ISTANBUL AYDIN UNIVERSITY

STRATEGIC PLAN

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1   EXECUTIVE SUMMARY

Strategic management is considered as a process in institutions. In this sense, Strategic Management Process is the combination of all of the activities needed for the organization's long-term survival and sustainable competitive advantage, such as information gathering, analysis, selection, decision-making and implementation.

All of the studies needed for our institution to reach its desired and long-term goals, to maintain its life and its competitive advantage require continuity. Therefore, strategic management is not a work for which we can say 'I did it' or 'It's done.'

Rapid changes in environmental conditions create new threats or opportunites for businesses. Being able to behave properly towards those threats and opportunities depends on the businesses' strengths and weaknesses compared to its rivals.

As the analysis of physical, human and economic resources that the business have is conducted during the strategic management process, in businesses where strategic management is implemented resources are used effectively and efficiently because the resources are used in accordance with the strategies.

Strategic management is also important for the success of the executive management team as well. Because strategic management provides conditions and opportunities for the executive management to determine organization's future by executing the organization's vision. Therefore, vision provides very important advantages for executive management with leadership feature.

In this framework, strategic management has the scope to contribute towards works in improving academic and administrative services of higher education institutions in our country and cooperations between countries within the Bologna Process.

2   STRATEGIC PLANNING PROCESS AT IAU

Strategic planning studies were initiated at Istanbul Aydin University (IAU) in 2008 and the University's first Strategic Plan for 2008-2012 was prepared during the same year.

In 2011 IAU, initiated restructuring efforts in accordance with its vision of becoming a global university and in this context the mission and vision of the University were reviewed during the studies and meetings held with the participation of both internal and external stakeholders and priorities, goals and obstacles were determined and action and solution suggestions were made. (Reference Document: IAU Restructuring and Business Processes Analysis Report)

In parallel to these studies, works to initiate Strategic Management System started in 2011 based on YODEK Model (Academic Assesment and Quality Development Model in Higher Education Institutions.) There is currently a restructuring process in progress. This is a continuation of a movement started in 2011 and moves on in accordance with Quality Approach, which is still valid within YOK and YODEK Model.

IAU Corporate Strategic Planning and Quality Coordination Unit (Quality Office), a subsidiary of IAU Quality Commission whose members were selected by the University Senate, were initiated in order to maintain and conduct coordination of these studies within the University and "Quality Ambassadors Working Group" was initiated with the composition of adacemic and administrative units' representatives that operate within the University.
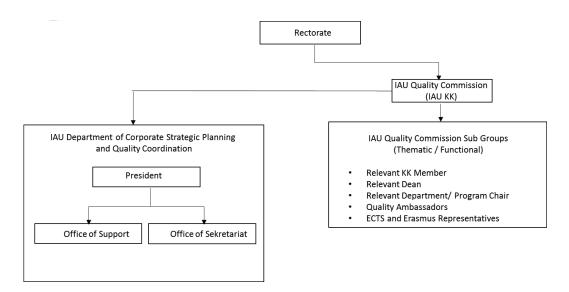
Table-1: IAU Department of Corporate Strategic Planning and Quality Coordination

3 APPROACH ADOPTED TO CREATE IAU'S CORPORATE STRATEGIC PLANNING AND MANAGEMENT SYSTEM

IAU's strategic planning and the approach adopted to realize its strategic plan is shown at Table 2. This approach is based on the evaluation of the institution as a whole with the environmental factors within and development of strategies based on it.

Analysis of the existing situation of an organization, definition of goals planned to be reached and the details of the process to reach these goals with the studies conducted towards the creation of the process' control mechanism are the steps in developing a "strategic plan." Employees at all levels should participate or be represented during the determination of vision, mission, objective and goals under the leadership of top management during this process. Employees' participation during the determination of performance measurement criteria plays an important role for a faster adaptation of those criteria in the organization.
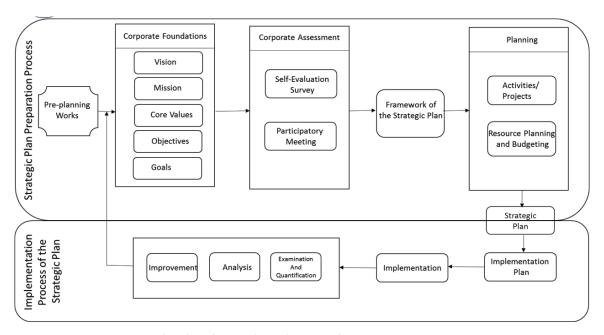
Table-2: Strategic Planning and Implementation Process

It should be considered that the strategic plan has a multi-stakeholder structure and is implemented as the conditions change frequently and therefore it is necessary to review and update the strategic plan periodically with the aim to ensure that the organization can adapt to the changes brought by the dynamic environment that it is in.

The steps that should be taken according to the adopted approach are: Strategic Plan Preparation Process and Implementation of the Strategic Plan

First Phase is the Strategic Plan Preparation Process. This phase is predicted to be carried out in three steps. The first step is the Institutional Self-Evaluation study conducted in accordance with the University's institutional bases (vision, mission, values, objectives and goals.) One of the most important activities of this phase is the "Self-evaluation Survey" given in Appendix 1. Based on SWAT analysis conducted, benefiting from the findings of Self-evaluation and Assessment of the Environment, strengths and weaknesses of the University's current condition, and strategic objectives of the University based on the analysis of opportunities and threats that can affect the University depending of the developments outside of the University were determined.

Findings during the first phase were evaluated at a meeting in December 2015 and the framework of the Strategic Plan was prepared. In this way, University's strategic objectives and measurable goals related to those were indicated.

Determined goals, indicators, evaluation techniques and measurements are given in detail in Appendix 2.

The final step in this phase involves creating activities and projects to put the goals into action and planning and budgeting human resources and financial resources for those activities and projects. In this regard, all departments are provided within the University to participate at strategic planning and play an active role during strategic structuring process in relation to top units within a corporate integrity.

All departments under University's Rector (University, faculty, department, institute, research centers, administrative departments) shown at Table 3, determine their and their sub departments' annual goals within the strategic plan and create performance indicators which measures each goals' performance as the departments' goals are transformed into activity/project/process goal. Following the determination of corporate projects/activities/processes, Strategic Plan is initiated after the organization/department/unit budget is formed and the necessary resource (human, capital, information technologies) planning is done.
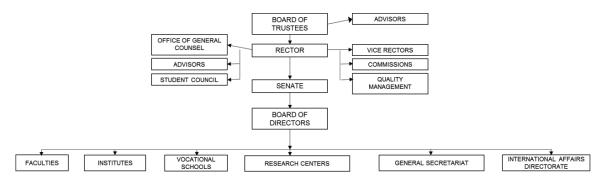

Table-3: IAU Organization Chart

The second phase is the Implementation of the Strategic Plan. This phase involves putting actions that are determined in action plan into action. According to Higher Education Law No 2547, our University's Chief of Disbursement is the chair of the Board of Trustees. As per this law, all inquiries regarding investments must be submitted to the Board of Trustees. After the approvals, implementation plans are initiated at all relative departments in order to reach the goals. Each implementation plan includes information about the actions/projects/processes to reach the goals, responsible individuals, and beginning and end date of each activity and project. In this way, it is possible to deliver activities and projects in a timely manner and to assess the reasons that delayed the activities. During the year periodical assessment is done by using relative performance indicators and the level of reaching the goals and issues that effect the performance of the activities/projects (processes) are evaluated and solution suggestions are developed.

It is aimed that all academic and administrative personnel participate at preparation and implementation of the Strategic Plan and Table 4 shows the participation at different levels.
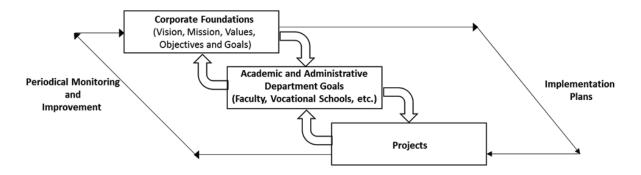

Table-4: Strategic Planning and Implementation Approach

Departmental and sub-departmental goals are determined in the University in a measurable and clearly understandable manner to realize each determined strategy and/or goal. It is expected that each department's directors are responsible in realizing these goals. This approach predicts to initiate implementation plans at all levels for all strategies and objectives that are determined for departments and sub-departments, performance indicators used to show at what level those goals are realized and a periodical follow up and improvement of those indicators.

4   STRATEGIC PLANNING ITEMS

Corporate base makes up the University's vision, mission, values, objectives and goals that shapes the future.

VISION

❖ A higher education institution where individuals are trained through ever renewed education programs to be equipped with skills to transform knowledge to products for the enhancement of quality of sustainable living.

MISSION

❖ To be an institution equipped with constantly updated technological infrastructure providing top level of education, training and basic, applied and interdisciplinary research in order to bring professional competence to the fore for the facilitation of transformation of information into products serving the community

❖ To prepare students, considering their individual differences, as professionally compotent individuals to operate in a globally competitive and culturally diverse environment by providing a campus with an infrastructure accommodating different cultures and international elements,

❖ To establish collaborations with academia, business world and NGOs at national and international level,

❖ To encourage the society and individuals for lifelong learning,

❖ To be an attraction center for national and international students and academics.

VALUES

- ✓ To be Innovative,
- ✓ To think freely,
- ✓ To have an interdisciplinary approach,
- ✓ To serve the society,
- ✓ Lifelong education,
- ✓ To train skilled workforce,
- ✓ Student Centered Education,
- ✓ To have participatory management approach ,
- ✓ Communication with all parts of the society,
- ✓ Tolerance for different thoughts,
- ✓ Respect for ethical rules.

OBJECTIVES

The list of our objectives are listed as follows. All items are listed in alphabetical order.

OBJECTIVE01	Providing administrative and support opportunities and services with improved quality standards to meet academic and administrative staff's needs and expectatitons (education,work and life) and to increase the satisfaction of non-university communities.
OBJECTIVE 02	Developing interdisciplinary relationships between educational programs particularly in masters programs
OBJECTIVE 03	Implementing lifelong learning services taking into account the personal development of employees and students as well as all other individuals of the community
OBJECTIVE 04	Increasing the number of universities included in exchange programs and focus on student and faculty exchange programs
OBJECTIVE 05	To ensure that students are able to learn at least one foreign language other than the language of education programs
OBJECTIVE 06	Differentiating with R&D activities in at least one thematic field and reaching perfection
OBJECTIVE 07	Running joint projects in national and international scale with the industry and initiating collaborations to provide training for the industry
OBJECTIVE 08	Increasing the quality of education with future educational programs, course contents and streamlined teaching methods
OBJECTIVE 09	To create an environment that will enable users to access all information sources to be used in scientific studies and researches in a faster and effective manner and be able to contribute to these resources at the same time
OBJECTIVE 10	Establishment of the necessary basis for job placement of the graduates and their feedback
OBJECTIVE 11	Improving the qualifications of students, academic and administrative staff
OBJECTIVE 12	Effective communication with students, alumni and stakeholders

OBJECTIVE 13	Improvement of job satisfaction and motivation levels and team work of faculty members and administrative personnel
OBJECTIVE 14	Providing working conditions where faculty members and staff can represent the University on international scale by publishing studies on international level
OBJECTIVE 15	Generation of universal information through unique R&D activities
OBJECTIVE 16	Effective involvement in the development of social responsibility projects and supporting corporate and social participation in these projects
OBJECTIVE 17	Establishment of a participatory, transparent and sustainable management environment that is governed by strategies and processes where duties and authorities and work processes are clearly defined and supported with quality processes
OBJECTIVE 18	Organizing, promoting and supporting activities (congress, conference, panel, social, cultural and art events) that will contribute to the improvement of society's intellectual level and contribute to the social and economic prosperity
OBJECTIVE 19	Establishment of academic collaborations with leading national and international universities and strategic research centers
OBJECTIVE 20	Strengthening an educational understanding that focuses on self-improvement and that questions, researches the dynamics of the international system
OBJECTIVE 21	Moving our pioneering position in the field of vocational education in our country to the level of perfection (role model)
OBJECTIVE 22	Initiating a fund to support the University's R&D activities
OBJECTIVE 23	Being a leading and exemplary university in using the University's capacity (information, infrastructure, HR and potential) for the benefit of the society
OBJECTIVE 24	Announcing and disseminating the information and innovation produced within the society

GOALS

The list of our goals are listed as follows. All items are listed in alphabetical order.

GOAL001	To improve administrative and managerial characteristics of academic staff
GOAL002	To improve the quality of academic staff
GOAL003	To increase activities carried out by Research and Application Centers
GOAL004	To improve the results related to research and development processes
GOAL005	To increase the interdisciplinary feasibility of R&D studies
GOAL006	To ensure that R&D studies reach their goals
GOAL007	To increase the suitability of R&D studies with national and regional needs
GOAL008	To determine the priorities of the R&D activities as appropriate to the priorities of the University
GOAL009	To increase R&D capabilities and resources
GOAL010	To improve the transformation of R&D studies into scientific publication, product and patent
GOAL011	To increase the tools that encourage and support R&D
GOAL012	To develop media, public relations and promotion services
GOAL013	Strengthening information and communication support
GOAL014	To develop information technologies and resources (computer, internet, books, publications etc.)
GOAL015	To improve information management processes
GOAL016	To develop scholarship opportunities and services
GOAL017	To improve the working environment of the employees
GOAL018	To improve employee participation in processes
GOAL019	To improve outsourced services (food, cleaning, security, transportation, printing, etc.)
GOAL020	To strengthen the relationship between education and practice and service activities

GOAL021	To ensure the adequacy of education and research fields
GOAL022	To develop the outputs related to education-training processes
GOAL023	To enhance the relevance of the conclusions obtained with IAU's mission of becoming a universal higher education institution
GOAL024	To enhance the relevance of the conclusions obtained with IAU's mission of becoming a higher education institution in Turkey
GOAL025	To enhance the relevance of the conclusions obtained with IAU's own mission
GOAL026	To enhance the education and training support services offered to students with disabilities
GOAL027	To increase the quality of administrative and support services provided to students and students with disabilities
GOAL028	To increase the number of incoming students via ERASMUS program
GOAL029	To increase the number of outgoing students via ERASMUS program
GOAL030	To increase the number of incoming faculty members via ERASMUS program
GOAL031	To increase the number of outgoing faculty members via ERASMUS program
GOAL032	To increase the number of incoming students via FARABI program
GOAL033	To increase the number of outgoing students via FARABI program
GOAL034	To increase the number of incoming faculty members via FARABI program
GOAL035	To increase the number of outgoing faculty members via FARABI program
GOAL036	To improve financial resources processes
GOAL037	To improve physical conditions
GOAL038	To increase the clarity and recognition of the definitions of duties and responsibilities
GOAL039	To develop legal support services
GOAL040	To improve the clarity and recognition of IAU's mission
GOAL041	To increase lifelong educational activities of academic units
GOAL042	To increase the entrepreneurial and innovative activities of IAU
GOAL043	To improve the results of administrative and support processes
GOAL044	To increase the quality of services related to administrative (tendering, cleaning, transportation, etc.) works
GOAL045	To increase the number of administrative personnel (permanent, on contract)
GOAL046	To improve the quality of administrative staff
GOAL047	To improve the managerial characteristics of the administrative staff (in terms of job follow-up and feedback)
GOAL048	To improve human resources processes
GOAL049	To develop work and social environment
GOAL050	To create a campus environment that meets the standards of Occupational Health and Safety
GOAL051	To improve business processes (academic and administrative)
GOAL052	To improve technologies used to produce work
GOAL053	To improve quality development processes
GOAL054	To improve relations with public institutions and organizations
GOAL055	To improve decision-making processes
GOAL056	To increase the development of institutional qualifications
GOAL057	To develop cultural and social services
GOAL058	To increase library's printed information resources, e-journals and databases subscribed qualitatively and quantitatively
GOAL059	To increase the quality of services related to the physical space and equipment of the library
GOAL060	To ensure the adequacy of laboratories
GOAL061	To develop leadership approaches

GOAL062	To improve financial resources
GOAL063	To develop relationships with alumni
GOAL064	To improve organizational structrure
GOAL065	To develop student science, culture and art clubs
GOAL066	To increase the quality of academic service related to student affairs
GOAL067	To develop student career planning services
GOAL068	To improve the services provided to student council
GOAL069	To increase the quality of services provided to Student Clubs
GOAL070	To develop relationships with students
GOAL071	To improve food and beverage services provided to students
GOAL072	To improve the guidance/counseling services offered to students
GOAL073	To improve the participation of students in processes
GOAL074	To develop applications to reduce and balance the course load of instructors
GOAL075	To increase the number of teaching staff
GOAL076	To increase the number of faculty members
GOAL077	To increase stakeholder satisfaction
GOAL078	To increase stakeholder involvement in processes
GOAL079	To improve the quality of services related to personnel affairs
GOAL080	To improve the administrative services provided for the staff
GOAL081	To develop food-beverage services provided for the staff
GOAL082	To develop educational and instructional resources (teaching staff, lecture notes, etc.) supporting the program
GOAL083	To increase the number of international students in programs
GOAL084	To improve the scope of lesson plans and content descriptions of programs
GOAL085	To improve health services
GOAL086	To improve relationships with industrial institutions
GOAL087	To ensure the adequacy of social, cultural, sports and other service areas (parking, etc)
GOAL088	To develop sports related services
GOAL089	To improve the existence of strategies
GOAL090	Sufficiency of the Continuing Education Center's Lifelong Education activities
GOAL091	To develop activities such as team work, brain storming
GOAL092	To develop services related to technical support services
GOAL093	To increase the number of full-time qualified foreign teaching staff
GOAL094	To provide sufficient total open space
GOAL095	To improve relationship with society
GOAL096	To increase informative and awareness activities for the society
GOAL097	To increase social responsibility, artistic, cultural and sports activities for the society
GOAL098	To develop transcripts, diplomas and diploma supplement applications
GOAL099	To increase national R&D studies
GOAL100	To develop joint research and development projects at national level
GOAL101	To increase international R&D studies
GOAL102	To develop joint research and development projects at international level
GOAL103	To increase the quality of international office services
GOAL104	To increase the benefits of application and service activities
GOAL105	To increase the satisfaction of transforming application and service activities into collective benefits

GOAL106	To increase the distance education and training services
GOAL107	To increase compatibility of the University's R&D priorities with Research and Application Centers
GOAL108	To increase the quality of students
GOAL109	To increase the number of students studying at foreign language preparatory school and their foreign language levels
GOAL110	To raise the number of courses and programs offered in foreign languages
GOAL111	To increase the number and variety of minors and double majors
GOAL112	To improve orientation programs for new students
GOAL113	To develop on-site application support services
GOAL114	To develop managerial approaches (management style, recognition and appreciation, human relations, authority sharing, etc.)
GOAL115	To improve dormitory facilities and services
GOAL116	To develop national relations in higher education
GOAL117	To develop international relations in higher education

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

SWOT table is as follows. Items are listed in the order of their importance.

STRENGTHS

S01	The University's Board of Trustees gives importance to the university's investments in enlargement, renewal and modernization of the University
S02	Laboratories
S03	Media, Public Relations and Publicity Services
S04	Number and variety of faculties and vocational schools and the departments and programs in those units
S05	Number and variety of Associates programs
S06	Relationships with the society
S07	University is a holder of ECTS and Diploma Supplement Label given by The European Commission
S08	Services offered by International Office
S09	Intense scientific activities such as congress and conferences
S10	Scholarship opportunities and services
S11	Relationship with State Institutions and Organizations
S12	Positive contribution to the physical change and impovement of the environment within
S13	Expansion of the campus at full speed
S14	Active publication and attribution incentives
S15	Existing number of students in bachelor's programs
S16	Fast and dynamic decision making process
S17	Preparation of a strong infrastructure for healthcare education
S18	Big steps towards being a smoke free campus
S19	IT and communication support

S20	Financial resources processes
S21	Support services to improve the effectiveness of training and education offered to students (foreign language, IT Technologies, computer equipment, laboratories and workshops)
S22	Accreditation of the programs relative to national and international programs
S23	On-site activities and processes
S24	Consciousness towards the issues arisen within the University
S25	Green Campus
S26	Advisory services provided for the students

WEAKNESSES

W01	Satisfaction level of the academic staff
W02	Uncertainty of the definitions of duties and responsibilities
W03	Number of administrative staff (permanent or on contract)
W04	Competence level of administrative staff (follow-up and feedback)
W05	Human resources processes
W06	Number of teaching staff (Professor, Associate Professor, Assistant Professor, Lecturer, Research Assistant, Specialist, etc.)
W07	Constantly changing academic and administrative personnel
W08	Transformation of R&D studies into scientific publications, production or patent
W09	Level of food and beverage services provided for the personnel
W10	Low level of sense of belonging among academic and administrative personnel
W11	Faculty secretaries do not meet the need in terms of quality
W12	Level of administrative and managerial qualifications of the academic personnel
W13	Level of students
W14	Sport and recreation services
W15	Excessive work load and course variability of faculty members
W16	Setbacks in course planning
W17	Strict working hours schedules
W18	Insufficient number of offices for employees
W19	High number of students per teaching staff
W20	Imbalance between R&D studies and education activities
W21	Processes and services regarding budget
W22	Work processes (academic and administrative)
W23	Administrative services provided to the personnel
W24	Joint or/and unnecessary R&D projects at national level
W25	Irrelevance of the University's R&D priorities with Research Centers
W26	Issues caused by directors' behaviors
W27	Not having individual buildings for each faculty
W28	Having students with weak foreign language knowledge
W29	Having inadequate number of indexed publication per academic staff

| W30 | Not having academically selective student recruitment process for masters programs |
| W31 | Insufficient R&D studies (their integrity, not being interdisciplinary and sustainable, etc.) |

OPPORTUNITIES

O01	Having ECTS and Diploma Supplement Label given by The European Commission and increased employment opportunities as a result
O02	Assingment and promotion of academic personnel without bureaucratic obstacles
O03	Growing international student market
O04	Increasing importance of quality and accreditation for universities
O05	Possibility of expansion of the campus
O06	Top management's openness to all kind of cooperations in line with the vision and mission of the University and their support
O07	Opportunities provided by the geographic location of the University as it is located in Istanbul and easy access to all services
O08	Increasing demand for masters programs
O09	Openness to new ideas
O10	Being the most preferred foundation university
O11	Professional competency studies carried out by the Professional Competency Board
O12	Strong managerial administration
O13	Providing conditions for interdisciplinary studies
O14	Many stakeholders

THREATS

T01	High level of competition with other foundation universities in Istanbul (difficulty in recruiting qualified students, academics and administrative personnel)
T02	Threat of low profile student recruitment- horizontal/vertical transfer
T03	Not having enough research assistants
T04	Insufficiency of the quality of secondary education
T05	Some of the teaching staff does not have enough and necessary pedagogic formation
T06	High academic and administrative employee turnover and the negative perception that creates
T07	Inadequacy and lack of financial and timewise support and incentives in terms of participation at scientific meetings
T08	Centralized practices of CoHE and limitations on the autonomy of universities
T09	Not enough opportunities offered for academic personnel for self-improvement
T10	Fast growth of the University
T11	Job satisfaction of teaching staff
T12	Economic, psychological and social issues of the students

5. PLANNING

Under the guidance of the Strategic Plan that was prepared accoring to the findings gathered after the December 2015 Participatory assembly,the first thing that is intended to be achieved is to make all of the departments of the university (faculties, departments, institutes, research centers, administrative units, etc.), by taking the University's aim and goals into consideration, transformed into annual / yearly activities / projects / processes, plan the necessary resources (Human, capital, information technology, etc.) needed and create University / unit / sub-unit budget and prepare the Strategic Plan.

Thus, at the end of the year, the performance of every goal will be tracked and the strategic plan will be evaluated and revised when necessary.

5.1.1. Existing Activities

Surveys are crucial to evaluate the achievement rate of the inteded goals. In this context, step were taken without the expectation of an action planning and surveys are completed. The questionnaires of the surveys applied can be found in Supp-4. The questionnaires applied in our university are as follows:

- Employee Satisfaction Survey
  http://ubis.aydin.edu.tr/cdn/sybs/cma_ai_sorular.pdf

- Student Satisfaction Survey
  http://ubis.aydin.edu.tr/cdn/sybs/oma_ai_sorular.pdf

- Society Satisfaction Survey
  http://ubis.aydin.edu.tr/cdn/sybs/tma_ai_sorular.pdf

- Course Evaluation Survey
  http://ubis.aydin.edu.tr/cdn/sybs/deda_sorular.pdf

- Advisor Evaluation Survey
  http://ubis.aydin.edu.tr/cdn/sybs/dada_sorular.pdf

- Leadership Effectiveness Survey
  http://ubis.aydin.edu.tr/cdn/sybs/lde_sorular.pdf

Leadership Effectiveness Survey has been conducted within our university both in academic units and in administrative units. The results of this survey are only disclosed to the relevant leader and the Chairman of the Board of Trustees.

- On-Site Training Evaluation Survey
  http://ubis.aydin.edu.tr/cdn/sybs/YerindeUygulamaDegerlendirme.pdf

- Graduate Survey
  http://ebs.aydin.edu.tr/index.iau?Page=MezunisverenAnketleri&BK=31&Action=View&View=Mezun

- Employer Satisfaction Survey
  http://ebs.aydin.edu.tr/index.iau?Page=MezunisverenAnketleri&BK=31&Action=View&View=IsVeren

5.1.2. New Activities/ Projects

Apart from existing activities and projects, new activities and projects need to be identified in order to achieve the goals. The list of the surveys planned for this purpose and planned to be implemented in the following period in addition to the above surveys is as follows:

- Disabled Student Satisfaction Survey
- Incoming Student Satisfaction Survey
- Employer Internship Evaluation Survey