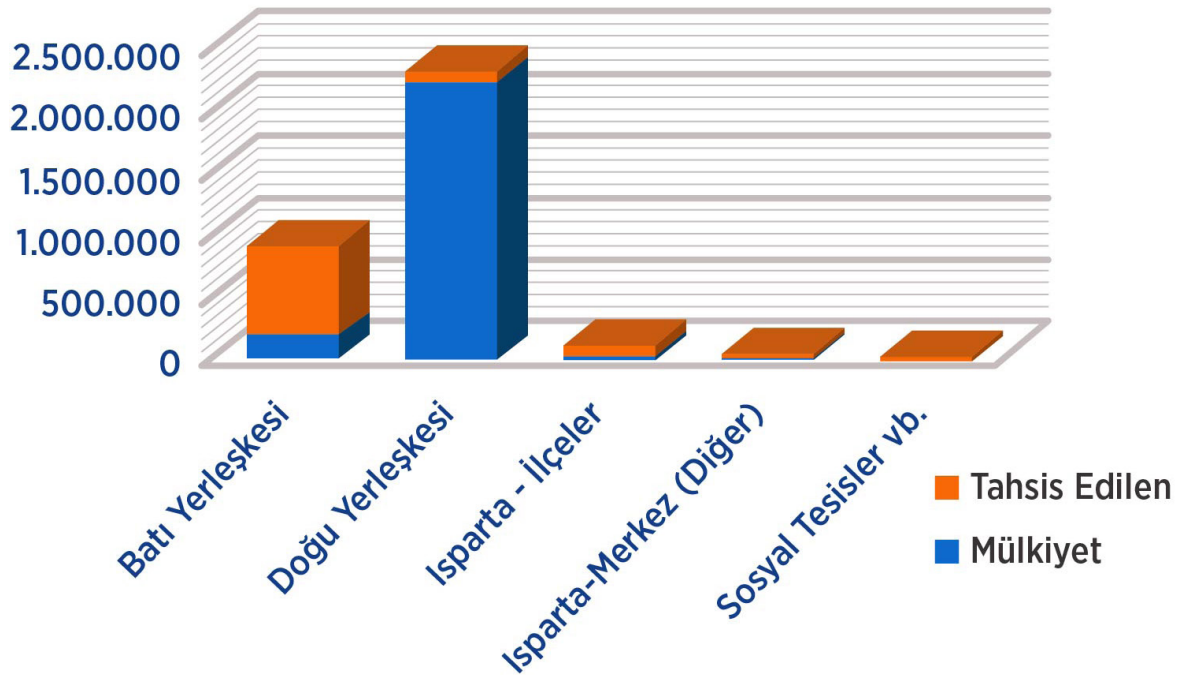


Figure 3 Campus Areas by Ownership Status

The total closed area of our university is 369,671.52 m². Our existing physical indoor areas based on our university units are shown in Figure 4 by making a distinction between education, social, and sports.

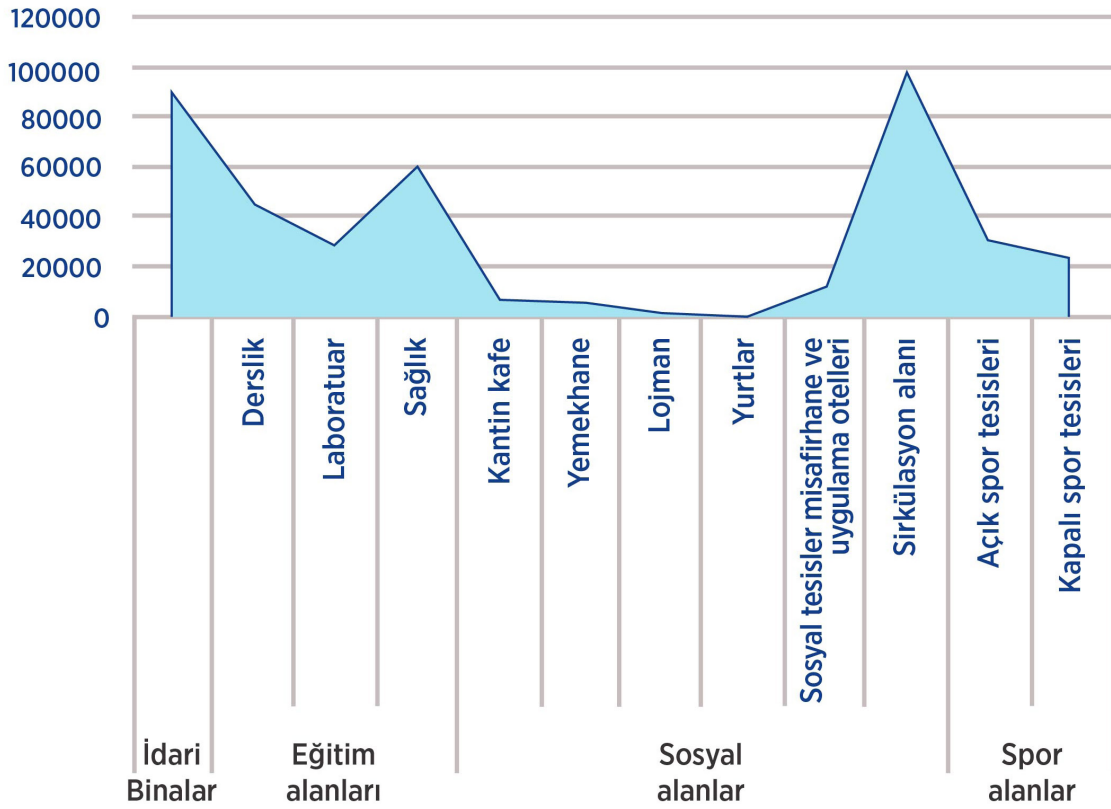


Figure 4 Present Physical Closed Areas

To increase the quality of the services offered at our university, improve the social and cultural life, and create a green and barrier-free campus, there are initiatives to establish new areas and improve existing areas. Except for three units located in the districts, the ownership of all units has been transferred to Isparta University of Applied Sciences, which was established in 2018 with the separation of some units from our university, and the

physical infrastructure and real estate allocation of the transferred units in the central campus have also been implemented.

Information about the vehicles used in our university is given in Table 18. The separation of the university also caused a serious decrease in the number of vehicles available in 2018.

Table 18 Current Vehicle List

Type of Vehicle	Quantity
Automobile	21
Station-Wagon	3
Land Mount	1
Minibus	6
Pickup	6
Panel van	7
Midibus	3
Bus	8
Truck	2
Ambulance	2
Fire Truck	1

3.7.4. Technology and Information Infrastructure Analysis

To strengthen the network infrastructure of our university, the existing infrastructure is strengthened and the systems used are updated with new investments made every year. In this direction, new analysis studies have been started to be carried out regarding the adequacy of the network structure used in our university. In this context, both wired and wireless network services are provided on both campuses of our university located in the city center. In this internet service offered, logging is carried out by providing all necessary security controls. At the same time, studies are carried out for the engagement of informatics to ensure the information security of the university.

In addition, to ensure information security, the transition process of all users within our university has begun by starting the use of a common working network (domain structure).

Regarding the physical security problem, which is one of the biggest problems of our time, security services are provided at every point of the campus by placing a camera infrastructure running seven days and twenty-four hours within the campuses. Emergency buttons have been placed at various points regarding the problems that may occur at the blind spots on the campus. Again, with a project planned for 2019, the bus stops on the campus have been shifted to the newly built areas at the entrance of the campus and turnstiles also

have been placed there. In the second phase of this project, an automation system has been started to be established to control and record the private vehicles entering the campus. With this system, license plates and person-based records of all personnel and students' vehicles have been taken into the system and automatic passing gates have been started to be made. In this way, the records of all guests who want to come to the campus from outside will be taken before they enter the campus, and at the same time, secure access to these areas will be provided with the QR code to be provided to them in line with the information they have given about the areas to be accessed within the campus.

In addition, within the body of our University Information Center (central library);

Through 2 automatic book borrowing machines (Self-Check), users can carry out their operations 24/7 by themselves.

Currently, there are 160,000 printed books, 170,000 e-books, 37,046 e-journals, 10,100 multimedia materials, 53 online databases, and 6570 hardcover journal resources in our library.

3.7.5. Financial Resource Analysis

The financial resources needed in the plan period for the realization of the objectives and activities in the strategic plan of Süleyman Demirel University are shown in Table 19.

Table 19 Estimated Source Table

Resources	2021	2022	2023	2024	2025	Total Resources
Special Budget	488.419.000	519.066.000	617.600.000	736.720.000	879.663.000	3.241.468.000
Circulating Capital	6.999.000	7.726.000	8.439.000	9.210.000	10.044.000	42.418.000
Out Source	5.684.000	6.052.000	6.457.000	6.902.000	7.393.000	32.488.000
Total	501.102.000	532.844.000	632.496.000	752.832.000	897.100.000	3.316.374.000

3.8. Academic Activities Analysis

The strengths and weaknesses of our university in the fields of education, research, entrepreneurship, and social contribution and the activities planned for these fields

are provided below. The findings obtained from the academic activities analysis have contributed to the process of determining the aims, targets, performance indicators, and strategies of our university.

Table 20 Academic Activities Analysis

	Strong Points	Zayıf Yönler	Ne yapılmalı
Education	<ul style="list-style-type: none"> • Adequacy of academic staff in number and quality according to general average • High student occupancy rates in the departments of the university • Active Distance Education Center • Erasmus+, Farabi, Mevlana student and teachers, exchange programs • The change and diversity of bilateral relations and cooperation in terms of countries • The diversity of educational programs and the fact that this diversity allows for interdisciplinary education and research. • Presence of units with national and international accreditation • Availability of laboratories, workshops, nursery, and semi-Olympic pool supporting applied education • The strong infrastructure of classrooms, laboratories, libraries, computer labs, and workshops • Having classrooms supported by educational technologies • Possession of a modern library serving 24/7, e-journals, e-books, and thesis databases • The high number of active student clubs 	<ul style="list-style-type: none"> • Our university is not preferred by students who possess high scores in the university entrance exam, • The awareness level of students about foreign language learning is not sufficient. • The high number of students in some programs, • Inadequate relations with alumni and other external stakeholders, • Insufficient number of students coming within the scope of international student exchange programs • Inadequacy of measurable methods to monitor students' academic progress • Presence of well-established universities in the region • Continuing the process of creating a corporate culture at the university 	<ul style="list-style-type: none"> • Promoting our university in a way that reveals its strong points, • ensuring that foreign faculty members and students obtain information about the programs, courses, and course contents of the university by preparing/updating the foreign language contents of the websites of the departments, • Increasing the visibility of the university to increase the preference of faculty members and students in exchange programs • Increasing the international recognition of the university by recruiting faculty members with high academic recognition to increase the recognition of our university in international exchange programs. • Strengthening international mobility • Increasing the number of foreign languages education-based programs. • Carrying out studies to complete the international accreditation and accreditation processes of the programs, • Evaluation of weekly course loads on a unit basis to show that our university is research-oriented. • Making the Education-Training Processes Monitoring and making the improvement cycle more functional • Revising and reviewing the content of our university's departments and programs according to implementation and upper policies, • Development and implementation of active learning and teaching methods • Carrying out studies to increase the quality of the number of students rather than the quantity, • Activities related to the training of trainers for teaching staff • Continuing to work towards having a disabled-friendly campus so that our university can become a university more preferred by students with disabilities.
Research	<ul style="list-style-type: none"> • Research and development activities are among the priorities of the university. • Having a qualified, productive, and active teaching staff in academic research activities • Strong support for scientific publications and R&D activities of the Scientific Research Unit • Presence of Technopark, Technology Transfer Office, and Scientific Research Projects Coordination Unit • Establishment of the Research and Innovation Directorate affiliated with the Rectorate and providing mentorship support for research, international article, and project preparation processes by the directorate. • Having a central research and application laboratory • Presence of Research and Application Centers in different disciplines • Increase in the number of citations to articles in journals scanned in SCI/SSCI/AHCI and SCI-Expanded indexes 	<ul style="list-style-type: none"> • Continuing the process of creating the research institution culture of the university • Decrease in the number of articles in journals scanned in SCI/SSCI/AHCI and SCI-Expanded indexes • Insufficient number of international projects • Weakness of accepted projects according to TUBITAK ARDEB data (between 2014-2018) • The low number of collaborations/projects/ research with universities abroad. • The administrative duties and course loads of the faculty members are high, which reduces the research performance. • Inadequacy in the number of research assistants • Insufficient financial support for participation in events such as scientific congresses, symposiums, and exhibitions 	<ul style="list-style-type: none"> • The physical infrastructure and personnel needs of research centers following the needs of the sector and the region should be provided. • To increase the number of articles and citations in journals scanned in SCI/SSCI/AHCI and SCI-Expanded indexes; • Increasing support by SDU BAP, • Carrying out activities to increase the language proficiency of faculty members, • Adding language proficiency at an acceptable level (level D) in postgraduate application requirements • Dissemination of the newly created mentoring system during the project writing and preparation process to increase the quality of the applied national and international projects, and provide mentor support from other universities when necessary. • Increasing the support provided to research-oriented studies by reducing the course load and administrative duties of faculty members who focus more on research.

	<ul style="list-style-type: none"> • An increase in the variety and number of postgraduate programs • Presence of programs that can benefit from 100/2000 YÖK Ph.D. scholarship • Adequacy of a central library and online databases. 	<ul style="list-style-type: none"> • Inadequate participation of undergraduate students in research studies • Incomplete quality process 	<ul style="list-style-type: none"> • Creating an interdisciplinary working environment for researchers working in university units • Carrying out studies to encourage the participation of undergraduate and graduate students in projects.
Entrepreneurship	<ul style="list-style-type: none"> • Regional development-oriented mission differentiation/specialization studies have been initiated, • Establishment of the Research and Innovation Directorate affiliated with the Rectorate • Having Application and Research Centers with different application areas • Encouraging company establishment/partnership activities • Providing Mentor support to young researchers in the preparation of R&D projects. • Periodic renewal of training in which both application and preparation stages for R&D projects are explained in detail. • Providing the necessary support by the university to the academic staff who have R&D projects during the execution of their projects. • Providing financial support to academic staff within the scope of the guided project. • Having a Technology Transfer Office, Incubation Center, and Technopark in our university. • Entrepreneurship support of our university's Technopark 	<ul style="list-style-type: none"> • Entrepreneurship awareness and culture are not sufficiently formed • Insufficient level of University-Industry cooperation • The low number of national or international patents/utility models/designs registered or applied for • The low number of collaborations/projects/research with universities abroad. • The functionality of the technopark is not at the desired level. • Lack of multidisciplinary research 	<ul style="list-style-type: none"> • Supporting efforts to create a corporate culture that will strengthen the entrepreneurial ecosystem • Increasing the variety of programs that will support specialization studies • Conducting awareness and information seminars on intellectual and industrial property rights • Regular training of the instructors within the scope of the technopark and revolving fund process, operation, and legislation • Ensuring that Technocity is a center of attraction by promoting it • Trying to develop and implement approaches that encourage company establishment/partnership • Carrying out activities to increase university-industry cooperation • Increasing cooperation with external stakeholders on entrepreneurship • Developing mechanisms to encourage applications to external project resources at our university • Inviting successful examples in entrepreneurship courses
Social Contribution	<ul style="list-style-type: none"> • Having a training-research hospital, a dental hospital, and a barrier-free oral and dental hospital that can fulfill the health-related needs of the region. • Our university has a Continuing Education Application and Research Center. • Existence of many active student clubs • Carrying out many social, sportive, and artistic activities at the university. • Our university is located in a region that can provide services in many fields such as lake, nature, culture, and health tourism. • Our university's experience in social responsibility projects • Carrying out a large number of activities for social contribution • Our university is in active cooperation with relevant public institutions and organizations. 	<ul style="list-style-type: none"> • The university's publicity activities for social contribution activities are not at the expected level. • Limited role of community components in designing education programs. • Insufficient corporate communication with stakeholders • Not paying enough attention to the courses that will serve social contribution based on units and departments/programs. • Inadequate integration of the university with the city and society • Limited budget for community contribution projects 	<ul style="list-style-type: none"> • Executing and projecting social impact activities effectively for social problems • Developing activities to increase interaction with public institutions and organizations and non-governmental organizations • Continuing education programs should be diversified by taking into account the needs of non-governmental organizations and professional organizations. • Effectively promoting cultural, social, sportive, and artistic activities for the society in written, visual and internet media. • Carrying out activities for the solution of disadvantaged groups and environmental problems in the society.

3.9. Higher Education Sector Analysis

To analyze the external environment in which the university operates, it is necessary to evaluate the developments in the higher education sector and the effect of these developments on the university. These analyses at the macro level will be the basis for the strategic decisions of the university.

With sectoral analysis, the university is evaluated within the sector as a whole. In sectoral environmental assessments, the opportunities and threats posed by the environment to the university are determined. For this purpose, the factors or variables of sectoral analysis are examined in the context of opportunities and threats, and how the macro-environmental situation is reflected in the university is determined. The sectoral analysis consists of two analyses: trend and structure. Accordingly, the trend and structure variables that are important for our university are determined in Table 21 and Table 22.

3.9.1. Sectoral Trends Analysis

Sectoral trends analysis determines the trends that are rising and falling, enabling us to make determinations about where the tendency may be in the future. The trends analysis aims to manage the university within the framework of this understanding by determining what changes should be made within the university to the changes in the external environment. Political, economic, sociocultural, technological, legal, and environmental (PESTLE) analysis is used to detect trends.

In the studies carried out for PESTLE analysis, variables related to all political, economic, legal, social, technological, and environmental factors were analyzed concerning support for each other. PESTLE analysis both establishes the validity of the study's findings and accurately determines what the variables of PESTLE factors are. PESTLE variables were determined by our faculty members assigned to the strategic plan of our university. Accordingly, PESTLE variables that are important for our university and what to do with their opportunities and threats by our university have been determined in Table 21.

Table 21 PESTLE Analysis for Sectoral Trend

FACTORS	CURRENT SITUATION (Factors / Problems)	Impact on the University		What to Do?
		Opportunities	Threats	
POLITICAL	<ul style="list-style-type: none"> Impact of reforms on legal legislation on issues such as quality, specialization, and research of YÖK on the behavioral role of the university 	<ul style="list-style-type: none"> 1. Enabling the university to go to a differentiation strategy to improve the quality of education by ensuring the accreditation of regional development-oriented specialization universities, research universities, and programs 2. Requiring cooperation with national and international universities 3. Carrying out studies in important areas related to the regional sector 4. Having the opportunity to be a leader in the region 5. Triggering healing activities in the prominent areas. 	<ul style="list-style-type: none"> 1. Poor institutional capacity in differentiating the university behavior role 2. Low impact of the university in determining student quotas 3. Decreased preferability of some sections and the face of the closure 4. Students entering some departments and programs have a low level of basic knowledge. Continuous change of legislation due to the effort to find an effective system with legal regulations 	<ul style="list-style-type: none"> 1. Raising awareness within the university about the change in YÖK policies 2. Establishment of the corporate culture 3. Establishment of Quality Coordinators 4. To carry out studies to increase the number of graduate students and doctoral graduates 5. To carry out studies to increase the number of graduate students and the number of doctoral graduates. Determination of student quotas suitable for academic and physical infrastructure 6. Identifying the priority areas of the university and updating departments and programs in line with sectoral needs and demands 7. Coordinated action with stakeholders in shaping university decisions 8. Increasing cooperation with public institutions and non-governmental organizations
	<ul style="list-style-type: none"> Changing legal regulations in the Türkiye-EU accession process and the effects of the Bologna Process 	<ul style="list-style-type: none"> 1. The need to renew the university's processes during the EU integration process 2. Cooperation with national and international universities and increasing the standards and ensuring integration into international education standards through the Bologna process. 	<ul style="list-style-type: none"> 1. Increasing international integration and shifting qualified students to foreign universities 2. Lack of international recognition of the university 3. Inadequacies of university faculty and students related to foreign language and vocational education 	<ul style="list-style-type: none"> 1. Review of the institutional capacity to improve international cooperation 2. Developing moves to increase the preferredness of the university and especially its promotion in the international field 3. Raising awareness about the Bologna process

POLITICAL	<ul style="list-style-type: none"> Impact on internationalization due to regional political instability 	<ul style="list-style-type: none"> 1. Our country's being an element of stability in our region 2. Isparta's being among the first liveable provinces in our country 3. Allowing the withdrawal of brain drain to the university 	<ul style="list-style-type: none"> 1. The high rate of migrants due to political uncertainties in the region hurts the decisions of non-regional foreign students planning to study in Türkiye in terms of security and directing students to alternatives 2. Decrease in the number of foreign students and academicians coming within the scope of international exchange programs 3. Difficulties in cooperating with foreign universities 	<ul style="list-style-type: none"> 1. Monitoring of compulsory migrant students separately and taking remedial measures 2. Raising education and training standards to European and international standards 3. Increasing the institutionalization capacity of the university 4. Increasing the number of internationally accredited units in universities 5. Developing different mechanisms for qualified brain drain attraction
	<ul style="list-style-type: none"> Impact of the transition from a parliamentary system to a presidential system 	<ul style="list-style-type: none"> 1. The university needs to renew itself in parallel with the revision of the higher education system 	<ul style="list-style-type: none"> . Effects of the adaptation process in the transition to the presidential system 	<ul style="list-style-type: none"> 1. Carrying out internal legislation and harmonization studies
ECONOMIC	<ul style="list-style-type: none"> Impact of austerity measures 	<ul style="list-style-type: none"> 1. The presence of systems for effective, efficient, and economical use of public resources 	<ul style="list-style-type: none"> 1. Failure to reach the desired level in meeting university needs 2. Effects of not having the desired level of budget for education, research, and development with the introduction of austerity measures 	<ul style="list-style-type: none"> 1. Prioritizing resources by performing a cost-benefit analysis 2. Seeking to increase alternative non-budget resources 3. Outsourcing university power for large-budget projects 4. Supporting academic activities on products that can become an added value 5. Effective implementation of the university's austerity measures
	<ul style="list-style-type: none"> The effect of unemployment increase on university graduates in parallel with the rise of the national unemployment rate 	<ul style="list-style-type: none"> 1. Arising opportunity for differentiation strategy for the presence of a research-oriented or regional development-oriented specialization university 2. Accrediting the programs for the cultivation of qualified manpower 	<ul style="list-style-type: none"> 1. Decrease in the preferability of students of the university 2. Increase of rival and stakeholder universities and substitute services 	<ul style="list-style-type: none"> 1. Carrying out special and industrial sector-oriented education planning practices 2. Taking measures to encourage entrepreneurship for high-tech product development at the university 3. Effective cooperation with external stakeholders
	<ul style="list-style-type: none"> The effect of increasing the need for cooperation with public institutions, the private sector, and non-governmental organizations through the innovation policies of universities 	<ul style="list-style-type: none"> 1. Encouraging graduate students to work in these fields 2. Tending to strategic products with high added value 3. Enabling the transfer of new resources to the university and updating its physical infrastructure 4. The opportunity to run for the university focused on research 	<ul style="list-style-type: none"> 1. The industrialist's not being open to professional guidance and the cost to be generated 2. Lack of advanced industrial sector in the region 	<ul style="list-style-type: none"> 1. Establishing working groups and organizing sessions with the sector 2. Improving the physical conditions of the units 3. Increasing the effectiveness of the research and application centers and TTO-Technopark 4. Increasing projects with the public and private sectors
	<ul style="list-style-type: none"> With the spread of creative tourism, the effect of having sectoral products such as roses and lavender, which is the regional dynamic of tourism 	<ul style="list-style-type: none"> 1. Encouraging graduate students to work in these fields 2. Tending to strategic products with high added value 3. Transferring new resources to the university and providing the opportunity to update its physical infrastructure 4. University's having an application area due to the region's being rich in natural, and historical resources and rural tourism, 5. The university's being close to attractive tourist destinations 6. Isparta Province's being rich and diverse in terms of natural and historical resources 7. Opportunity to become a regional development-oriented specialization university in the field of medicinal and aromatic plants 	<ul style="list-style-type: none"> 1. The university's inability to react dynamically and simultaneously to the transformation due to product diversity in the sector 2. Cooperation between the university and the sector is not at the desired level 	<ul style="list-style-type: none"> 1. Increasing local human capital in the field of Isparta culture and rural tourism 2. Increasing the capacity of the research and application centers of the university 3. Supporting projects in areas such as roses and lavender 4. Establishing close cooperation with the sector and making existing cooperation effective and continuous

SOCIO-CULTURAL	<ul style="list-style-type: none"> Increasing the expectations of the society regarding the social contribution of the university 	<ul style="list-style-type: none"> 1. The university has the opportunity to work closely with the locals and find solutions to local problems 	<ul style="list-style-type: none"> 1. Society's expectations from the university are different 2. Lack of infrastructure and human capital to provide social solids 	<ul style="list-style-type: none"> 1. Increasing work for the benefit of the community 2. Effective promotion of activities 3. Providing effective information due to poor awareness of students' social sensitivity and environmental awareness 4. Encouraging students in social responsibility activities 5. Taking the expectations of the society and carrying out close cooperation, joint contribution, and sustainability studies necessary to meet and respond to the expectations of the society
	<ul style="list-style-type: none"> Increased use of social media 	<ul style="list-style-type: none"> 1. Facilitating university recognition 2. Increasing the effectiveness of transparency and accountability 	<ul style="list-style-type: none"> 1. The use of social media leads to information pollution 	<ul style="list-style-type: none"> 1. Increasing the effectiveness of the corporate communication unit towards social media to share and disseminate the outputs of scientific studies produced at the university
	<ul style="list-style-type: none"> Increased migration and urbanization due to regional mobility 	<ul style="list-style-type: none"> 1. Cultural richness thanks to foreign students and academic staff at the university 2. Increasing international cooperation 3. Isparta's being conducive to becoming a city of education and culture 4. Employment opportunities for qualified foreign faculty members and students 	<ul style="list-style-type: none"> 1. Poor institutional capacity for the needs of foreign students and faculty members 2. Inadequate social and cultural activities for domestic and foreign students studying in districts 3. Inadequate funds for social and cultural activities needed by foreign students or faculty members 	<ul style="list-style-type: none"> 1. Development of socio-cultural activities that enable the integration of foreign students and faculty members with the university 2. Diversifying the social facilities of the campus 3. Providing psychological, counseling, and guidance services for students 4. Establishment of foreign student counseling centers 5. Providing the necessary support for student communities to take an active role in their activities with foreign students and faculty members
TECHNOLOGICAL	<ul style="list-style-type: none"> The effect of the rapid change and development of technology 	<ul style="list-style-type: none"> 1. The development of technology and the diversification of the presentation of educational activities 2. The possibility of digitization of education 3. Enrichment of information technology opportunities on campuses 4. New generation students' being willing and able to use technologies 	<ul style="list-style-type: none"> 1. Lack of physical facilities of the university in terms of change 2. Problems at the point of adaptation of the university's resources to technology 3. Lecturers resisting the use of technology 4. The cost of sustainability is high 5. Lack of digital literacy in developing technologies 	<ul style="list-style-type: none"> 1. Providing awareness training on the adaptation of university resources to developing technology 2. Increasing non-budget resources 3. The university's producing policies on technical support and adaptation by following technological developments closely
	<ul style="list-style-type: none"> Impact of the development of distance education technology 	<ul style="list-style-type: none"> 1. Independent from physical space in the presentation of education and training 2. Cost advantage 3. Easy access for disadvantaged students 4. Saving time 	<ul style="list-style-type: none"> 1. Lack of financial and physical resources in the development of distance education centers 2. Investments lag in developing technology 3. Health problems as a result of students becoming dependent on computers 4. Lack of readiness of instructors in the use of technologically based educational tools 5. The formation of some psychological and sociological elements such as the development of group consciousness and cultural interaction of the students 6. Student's formation of passive learning status instead of active learning 	<ul style="list-style-type: none"> 1. Updating the physical resources of distance education centers 2. Supporting R&D activities 3. Providing incentives specific to the field of distance education 4. Informing decision-makers 5. Establishing public opinion
	<ul style="list-style-type: none"> Increased need for management information systems in universities 	<ul style="list-style-type: none"> 1. The opportunity to make evidence-based decisions 2. The opportunity of the university to create an effective decision-making mechanism with data mining 3. Providing an integrated database of the university 	<ul style="list-style-type: none"> 1. Management information systems' being costly in providing human resources and building infrastructure 2. Importance of literacy of management information systems 3. Keeping up with rapidly changing technology 	<ul style="list-style-type: none"> 1. Increasing the human resources and physical capacity of the information processing department 2. Providing regular training to university employees on management information systems 3. Establishing effective mechanisms in which the data obtained will be processed and evaluated

LEGAL	<ul style="list-style-type: none"> • Introduction of public financial management and control law no. 5018 to the program budget system 	<ul style="list-style-type: none"> • 1. Creating the opportunity to ensure effective, economic, and efficient use of university resources by associating the programs with specific policy objectives • 2. Supporting decision-making processes by incorporating performance information related to university services into budget processes • 3. Integrating the university budget and policy with the top policy documents • 4. The opportunity to make the financial management system of the university transparent and accountable 	<ul style="list-style-type: none"> • 1. Discrepancies between the law and existing conventional activities • 2. Level of institutional culture for the implementation of the program budget 	<ul style="list-style-type: none"> • 1. Carrying out training programs for decision-makers and employees in financial units about the university program budget • 2. Making the program budget by the objectives specified in the strategic plan of the university
	<ul style="list-style-type: none"> • Adding differentiation strategy and corporate culture concepts to the strategic plan with a guide to strategic plan preparation 	<ul style="list-style-type: none"> • 1. Legally paving the way for the university to turn to a differentiation strategy • 2. The opportunity of the university to create a corporate culture • 3. Possibility of increasing corporate capacity 	<ul style="list-style-type: none"> • 1. Towards the differentiation strategy of the university and to establish the corporate culture, the institutional capacity is not at the desired level 	<ul style="list-style-type: none"> • 1. Providing regular awareness training to university staff • 2. Process management system, corporate risk management, total quality management system, and internal control systems to be implemented • 3. Ownership by university management
ENVIRONMENTAL	<ul style="list-style-type: none"> • Society's being sensitive to earthquakes due to their increase 	<ul style="list-style-type: none"> • 1. Creating the opportunity to implement relevant departments and research centers on earthquakes • 2. Reducing the possible effects of earthquakes and raising awareness 	<ul style="list-style-type: none"> • 1. Isparta province is located in the first earthquake zone • 2. The cost of R&D activities cannot be covered • 3. Seismology stations are suitable for developing technology • 4. The clutter of education and awareness activities to be given in the society about the earthquake 	<ul style="list-style-type: none"> • 1. Organizing informational training for the society at a certain interval • 2. Increasing support for the infrastructure of research centers • 3. Focusing on earthquake-related projects
	<ul style="list-style-type: none"> • Positive change in attitudes and behaviors towards the rights of stray animals in the eyes of the public 	<ul style="list-style-type: none"> • 1. The opportunity to develop institutional capacity to protect, care for, and keep stray animals from mistreatment • 2. Creating institutional ethical values related to stray animals • 3. Opportunity to receive funds from institutions and organizations that support stray animals • 4. Opportunity to carry out and develop projects related to stray animals • 5. The opportunity to develop a model for shelter and care homes for stray animals in cities 	<ul style="list-style-type: none"> • 1. Rapidly increasing number of stray animals • 2. Shelter of stray animals and lack of suitable environments to perform behaviors appropriate to their ethology • 3. Lack of awareness and awareness of stray animals at the desired level • 4. Animal-institution relationship or poor animal-city relationship • 5. Limited data and information about stray animals 	<ul style="list-style-type: none"> • 1. Regular awareness training for the rights of stray animals in-house and public • 2. Developing models of shelters and nursing homes suitable for the etiologies of stray animals • 3. Developing a model for municipalities and NGOs to protect, care and keep stray animals from mistreatment • 4. Project incentives to provide external funding sources for stray animals
	<ul style="list-style-type: none"> • Increasing efforts to turn public awareness into action in public institutions 	<ul style="list-style-type: none"> • 1. The university's infrastructure and physical environment are conducive to sustainable green and unobstructed campus formation • 2. Opportunity to comply with Green Metric criteria • 3. Opportunity to establish accepted systems for effective, economical, and efficient use of resources • 4. Opportunity to transition to a smart campus • 5. Opportunity to cooperate with municipalities, public institutions, and non-governmental organizations related to the environment • 6. Opportunity to revise the curricula in an environmentally sensitive way for the creation of environmental awareness in students • 7. Opportunity for different agricultural researches and applications due to the topographic structure, climate, and ecology of Isparta province 	<ul style="list-style-type: none"> • 1. Protection and improvement of natural resources are costly • 2. Lack of water resources • 3. Environmentally friendly technologies are costly 	<ul style="list-style-type: none"> • 1. Organizing social responsibility projects training that will increase environmental awareness in and out of the institution • 2. Prioritizing scientific studies and projects for the development of environmentally friendly based technologies • 3. Determination of the university's environmental policy within the framework of a model • 4. Insisting on the implementation of the zero waste project • 5. Introducing environmental education, etc. courses in the programs of the university • 6. Disseminating environmental awareness through social media • 7. Creating the green campus

3.9.2. Sectoral Structure Analysis

One of the most important factors determining the competitiveness of societies is the ability to produce goods and services with added value, and the development and sustainability of this competence impose important responsibilities on the universities that will provide these institutions with qualified manpower.

Each sector consists of certain structural forces. From the point of view of the higher education sector, the structural forces can be listed as follows:

- Competitors (Other universities)
- Stakeholders (Students, public administrations, business world, NGOs, etc.)

- Suppliers (other organizations from which the university purchases products and services)
- Regulatory and supervisory institutions (Ministry of National Education, HEI, accreditation institutions)

These four forces that make up the structure of the sector jointly determine the performance of the sector. The fact that the university develops strategies by considering these forces has a significant impact on its success. Accordingly, the structural analysis variables that are important for our university and what to do with the opportunities and threats for our university are determined in Table 22.

Table 22 Sectoral Structure Analysis

SECTORAL FORCES	FINDINGS (Factors / Problems)	Impact on University		What to do?
		Opportunities	Threats	
COMPETITORS	<ul style="list-style-type: none"> • Performing replacement services with the opportunities offered by some foundation universities and the state universities as a result of the increasing number of state and foundation universities 	<ul style="list-style-type: none"> • Bringing qualification and quality-oriented management styles into the forefront within the education, research and entrepreneurship activities of the university • Considering the collaborative development with rival universities important • Diversifying the cooperation in the NGO, local and regional fields • Having the opportunity to orient to differentiation strategy 	<ul style="list-style-type: none"> • Students' orientation to rich universities that offer applied courses and internship opportunities • Decreased preference for certain majors because of the fact students prefer the majors providing more post-graduation job opportunities • Students' prioritization of metropolitan cities in the preference stage • Increased trend of studying in their hometowns owing to the presence of the universities in all cities • Internationally mobile students such as ERASMUS, MEVLANA, and YOS students preferring especially the universities in the cities with a large population • The budget and trained staff shortage for the opening of attractive programs • The absence of the preferable attraction programs that distinguish the university from other universities • The increase and diversity of scholarship opportunities and social facilities in foundation universities 	<ul style="list-style-type: none"> • Turning to the differentiation strategies that will comprise the basis for regional or research-oriented specialization university • Encouraging the instructors to study in up-to-date and to work in priority areas • Developing the institutional capacity of the university • Opening programs providing more job opportunities after graduation and/or updating the existing programs
	<ul style="list-style-type: none"> • Rapidly increasing numbers of the accredited programs in the universities 	<ul style="list-style-type: none"> • Acceleration of the inclusion of the programs into accreditation processes • Increasing the preferability of the qualified students to accredited programs 	<ul style="list-style-type: none"> • The pioneer universities completing accredited programs • Required budget constraints for accreditation 	<ul style="list-style-type: none"> • Speeding up the accreditation studies at the university • Guiding programs in the accreditation process by establishing a unit at the university
	<ul style="list-style-type: none"> • The fact that the universities in major cities and the cities close to students' locations are preferred first by those who are successful in OSYM exams 	<ul style="list-style-type: none"> • Increasing the preferability of Isparta by students for its safety and livability • The ranking of Isparta at the top in education according to Life Index in cities of Turkish Statistical Institute 	<ul style="list-style-type: none"> • The university which is not preferred by students with relatively higher success rates 	<ul style="list-style-type: none"> • Making promotions for university candidate students and enabling them to visit the university in the summer months • Transforming the city into a student city by cooperating with relevant stakeholders to improve accommodation, transportation, and social activities • Diversifying and developing the socio-cultural activities of the university • Increasing the number of student-oriented social projects • More active use of the career center and alumni tracking system

COMPETITORS	<ul style="list-style-type: none"> • Having well-established universities with completed physical and social infrastructures in the cities such as Antalya, Konya and İzmir are located in the similar proximity to Isparta 	<ul style="list-style-type: none"> • The completed infrastructure of the university campus and its being open to development • The attractive location of the university; being close to major cities such as İzmir, Denizli, Konya and Antalya • The opportunity of benefitting from the experiences of the rooted universities in the immediate environment and collaborating 	<ul style="list-style-type: none"> • The students who prefer the rooted universities in the immediate surroundings 	<ul style="list-style-type: none"> • The increase of the promotion policy of the university by diversifying • Putting forward the unique cultural, social, and natural opportunities and distinctness of the region
	<ul style="list-style-type: none"> • Having radical changes and developments in the international higher education sector 	<ul style="list-style-type: none"> • Having the potential of adapting to the change at a faster pace because of being a relatively younger university 	<ul style="list-style-type: none"> • The need for the financial burden and qualified manpower which will be brought by the changes which are especially based on technology 	<ul style="list-style-type: none"> • Carrying out the work in the framework of a policy by following the change closely and starting with the priority areas in which we are strong in terms of human power • Cooperating with the universities leading the change
STAKEHOLDERS	<ul style="list-style-type: none"> • The low rate of the participation of the internal stakeholders in the decision making mechanisms of the universities and their reluctance to participate 	<ul style="list-style-type: none"> • Creating new policies and mechanisms to ensure participation • Ensuring stakeholder update 	<ul style="list-style-type: none"> • Weakening the active decision mechanisms of the university • Hindering the obtainment of the transparency and accountability of the university 	<ul style="list-style-type: none"> • Strengthening the institutional infrastructure that will enable its internal stakeholders to be partners for university decisions • Creating a corporate culture • Creating the mechanisms that will ensure the active participation of internal stakeholders • Giving feedback on the monitoring and corrective actions taken after the stakeholder engagement
	<ul style="list-style-type: none"> • Growing demand for collaboration of the private sector, industry, public institutions, and civil community organizations 	<ul style="list-style-type: none"> • The opportunity of increasing the capacity of the technocity, technology transfer office and research-practice centers • The opportunity for the enrichment of practice areas, especially in social sciences • Providing the opportunity of carrying out joint projects • The opportunity of becoming a specialization and/or research university • The emergence of the possibility of gaining sectoral experience based on the diversification of the students' practice and internship 	<ul style="list-style-type: none"> • The low share of the industry sector in the economy of Isparta • Lack of effective communication with the relevant sectors and institutions • Unformed joint project culture between public and private sectors 	<ul style="list-style-type: none"> • Increasing the number of protocols • Providing effective and continuous communication between the university and common stakeholders • The referral of the academic units to multidisciplinary project studies • The dissemination of corporate culture • Updating the course curricula according to sectoral trends and expectations • Increasing cooperation in prominent investment areas of the region
	<ul style="list-style-type: none"> • Determining the quantity and quality of the prospective graduates according to the employment need triggered by the sectoral transformation 	<ul style="list-style-type: none"> • The emergence of a high employment rate of the graduates with qualified cooperation • High growth of the sector financially and commercially with the qualified graduates 		<ul style="list-style-type: none"> • Having closer collaboration through stakeholder meetings with the sector and sectoral analysis • More active use of alumni tracking system and dynamic evaluation of feedback
	<ul style="list-style-type: none"> • The perception of the university in the society and changing expectations from the university 	<ul style="list-style-type: none"> • Having the opportunities such as lifelong learning and distance education which will be able to reach all of the society • The diversification of the university activities according to the social contribution mission 	<ul style="list-style-type: none"> • Prioritizing the contribution of students' spending to the local economy • Having local people-student expectation differences in the social life 	<ul style="list-style-type: none"> • The diversification of course and certificate programs in line with the needs of the society • The activation of the university, the social contribution activities of the university
	<ul style="list-style-type: none"> • Having the university student profile including new student generation (Z-generation) with different lifestyle and expectations 	<ul style="list-style-type: none"> • The opportunity to develop the university services in line with their expectations and based on technology • Giving importance to the studies on student satisfaction 	<ul style="list-style-type: none"> • The constraints experienced by the university during the compliance with student expectations 	<ul style="list-style-type: none"> • The creation of active mechanisms in which students will be able to express their demands and opinions in universities, carrying out the assessment and evaluation activities of expectations systematically • Boosting the effectiveness of student participation in the policy-making and management of the university • The university gives more importance to freedoms

SUPPLIERS	<ul style="list-style-type: none"> The suppliers' increased expectations regarding the sale of the goods and services to the public institutions 	<ul style="list-style-type: none"> The creation of the opportunity of making the necessary preparations for e-commerce in the internet environment The opportunity of turning to the surrounding provinces due to the locational advantage of Isparta province The the opportunity of developing relationships based on mutual benefit 	<ul style="list-style-type: none"> The low number of the supplier companies in Isparta province The weak quality of the supplier companies The suppliers' approach to the university with tradesmen's logic The increased costs due to the insufficient competition The formation of high costs in some areas due to the suppliers' monopoly 	<ul style="list-style-type: none"> The creation of the systems for comprehensive and detailed research of the approximate costs The review of the bureaucratic functioning. Making short, medium, and long planning for the purchase the system Creating the supplier evaluation system The transparency of the supplier firm selection and the evaluation process and following up on the digital environment
	<ul style="list-style-type: none"> The suppliers' reluctance to follow and apply the procedures based on the comprehensive purchase legislation 	<ul style="list-style-type: none"> The government's promotion of the electronics purchase method The settlement of the habit of using digital systems and virtual platforms in the society 	<ul style="list-style-type: none"> The reduction of the supplier demand due to the legally long processes of the goods and service procurement The decline in the procurement quality due to the restrictions brought by the legal regulations of the supplier selection of and its evaluation The suppliers' lack of knowledge regarding the procurement process Constantly updated and changing legislation 	<ul style="list-style-type: none"> Making notifications on procurement processes for the suppliers Training the officials taking part in the purchasing process at certain intervals and making them specialist staff Informing the suppliers about the updated and changed legislation
REGULATORY AND SUPERVISING ORGANIZATIONS	<ul style="list-style-type: none"> The weakness of governance in the regulatory and supervisory organizations 	<ul style="list-style-type: none"> Making cooperation important Regulatory and supervisory bodies on the procedures applied by 	<ul style="list-style-type: none"> Constantly changing procedural variability introduced within legislative arrangements The challenges emerging during the communication with the regulatory and supervisory organizations Gradually increasing bureaucratic procedures 	<ul style="list-style-type: none"> The establishment of the follow-up units at the university regarding the procedures applied by the regulatory and supervisory bodies Forming communication and cooperation protocols with the regulatory and supervisory bodies The establishment of the digital-based data bank aimed at effective informing the regulatory and supervisory institutions The establishment of the informing mechanisms for the university staff
	<ul style="list-style-type: none"> The orientation towards the new the mission differentiation of HEI 	<ul style="list-style-type: none"> The potentiality of the application of the accreditation system The preparation of the strategic plan with the participatory methods 	<ul style="list-style-type: none"> The guiding issues experienced in the differentiation of the mission of HEI The increase of institutional dependence of the university on HEI due to the movement of the policies to the center The occurrence of inconsistencies between the mission of the university and the mission differentiation of HEI The resemblance between the expectations from the well-established universities and new universities according to the mission differentiation of HEI The emergence of target deviation due to the incomprehension of the new approach of HEI by the universities target deviations 	<ul style="list-style-type: none"> Delivering maximum performance in the establishment of quality and accreditation systems and establishing coordinators for the systems The creation of an information management system regarding HEI policies and practices Making the university administrators aware of the notifications regarding the mission differentiation of HEI Increasing the institutional capacity of the university The preparation of the strategic plan with participatory methods
	<ul style="list-style-type: none"> The transformation the willingness of Strategy and Budget Presidency, and Treasury and Finance Ministry with the Court of Accounts in the public financial management 	<ul style="list-style-type: none"> The importance of the active study of the internal audit unit The installation of the internal control and financial control systems The opportunity for the institutional process improvement 	<ul style="list-style-type: none"> Not getting the opinions of the universities about the new systems put into practice by Strategy and Budget Presidency, Treasury, and Finance Ministry, and the Court of Accounts Not being able to follow the constantly changing legislation knowledge by university The inconsistency of the newly brought systems with the established corporate culture of the university 	<ul style="list-style-type: none"> The establishment of the legislative follow-up unit at the university Providing awareness training at regular intervals to the university staff about the new systems The establishment of the newly introduced public financial management systems Giving regular training to the university staff to break their resistance against the new systems Submitting opinions as a recommendation to the higher institutions at regular intervals about the arising problems related to the new systems

3.10. SWOT Analysis

SWOT analysis is one of the basic methods to be used within the scope of situation analysis. This analysis is a method in which the university and the conditions affecting it are systematically examined. SWOT analysis was determined by using the results stated in the stakeholder analysis, academic analysis, and higher education sector analysis of SDU.

SDU determined its strengths and weaknesses in the light of this information about the SWOT analysis and within the framework of the evaluations made about its internal environment; at the same time, the opportunities and threats were determined within the framework of the evaluations made regarding the external environment. Accordingly, SDU used the following resources to determine the elements above:

- Academic Satisfaction Survey Evaluation Report 2020,
- Administrative Satisfaction Survey Evaluation Report 2020,

- Graduate Student Satisfaction Survey Evaluation Report 2019,
- Student Satisfaction Survey Evaluation Report 2020,
- International Student Satisfaction Survey Evaluation Report 2020,
- TUMA Satisfaction Survey Evaluation Report 2018, 2019, 2020,
- External Stakeholder Survey Evaluation Report 2020,
- University Administrator Survey Evaluation Report 2020,
- In-house Analysis,
- Academic Activities Analysis Result Report,
- Higher Education Sector Analysis Final Report,
- The strategic plans of some domestic and foreign universities and public institutions and organizations

By making use of these results; the strengths and weaknesses, opportunities, and threats of Süleyman Demirel University were determined in Table 23.

Table 23 SWOT Analysis Table

EDUCATION			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • The application area richness due to the availability of the social equipment like a library, gymnasiums and swimming pool • A campus area that can meet the expectations of students and staff to a high degree and that has completed its development (physical conditions, social environment, having Information Center, internet access, barrier-free access) • The existence of many student clubs and support given to the clubs by the university • Having student and academic staff exchange programs with the universities abroad • The last five years' increase in the number of the students preferring SDU within the scope of the Turkish Scholarship Program • The high rate of preference and occupancy in quotas of SDU • The availability of distance education infrastructure and trained human resources in this field As a result of the training given for years with this infrastructure • The number of faculty members close to the average distribution in Türkiye by looking at the distribution based on the title 	<ul style="list-style-type: none"> • The preponderance of the undergraduate and postgraduate students and course loads per instructor in some departments • The number of the students per faculty member is above Türkiye's average • Not having sufficient sources for the sake of improving or updating the infrastructure of the distance education and digitalization courses • Lack of the opportunities of learning a foreign language • The high number of SDU graduates among the academic staff • Not having communication at the desired level with the international students and academics coming to our university • Inadequate supply of the students' needs and poor communication with the units • The synchronization problem and miscommunication among the academic and administrative staff both among themselves and with each other • Low internationalization; low lecturer and student mobility in some exchange programs (such as Mevlana) and stable in some programs like Erasmus, and Farabi • The low number of disadvantaged students 	<ul style="list-style-type: none"> • The expansion of the influence area of the university thanks to the students who graduated from SDU • The geographical location of the city; the closeness of our city to numerous big cities' geolocation being a preferable city in terms of the profile of the students considering this situation • Foreign students' demands to study in Türkiye • Increasing cultural diversity because Isparta is a province that receives foreign migration • Changing legal regulations in the Türkiye-EU membership process and the Bologna process • Increasing use of social media • Increasing development of distance education technology 	<ul style="list-style-type: none"> • The universities in major cities and nearby cities are preferred first in the preference rankings by the students succeeding in OSYM exams • The decreased preferability level of the foreign students due to the underdevelopment of the city • The lack of contribution to the graduates by providing them to work in an international context • Gradually decreasing occupancy rate of the quotas due to the increase in the number of universities and departments throughout the country and the easier access of students to higher education in their cities, • The opportunities offered by some foundation universities and replacement services with state universities owing to the increase in the number of public and foundation universities • Foreign students' countries not contributing to SDU in an encouraging way • Limited internship opportunities • The continuous decline in the quality of students coming from secondary education • Not having language knowledge at the expected level • Slow adaptation to new HEI studies • The new HEI's orientation towards mission differentiation • The negative impact of regional instability on internationalization • Unemployment increases among university graduates • The orientation of the universities in Türkiye and abroad to accredited programs • Fundamental changes and developments in the international higher education sector • Inability to give graduates in quantity and quality to meet the employment needs triggered by the sectoral transformation • Changing the perception of the university in society and expectations from university • The university student profile consists of a new generation of the students with different lifestyles and expectations (Z-generation)

RESEARCH			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • High success in TUBITAK student projects • The applications per faculty member to TÜBİTAK Projects started to rise again after the division of the university • The presence of YETEM, Technopolis, TTO, and Research Hospitals within the university • An increase in the number of the citations to articles in journals scanned in the SCI/SSCI/AHCI and SCI-Expanded indexes per SDU faculty member • The Research and Innovation Directorate, which was established under the Rectorate and provides mentorship support during the international article and project preparation processes • The increase in the average BAP resource per unit after the division of the university 	<ul style="list-style-type: none"> • Insufficient incentives for domestic and international activities of the academic staff • Lack of up-to-date laboratory, technical tools, and equipment • Inability to allocate sufficient financial and human resources for the establishment of laboratory and technical application infrastructures in applied sciences, updating and maintaining these infrastructures regularly • As a result of in-house surveys and research studies, the definition of our university as a very education-oriented university, and very low rate of those who define it as a research and/or entrepreneurial university • Ineffective use of Technopolis, lack of demand for Technopolis • Decrease in the number of the SDU faculty members' articles published in the journals scanned in SCI/SSCI/AHCI and SCI-Expanded indexes • A decrease in the acceptability of TUBITAK projects • Poor international project productivity • The low number of collaborations/projects/researches with the universities abroad • Inability of the faculty members to devote adequate time to research in some departments and programs 	<ul style="list-style-type: none"> • Many vocational schools which remained within the newly established university during the division of the university • The existence of another university in the city functioning as a driving force in research and innovative policies • Rapidly advancing developments in technology • Legal regulations implemented in the field of research (R&D Reform Package, Industrial Property Law, etc.) • The fact that our region is suitable for archaeological studies • Increasing cooperation between the companies and universities as a result of the underground resources of the region • New HEI studies • The orientation of the new HEI towards mission differentiation • Having sectoral products such as rose and lavender, which are the regional dynamics of tourism with the spread of creative tourism • Determining the differentiation strategy of the universities with the strategic plan preparation guide • Increasing cooperation demand of the private sector, industry, public institutions, non-governmental organizations 	<ul style="list-style-type: none"> • Too many students in some departments as a result of not being able to plan the student quota according to the needs • Limited internship opportunities • The negative effects of technology on the young population • Fundamental changes and developments in the international higher education sector • Changing the perception of a university in society and expectations from the university • The university student profile consists of a new generation of students with different lifestyles and expectations (Z-generation)
ENTREPRENEURSHIP			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Having Technology Transfer Office, Incubation Center, and Technopark in our university • Providing mentorship support for the international article and project preparation processes by Research and Innovation Directorate, which was established under the Rectorate • Transferring funds from the revolving fund units to the BAP unit at the desired level • Providing necessary support such as mentors and training in the preparation and execution of R&D projects • Providing financial support to the academic staff within the scope of the guided project • Owning a leadership research and application center 	<ul style="list-style-type: none"> • Ineffective use of Technopolis, lack of demand for Technopolis • The low number of collaborations/projects/researches with the universities abroad • Inability of faculty members to devote enough time to research in some departments and programs • Weak university-industry cooperation • Low number of national or international patents/utility models/designs registered or applied for • Decreases in the number of R&D projects 	<ul style="list-style-type: none"> • Legal regulations implemented in the field of research (R&D Reform Package, Industrial Property Law, etc.) • Rapidly advancing developments in technology • The support of the presidency for entrepreneurship • New HEI studies • The orientation of the new HEI towards mission differentiation • Having sectoral products such as rose and lavender, which are the regional dynamics of tourism with the spread of creative tourism • Increasing cooperation demand of the private sector, industry, public institutions, non-governmental organizations • The university student profile which consists of a new generation of students with different lifestyles and expectations (Z-generation) 	<ul style="list-style-type: none"> • Limited internship opportunities • Inability to convert the supported projects to the added value and commercial product • Legislation limitations on the performance of the entrepreneurial activities

SOCIAL CONTRIBUTION			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • High employment level of the graduate students in some chapters • A developed sense of belonging • Making projects focusing on regional development arranging activities like exhibitions and workshops • Doing community work under the union of various activities • Doing projects and events for disadvantaged individuals 	<ul style="list-style-type: none"> • Lack of adequate support level of the local external stakeholders • Insufficient cooperation between local government-professional organizations-NGO-secondary education institutions and universities • Inadequate communication of the research and application centers with the professional organizations related to their subjects • Lack of publicity / ineffective use of the social media • Absence of retired information system • Inability to allocate adequate time for the studies that can contribute to the society as a result of the workload on the teaching staff • Lack of current common database on social contribution activities 	<ul style="list-style-type: none"> • The presence of intangible heritage cultural elements in our city • Increasing tourism opportunities in our city • Having sectoral products such as rose and lavender representing regional dynamics of tourism with the spread of creative tourism • New HEI studies • The orientation of the new HEI to mission differentiation • Increasing use of social media • Increasing understanding of environmental awareness in the public and efforts to transform action in public institutions • The availability of the region in terms of the renewable energy resources, especially the investments in geothermal, and solar energy of the region 	<ul style="list-style-type: none"> • The inadequate level of cooperation with external stakeholders • University student profile including new generation students (Z-generation) with different lifestyles and expectations
CORPORATE CAPACITY			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • The sufficiency of the central library and online databases • Physically adequate spaces for the academic and administrative general in units at the university • Having efforts and innovative applications for the adoption of quality-related applications in the units • The university has gone through external evaluation processes • The absence of housing problem 	<ul style="list-style-type: none"> • Failure of effectively adequate personnel support on the workloads of the units • Creation of small sports areas in terms of health and sports activities and the inadequacy of the MEDICO system • Failure to control the compliance of this storage and archiving processes with the standards, inadequate reporting despite storing the information and documents coming from outside and being produced within the institution with the corporate systems • Slow institutional development and change, and low awareness • Weak computational literacy • Poor interdepartmental integration, effective communication, and intra-unit integration motivation • Incomplete job descriptions of the employees in most of the units • Few pieces of training that will increase the technology literacy of our staff • The congress and conference center on the campus does not have enough capacity in a general sense • Lack of integration of data-based programs used in-house • Weak institutional memory due to the lack of an E-Archiving system • Inefficient operation of the ancillary services such as cleaning and security due to the lack of staff • The official survey studies which are conducted within the institution and do not serve the purpose • Failure to enter the data at the desired level by the staff into the programs used by the university • Uneven distribution of the number of administrative staff on a unit basis • Insufficient employment of the administrative staff according to their knowledge and skills, lack of communication with supervisors, difficulties in expressing themselves clearly • Weakness in career planning for administrative staff • Information systems that are developed in large numbers using university resources • The deficiencies in the information infrastructure, scarcity of human resources trained in this field, ineffective use of existing human resources within the scope of digitalization targets 	<ul style="list-style-type: none"> • The importance is given by the Presidency to digitalization • New HEI studies • The orientation of the new HEI to mission differentiation • The increasing need for management informatics systems in universities 	<ul style="list-style-type: none"> • Economic fluctuations weakening the existing technological infrastructure development opportunities • Low rate of the participation of internal stakeholders and their reluctance to participate in the decision-making mechanisms of the universities • University student profile including new generation students (Z-generation) with different lifestyles and expectations • The mismatch between the qualifications of the university staff and new generation student profile • The legislative clutter and limitations related to the procurement processes of the current goods and services • The weakness of the institutional capacity of the organizing and controlling institutions • The orientation of the new HEI to mission differentiation • The willingness of the state to perform public finance transformation in management

The SWOT strategies table of our university is shown in Table 24.

Table 24 SWOT Strategies

	Opportunities	Threats
Strengths	<ul style="list-style-type: none"> It will increase its cooperation with the external sectors and public institutions in strong fields, as it has reached a certain corporate culture and has a deep-rooted history. Since the academic staff is generally sufficient in terms of number and quality, national and international cooperation will be developed through scientific activities and joint projects. Multidisciplinary studies will be emphasized due to the diversity of undergraduate and graduate education. The existence of the hospital belonging to the university will increase the national and foreign patient potential, and the projects prepared in the priority areas of health will be emphasized. Since our university has green and environmentally friendly campus areas and sufficient physical spaces, necessary introductions will be made to the new generation of students with different lifestyles and expectations of the university student profile. 	<ul style="list-style-type: none"> Insufficient opportunities for cooperation with industrial organizations (internship, part-time employment, academic work) despite the positive contribution of our university to the regional economy. Low usage levels of Innovative Technologies Application and Research Center, Technocity, and TTO within the university Not being chosen by successful students despite the diversity of undergraduate and graduate education Having a diverse student profile within the scope of internationalization Having no foreign language education at our university, which has a diverse student profile within the scope of internationalization and not having the supply of foreign students at the desired level due to the resistance of the students to change
Weaknesses	<ul style="list-style-type: none"> Enriching the processes of academic staff and students regarding education and research activities by supporting the research infrastructure of the university through cooperation with the university industry and other public institutions and organizations Making use of the quality norms of the exchange programs and eliminating the deficiencies in this field in the quality management system due to the deficiencies in our university Project implementation and promotions with national and international institutions and organizations due to the insufficient promotional activities of our university 	<ul style="list-style-type: none"> Insufficient information meetings and professional trips for students regarding career planning and job opportunities as a result of the inadequacy of public institutions and industrial organizations that can be cooperated with Our graduates from some departments who are faced with the problem of unemployment due to the insufficient industrialization rate in the region The low number of units directed towards accreditation due to not having national and international accredited units at the desired level and monitoring a low rate of the preference of the departments by students Finding deficiencies in the Quality Management System of our university and the presence of employees' resistance to systemic change

3.11. Detections and Determination of Needs

The findings obtained as a result of the detailed studies carried out within the scope of the situation analysis of our university are summarized as findings, detections, and needs to be met. These detections determined by our university constitute the justification for the needs. The needs form the fulcrum of the purposes and goals. The

needs have been determined by our university under the determinations and in a way that can direct the targets. The detailed findings obtained as a result of the situation analysis studies of our university are given in a concise form in the Findings and Needs Table (Table 25). Our university has benefited from this table while creating the target card.

Table 25 Detections and Determination of Needs Table

SITUATION ANALYSIS STEPS	DETECTIONS / PROBLEM AREAS	NEEDS / DEVELOPMENT AREAS
<ul style="list-style-type: none"> The Evaluation of the Implemented Strategic Plan 	<ul style="list-style-type: none"> Having monitoring, measurement, and evaluation problems regarding indicators Failure to achieve some targeted results due to external reasons Inability to cost some indicators and to measure because of containing multi-numeric data 	<ul style="list-style-type: none"> Identifying more measurable goals and indicators by setting fewer goals Creating the data system for monitoring, measurement, and evaluation of indicators Strengthening external stakeholder relations
<ul style="list-style-type: none"> Legislation Analysis 		<ul style="list-style-type: none"> Making new regulations that are not complicated for the establishment of the internal control system in institutions and that take into account the dynamics of each institution Making easier and encouraging arrangements to ensure cooperation between universities and the private sector
<ul style="list-style-type: none"> Top Policy Documentation Analysis* 		<ul style="list-style-type: none"> Carrying out studies to determine R&D strategies Carrying out studies on the quality assurance system and its internalization Carrying out studies to create a culture of research and entrepreneurship Establishing mechanisms that will enable faculty members to cooperate with the industry

<ul style="list-style-type: none"> Stakeholder Analysis 	<ul style="list-style-type: none"> The low number of events organized in the field of social contribution The graduate monitoring system which is not at the desired level Insufficient communication and cooperation with internal and external stakeholders 	<ul style="list-style-type: none"> Preparing support programs that will increase the social, cultural, sportive, and cultural development of students Making new studies and curriculum changes for the needs of the region and the sector Making changes or establishing new mechanisms to strengthen external stakeholder relations Increasing the number of organized events
<ul style="list-style-type: none"> Human Resources Competency Analysis 	<ul style="list-style-type: none"> Decreased incentives for participation in domestic and international events due to financial constraints Weaknesses in competencies such as knowledge of legislation, use of information systems, and reporting ability within the scope of the technical competencies that the personnel should have while fulfilling their duties 	<ul style="list-style-type: none"> Conducting training programs for the development of administrative personnel at regular intervals Strengthening communication and cooperation among academic staff, administrative staff, students, and external stakeholders Conducting a long-term study to ensure the harmony between the titles and cadres of the administrative staff
<ul style="list-style-type: none"> Corporate Culture Analysis 	<ul style="list-style-type: none"> Unexecuted and/or incomplete workflow processes and job descriptions Inadequate web pages and content prepared in foreign languages Low number of accredited units Insufficient efforts to raise environmental awareness 	<ul style="list-style-type: none"> Immediate completion of workflow processes and job descriptions at the level of all units Increasing the effectiveness of the studies carried out on behalf of the participatory management approach Increasing the number of the activities creating a quality culture
<ul style="list-style-type: none"> Physical Resource Analysis 	<ul style="list-style-type: none"> With the new investments, reaching a sufficient level of the library services, cafeteria services, and sports facilities, boosting the opportunities for the accessibility of the people with disabilities and prolonging activation times because of economic cyclical fluctuations 	
<ul style="list-style-type: none"> Technology and IT Infrastructure Analysis 	<ul style="list-style-type: none"> Determining that the on-campus network infrastructure is insufficient and old The existing network and server infrastructure which does not support new technological developments Lack of an integrated information management system to cover all university units. Lack of software for the education management system and outdated student information system software infrastructure 	<ul style="list-style-type: none"> Renewal of campus network and server infrastructure Establishment of disaster recovery center Development of educational software and updating existing software Ensuring that IT personnel receive training on cyber security Continuous improvement of the security standard by strengthening the in-house information network
<ul style="list-style-type: none"> Financial Resource Analysis 	<ul style="list-style-type: none"> Inability to obtain clear projections for the future due to the limitations in the use of resources in certain periods according to the general economic conjuncture Insufficient working capital resources 	<ul style="list-style-type: none"> Encouraging the implementation of outsourced projects to create external resources
<ul style="list-style-type: none"> Academic Activities Analysis 	<ul style="list-style-type: none"> Increasing needs daily and the emergence of the needs for new financial resources due to developing technology despite having a modern library, e-journal, e-book, and thesis databases Insufficient number of students coming within the scope of international student exchange programs The existence of uncertainties due to national strategies despite the research and development activities which are among the priorities of the university The lecturers' heavy course load reduces research performance 	<ul style="list-style-type: none"> Carrying out studies to increase the academic staff's current technological and foreign language competencies in their fields Creating mechanisms to encourage interdisciplinary collaborations Providing the physical infrastructure and staff needs of the research centers contributing to the needs of the sector and the region Executing and projecting social impact activities effectively for social problems Trying to increase the use of open-source software by academic staff
<ul style="list-style-type: none"> High Education Industry Analysis 	<ul style="list-style-type: none"> Qualified students using their preferences mostly in favor of universities located in metropolitan cities Increasing competition among universities 	<ul style="list-style-type: none"> Carrying out activities to increase the recognition of the university Increasing the number of accredited programs Ensuring active use of social media to share and disseminate scientific studies produced at the university on different platforms

*Only the column of the needs/development fields was filled by using Table 3 in the analysis of the top policy documents.

4-CHAPTER

FUTURE VISION

4.1. Mission

SDU's mission is to provide education, research, service, and solutions at international standards by prioritizing people in interaction with society.

4.2. Vision

SDU aims to be an inspiring and pioneering university by producing knowledge, art, technology, and services on a universal scale.

4.3. Temel Değerler

SDU has adapted its core values as:

- to internalize merit fairly,
- to ensure that all types of expressions and opinions can co-exist freely,
- to support creativity by promoting freedom,
- to develop the ability of empathy, and to keep the excitement alive,
- to increase efficiency and effectiveness by adopting the highest quality,
- to have confidence and to aim for perfectionism,
- to know its limits and to avoid extremism.

5-CHAPTER

DIFFERENTIATION STRATEGY

The differentiation strategy serves as an important link between the mission, vision, and core values and the goals and objectives of the strategic plan by clarifying issues such as positioning universities in the higher education sector, determining the competencies they want to gain and save, and shaping their perception in the society. In determining this process, the opinions of the relevant central administrations, primarily the Presidency Strategy and Budget Department, the Council of Higher Education, and the Ministry of Treasury and Finance, are taken, and then the perspectives of all administrations with close cooperation towards the university are included in the differentiation process. In this way, different budgets and employment regimes for a differentiating university are provided. With its qualified research capacity, Süleyman Demirel University has important advantages to guide the education, social, economic, and sustainable environmental processes of the city, region, and country based on research and entrepreneurship. At the same time, with its strong educational infrastructure, our university adopts a top strategy that aims to be a pioneering institution in cooperation with the stakeholders of the region and the country, aiming to provide qualified education and training, and aims to transform the privileges and opportunities provided by its position into positive externalities.

Süleyman Demirel university aims to inspire and direct it by producing knowledge, technology, and service on a universal scale, by trying to make everything better than the previous one, with the desire to achieve the best. Süleyman Demirel University is based on the understanding of "quality policy", to create a culture that can provide better education, create a better research environment, to increase administrative efficiency with better processes, in a way that will contribute to the society in local, regional, national and international level.

The basis of our university's efforts to be positioned in the higher education sector is to present education, research, entrepreneurship, culture, sports, health, social, economic, and environmental products with this quality policy understanding. To increase entrepreneurship with this quality policy, our university has determined its priorities as follows: strengthening the capacity of Technology, diversifying the incubation centers and increasing their effectiveness, and preparing and developing pioneering projects in the pharmaceutical, health, wellness, intangible heritage culture, natural product, and cosmetics sectors, giving priority to the creation and dissemination of a scientific and socio-cultural project culture supported by mentoring, financial and human capital, and increasing cooperation efforts with stakeholders in the sector.

Our university aims to attract successful students, direct external project support to itself, increase cooperation with sectors, ensure that its graduates are preferred by the business world, benefit more from national and international exchange programs, be a pioneer in innovation and patents, to increase the quality and number of scientific publications, and to be a center of attraction for good lecturers.

5.1. Location Preference

Our university, approaching the end of its institutional development which was established in 1992, has been carrying out both education, research, and entrepreneurship activities as a classical campus since its establishment. This situation constitutes the most important constraint in determining the position preference of our university.

Even though there are limitations and difficulties in determining the position preference of our university, it is

observed that research and entrepreneurship activities are emphasized in our university and the expectation of the university to turn to research and entrepreneurship activities from classical campus university activities is observed both in the findings of the situation analysis and as a result of the interviews and evaluations with internal and external stakeholders. In addition, the positioning preference at our university is a reference for the development of institutional resources by determining where and according to which priorities the resources will be allocated.

The fact that our university has a unique quality assurance system, Technology Transfer Office, Technopolis, incubation centers, and research centers, rich library resources, information technologies infrastructure, and student-centered education approaches, the ability to carry out postgraduate education in different disciplines formally and remotely, the number of competent academic staff, original courses in the course curricula, university and industry cooperation protocols, services and support provided through the Research and Innovation Directorate are the proofs that the classical campus university title has weakened and the practical infrastructure in research activities has been strengthened.

In this context, our university has achieved an important synergy in its position in the field of Turkish Higher Education to become a "research-oriented" university within education, research, and entrepreneurship options, and it continues to carry out all necessary efforts to maintain this synergy in the future.

5.2. Field of Success Preference

Süleyman Demirel University has a rich academic diversity with its many academic units operating in different fields. This rich diversity and the unique structure of the area where the university is located make it among the rare universities that offer a wide range of interdisciplinary study opportunities. In addition, since its establishment in 1992, it has not compromised on its rich academic diversity and strong infrastructure, despite being split twice in 2006 and 2018. On the contrary, it is in the position of being a university that has succeeded in opening new horizons in higher education by perceiving these divisions as opportunities.

The current situation of the university and the advantages of its position ensure that its research activities are strengthened and it continues on its way to becoming a research university with strong and confident steps. As a result of the parallelism between the existing physical and human infrastructure of the university and the needs of the field, optimization has been tried to be achieved in the effective, economic and efficient use of

both private enterprise and public resources. In this way, significant progress is made in the field of research and it continues to make very important contributions to regional development by providing University-Industry cooperation.

In the context of differentiation, our university establishes its strategic priority by taking into account regional, national, and international needs, expectations, and suggestions. At this point, in determining the priorities, strong and priority research areas covering social, natural, and health sciences are analyzed and benefit from the results of this analysis. In the determination of strength and priority research areas, issues such as academic competence, interdisciplinary collaborations, strengths, opportunities, regional and national priorities, social contribution, and national or international competition are taken into consideration. Our university makes multidimensional evaluations. In this direction, it carries out studies to prioritize sub-areas, innovative integrated field definitions, local opportunities, and orientations for education, research, and entrepreneurship to identify sub-areas that are not sufficiently focused within the position of our university. Within the scope of this prioritization, the fields of the contribution that our university will make in choosing the field of success are the pharmaceutical, health, well-being, natural products, and cosmetics sectors. Regional development and the tangible and intangible cultural history of the region have been identified as priority research areas.

Our university has made its choice as a field of multiple successes. In this field, it prefers to settle in a different position from other universities. In this direction, different units and interdisciplinary studies in scientific studies, giving weight and priority to graduate programs, developing institutional and technological infrastructure, supporting Research and Development (R&D) activities, encouraging qualified scientific studies in priority areas, working with international institutions, and organizations. The priorities of increasing the unions were determined. The future strategies of our university are formed by taking into account this great experience and its ability in priority areas.

On the way to becoming a research university, our university has started to work on a database and monitoring system with the contributions of the Research and Innovation Directorate, which was established under the Rectorate to monitor the scientific performance of researchers. As the first step of these studies, the "Academic Self-Evaluation Report" was prepared online and made available to all users on the University's website.

As a result of the related studies, the strengths of our university are stated below:

- We are among the top 30 universities according to the 2018 TÜBİTAK Entrepreneurial and Innovative University Index.
- According to the 2019-2020 ranking made by URAP, we are in the 27th place among state universities in Turkey.
- At the 7th Technology Development Zones and R&D Centres Award Ceremony organized by the Ministry of Industry and Technology, we ranked 45th among universities in the 2018 performance index results of Lakes Region Technocity, Technology Development Zones.
- In 2019, the number of outsourced R&D projects is 38, 11 of which are newly accepted and 27 are currently active, and we have a total of 330 R&D projects, of which 292 are BAP projects.
- We have many sub-fields and many graduate education programs that have the potential to transform into interdisciplinary programs in the YÖK 100/2000 project, which has just started to be implemented by YÖK.
- Together with the Continuing Education Centre, Technology Transfer Office and public institutions, we provide consultancy, mentoring, and training services in the fields of entrepreneurship, innovation, marketing, production management, management skills, accounting, and finance for the private sector, especially for Small and Medium-Sized Enterprises.

In addition to these existing strengths, the following supports have been provided an addition to the existing supports since 2019, through the Research and Innovation Directorate established under the Rectorate:

- Project development training is organized for academic staff.
- Lecturers who are in the project preparation process are supported by providing mentoring to those who want to develop a project.
- Lecturers who prepare publications in journals screened by SCI, SCI-expanded, SSCI, and AHCI are provided with article pre-evaluation and language support.
- Financial support is provided for a patent, utility model, and design applications.

- Entrepreneurs are supported through incubation and pre-incubation centers.
- The preparatory work for the prototype workshop has started, and it is aimed that the students benefit from these workshops.

5.3. Presentation of the Values

Our university has positioned its future strategic focus to become a research university in multiple areas. To strengthen this position, the services to be developed or highlighted are as follows:

- To lead the cultural, social, and economic development of the region,
- To increase the number of associate degree students in specific fields at our university and to make innovations in undergraduate education, to increase the number of students in master's and doctoral programs with thesis, within the framework of our university's mission differentiation and specialization.
- To increase the number of students for doctoral studies in the priority areas determined by the Higher Education Council,
- To increase the number of interdisciplinary projects and research in the fields of health sciences, social sciences, and natural sciences in line with the regional and national priorities of our university, with its structure that primarily includes all disciplines, in line with the position and success areas of our university,
- To empower the centers that can contribute to priority areas by evaluating the structure and efficiency of research and application centers,
- To increase the number and variety of supports and incentives given by the Scientific Research Projects Coordinators to increase the number of qualified publications in the national and international arena,
- To increase the number and variety of consultancy and support services provided by the Research and Innovation Directorate, Technology Transfer Office and Technocity to increase the number of national and international projects,
- To increase the number and variety of consultancy and support services provided by our University Rectorate's Foreign Relations Coordinator to increase international student and academic staff mobility through international collaborations.

Table 26 Value Presentation Determination Chart

Preferences/Factors	Eliminate	Reduce	Increase	Innovate
Digital Corporate Identity				X
Corporate Reputation and Branding			X	
Accredited Laboratories and Units			X	
Social Facilities			X	
Incentives (i.e., scholarships)			X	
Number of Undergraduate Students			X	
Number of Graduate Students			X	
Number of Associate Degree Students			X	
Education Programs				X
Theoretical Education				X
National Lecturers			X	
International Lecturers			X	
International Students			X	
International Events			X	
Implementation and Research Centres				X
International Collaborations			X	
Research Infrastructure			X	
Integrated Doctorate Program				X
Software and Artificial Intelligence Projects				X
Interdisciplinary Priority Area Project Incentives			X	
Projects (i.e., EU, TUBITAK)			X	
Patent/Commercialization			X	
Entrepreneurship Applications				X
Equity Resources			X	
Scientific Publications			X	
Accountable and Accessible Management			X	

5.4. Core Competencies

Our university plays an important role in meeting the socio-cultural and technical needs of the region with its history, the past, the new universities it has extracted from itself, and the research centers it owns. Our university aims to manage its core competencies in the best and most effective way in a way that supports its position, area of success, and value delivery preferences. It continues to pursue this vision with determination. Thanks to its institutional infrastructure, our university provides significant advantages in its research capacity and quality, while successfully continuing other education-oriented academic activities. Our university aims to create human capital and make it sustainable with an understanding focused on continuous improvement and

innovation by following national and international developments. Our university has the potential to support the Turkish industry with its application and research centers, Technocity, and new projects that will contribute to the branding and promotion of Isparta with rose and lavender. With regional, national, and international collaborations and other academic and administrative units, it will continue to develop and become competent in its ability to innovate in line with the needs of the region and the country, competence in multi-disciplinary and interdisciplinary studies, a productive corporate culture, specialization in distance education, and a management style and organizational structure suitable for the preferred position.

6-CHAPTER

STRATEGY DEVELOPMENT: DETERMINING STRATEGIES WITH PURPOSES, TARGETS, AND PERFORMANCE INDICATORS

6.1. Purposes

- To improve the quantity and quality of scientific research and publication activities focused on society and innovation that meet the needs of the new type of society and industry, supporting the student's and educator's lifelong and new type of learning, responding to regional and national needs with agility and contributing to science.
- To improve the quality of education and training focused on learning for all parties; dynamically following digital transformation and integration in education.
- To create the ecosystem that will contribute to the development of the region in the fields of health, sports, social activities, cultural recreations, education, and environment, increasing the services for disadvantaged groups, carrying out joint social responsibility projects in these areas.

6.2. Targets

- P1-T1: To increase the number of research, entrepreneurship, society, and culture-themed projects with high social added value at international standards.
- P1-T2: To increase the number of scientific publications and citations that prioritize giving response to local, regional and national needs that are published in journals scanned in international indexes and to improve the quality of scientific publications.
- P1-T3: To make physical and technological infrastructure investments to host the researches that are contributing to the lifelong learning of the students and educators, taking into account the changing dynamics of the world, making agile project and innovation management possible and ensuring the sustainability of research activities.
- P1-T4: To carry out innovative studies that enable producing dynamic solutions to the needs of the day pri-

oritizing regional development, supporting bridging the research gap with technology platforms, focus/priority areas, and innovation ecosystem.

- P1-T5: To ensure the city of Isparta reach a position where pioneering projects in its sectors are prepared in a way that firstly meets local and regional, then national and global needs; Medicine, health, good life, natural products, and cosmetics of Isparta.
- P2-T1: To carry out activities that will provide opportunities and increase efficiency, sustainability, and quality which will allow the application of new methods in education and training, provide digital teaching and learning by meeting the learning standards that have an ever-increasing dynamism with industry 4.0.
- P2-T2: Carrying out applications that will increase the international recognition of the university with social and cultural competencies of students, to increase the number of students benefiting from these applications.
- P2-T3: To increase the quality of our programs aiming to provide the competencies determined in the Türkiye Higher Education Qualifications Framework in an efficient way, to increase the number of accredited programs to increase the qualifications of our students and educators.
- P2-T4: To strengthen institutional capacity and education and training to increase the quality of education, and to ensure the sustainability of its activities.
- P2-T5: To raise awareness for the prevention of information security vulnerabilities that may arise during the digital transformation and integration process and to ensure the safety of the digital platform.

- P3-T1: To increase the quality of the health service provided and the capacity, technology, and education of the health service offered to disadvantaged groups
- P3-T2: To provide the determining local cultural heritage, recording the regional memory, transferring the collected data to digital media, and sharing it with the society
- P3-T3: Strengthening communication with alumni
- P3-T4: To increase the number of training provided within the scope of community and regional learning perspective and to digitize this training.
- P3-T5: To ensure the region's continuity and to increase activities that will support the spread of sports in the region and the formation of a sustainable environmental ecosystem by strengthening the infrastructure that will contribute to the development of education, social activities, culture, environment, health, and sports fields.

6.3. Performance Indicators, Strategies, and Costing

PURPOSE -1	Improving the quantity and quality of scientific research and publication activities focused on society and innovation which meet the needs of a new type of society and industry, support the lifelong and new type of learning of the student and educator, respond to regional and national needs with agility and contribute to science.								
TARGET- 1	Increasing the number of research, entrepreneurship, society, and culture themed projects with high social added value and at international standards								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	20	200	210	215	220	230	235	12 months	12 months
P.I. 2	20	20	26	27	28	29	30	6 months	6 months
P.I. 3	20	6.250.000	6.800.000	7.500.000	8.000.000	8.500.000	9.000.000	6 months	6 months
P.I. 4	20	15	20	30	40	50	60	6 months	6 months
P.I. 5	20	0	3	3	4	4	5	6 months	6 months
Responsible Unit	Research and Innovation Directorate								
Units that will be cooperated with	Süleyman Demirel University Rectorate, Faculties, Schools, Institutes, Vocational Schools, Research and Application Centers								
Risks	1. Decrease of resources and opportunities allocated to research at the national and international level 2. The lack of research culture at the desired level 3. Difficulty for researchers in understanding the bureaucratic procedures related to the application, execution, and finalization processes of the projects.								
Strategies	1. BAP financial resource capacity will be strengthened and revolving fund revenues and diversity will be increased to create project resources. 2. Sustainable cooperation will be developed between public institutions and organizations providing research support and private sector organizations. 3. By creating a research culture with the support of project writing and information given by the Research and Innovation Directorate would work to get more projects from national and international organizations								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	6.056.000	6.662.000	7.328.000	8.060.000	8.867.000	36.973.000			
Determinations	1. The application and acceptance of society and culture-themed projects and international projects are not realized at the desired level. 2. Lack of sufficient financial resources to become a member of national and international cooperation networks 3. The complexity of the legislation of national and international projects								
Needs	1. Carrying out studies to increase university-public, university-industry, and university-city cooperation 2. For large-scale national and international projects, support such as information, application processes, and project writing can be effectively provided by experts. 3. More encouragement and support from successful and hardworking researchers 4. Increasing the number of research projects supported by external sources								
Performance Indicators Opening	P.I.1: Number of research projects financed by in-house resources P.I.2: Number of projects financed by external sources P.I.3: The total amount of support given to increase the research projects of our university under the Research and Innovation Directorate budget P.I.4: Number of activities of the Research Directorate P.I.5: Number of applicants to our university's leading researcher support program								

PURPOSE -1	Improving the quantity and quality of scientific research and publication activities focused on society and innovation which meet the needs of a new type of society and industry, support the lifelong and new type of learning of the student and educator, respond to regional and national needs with agility and contribute to science.								
TARGET- 2	Increasing the number of scientific publications and citations which are prioritizing responding to local, regional and national needs published in journals scanned in international indexes and improve the quality of scientific publications								
Performance Indicators	Its Effect on Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	30	645	700	750	850	900	1000	12 months	12 months
P.I. 2	30	800	820	850	880	900	920	12 months	12 months
P.I. 3	20	3.500	3.500	3.800	3.900	4.000	4.200	12 months	12 months
P.I. 4	10	3	20	25	30	35	40	6 months	6 months
P.I. 5	10	30	30	35	40	45	50	6 months	6 months
Responsible Unit	Research and Innovation Directorate								
Units that will be cooperated with	Süleyman Demirel University Rectorate, Faculties, Schools, Institutes, Vocational Schools, Scientific Research Projects Coordinators								
Risks	1. The number of students per faculty member is high 2. The publication processes of scientific studies are long 3. Failure to encourage the participation of lecturers in national and international scientific activities								
Strategies	1. BAP supports will be reviewed and priority will be given to researchers with qualified publications. 2. Teaching staff will be provided with mentorship, project writing, language support, and information support. 3. Incentive and support systems to increase the accessibility of researchers to the research laboratories of the university will be established.								
Estimated Cost	2021	2022	2023	2024	2025	TOPLAM MALİYET			
Estimated Cost	1.514.000	1.665.000	1.832.000	2.015.000	2.216.000	9.242.000			
Determinations	1. The quality of scientific publications and the number of citations are not at the desired level 2. Insufficient number of independent interdisciplinary programs despite the capacity of the university 3. The lack of funding support for scientific research at the desired level 4. The work and course load of the faculty members is high and the decrease in the quality of scientific studies								
Needs	1. Increasing the number of qualified faculty members 2. Carrying out studies to increase the quality and the quality of scientific publications 3. Increasing the number of articles produced in cooperation with foreign researchers and universities 4. Increasing the number of interdisciplinary studies								
Performance Indicators Opening	P.I.1: Number of publications in journals scanned by SCI, SCI-expanded, SSCI, and AHCI P.I.2: Number of publications in journals scanned by international indexes other than SCI, SCI-expanded, SSCI, and AHCI P.I.3: The number of citations in publications published in journals scanned by international indexes other than SCI, SCI-expanded, SSCI, and AHCI P.I.4: Number of applicants to the article pre-evaluation support program of our university P.I.5: Number of applicants to our university's article proof-reading support								

PURPOSE -1	Improving the quantity and quality of scientific research and publication activities focused on society and innovation which meet the needs of a new type of society and industry, support the lifelong and new type of learning of the student and educator, respond to regional and national needs with agility and contribute to science.								
TARGET- 3	To make physical and technological infrastructure investments to host the researches that are contributing to the lifelong learning of the students and educators, taking into account the changing dynamics of the world, making agile project and innovation management possible, and ensuring the sustainability of research activities.								
Performance Indicators	Its Effect on Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	20	3.900.000	5.000.000	6.000.000	7.500.000	8.500.000	10.000.000	12 months	12 months
P.I. 2	20	150	160	170	190	200	220	6 months	6 months
P.I. 3	20	4	4	4	5	6	6	6 months	6 months
P.I. 4	20	555.524	565.000	575.000	585.000	595.000	600.000	12 months	12 months
P.I. 5	20	379.242	385.000	390.000	395.000	400.000	405.000	12 months	12 months
Responsible Unit	Construction and Technical Department								
Units that will be cooperated with	IT Department, Research and Innovation Directorate								
Risks	1. Lack of financial resources at the desired level 2. The understanding of mission differentiation in regulatory and supervisory institutions and upper policy documents 3. The constant change of expectations in research areas and physical, technological, and digital space needs								
Strategies	1. Improvements will be made in the capacities of existing physical, technological, and digital spaces. 2. The physical, technological and digital infrastructure of the university will be harmonized with the mission determined by the upper policy documents in the medium and long term. 3. Prioritized physical, technological, and digital infrastructure investments and activities related to research will be carried out.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	9.304.000	10.433.000	11.320.000	12.384.000	13.660.000	57.101.000			
Deter-minations	1. The high cost of physical, technological, and digital infrastructure investments and insufficient human resources 2. Formation of an understanding of mission differentiation in regulatory and supervisory institutions and with upper policy documents 3. The limited budget allocated to scientific activities								
Needs	1. Strengthening the physical, technology, and digital infrastructure of the university 2. Directing to external resources 3. More effective use of university resources 4. Developing infrastructure for applied and experimental training in social sciences 5. Supporting scientific activities with own and external resources								
Performance Indicators Opening	P.I.1: Budget used to strengthen research infrastructure and establish innovations brought by digitalization P.I.2: Number of researchers benefiting from research application centers P.I.3: Number of national and international scientific events organized within the scope of research and development activities P.I.4: Number of articles accessed from databases owned by the university P.I.5: Number of printed and electronic books in the Information Center								

PURPOSE -1	Improving the quantity and quality of scientific research and publication activities focused on society and innovation which meet the needs of a new type of society and industry, support the lifelong and new type of learning of the student and educator, respond to regional and national needs with agility and contribute to science.								
TARGET- 4	To carry out innovative studies that enable producing dynamic solutions to the needs of the day prioritizing regional development, support bridging the research gap with technology platforms, focus/priority areas, and innovation ecosystem.								
Performance Indicators	Its Effect on Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	40	133	138	140	145	148	150	12 months	12 months
P.I. 2	30	39	40	40	42	42	43	12 months	12 months
P.I. 3	30	120	125	125	130	135	140	12 months	12 months
Responsible Unit	Research and Innovation Directorate								
Units that will be cooperated with	All units								
Risks	1. Mission differentiation in the policies of higher institutions and organizations 2. Academicians with heavy course loads who can advise students in the fields of entrepreneurship, innovation, and carrying out different administrative tasks 3. The attitudes of industrial organizations on cooperation with universities and the inadequacy of the budget they allocate to R&D								
Strategies	1. By bringing successful entrepreneurs and students together within the framework of Public-University-Industry Cooperation, transfer of experience will be provided. 2. By employing faculty members who are experts in the field of entrepreneurship, and innovation, consultancy services will be developed. 3. By continuing entrepreneurship certificate programs, sustainability in new project ideas to support pre-incubation will be ensured.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	3.200.000	3.520.000	3.872.000	4.259.000	4.685.000	19.536.000			
Determinations	1. Entrepreneurship, innovation, and innovation culture have not become widespread at the desired level yet. 2. The fact that the lecture load and administrative duties of the lecturers are high negatively affects the consultancy services. 3. Not having enough information of the academicians and students about Technocity, TTO, Incubation, and Pre-Incubation Center.								
Needs	1. Commercialization of project products 2. Establishing effective and efficient cooperation with the industry 3. Prioritizing university-industry cooperation in research and entrepreneurship projects 4. Making effective and sustainable promotional studies for the activities of Teknokent, TTO, Incubation, and Pre-Incubation Center.								
Performance Indicators	P.I.1: Number of university students and/or graduate entrepreneurs in pre-incubation centers P.I.2: Number of academic staff and graduates who are company owners and/or partners in Teknokent P.I.3: Number of scholarship holders for 100/2000 YÖK doctoral scholarship program at the university								
Opening									

PURPOSE -1	Improving the quantity and quality of scientific research and publication activities focused on society and innovation which meet the needs of a new type of society and industry, support the lifelong and new type of learning of the student and educator, respond to regional and national needs with agility and contribute to science.								
TARGET-5	To ensure the city of Isparta reach a position where pioneering projects in its sectors are prepared in a way that firstly meets local and regional, then national and global needs; Medicine, health, good life, natural products, and cosmetics of Isparta.								
Performance Indicators	Its Effect on Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	50	0	18	18	18	19	20	12 months	12 months
P.I. 2	50	0	1	1	2	2	2	12 months	12 months
Responsible Unit	Research and Innovation Directorate								
Units that will be cooperated with	Faculties, Schools, Institutes, Vocational Schools, and Research and Application Centers								
Risks	1. The high course load of the academicians who can produce projects in the regional improvement field and have different administrative missions 2. The attitudes of different institutions towards cooperation with the university and the insufficiency of the budget they allocated to R&D								
Strategies	1. Common projects will be held with the successful entrepreneurs in the frame of cooperation between the university and regional actors. 2. Consultancy services by employing faculty members who are experts in the field of regional improvement will be developed. 3. The dissertation studies in master's programs will be encouraged in the prioritized fields.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	2.000.000	2.000.000	2.000.000	2.000.000	2.000.000	10.000.000			
Determinations	1. The common project culture has not yet become widespread 2. That the course load and administrative duties of the faculty members become too high affect the staff negatively for project preparation and consultancy services. 3. Regional actors do not have enough information about the university's Technocity, TTO, Incubation, and Pre-Incubation Center.								
Needs	1. Ensuring the commercialization of joint project products 2. Establishing effective and efficient cooperation with the local sector 3. Prioritizing research and entrepreneurship joint projects in the field of regional development 4. Increasing the project incentives for regional problems 5. Carrying out effective and sustainable promotional studies about the activities of Teknokent, TTO, Incubation, and Pre-Incubation Center for the local sector.								
Performance Indicators Opening	P.I.1: The Number of protocols and/or projects signed with public institutions and organizations and non-governmental organizations working in the areas of product development, support, and validation in the pharmaceutical, health, wellness, natural product, and cosmetics industries P.I.2: The number of protocols and/or projects signed with private sector representatives operating in the areas of product development, support, and validation in the pharmaceutical, health, wellness, natural product, and cosmetics industries								

PURPOSE-2	To improve the quality of education and training focused on learning for all parties; dynamically following digital transformation and integration in education.								
TARGET- 1	To carry out activities that will provide opportunities and increase efficiency, sustainability, and quality which will allow the application of new methods in education and training, provide digital teaching and learning by meeting the learning standards that have an ever-increasing dynamism with Industry 4.0								
Performance Indicators	To the Destination Effect	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	10	0	2	2	2	2	2	12 months	12 months
P.I. 2	20	0	100	150	200	250	300	6 months	6 months
P.I. 3	20	0	100	150	200	250	300	6 months	6 months
P.I. 4	20	0	1.000	1.500	2.000	2.500	3.000	6 months	6 months
P.I. 5	30	0	3	3	3	3	3	12 months	12 months
Responsible Unit	Süleyman Demirel University Rectorate								
Units that will be cooperated with	Transformation Application and Research Center in Education, Faculties, Colleges, Institutes, and Vocational Schools								
Risks	1. The dominance of traditional education understanding 2. Potential resistance of faculty and administrative staff to digital teaching and learning 3. The world is changing very rapidly with education-oriented technology.								
Strategies	1. Projects for improving education, informatics, and physical infrastructure capacity will be developed and implemented. 2. Awareness and teaching-oriented awareness of teaching staff and administrative staff for digital teaching and learning will be supported by in-service training. 3. University informatics and physical infrastructure will be renewed within the scope of the needs and cyclical changes.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	8.468.000	8.960.000	8.672.000	9.207.000	9.848.000	45.155.000			
Determinations	1. Limitation and inadequacy of financial resources 2. The high cost of digital-based technological investments								
Needs	1. Providing adaptation training for digital teaching and learning of teaching staff and administrative staff 2. Increase in collaboration between public and private sectors for the development of education and training technologies and information technologies (hardware and software)								
Performance Indicators Opening	P.I.1: The number of modules integrated into the system created to increase efficiency in governance mechanisms by ensuring the integration of digital learning management and support systems with each other. P.I.2: The number of lessons in which a blended learning environment is applied in education and training processes to increase learning efficiency P.I.3: The number of teaching staff who apply a blended learning environment in education and training processes to increase learning efficiency P.I.4: The number of students participating in events like seminars, webinars, lectures, etc. given online to increase the academic competence of our students. P.I.5: The number of in-service training for the academic staff on open source programs, learning management systems, new methods in education and training, and open course materials.								

PURPOSE- 2	To improve the quality of education and training focused on learning for all parties; dynamically following digital transformation and integration in education.								
TARGET- 2	Carrying out applications that will increase the international recognition of the university with social and cultural competencies of students, to increase the number of students benefiting from these applications.								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	40	345	148	220	250	300	320	6 months	6 months
P.I. 2	20	104	105	105	105	106	107	12 months	12 months
P.I. 3	20	23	25	27	30	32	33	12 months	12 months
P.I. 4	20	1.186	1.200	1.250	1.300	1.400	1.450	12 months	12 months
Responsible Unit	Süleyman Demirel University Rectorate								
Units that will be cooperated with	All units								
Risks	1. Financial resource constraints and inadequacy 2. The negative impact of the tensions in the world, especially the Covid-19 pandemic, on the reputation and mobility in the exchange programs								
Strategies	1- Policies will be developed to increase international recognition 2-We will participate in activities that will increase international recognition and events will be organized. 3-The establishment qualifications of social and cultural student clubs will be encouraged.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	796.000	861.000	980.000	1.117.000	1.277.000	5.031.000			
Determinations	1. Financial resource constraints and inadequacy 2. The lack of university promotion in the national and international arena at the desired level								
Needs	1. Supporting outsourcing 2. Effective promotions that will increase donations and aid to the University 3. Effectively promoting the university								
Performance Indicators Opening	P.I.1: Number of activities organized to increase the social and cultural competence of our students P.I.2: Number of student societies operating in our university P.I.3: Number of lecturers going abroad from our university by benefiting from international mobility and those who are guests of our university by benefiting from international exchange programs. P.I.4: Number of students going abroad from our university by benefiting from international mobility and those who are guests of our university by benefiting from international exchange programs.								

PURPOSE -2	To improve the quality of education and training focused on learning for all parties; dynamically following digital transformation and integration in education.								
TARGET- 3	To increase the quality of our programs aiming to provide the competencies determined in the Türkiye Higher Education Qualifications Framework efficiently, to increase the number of accredited programs to increase the qualifications of our students and educators.								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	20	0	1	1	2	2	3	12 months	12 months
P.I. 2	30	0	1	2	2	1	3	12 months	12 months
P.I. 3	20	0	2	2	3	3	4	6 months	6 months
P.I. 4	20	0	2	4	5	5	5	12 months	12 months
P.I. 5	10	6	6	7	8	10	12	12 months	12 months
Responsible Unit	Süleyman Demirel university Rectorate								
Units that will be cooperated with	Transformation Application and Research Center in Education, Faculties, Colleges, Institutes, and Vocational Schools								
Risks	1. The workload of the instructors is high 2. Accreditation processes take a long time and are costly 3. Failure to provide the support for the course update processes in academic units with internal and external stakeholder opinions at a sufficient level. 4. Institutional culture is not strong enough								
Strategies	1. Training for the accreditation process will be organized for unit managers and instructors. 2. The curriculum of the courses will be updated by taking the stakeholder opinion of all academic units. 3. Work flow and other requirements brought by accreditation processes will be completed.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	28.000	29.000	35.000	42.000	50.000	184.000			
Determinations	1. The unwillingness of the unit managers and lecturers due to the workload that will occur during the accreditation process 2. The necessity of accreditation at the point of ensuring quality in higher education								
Needs	1. Increasing the number of administrative personnel and/or some personnel and ensuring specialization in the field in order not to impose additional burdens on the accreditation process. 2. Updating the course curricula and content in the direction of expectations and trends of external stakeholders and accreditation institutions. 3. Providing the necessary resources for accreditation processes 4. Establishment of quality coordinators								
Performance Indicators Opening	P.I.1: Number of accredited programs P.I.2: Number of programs in the accreditation process P.I.3: Number of information meetings and/or training on accreditation and quality processes P.I.4: Number of curricula updated in line with stakeholder opinions P.I.5: Number of academic staff benefiting from international mobility								

PURPOSE -2	To improve the quality of education and training focused on learning for all parties; dynamically following digital transformation and integration in education.								
TARGET- 4	To strengthen institutional capacity and education and training to increase the quality of education, to ensure the sustainability of its activities.								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	30	5.933.078	14.228.000	14.293.000	15.151.600	16.181.920	17.418.304	12 months	12 months
P.I. 2	30	5.291.374	4.000.000	3.000.000	3.600.000	4.320.000	5.184.000	12 months	12 months
P.I. 3	20	281.000	285.000	290.000	295.000	300.000	310.000	12 months	12 months
P.I. 4	10	1.154.135	1150.000	1.200.000	1.250.000	1.300.000	1.350.000	12 months	12 months
P.I. 5	10	0	2	3	4	5	6	12 months	12 months
Responsible Unit	Construction and Technical Department								
Units that will be cooperated with	Süleyman Demirel University Rectorate, Department of Information Processing, Transformation in Education Application and Research Centre								
Risks	1-Failure to determine the student profile entering the university via central exam 2-The implementation of digitalization is faster than planned due to Covid-19 3. Corporate culture is not strong enough 4. Financial resource constraints and inadequacy 5. Inefficient functioning of financial control and audit systems								
Strategies	1-Qualified students will be attracted by increasing the number of accredited units. 2- The number of training programs for trainers organized for teaching staff will be increased. 3-The internal audit unit will be activated.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	418.101.000	444.040.000	530.848.000	635.018.000	760.021.000	2.728.028.000			
Determi-nations	1. Inadequate infrastructure for students with disabilities 2. Failure to adopt the financial control and audit system at the desired level by the units								
Needs	1. Purchase or software development for the Internal Control System								
Performance Indicators Opening	P.I.1: Budget used for strengthening the existing infrastructure used for educational purposes and meeting the innovations brought by digitalization P.I.2: Budget spent to increase accessibility, efficiency, and quality of education for disadvantaged groups P.I.3: Number of people using the knowledge center database P.I.4: Number of people using the information center P.I.5: Number of units where job descriptions and workflow processes are completed								

PURPOSE -2	To improve the quality of education and training focused on learning for all parties; dynamically following digital transformation and integration in education.								
TARGET- 5	To raise awareness for the prevention of information security vulnerabilities that may arise during the digital transformation and integration process and to ensure the safety of the digital platform.								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	30	0	2	3	4	4	5	12 months	12 months
P.I. 2	20	0	100	150	250	350	400	12 months	12 months
P.I. 3	20	0	30	40	50	70	100	6 months	6 months
P.I. 4	30	0	3	6	7	8	10	12 months	12 months
Responsible Unit	IT Department								
Units that will be cooperated with	All units								
Risks	1. Inadequacy of the units in terms of both infrastructure and personnel 2. Financial resource constraints and inadequacy								
Strategies	1. Establishment of IT and digital platform security infrastructure by IT will be among the priority works. 2. Qualified and trained personnel will be employed to take part in information processing. 3. Training and seminars will be organized for information and digital platform security awareness								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	4.000	4.000	5.000	6.000	7.000	26.000			
Determinations	1. Increasing importance is given to IT and digital platform security infrastructure								
Needs	1. Creation of cognitive and digital platform security with university resources 2. Gaining importance of the systems that have accessible educational materials with active-backup								
Performance Indicators	P.I.1: Number of events such as webinars, seminars, etc. organized for information security awareness. P.I.2: Number of people attending events such as webinars, seminars, etc. organized for information security awareness.								
Opening	P.I.3: The rate of users included in the university digital workspace (domain area) P.I.4: Number of actively redundant server systems								

PURPOSE -3	To create an ecosystem that will contribute to the development of the region in the fields of health, sports, social activities, culture, education, and environment, increasing the services for disadvantaged groups, and carrying out joint social responsibility projects.								
TARGET- 1	To increase the quality of the health service provided and the capacity, technology, and education of the health service offered to disadvantaged groups								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	20	524.685	330.000	524.685	551.000	57.850	607.477	6 months	6 months
P.I. 2	20	0,1	0,07	0,1	0,1	0,1	0,1	6 months	6 months
P.I. 3	20	1.110	1.800	2.372	2.558	2.800	3.140	6 months	6 months
P.I. 4	20	499	180	499	523	550	577	6 months	6 months
P.I. 5	20	139.000	140.000	145.000	150.000	153.000	155.000	12 months	12 months
Responsible Unit	University Hospitals								
Units that will be cooperated with	Research and Practice Hospital Chief Physician, University Hospital Chief Directorate, Süleyman Demirel University Rectorate								
Risks	1. Inadequacy of legislation regarding service delivery 2. Lack of auxiliary personnel in the field of health 3. Financial resource constraints and inadequacy								
Strategies	1. Health service provision will be continued by making the physical infrastructure compatible with the quality standards. 2. Studies on disadvantaged groups will be continued. 3. National and international quality standards of laboratories will be improved and the continuity of their accreditation will be ensured.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	4.000.000	3.000.000	3.600.000	4.320.000	5.184.000	20.104.000			
Determinations	1. Weak communication with external stakeholders and negatively affecting the social benefit of the university 2. The prices determined in the Health Practice Communiqué (SUT) are not up-to-date and they do not cover the cost of health care depending on the fact that they do not differ according to the severity of the diseases								
Needs	1. Providing modern technology medical devices 2. The prices determined in the Health Practice Communiqué (SUT) will also reflect the severity of the patients' diseases. In this way, transactions are determined according to their cost and updated annually. 3. An effective cooperation with external stakeholders								
Performance Indicators Opening	P.I.1: Number of patients examined in polyclinics P.I.2: Ratio of the number of patients who could not be treated but were transferred to other centers to the number of patients who were treated P.I.3: Number of disabled patients treated in hospitals P.I.4: Number of refugee and asylum seeker hospitals treated in hospitals P.I.5: Number of patients over the age of 60 who applied to hospitals								

PURPOSE-3	To create the ecosystem that will contribute to the development of the region in the fields of health, sports, social, cultural, education and environment, increasing the services for disadvantaged groups, and carrying out joint social responsibility projects in these areas.								
TARGET- 2	To determine the local cultural heritage, recording the regional memory, transferring the collected data to digital media, and sharing it with the society								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	50	3	2	1	1	1	1	12 months	12 months
P.I. 2	25	0	1	1	1	1	1	12 months	12 months
P.I. 3	25	0	2	2	2	2		12 months	12 months
Responsible Unit	Süleyman Demirel University Rectorate								
Units that will be cooperated with	Faculty of Fine Arts Dean's Office, Intangible Cultural Heritage Application and Research Center								
Risks	1. Weakness of coordination and communication between academic and administrative units and/or institutions 2. Inadequate visibility of studies on local cultural heritage and regional memory 3. Lack of communication with stakeholders 4. Financial resource constraints and inadequacy								
Strategies	11. New and effective collaborations with stakeholders will be established. 2. Activities will be carried out to improve communication with stakeholders 3. It will be ensured that external resources be attracted to the university								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	121.000.00	122.000.00	126.000.00	132.000.00	138.000.00	639.000.00			
Determinations	1. The promotion of studies on local cultural heritage and regional memory is not at the desired level. 2. Difficulty in communicating with the stakeholders on identifying the local cultural heritage and recording the regional memory. 3. Insufficient corporate culture despite being a well-established university 4. Financial resource constraints and inadequacy								
Needs	1. Effective use of communication with promotional activities, social media in particular 2. Establishment of control and audit systems that will provide a corporate culture 3. Orientation towards outsourcing								
Performance Indicators Opening	P.I.1: Number of materials prepared for the identification of cultural heritage P.I.2: Number of social responsibility projects to reveal cultural heritage P.I.3: The number of content on the digital platform prepared for the preservation and dissemination of cultural heritage								

PURPOSE-3	To create the ecosystem that will contribute to the development of the region in the fields of health, sports, social, cultural, education and environment, increasing the services for disadvantaged groups, and carrying out joint social responsibility projects in these areas.								
TARGET- 3	Strengthening communication with alumni								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	50	7	9	11	13	15	15	6 months	6 months
P.I. 2	50	9.084	17.000	24.000	30.000	36.000	42.000	12 months	12 months
Responsible Unit	Süleyman Demirel University Rectorate								
Units that will be cooperated with	Faculties, Colleges, Institutes, Vocational Schools, Career Planning and Communication with Alumni Application and Research Center Directorate								
Risks	1. Difficulties in communicating with graduates 2. Weak communication and cooperation of graduate students with the public sector, private sector, and non-governmental organizations 3. Lack of financial resources for activities for graduates								
Strategies	1. Each graduate will be registered in the graduate tracking system. 2. Graduate students, University-City/Society/Industry cooperation will be provided. 3. Collaborations with graduate students, national and international organizations, and NGOs will be increased.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	60.000.00	65.000.00	70.000.00	75.000.00	80.000.00	350.000,00			
Determinations	11. Lack of mechanisms to provide feedback and communication with graduates 2. Lack of the desired level of trust between graduate students, the public sector, the private sector, and the university 3. The activities aimed at ensuring the institutional belonging of the graduates are not at the desired level								
Needs	1. Establishing effective social communication networks that will strengthen feedback and communication with alumni 2. Effective and efficient use of the career center 3. Increasing the events and activities oriented towards providing institutional involvement of alumni								
Performance Indicators Opening	P.I.1: Number of activities carried out for graduates within the scope of Career Center activities P.I.2: Number of graduates registered in the graduate tracking system								

PURPOSE-3	To create the ecosystem that will contribute to the development of the region in the fields of health, sports, social activities, culture, education, and environment, increasing the services for disadvantaged groups, and carrying out joint social responsibility projects.								
TARGET- 4	To increase the number of training provided within the scope of community and regional learning perspective and to digitize this training.								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	20	31	43	46	49	52	54	12 months	12 months
P.I. 2	20	675	988	1.113	1.233	1.358	1.458	12 months	12 months
P.I. 3	20	8	11	13	13	13	13	12 months	12 months
P.I. 4	20	172	180	200	220	240	260	12 months	12 months
P.I. 5	20	0	3	5	6	6	6	12 months	12 months
Responsible Unit	Süleyman Demirel University Rectorate								
Units that will be cooperated with	IT Department, Continuing Education Research and Application Center								
Risks	1. The absence of sufficient social interest in social responsibility projects carried out within the scope of social and regional learning perspective 2. Weak awareness-raising efforts about disadvantaged individuals and groups and social and regional problems. 3. The existence of human resources and financial inadequacies regarding the activities that will meet the expectations of the stakeholders								
Strategies	1. Academic and social studies will be done that will raise awareness about disadvantaged individuals and groups and social and regional problems. 2. The number of physical spaces and digital education will be increased for social and regional learning. 3. The number of certified training programs will be increased in line with the expectations of the stakeholders.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	120.000.00	135.000.00	145.000.00	160.000.00	175.000.00	735.000.00			
Determinations	1. Gaining importance of stakeholders' personal and professional development 2. Disruptions in communication and cooperation with stakeholders reduce the social benefit of the university 3. Inadequate promotion of services to stakeholders 4. Digitalization has become a necessity.								
Needs	1. Increasing social benefit by establishing effective communication and cooperation with stakeholders 2. Organizing activities to promote services for stakeholders 3. Strengthening the technological infrastructure of the Continuing Education Center 4. Developing collaborations to fill the trainer gap 5. Opening new certificate programs in line with the expectations of the stakeholders								
Performance Indicators Opening	P.I.1: Number of training programs provided by the Continuing Education Center P.I.2: Number of people participating in the training provided by the Continuing Education Center P.I.3: Number of events organized by the Continuing Education Center P.I.4: Number of people given language training by TÖMER P.I.5: Number of education programs organized for the society, apart from the Continuing Education Center and TÖMER								

PURPOSE-3	To create the ecosystem that will contribute to the development of the region in the fields of health, sports, social activities, culture, education, and environment, increasing the services for disadvantaged groups, and carrying out joint social responsibility projects.								
TARGET- 5	To ensure the region’s continuity and to increase activities that will support the spread of sports in the region and the formation of a sustainable environmental ecosystem by strengthening the infrastructure that will contribute to the development of education, social, culture, environment, health, and sports fields.								
Performance Indicators	The Effect of it on the Destination	Beginning Value	2021	2022	2023	2024	2025	Tracing Frequency	Reporting Frequency
P.I. 1	30	6.000.000	8.548.000	10.202.000	12.242.000	14.690.000	17.629.000	12 months	12 months
P.I. 2	20	10.417	11.000	13.000	15.000	18.000	21.000	12 months	12 months
P.I. 3	20	11.790	13.000	15.000	17.000	20.000	22.000	12 months	12 months
P.I. 4	20	8	8	9	10	10	11	12 months	12 months
P.I. 5	10	2	2	4	5	6	7	12 months	12 months
Responsible Unit	Süleyman Demirel University Rectorate								
Units that will be cooperated with	All Units								
Risks	1. Financial resource constraints and inadequacy 2. Changes in society's expectations 3. Lack of social interest in social responsibility projects at the desired level								
Strategies	1. Donations, aid, and sponsorship tools will be used effectively concerning the lack of financial resources. 2. Effective communication and cooperation with society will be ensured. 3. Courses on Community Service and Social Responsibility at the Faculty of Education and Sports Sciences will take part in other education programs with an elective status.								
Estimated Cost	2021	2022	2023	2024	2025	TOTAL COST			
Estimated Cost	47.330.000	51.348.000	61.663.000	74.037.000	88.892.000	323.270.000			
Determi-nations	1. The communication and cooperation among stakeholders taking part in activities within the scope of community service activities are not at the desired level.								
Needs	1. The sensitivity of the staff, academic staff, and students towards education, social, culture, environment, health, and sports activities on social issues should be given more coverage on social media, radio, and local press.								
Performance Indicators Opening	P.I.1: The budget used to strengthen the existing infrastructure used for social contribution P.I.2: Number of students and staff benefiting from the university's sports facilities P.I.3: Number of other people benefiting from the university's sports facilities P.I.4: Number of sports course types organized by the university P.I.5: Number of activities on nature, environmental pollution, and recycling								

6.4. Costing

Tablo 27 Estimated Cost Table

Purpose/ Target	2019	2020	2021	2022	2023	2024	2025
P1	14.300.748	3.965.904	22.074.000	24.280.000	26.352.000	28.718.000	31.428.000
P1-T1	4.443.326	128.395	6.056.000	6.662.000	7.328.000	8.060.000	8.867.000
P1-T2	1.110.831	32.099	1.514.000	1.665.000	1.832.000	2.015.000	2.216.000
P1-T3	3.657.910	1.262.081	9.304.000	10.433.000	11.320.000	12.384.000	13.660.000
P1-T4	2.888.681	1.643.329	3.200.000	3.520.000	3.872.000	4.259.000	4.685.000
P1-T5	2.200.000	900.000	2.000.000	2.000.000	2.000.000	2.000.000	2.000.000
P2	383.063.557	175.186.343	427.397.000	453.894.000	540.540.000	645.390.000	771.203.000
P2-T1	1.158.174	342.786	8.468.000	8.960.000	8.672.000	9.207.000	9.848.000
P2-T2	596.395	469.244	796.000	861.000	980.000	1.117.000	1.277.000
P2-T3	126.092	102.462	28.000	29.000	35.000	42.000	50.000
P2-T4	380.888.513	173.762.667	418.101.000	444.040.000	530.848.000	635.018.000	760.021.000
P2-T5	294.383	509.184	4.000	4.000	5.000	6.000	7.000
P3	55.153.716	21.376.851	51.631.000	54.670.000	65.604.000	78.724.000	94.469.000
P3-T1	5.291.375	0.000	4.000.000	3.000.000	3.600.000	4.320.000	5.184.000
P3-T2	129.711	100.000	121.000	122.000	126.000	132.000	138.000
P3-T3	50.000	55.000	60.000	65.000	70.000	75.000	80.000
P3-T4	100.000	110.000	120.000	135.000	145.000	160.000	175.000
P3-T5	49.582.630	21.111.851	47.330.000	51.348.000	61.663.000	74.037.000	88.892.000
TOTAL	452.518.021	200.529.098	501.102.000	532.844.000	632.496.000	752.832.000	897.100.000

7-CHAPTER

MONITORING AND EVALUATION

The plans prepared following the "Strategic Plan Preparation Guide for Universities" should be monitored and reported on a 6-month and annual basis.

In this context, the objectives and targets in the 2021-2025 Strategic Plan prepared by our University will be evaluated with the data to be collected based on the designated responsible units. In this context, studies are carried out on systems that will ensure that the results of each objective, target, and indicator to be monitored are stored at the stage where the data is just formed and finalized. The data that will be stored while at the sour-

ce through this system will be a very important resource in the preparation stages of both performance programs and administrative activity reports.

Not only the units responsible for achieving the goals and objectives in the 2021-2025 Strategic Plan; At the same time, with the support of all internal and external stakeholders of our University, the 2021-2025 plan, which was prepared by adopting the corporate culture with the awareness of success and quality in line with the basic values of our University, will be successfully implemented.