



KADIR HAS UNIVERSITY

STRATEGIC
PLAN

2020 - 2024



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PREAMBLE

**Dear Kadir Has University Members,
Our Colleagues, Students, Alumni and Stakeholders,**

In line with our goal of becoming a world renowned university, we have compiled our feverish work for the recent two years in this strategic plan including our strategic goals as of the 2020-2024 period, which we hope to be a guideline for all our stakeholders. A university is expected to present its goals for its activities under three main headings: Education, research, public service. However, when these goals are not supported by institutional structure and financial sustainable policies, they are doomed to remain on paper. For this reason, we have further categorized our goals under five pillars: Education, research, public service, corporate structure and financial sustainability.

In the ordinary course of life, we observe that the needs of individuals and societies formed by individuals are changing day by day. We see that it is not only individual and social habits that are constantly reshaped with the change experienced, but also the ways of practicing science, technology and art, economies and sectors that shape life. In this context, universities have to undertake a leading role for the whole society and produce new, human-oriented policies under the main headings of education, research and public service in line with the changing needs of individuals and societies. Based on our strategic plan that we have prepared in the light of this approach; by the end of the next five years we aim to apply our recently developed, student-oriented New Education Model, that is first of its kind in Turkey and will serve as an example throughout the world, in all our faculties and in this way, we aim to raise innovative graduates who are embellished with universal humanitarian values, equipped with all the competencies required by the age, who are able to think critically and are enthusiastic to do research; to create a research ecosystem that can feed not only our faculty members but also all undergraduate and post graduate program students; to transfer the knowledge, technology, artistic works and values produced in our university to all layers of the society; and ultimately, we aim to complete a sustainable financial structure supported by an institutional structure that will enable us to achieve all these goals.

Just like the achievements of our university so far, the achievements that we will reach out in the titles categorized in our strategic plan shall be the consequence of the cooperative work of the Board of Trustees, academic and administrative staff, students, alumni and all stakeholders of the Kadir Has University family. While preparing our strategic plan in line with this understanding, we have developed a system that takes into account the opinions, suggestions and expectations of all our stakeholders, particularly our faculty members, administrative staff, students and graduates. Thus, we have ensured that our strategic plan not only includes the views and approaches of all our stakeholders, but also complies with the standards that a university should meet at a universal level.

I sincerely believe that our strategic plan will be a guide for all our stakeholders and that we will achieve all our goals together; in this respect, I would like to sincerely thank everyone who has contributed to this document and work on the basis of our university's strategic goals.



Prof. Dr. Sondan Durukanođlu Feyiz
Rector



SCOPE

Kadir Has University 2020-2024 Strategic Plan specifies the mission, vision and values of our University as well as its strategic goals and subgoals, activities and indicators connected to these goals covering all our academic and administrative units. All our academic and administrative units have assumed significant roles and responsibilities in achieving the goals expressed in the strategic plan.

While preparing this strategic plan, the opinions, demands and priorities of our students, alumni and all the institutions we cooperate with were taken into account along with our units. The feedbacks of all our employees and administrative and academic units were collected through the Strategic Plan Feedback System created for this purpose; and the views and contributions of students, alumni and all stakeholders were received through the rector-student, rector-graduate meetings and external stakeholder's survey.

The quality assurance approach was taken as a basis for all strategic goals while preparing our strategic plan and ensuring the objectives to be measurable and improvement-oriented was prioritized.

VISION, MISSION AND VALUES

VISION

Kadir Has University aims to become a research university at world standards that can produce sustainable solutions to local, national, regional and global problems faced by humanity with an approach based on universal and humanitarian values; to train students equipped with individual and professional competencies in their fields of expertise; is able to produce high-impact research outputs as well as human-oriented and innovative solutions for social problems and is capable of transferring the knowledge it produces to the society in all dimensions.

MISSION

The mission of Kadir Has University is;

- To provide academic education with a research-oriented approach in order to train students who are adorned with basic humanitarian and universal values, equipped with individual and professional competencies required by the age and capable of producing sustainable solutions to local, national, regional and global problems that humanity will encounter;
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- To ensure that our academic staff and students produce research outputs of international quality and high impact by providing them the highest standards of education and research infrastructure;
- To implement social projects that will ensure that all the knowledge and resources produced are beneficial for our country and the world with the participation of our stakeholders;
- To develop an institutional structure based on continuous improvement in all services offered to its students, employees and the society;
- To develop a financial structure that will ensure financial sustainability and support our strategic goals.

VALUES

Education

The academic philosophy of our university is based on a New Education Model that educates students with an interdisciplinary approach focused on research and practice, aiming to support students to attain basic humanitarian and universal values, to be able to think independently and express their ideas clearly, recognize different world views, adapt to changes easily, question, develop leadership and teamwork skills, have social responsibility awareness and the competencies required by their expertise.

Research

Our university adopts a research culture based on values of academic freedom, academic ethics and academic honesty, interdisciplinary work, teamwork, innovation, creativity, entrepreneurship, university-industry cooperation, and social benefit; and a research ecosystem in which students and academics at all levels can work effectively by nurturing these basic values.

Public Service

Our university adopts a public service approach based on social benefit, accessibility, social responsibility and social awareness, interacting with the society through the knowledge it produces, the human resources it has trained and the innovative projects it has developed for local, national, regional and global problems.

Corporate Structure & Financial Sustainability

Our university adopts a dynamic corporate structure in all administrative processes that is participatory, inclusive, based on equality of opportunity, embraces continuous improvement and stakeholder satisfaction in all its services, develops resources in order to ensure its financial sustainability and uses its own resources in line with its strategic goals.

STRATEGIC GOALS

1. STRATEGIC GOAL: EDUCATION

To develop a common core program that all students of our university will participate in regardless of their departments and gain universal competencies as a social individual in addition to internalizing universal human values. Furthermore; to renew the field specific curriculum in a way to ensure graduates who will be cultivated in the core program, respond to the needs of the age and the individual, transform learning into a life style as a multi-faceted world citizen and have a specialization training based on research and practice.

2. STRATEGIC GOAL: RESEARCH

To develop collaborative research culture, necessary physical research infrastructure, initiatives in the field of industrial property and university-industry cooperation in order to become a research university at international standards. To increase the visibility of our university in national and international rankings.

3. STRATEGIC GOAL: PUBLIC SERVICE

To ensure that the knowledge and values produced in our university meet with the society with an approach based on sustainable development, social responsibility and accessibility.

4. STRATEGIC GOAL: CORPORATE STRUCTURE

To realize a corporate and stable structure that will ensure continuous improvement with a student, human and life-oriented approach in all services offered, owing to a strong software infrastructure. In this direction; to realize improvements in all services provided by a method that all stakeholders can internalize; to minimize the operational workload of our employees with software to be developed with our university's own resources and to create a digital environment that will ensure that all our employees become qualified employees.

5. STRATEGIC GOAL: FINANCIAL SUSTAINABILITY

To create a sustainable growth plan in line with all our strategic goals by means of a financial structure that can develop its own resources.

STRATEGIC SUBGOALS

1. STRATEGIC GOAL: EDUCATION

- 1.1.** To execute the Core Program throughout the university within the scope of the New Education Model.
- 1.2.** To put into practice the Project-Based Education within the scope of the New Education Model in a way that will become widespread over the years.
- 1.3.** To renew the current curriculum for all programs in accordance with our New Education Model philosophy.
- 1.4.** To train students and graduates with advanced level of English language proficiency by providing qualified English education within the School of Foreign Languages and the Preparatory Program.
- 1.5.** To bring high-quality students at all educational levels to our university.
- 1.6.** To enhance internationalization in education.
- 1.7.** To develop student-oriented extracurricular opportunities, to establish academic and career-oriented support mechanisms.
- 1.8.** To realize the physical improvements identified in the areas where educational activities are carried out with a green campus philosophy. To provide disaster-ready spaces reinforced against earthquake.

2. STRATEGIC GOAL: RESEARCH

- 2.1.** To develop the research culture at our university.
 - 2.2.** To improve the physical research infrastructure of the university.
 - 2.3.** To develop industrial property initiatives and university-sector cooperation.
 - 2.4.** To take part in national and international university rankings.
 - 2.5.** To enhance internationalization in research.
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3. STRATEGIC GOAL: PUBLIC SERVICE

- 3.1.** To develop and diversify studies in the field of sustainable development, social responsibility and public service; to organize activities that will improve the awareness of our students and employees about sustainable development goals and the effectiveness of our university within the scope of national, regional and global sustainable development strategies.
- 3.2.** To work on reducing the effects of global climate change and improving energy efficiency and disaster preparedness.
- 3.3.** To be an accessible university.

4. STRATEGIC GOAL: CORPORATE STRUCTURE

- 4.1.** To structure the institutional framework in a way that shall motivate our academic and administrative staff.
- 4.2.** To ensure student, human, life and quality-oriented improvements and stakeholder participation in the services provided by the units.
- 4.3.** To develop software that will reduce the workload of our employees in internal processes.
- 4.4.** To generalize digitalization in internal processes.

5. STRATEGIC GOAL: FINANCIAL SUSTAINABILITY

- 5.1.** To develop policies in order to prevent waste of resources.
- 5.2.** To develop a sustainable scholarship policy in terms of financial balances.
- 5.3.** To diversify existing income sources and develop new sources of income in order to achieve a balance of income and expenditure in line with growth plans.

STRATEGIC GOALS, SUBGOALS, ACTION PLANS and INDICATORS

1. STRATEGIC GOAL:

EDUCATION

To develop a common core program that all students of our university will participate in regardless of their departments and gain universal competencies as a social individual in addition to internalizing universal human values. Furthermore; to renew the field specific curriculum in a way to ensure graduates who will be cultivated in the core program, respond to the needs of the age and the individual, transform learning into a life style as a multi-faceted world citizen and have a specialization training based on research and practice.

1.1. Strategic Subgoal

To execute the Core Program throughout the university within the scope of the New Education Model.

Action Plans:

1. To execute the Core Program throughout the university
 2. To ensure faculty members from different faculties to contribute to the program in order to improve the interdisciplinary understanding in the Core Program courses
 3. To develop and implement course specific evaluation methods for Core Program courses and to make improvements through evaluation results
 4. To develop and improve the content-oriented English education and training understanding in the Core Program in line with the academic content and objectives of the courses
 5. To conduct a separate research to assess whether the main outputs of the Core Program developed within the scope of the New Education Model are duly transferred to students; to publish the results in international journals
 6. To hold informative meetings addressing the Core Program students, to provide them information on double major and minor programs
 7. To carry out promotional activities to encourage undergraduate students to work in research groups
 8. To increase the number of qualified faculty members in order to increase the quality of education
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Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- Vice Rector Responsible for Research
- Dean's Offices
- Directorate of Core Program
- Directorate of Corporate Communication
- Office of Learning and Teaching

Indicators:

- Number and variety of interdisciplinary / transdisciplinary courses in the core program;
- The variety and number of academic staff who contribute to the Core Program on the basis of faculties and the number and variety of elective courses;
 - **Objective: To ensure that similar level of contributions is received from all faculties**
- Success rate of course assessment studies conducted with core program students;
 - **Objective: To achieve 95% or above success at the end of 5 years**
- Content focus and the number of studies conducted to develop and improve the content-oriented English education and training approach in the core program (number and contents of workshops with focal points)
- The number of publications that will introduce the results of the assessment system to analyze the outputs of the Core Program developed within the scope of the New Education Model to the world literature.
 - **Objective: At least 5 international publications**
- Number of double major and minor programs and the number of students enrolled in the programs
 - **Objectives:**
 - **To increase the number of students enrolled in the Double Major Program to 300 and the number of students who have just started a double major program in the relevant academic year to 100**
 - **To increase the number of students enrolled in the Minor Program to 1000 and the number of students who have just started a minor program in the relevant academic year to 250**
- Number of indexed articles published in collaboration with academic staff and Bachelor's Degree Student
 - **Objective: Number of articles contributed by at least 500 undergraduate students**
- Number of undergraduate students working in research groups
 - **Objective: To reach 200 Bachelor's Degree Students among new enrollments every year.**
- Total number of qualified faculty members
 - **Objective: To reach 225 qualified faculty members in total**

1.2. Strategic Subgoal

To put into practice the Project-Based Education within the scope of the New Education Model in a way that will become widespread over the years.

Action Plans:

1. To increase the number of qualified faculty members in order to execute the Project Based Education model
2. To execute project-based training in majors/programs to be pre-determined
3. To develop cooperation and protocols that will be required within the scope of project-based training
4. To expand the project pool based on industrial cooperation between faculties
5. To provide training to academic staff on the project-based education model
6. To carry out promotional activities to encourage undergraduate students to work in research groups
7. To annually exhibit the products/works produced in the projects
8. To transform the projects carried out by students into TUBITAK research projects
9. To support students in preparing their applications to international universities
10. To expand the interdisciplinary education opportunities
11. To create and implement Education Self-Assessment System within the scope of Project Based Education
12. To enhance the advisory committees and to ensure effective work.

Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- Vice Rector Responsible for Research
- Dean's Offices
- Directorate of Corporate Communication
- Project Based Education Model Coordination Office
- Career Office
- Alumni Office

Indicators:

- Total number of qualified faculty members
 - Objective: To reach 225 qualified faculty members in total
- Number of programs and students switching to Project Based Education
 - Objective: All programs
- The number of collaborations and protocols developed within the scope of the New Education Model
 - Objective: To develop collaborations and protocols 20 times more than the number of programs that switch to Project Based Education; To ensure that at least 50% of these are concluded with companies operating at international level.

- The project pool based on industrial cooperation between faculties
 - Objective: To achieve a 40% ratio in projects based on inter-faculty and industrial cooperation in senior year projects at the end of 5 years
- Number of indexed articles published in collaboration with academic staff and Bachelor's Degree Student
 - Objective: Number of articles contributed by at least 500 Bachelor's Degree Students at the end of 5 years
- Number of undergraduate students working in research groups
 - Objective: To reach 200 Bachelor's Degree Students among new enrollments every year
- The number of students working in R&D Centers across Turkey
 - Objective: 2/3 of each alumni group
- Number of students accepted from master's/PhD programs of leading international universities
 - Objective: 1/4 of each alumni group
- Number of graduates working in leading national and international organizations
 - Objective: 90% of each alumni group
- Number of projects supported by TÜBİTAK and developed by Bachelor's Degree Students.
 - Objective: 50% of the students working in research groups, a target of 500 students in 5 years.
- The number of publications that will introduce the results of the Project Based Education Model developed within the scope of the New Education Model to the world literature.
 - Objective: At least 5 international publications
- Number of double major and minor programs and the number of students enrolled in the programs
 - Objectives:
 - To increase the number of students enrolled in the Double Major Program to 300 and the number of students who have just started a double major program in the relevant academic year to 100
 - To increase the number of students enrolled in the Minor Program to 1000 and the number of students who have just started a minor program in the relevant academic year to 250

1.3. Strategic Subgoal

To renew the current curriculum for all programs in accordance with our New Education Model philosophy.

Action Plans:

1. To transform the curricula of all programs that do not switch to the project-based education model in accordance with our Core Program and our main educational philosophy
 2. To develop interdisciplinary, flexible double major and minor programs
-

3. To carry out promotional activities to encourage undergraduate students to work in research groups
4. To transform the projects carried out by students into TUBITAK research projects
5. To create and implement Education Self-Assessment System
6. To develop and implement educational trainings for academic staff
7. To ensure that educational technologies are used at every educational level and to the highest extent in this way, to ensure the continuity of distance education infrastructure and to support all formal education processes with technology
8. To enhance the advisory committees and to ensure effective work.

Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- Vice Rector Responsible for Research
- Dean's Offices
- Directorate of Information Technologies
- Directorate of Institutional Research and Assessment
- Directorate of Student Affairs
- Directorate of Information Center
- Directorate of R&D Resources
- Directorate of Corporate Communication
- Office of Learning and Teaching

Indicators:

- Results of the course evaluation questionnaire
 - Objective: To achieve 95% success rate at the end of 5 years
- Number of interdisciplinary minor programs
 - Objective: At least 20 new minor programs
- Number of interdisciplinary courses
 - Objective: At least 40 courses
- Number of interdisciplinary graduation projects
 - Objective: 70% of graduation projects
- Number of double major and minor programs and the number of students enrolled in the programs
 - Objectives:
 - To increase the number of students enrolled in the Double Major Program to 300 and the number of students who have just started a double major program in the relevant academic year to 100
 - To increase the number of students enrolled in the Minor Program to 1000 and the number of students who have just started a minor program in the relevant academic year to 250
- Number of indexed academic articles published in collaboration with academic staff and Bachelor's Degree/post graduate students

- Objective: To reach 1000 indexed articles at PhD level, 750 at the master's level and 200 at the undergraduate level
- Number of projects supported by TÜBİTAK and developed by Bachelor's Degree Students
 - Objective: 50% of the students working in research groups, 5-year target 500
- Number of trainings developed for academic staff

1.4. Strategic Subgoal

To train students and graduates with advanced level of English language proficiency by providing qualified English education within the School of Foreign Languages and the Preparatory Program.

Action Plans:

1. To make students better prepared for undergraduate courses by improving the English Preparatory Program curriculum including academic content and objectives and in line with the goals of the Core Program
2. Including task-based practices in English level (track) programs and to require that these practices constitute a certain percentage of the grades
3. To reduce the course load of lecturers in the English Preparatory Program and to provide them the opportunity to give one-to-one courses to their students
4. To provide students with an environment where they can continue to learn English outside of the classroom
5. To increase the use of *iLearning Center* (Individual Learning Center) by students and to develop their self learning habits
6. To recruit expert lecturers to work in the *iLearning Center*
7. To ensure that the English Preparatory Program and the Core Program curricula coincide in terms of Teaching English
8. To establish a system where the academic staff of the Core Program will evaluate the preparatory students in terms of their language proficiency and provide feedback to the Preparatory School
9. To design the courses to be created by the Core Program Directorate and the departments affiliated to the Faculties within the Preparatory Program.

Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- School of Foreign Languages
- Directorate of Core Program
- Dean's Offices

Indicators:

- Number of students per instructor
 - Objective: 18
- To create a curriculum focused on academic subjects and skills
- To offer project-based applications in the curriculum
- Weekly course hours per lecturer
 - Objective: 16
- Number of different outdoor activities
 - Objective: 2
- Total number of students applying to the *iLearning Center* and total number of applications
 - Objective: To engage at least 30% of all preparatory students
- Results of the questionnaire in which Core Program instructors evaluate the language competence of preparatory students
 - Objective: To ensure that the satisfaction is above 80%
- To prepare a report that will identify the areas where the Preparatory Program and the Core Program curriculum overlap, on the basis of assessment questionnaires that will measure the English language proficiency of Core Program students
- The number and percentage of students who successfully complete the English Preparatory Program
 - Objective: To increase the rate of students who successfully complete the English Preparatory Program in a year to at least 85%
- The number of courses designed by the Core Program Directorate within the English Preparatory Program
- The number of courses designed by the Departments/Faculties within the English Preparatory Program

1.5. Strategic Subgoal

To bring high-quality students at all educational levels to our university.

Action Plans:

1. To increase the recognition and visibility of the university by diversifying promotional activities for students at all educational levels
2. To ensure the scholarship policy and sustainability in the rate of nearly full scholarship
3. Within the scope of the White Doves Scholarship Program, to provide educational scholarships and life support to students who are qualified but cannot find the opportunity to be enrolled with full scholarship
4. To provide additional life support to outstanding post graduate students
5. To develop and promote joint training programs at international level
6. To increase the number of outstanding international students

Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- Vice Rector Responsible for Research
- Dean's Offices
- School of Graduate Studies
- Directorate of Institutional Research and Assessment
- Directorate of Student Affairs
- Directorate of Corporate Communication
- Directorate of R&D Resources
- International Office

Indicators:

- University placement score rankings
 - Objectives:
 - To have the lowest base rank of 20,000 in the 100% scholarship category
 - To have the lowest base rank of 100,000 in the 50% scholarship category
 - To have the lowest base rank of 250,000 in the paid category
- The promotional activities and their number of participants and the evaluation reports of the promotions
- Scholarship rate equivalent to full scholarship
 - Objective: To achieve a nearly full scholarship rate of 40%
- Number and ratio of international students at all levels
 - Objective: To reach 30% of the rate of international students at all levels
- Number of students leaving and reasons for leaving
- The number of scholars who received education scholarships and life support within the scope of the White Doves Scholarship Program (along with YKS ranking data)
 - Objective: 100 students at the end of 5 years
- Number of undergraduate and post graduate students continuing their studies within a research project
 - Objective: At least 2500 students
- The number of students who take part in research projects with scholarship status and are receiving additional life support by KHAS
 - Objective: 2500 students in total at all levels at the end of 5 years
- Number of industrial collaborations within the scope of educational programs
 - Objective: At least 200 collaborations and as many students as the number of collaborations
- Number of post graduate students from R&D institutions, technology development zones and industrial organizations
 - Objective: At least 200 students at the end of 5 years
- International joint education programs and the number of students benefiting from them
 - Objective: 5 international joint education programs at the end of 5 years

1.6. Strategic Subgoal

To enhance internationalization in education.

Action Plans:

1. To increase the number of internationally outstanding students at all levels
2. To increase the number of exchange programs with leading universities
3. To increase the number of students, academic and administrative staff participating in exchange programs
4. To increase and activate international collaborations (international joint education programs, double major programs etc.).
5. To encourage academic staff to assume senior level positions in international professional organizations

Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- Dean's Offices
- Office of the General Secretary
- School of Graduate Studies
- Directorate of Corporate Communication
- International Office
- Erasmus and Exchange Programs Office

Indicators:

- Number and ratio of international students at all levels
 - Objective: To reach 30% of the rate of international students at all levels
- Number of exchange programs with leading universities
 - Objective: At least 150 collaborations with new universities
- Number of students, academic and administrative staff participating in exchange programs at all levels (with incoming and outgoing breakdowns)
 - Objectives:
 - To ensure that 70% of our graduates have participated in exchange programs
 - To ensure that the number of outgoing undergraduate students within the scope of exchange programs is 600
 - To ensure that the number of incoming undergraduate students within the scope of exchange programs is 400
 - To ensure that the number of outgoing post graduate students within the scope of exchange programs is 50
 - To ensure that the number of incoming post graduate students within the scope of exchange programs is
 - To ensure that the number of outgoing PhD students within the scope of exchange programs is 15

- To ensure that the number of incoming PhD students within the scope of exchange programs is 15
- To ensure that the number of outgoing academic staff within the scope of exchange programs is 25
- To ensure that the number of incoming academic staff within the scope of exchange programs is 25
- To ensure that the number of outgoing administrative staff within the scope of exchange programs is 25
- To ensure that the number of incoming administrative staff within the scope of exchange programs is 20
- Number of international joint educational programs and the number of students benefiting from them
 - Objective: To reach 5 international joint education programs at the end of 5 years, with 10 active students in each program
- Number of signed and active international protocols
 - Objective: To develop collaborations and protocols 20 times more than the number of programs that switch to Project Based Education; To ensure that at least 50% of these are concluded with companies operating at international level
- Number of faculty members to assume senior level positions in international professional organizations
- Percentage of international faculty members
 - Objective: 10% of the total faculty members is aimed to be international faculty members

1.7. Strategic Subgoal

To develop student-oriented extracurricular opportunities, to establish academic and career-oriented support mechanisms.

Action Plans:

1. To ensure satisfaction, accessibility and quality in all services offered to students and graduates
2. To enrich the activities that will increase the corporate belonging and satisfaction of current students and graduates, and enable students to express their opinions
3. To improve career planning opportunities (internship, employment and academic admissions)
4. To diversify and expand extra-curricular opportunities (student clubs, sports teams, events, physical areas)
5. To encourage students to participate in administrative processes
6. To develop academic support programs
7. To follow and encourage student competitions and awards

Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- Office of the General Secretary
- Dean's Offices
- Directorate of Student Affairs
- Directorate of Corporate Communication
- Directorate of Institutional Research and Assessment
- Directorate of Human Resources
- Career Office
- Alumni Office
- Student Team and Club Activities Office
- Events Office
- International Office

Indicators:

- Student satisfaction survey results
 - Objective: To increase student satisfaction to 85% within the scope of improving services
- Graduate satisfaction survey results
 - Objective: To increase graduate satisfaction to 95% in graduation surveys
- Employment rates within a year following graduation
 - Objective: To increase the employment rates within a year following graduation to 90%
- The number of students working in R&D Centers across Turkey
 - Objective: 2/3 of each alumni group
- Number of students accepted from master's/PhD programs of leading international universities
 - Objective: 1/4 of each alumni group
- Number of graduates working in leading national and international organizations
 - Objective: 90% of each alumni group
- Rate of participation of graduate students in exchange programs:
 - Objective: To ensure that 70% of our graduates have participated in exchange programs
- Number of alumni contacted / number of HASMED members
 - Objective: 80%
- Rector/Dean-Student/Graduate meetings and number of participants
 - Objective: Rector-Graduate: 20/year, Dean-Graduate: 5/year, Rector-Student: Once per semester, Dean - Student: Once per semester
- Number of students doing internships through our university
 - Objective: 50% (10% must be international)

- Number of Active Scholarship Students
- Number of students with club membership
 - Objective: 2/3 of the students
- Number of students with committee memberships
 - Objective: The rate of committees with a student member is at least 60%
- Having an effective student council (undergraduate and post graduate level)
- Awards and degrees awarded to students

1.8. Strategic Subgoal

To realize the physical improvements identified in the areas where educational activities are carried out with a green campus philosophy. To provide disaster-ready spaces reinforced against earthquake.

Action Plans:

1. To identifying the needs of the spaces and developing projects
2. To make existing spaces more effective
3. To continue the works towards a barrier-free campus.
4. To maximize the rate of green/landscaped/outdoor areas in the growing campus area
5. To carry out studies aimed at reducing the university's carbon footprint and paper and plastic consumption and to encourage recycling

Related Units:

- Rector's Office
- Vice Rector Responsible for Education
- Office of the General Secretary
- Directorate of Operations and Procurement
- Construction and Technical Affairs' Office
- Barrier Free KHAS Committee

Indicators:

- Number of spaces (classrooms, laboratories, study areas) and available square meters per student
 - Objective: Increasing the total indoor and qualified open area per student to a level of at least 15 m²
- Number of projects implemented/budget allocated for disabled students and employees
- Square meter of green/landscaped/outdoor spaces
 - Objective: New 1500 m², total area of 6500 m²
- Carbon footprint, paper and plastic consumption and recycling data
 - Objective: To increase the level of paper waste recycling to 100% and the recycling of non-paper waste to at least 70%

2. STRATEGIC GOAL:

RESEARCH

To develop collaborative research culture, necessary physical research infrastructure, initiatives in the field of industrial property and university-industry cooperation in order to become a research university at international standards. To increase the visibility of our university in national and international rankings.

2.1. Strategic Subgoal

To develop the research culture at our university.

Action Plans:

1. To increase the number of qualified faculty members
 2. To determine and follow up publication targets on the basis of faculty, department, application and research center
 3. To determine and follow up project targets on the basis of faculty, department, application and research center
 4. To provide support mechanisms in research, project, industrial property and related topics, especially prioritizing training and internal panel applications.
 5. To provide administrative support for participating in project markets and academic conferences in order to increase national and international cooperation in research processes.
 6. To develop the number of researchers (academic staff as well as post graduate and post-PhD researchers) and institutional support for researchers (Individual Research Fund, administrative support)
 7. To restructure the Information Center services in a way that supports research processes
 8. To develop internal structures that will empower the interdisciplinary cooperation environment
 9. To include undergraduate students in research groups and ensure their participation as stakeholders in research output.
 10. To provide support to students at all levels within the scope of research projects
 11. To develop support mechanisms for student projects (competitions, financial and administrative support, spatial support, access to information support)
 12. To develop new national and international (joint diploma programs) postgraduate programs
 13. To offer summer / winter schools in order to increase the number of qualified graduate students
-

Related Units:

- Rector's Office
- Vice Rector Responsible for Research
- Dean's Offices
- School of Graduate Studies
- Practice and Research Centers
- Directorate of Institutional Research and Assessment
- Directorate of R&D Resources
- Directorate of Information Center
- Directorate of Human Resources
- Directorate of Information Technologies
- Directorate of Creative Industries Platform
- Directorate of Corporate Communication

Indicators:

- Total number of qualified faculty members
 - Objective: To reach 225 qualified faculty members in total
- Number of publications on the basis of faculty member/department/faculty/center
 - Objective: To achieve 2.5 publications per faculty member throughout the university annually at the end of 5 years (To reach a total of 500 publications per year for 200 faculty members and to ensure that 80% of the publications with quartile value are in journals in the Q1 category)
- Number of project executions per faculty member
 - Objective: To ensure that each faculty member has executed at least 2 projects at the end of 5 years
- The number of projects applied/accepted/exceeded the threshold value (with national / international and project type breakdowns) and budget amounts
 - Objectives:
 - To be managing a project budget of 400.000.000 TL annually at the end of 5 years;
 - To increase the project fund amount per faculty member to 1.200.000 TL;
 - To increase the self-funded project budgets to the level of 5.000.000 TL;
 - To increase TÜBİTAK ARDEB budgets to 60 projects per year and 60 million TL in terms of value;
 - To increase the number of active international projects per year to 20 and the annual active fund amount to a total of 50 million dollars
- Organized research and project writing trainings and internal panel processes (number of activities and participants)
 - Objective: To organize at least five workshops a year (two of them should be on international project writing)
- Research life cycle trainings organized by the Information Center (number of activities and participants)

- Number of research groups formed by academic staff working on the same focus and seeking suitable project/funding call and consortium partners
 - Objective: To form at least 20 active research groups that shall bring in funds
- Number of international activities, events, project market etc. attended by academic staff
- Industrial and international cooperation rates in publications
 - Objectives:
 - To increase industrial cooperation in publications to 10%
 - and international cooperation to 40%
- Number of post graduate students and post PhD researchers
 - Objectives:
 - To bring 1000 new PhD students to our university within 5 years;
 - To encourage each PhD student to write at least 2 articles during their PhD program;
 - To reach the number of 1600 researchers who wrote articles at the end of 5 years (faculty member + post graduate student + post PhD Program researcher)
- Number of indexed academic articles published in collaboration with academic staff and Bachelor's Degree/post graduate students
 - Objective: To reach 1000 indexed articles at PhD level, 750 at the master's level and 200 at the undergraduate level
- The number of database / physical / electronic resources within the Information Center and statistical data on their usage
- The number of projects and outputs (publications, works etc.) of the projects developed by the students
- Number of Bachelor's Degree Student projects supported by TÜBİTAK
 - Objective: To receive support for 500 student projects
- Number of student projects supported by the Creative Industries Platform and budget allocated to student projects
 - Objectives:
 - At least 150 student projects in total
 - To allocate 15% of the general administrative expenses collected from research projects to creative, innovative and entrepreneurial student projects
- Number of students supported in TÜBİTAK research projects
 - Objective: To support a total of 1400 students (200 undergraduate, 400 post graduate, 800 PhD) within TÜBİTAK research projects
- Number of new interdisciplinary post graduate programs
 - Objective: 10 new programs

2.2. Strategic Subgoal

To improve the physical research infrastructure of the university.

Action Plans:

1. To increase the number of venues like research laboratories, production workshops and seminars/workshops etc.
2. To increase the number of places that students can use for research and development and their square meters.
3. To ensure the technical and administrative continuity of research and workshop venues
4. To provide space and administrative services where students of all levels can realize their ideas
5. To establish a Technopark in Selimpaşa campus
6. To establish a venue within the Directorate of Creative Industries Platform that students can use for their creative, innovative and entrepreneurial projects

Related Units:

- Rector's Office
- Vice Rector Responsible for Research
- Dean's Offices
- Office of the General Secretary
- Directorate of Financial Affairs
- Directorate of Operations and Procurement
- Directorate of Creative Industries Platform
- Construction and Technical Affairs' Office

Indicators:

- To complete the engineering research lab
 - Objective: To complete it by September 1, 2021
- To finalize FabriKHAS project
 - Objective: To complete it by September 1, 2021
- To complete the Myspace@KHAS that will be established for students to use in their innovation, creativity and entrepreneurship oriented projects
 - Objective: To complete it by 2022
- To complete the construction of the Faculty of Law building
 - Objective: To complete it by 2022
- To complete the construction of the Faculty of Mechatronics / Civil Engineering building
 - Objective: To complete it by September 1, 2021

- The total indoor and qualified open area per student
 - Objective: Min 15 m²
- Square meter of areas allocated to research and practice
 - Objective: New 3008 m², total of 6514 m²
- Number of applications / support received / number of research laboratories established regarding grant programs supporting infrastructure projects
 - Objective: At least 20 Infrastructure projects supported in total
- Square meters of spaces designed to be allocated to students' use
 - Objective: New 5200 m², total area of 12150 m²
- The number of competent personnel to ensure the continuity of all Laboratories / Work-shops and Studios
 - Objective: To assign at least 1 competent employee for each laboratory / workshop / studio

2.3. Strategic Subgoal

To develop industrial property initiatives and university-sector cooperation.

Action Plans:

1. To determine the studies with the potential to obtain a patent, then to establish the necessary support services
2. To identify research outputs that can be commercialized and to provide necessary support to faculty members
3. To develop cooperation with industrial stakeholders
4. In the Teknokent to be established, to support the faculty members and students to develop projects, patents, intellectual and industrial properties and new initiatives
5. To develop programs within the Creative Industries Platform (YEP) and FabriKHAS to support creative, innovative and entrepreneurial projects of students
6. To develop R&D and innovation projects in cooperation with industrial organizations without using public and EU funds

Related Units:

- Rector's Office
- Vice Rector Responsible for Research
- Dean's Offices
- Directorate of R&D Resources
- Directorate of Corporate Communication
- Directorate of Creative Industries Platform
- Industrial Relations and Technology Transfer Office
- Teknokent A.Ş.

Indicators:

- The number of patent / utility model / industrial design / trademark registration applications and projects accepted (with national / international breakdown)
 - Objective: 15 patents, 10 utility models
- Number of initiatives established/partnered by academic staff
 - Objective: A total of 10 enterprises
- The number of initiatives established / partnered by students of all levels
 - Objective: A total of 50 enterprises
- The number of enterprises that completed the incubation process within the university
 - Objective: A total of 150 enterprises
- Number of informative meetings and trainings on funding sources and project writing
- Number of protocols signed with institutions within the scope of university-industry cooperation
 - Objective: At least 200 collaborations within the scope of education programs
- The number of projects where the researchers within the university provide consultancy to the industry
 - Objective: 15
- The number of industrial collaborations within the scope of education programs and the number of students participating in these programs
 - Objective: At least 200 collaborations and as many students as the number of collaborations
- Number of academic staff or student initiatives established within the Teknokent and FabriKHAS
 - Objective: A total of 60 enterprises
- Number of innovative, creative and entrepreneurial student projects supported by the Creative Industries Platform and budget allocated to student projects
 - Objectives:
 - At least 150 student projects in total
 - To allocate 15% of the Board general administrative expenses collected from research projects to creative, innovative and entrepreneurial student projects
- To develop R&D and innovation projects in cooperation with industrial organizations without using public and EU funds
 - Objective: A total project budget of 100,000,000 TL. (50% within YEP)

2.4. Strategic Subgoal

To take part in national and international university rankings.

Action Plans:

1. To determine the needs and develop policies in order for our university to be included in the university ranking indexes
2. To provide regular data entries about our university in the pre-determined university rankings
3. To provide training and support for the effective use of online tools offered within the Information Center

Related Units:

- Rector's Office
- Vice Rector Responsible for Research
- Dean's Offices
- Directorate of Institutional Research and Assessment
- Directorate of R&D Resources
- Directorate of Information Center
- Directorate of Corporate Communication

Indicators:

- Current place of the university in the rankings for data entry
 - Objectives:
 - To be ranked in the first 50 in Regional international rankings covering young universities under the age of 50, and among top 5 foundation universities in national rankings
 - To be ranked among the top 500 universities in general international rankings
 - To be ranked in the top 100 in the Times Higher Education Impact Rankings General Category
- Number of articles indexed in SCOPUS within the scope of Times Higher Education target
 - Objective: At least 1600 journal articles in 5 years
- Fund annually allocated for research
 - Objective: To increase the annual active research fund amount to be allocated to 400.000.000 TL at the end of 5 years
- The number of trainings offered within the Information Center to increase the number of publications in high impact factor journals, the number of their participants and measurements of the quality of their content

2.5. Strategic Subgoal

To enhance internationalization in research.

Action Plans:

1. To increase the number of publications produced with international cooperation
2. To increase the number of international projects and the funds received
3. To encourage our faculty members to take part in the editorial boards of international journals and the European Union project information pool

Related Units:

- Rector's Office
- Vice Rector Responsible for Research
- Dean's Offices
- School of Graduate Studies
- Directorate of Institutional Research and Assessment
- Directorate of R&D Resources
- Directorate of Information Center

Indicators:

- Number of international publications and their ratio in total publications
 - Objective: To increase the rate of international cooperation in publications to 40%
- The number of international projects and the funds received
 - Objective: By the end of 5 years, to achieve 20 active international projects and the annual active fund amount to a total of 50 million dollars
- Number of faculty members on editorial boards of international journals
- Rate of faculty who applied to international research projects and their project acceptance rate
 - Objectives:
 - To ensure that all faculty members have applied to at least one international research project as an executive
 - To increase the project acceptance rate to 50%

3. STRATEGIC GOAL:

PUBLIC SERVICE

To ensure that the knowledge and values produced in our university meet with the society with an approach based on sustainable development, social responsibility and accessibility.

3.1. Strategic Subgoal

To develop and diversify studies in the field of sustainable development, social responsibility and public service; to organize activities that will improve the awareness of our students and employees about sustainable development goals and the effectiveness of our university within the scope of national, regional and global sustainable development strategies.

Action Plans:

1. To encourage social responsibility projects that our students will develop
2. To diversify public service-oriented activities in our University's units and to develop public service projects beginning with the inner circle of our university
3. To develop policies, projects and collaborations in the areas of public service, social responsibility and sustainable development goals
4. Prioritizing Rezan Has Museum, to develop projects and activities in the fields of culture, art, history and preservation of cultural heritage within our university
5. To generalize training activities / academies, summer / winter schools for our stakeholders at all levels
6. To contribute to local development within the scope of the Creative Industries Platform (YEP)
7. To produce projects and policies in the field of gender mainstreaming
8. To observe the health / hygiene conditions of the staff
9. To create animal friendly spaces

Related Units:

- Rector's Office
- Vice Rector Responsible for Public Service
- Dean's Offices
- Office of the General Secretary

- Rezan Has Museum
- Practice and Research Centers
- Directorate of Corporate Communication
- Directorate of Creative Industries Platform
- Directorate of Operations and Procurement
- Construction and Technical Affairs' Office
- Lifelong Learning Academy
- Student Team and Club Activities Office
- Events Office
- Campus Life Office

Indicators:

- The number of social responsibility projects developed by students and the budget allocated
 - Objective: All Students
- Public service projects, events and number of beneficiaries / participants
- Projects and activities in the fields of culture, art, history and preservation of cultural heritage and number of beneficiaries / participants
 - Objectives:
 - To increase the number of on-site and online visitors annually by at least 5 times
 - To continue the restoration works for the developing collection with 60% balance
 - To maintain a constant conservation performance in order to regularly preserve the works in the museum that are hosted for the transfer of cultural heritage to future generations (To conserve at least 70% each year)
 - To carry out a project with the university academic staff every two years about the works belonging to the museum collection
 - To conduct at least one project with a museum, university and an external stakeholder until 2024
 - To prepare educational material to be published on the website as open source for students aged 3-21 and teachers of these age groups (Having completed projects for all age groups by 2024)
- Number of projects focused on local development developed within the Creative Industries Platform
 - Objective: 2 projects focused on local development per year
- Educational activities/academies for stakeholders at all levels, the number of summer/winter schools and their number of participants
 - Objectives:
 - Opening Summer / Winter Schools every year
 - Offering Graduate/High School Academies every year

- To establish a reporting system in order to monitor indicators for gender equality within the organization
 - Objective: To ensure that the reporting system is available by the end of 2021

3.2. Strategic Subgoal

To work on reducing the effects of global climate change and improving energy efficiency and disaster preparedness.

Action Plans:

1. To carry out studies aimed at reducing the university's carbon footprint and paper and plastic consumption and to encourage recycling
2. To review the air conditioning conditions of the university and to work on energy efficiency
3. To ensure that the university is prepared for current threats (pandemic, disaster, crisis) in terms of occupational health and safety

Related Units:

- Rector's Office
- Vice Rector Responsible for Public Service
- Dean's Offices
- Office of the General Secretary
- Practice and Research Centers
- Directorate of Corporate Communication
- Directorate of Operations and Procurement
- Construction and Technical Affairs' Office

Indicators:

- Carbon footprint, paper and plastic consumption and recycling data
 - Objective: To increase the level of paper waste recycling to 100% and the recycling of non-paper waste to at least 70%
- Data on energy efficiency measurement
 - Objective: To complete the Data Tracking System by 2021
- The number of trainings and activities to develop a culture of disaster preparedness

3.3. Strategic Subgoal

To be an accessible university.

Action Plans:

1. To ensure public access to information with open science and open access practices
2. To share the information produced at our university with the public, by increasing online visibility and accessibility
3. To enhance programs and training activities open to the public and all stakeholders
4. To create an accessible campus environment in terms of space, education and social activities within the scope of the project of Barrier-Free Kadir Has University
5. To develop options for distance education

Related Units:

- Rector's Office
- Vice Rector Responsible for Public Service
- Vice Rector Responsible for Education
- Vice Rector Responsible for Research
- Directorate of Information Center
- Lifelong Learning Academy
- Practice and Research Centers
- Construction and Technical Affairs' Office
- Barrier Free KHAS Committee

Indicators:

- Number and rate of publications in open access
- Number of users / people benefiting from university resources owing to open access applications
- Public program / training activities and number of participants
- Number of projects implemented/budget allocated for disabled students and employees

4. STRATEGIC GOAL:

CORPORATE STRUCTURE

To realize a corporate and stable structure that will ensure continuous improvement with a student, human and life-oriented approach in all services offered, owing to a strong software infrastructure. In this direction; to realize improvements in all services provided by a method that all stakeholders can internalize; to minimize the operational workload of our employees with software to be developed with our university's own resources and to create a digital environment that will ensure that all our employees become qualified employees.

4.1. Strategic Subgoal

To structure the institutional framework in a way that shall motivate our academic and administrative staff.

Action Plans:

1. To carry out adaptation and orientation studies to ensure that all employees work in line with the strategic plan goals
2. To create a stepped titling system in a way to ensure career development and increase motivation of our employees
3. To make the job descriptions of administrative employees with a widespread, flexible and holistic perspective rather than restrictive
4. To restructure the faculty secretariats in order to assume the administrative burden on faculty members
5. To provide in-service training that will accelerate the transformation of our employees into qualified personnel proficient in English
6. To maximize life-oriented activities that will increase the motivation on campus

Related Units:

- Rector's Office
 - Vice Rectors
 - Dean's Offices
 - Office of the General Secretary
 - Directorate of Human Resources
 - Directorate of Institutional Research and Assessment
 - Directorate of Corporate Communication
-

- Campus Life Office

Indicators:

- Satisfaction survey results
 - Objective: To reach 95% satisfaction score in all service surveys
- The number of in-service training and applications and their effectiveness rates
- Transitions between administrative titles over the years and motivation rates following transitions
- The number of administrative processes withdrawn from faculty members and departments
 - Objective: All non-academic processes
- The rate of qualified personnel proficient in English
 - Objective: To ensure that at least 80% of our employees are qualified employees proficient in English
- The number of life-oriented activities on campus

4.2. Strategic Subgoal

To ensure student, human, life and quality-oriented improvements and stakeholder participation in the services provided by the units.

Action Plans:

1. To identify and develop practices that will increase student, administrative staff and academic staff satisfaction, belonging and competence; to activate the service improvement system
2. To carry out adaptation and orientation studies to ensure that all employees work in line with the strategic plan goals
3. To maximize life-oriented activities that will increase the motivation on campus

Related Units:

- Rector's Office
- Vice Rectors
- Dean's Offices
- Office of the General Secretary
- Directorate of Human Resources
- Directorate of Institutional Research and Assessment
- Directorate of Corporate Communication
- Campus Life Office

Indicators:

- Employee performance results based on service improvement
- Satisfaction survey results

- Objective: To reach 95% satisfaction score in all service surveys
- Annual orientation studies and their contents
- The number of life-oriented activities on campus

4.3. Strategic Subgoal

To develop software that will reduce the workload of our employees in internal processes.

Action Plans:

1. To identify the software needed in all processes and to develop the required software within the institution using university resources.
2. To improve our IT infrastructure in terms of human resources

Related Units:

- Rector's Office
- Vice Rectors
- Office of the General Secretary
- Directorate of Information Technologies
- Directorate of Institutional Research and Assessment

Indicators:

- Number of software developed in-house with university resources
- The ratio of automated processes
 - Objective: 90%
- The need for human resources and the number of employees required (including service procurement)
 - Objectives:
 - To maintain the number of administrative staff at the same level within 5 years
 - To ensure sustainability in service procurement
- Number of competent personnel working in IT

4.4. Strategic Subgoal

To generalize digitalization in internal processes.

Action Plans:

1. To identify the areas to be digitized and make improvements
 2. To collect, process and store data in accordance with the legal framework
-

3. To improve physical and electronic information and document archiving and destruction systems
4. To establish a resource management system for efficient use of resources

Related Units:

- Rector's Office
- Vice Rectors
- Office of the General Secretary
- Directorate of Information Technologies
- Directorate of Institutional Research and Assessment
- Directorate of Human Resources
- Directorate of Student Affairs
- Archive Committee

Indicators:

- Ratio of automated processes
 - Objective: 90%
- Ratio of digitalized services
 - Objective: 90%
- The need for human resources and the number of employees required (including service procurement)
 - Objectives:
 - To maintain the number of administrative staff at the same level within 5 years
 - To ensure sustainability in service procurement
- Resource Management System
 - Objective: The system is aimed to be completed by the end of 2022

5. STRATEGIC GOAL:

FINANCIAL

SUSTAINABILITY

To create a sustainable growth plan in line with all our strategic goals by means of a financial structure that can develop its own resources.

5.1. Strategic Subgoal

To develop policies in order to prevent waste of resources.

Action Plans:

1. To establish a resource management system for efficient use of resources
2. To review all administrative processes, to determine the processes to be automated, and then to determine the real human resource need

Related Units:

- Rector's Office
- Vice Rectors
- Office of the General Secretary
- Dean's Offices
- Directorate of Information Technologies
- Directorate of Financial Affairs
- Directorate of Institutional Research and Assessment

Indicators:

- Resource Management System
 - Objective: The system is aimed to be completed by the end of 2022
- The ratio of automated processes
 - Objective: 90%
- The need for human resources and the number of employees required (including service procurement)

- Objectives:
 - To maintain the number of administrative staff at the same level within 5 years
 - To ensure sustainability in service procurement

5.2. Strategic Subgoal

To develop a sustainable scholarship policy in terms of financial balances.

Action Plans:

1. To ensure the scholarship sustainability in the rate of nearly full scholarship
2. To monitor the number of post graduate students with thesis awarded full / partial scholarships
3. To make the White Pigeons Scholarship Program popular throughout the country

Related Units:

- Rector's Office
- Vice Rectors
- Office of the General Secretary
- Dean's Offices
- School of Graduate Studies
- Directorate of Financial Affairs
- Directorate of Institutional Research and Assessment
- Directorate of Corporate Communication
- International Office

Indicators:

- The rate of full scholarship and discounted students
- Scholarship rate equivalent to full scholarship
 - Objective: To achieve a nearly full scholarship rate of 40%
- The number of post graduate students supported by university resources

5.3. Strategic Subgoal

To diversify existing income sources and develop new sources of income in order to achieve a balance of income and expenditure in line with growth plans.

Action Plans:

1. To reduce the ratio of income derived from Bachelor's Degree students to total income
2. To monitor the number of post graduate students with thesis awarded full / partial scholarships

3. To monitor the number of Bachelor's Degree, post graduate students and Post PhD Program Researchers who receive life support contributions
4. To offer new professional and certificate programs
5. To monitor annual financial statements of all professional programs
6. To increase the amount of external donations
7. To make the White Pigeons Scholarship Program popular throughout the country
8. To sustain positive results in the annual income statement
9. To increase the annual income to a level that can support at least 225 faculty members

Related Units:

- Rector's Office
- Vice Rectors
- Office of the General Secretary
- Dean's Offices
- School of Graduate Studies
- Directorate of Financial Affairs
- Directorate of Institutional Research and Assessment
- Directorate of R&D Resources
- Directorate of Corporate Communication
- International Office

Indicators:

- Annual income other than income from students
 - Objective: 35% of total annual income
- The number of students who take part in research projects with scholarship status and are receiving additional life support by KHAS
 - Objective: 2500 students in total at all levels at the end of 5 years
- Annual net income derived from professional non-thesis post graduate programs
 - Objectives:
 - To earn 5,000,000 TL annual net income within 3 years
 - To earn 10.000.000 TL annual income by the end of 5 years with at least 20 professional non-thesis master's degree programs, each of which will admit at least 25 students
- The amount of income derived from the High School Summer/Winter Schools
 - Objective: To reach an annual income of 2,000,000 TL
- The amount of income derived from courses open to public
 - Objective: To reach an annual income of 250,000 TL
- Annual net income derived from certificate programs
 - Objective: To reach an annual income of 5,000,000 TL by the end of 5 years
- Total amount of income and expenses
- To monitor annual donations
 - Objective: To reach an annual Donation of 2,000,000 TL by the end of 5 years
- To support at least 100 students with the White Pigeons scholarship program

- o Objective: To reach an annual Donation of 1,000,000 TL by the end of 5 years
- Ratio of total Bachelor's Degree student income to total income (undergraduate / graduate)
 - o Objective: To ensure that the ratio of total Bachelor's Degree student income to total income is at the level of 65%
- To determine and monitor the five-year budget indicators
 - o Objective: To reaching budget values that include 225 faculty members by the end of 5 years

2020-2024 STRATEGIC PLAN

5-YEAR TARGET TRACKING TABLES

1. STRATEGIC GOAL - EDUCATION		
Indicator	Data available as of 2019/20	Annual target to be reached in 5 years
Number of permanent faculty members	164	At least 225 qualified faculty members
Number of students per permanent faculty member	32	25
The total indoor and qualified open area per student (m ²)	12.295	15
YKS Base Ranking (100% scholarship)	157,915	20,000
YKS Base Ranking (50% scholarship)	874,979	100,000
YKS Base Ranking (Paid)	539,895	250,000
The rate of students who successfully complete the English Preparatory Program in one year	74%	85%
Number of students beginning a double major program	34	100
Number of students enrolled in double major programs	73	300
Number of minor programs	23	At least 20 new interdisciplinary minor programs
Number of students beginning a minor program	24	250
Number of students enrolled in minor programs	39	1000
The number of scholars receiving education scholarships and life support within the scope of the White Doves Scholarship Program	3 (2020/21)	100

1. STRATEGIC GOAL - EDUCATION		
Indicator	Data available as of 2019/20	Annual target to be reached in 5 years
Percentage of international students at all levels	3.7%	30%
Percentage of international faculty members	1%	10%
Number of international joint educational programs	1	5
Employment rate (one year after graduation)	66%	90%
Number of post graduate students accepted from universities abroad	12	To ensure that 25% of graduates continue postgraduate education at international standards
Number of PhD students accepted from universities abroad	1	
Number of undergraduate students working in research groups	112	200
Number of TUBITAK supported students	50	1400
-Bachelor's Degree	3	200
-Master's Degree	25	400
-PhD	22	800
Number of indexed articles written by Bachelor's Degree students	4	200
Student satisfaction (based on the results of Service Improvement System)	62%	85% and above
Graduate satisfaction	84%	95% and above
Participation rate in exchange programs	17%	65%
Number of outgoing undergraduate students within the scope of exchange programs	87	600
Number of incoming undergraduate students within the scope of exchange programs	99	400
Number of outgoing post graduate students within the scope of exchange programs	8	50
Number of incoming post graduate students within the scope of exchange programs	4	25
Number of outgoing PhD students within the scope of exchange programs	1	15

1. STRATEGIC GOAL - EDUCATION		
Indicator	Data available as of 2019/20	Annual target to be reached in 5 years
Number of incoming PhD students within the scope of exchange programs	0	15
Number of outgoing academic staff within the scope of exchange programs	6	25
Number of incoming academic staff within the scope of exchange programs	8	25
Number of outgoing administrative staff within the scope of exchange programs	10	25
Number of incoming administrative staff within the scope of exchange programs	4	20

2. STRATEGIC GOAL - RESEARCH		
Indicator	Data available as of 2019/20	Annual target to be reached in 5 years
General international rankings	-	Top 500
THE Impact Rankings	THE Impact Ranking 2020: 401-600 To be ranked in 101-200 in THE Impact Ranking 2020 in the categories of "Gender Equality" and "Decent Work and Economic Growth"	Top 100
Regional International rankings covering young universities under the age of 50	QS EECA 2021: 301-350	Top 50
Foundation universities in national rankings	15 (URAP 2019/20)	Top 5
Establishing the Teknopark	-	-
Establishing the Makerspace	-	-
Annual number of articles (SCIE/SSCI/AHCI)	102	500
Annual number of articles (SCOPUS)	130	500
Rate of Q1 articles (SCOPUS - rate among articles that receive a quartile value)	45%	80%

2. STRATEGIC GOAL - RESEARCH

Indicator	Data available as of 2019/20	Annual target to be reached in 5 years
Number of faculty members	164	225
Article per faculty member	0.79	2.5
PhD students	169	1000
Number of PhD students whose articles have been published	8	1000
Number of indexed articles written by PhD students	19	1000
Percentage of PhD students writing articles	5%	100%
Number of indexed articles written by Master's Degree students	9	750
Number of indexed articles written by Bachelor's Degree students	4	200
5-year number of articles (SCOPUS)	569 (2015-2019)	1600
Number of researchers / authors producing articles in 5 years	267	1600
Industrial cooperation in publications	%0.3 (2015-2019)	10%
International cooperation in publications	%27.8 (2015-2019)	40%
Project funds (Total budget for research projects - TL)	11,622,178 (2018/19)	400,000,000
Budget of projects in cooperation with industrial organizations. (50% within YEP) (TL)	Total as of 2020: 490,290	100,000,000
Project amount per faculty member (TL)	70,866	2,000,000 (based on 200 faculty members)
Budget for research projects funded by the university (TL)	1,547,981	5,000,000
Budget for TÜBİTAK ARDEB projects (Million TL)	2.94 million TL	20-25 million TL
Number of projects supported by TÜBİTAK ARDEB	13	60
Total value of international projects in SCIVAL (Total budget of projects, 5-year, USD)	4,780,000 (2015-2019)	50,000,000
Number of International Projects in SCIVAL (5-year)	2 (2015-2019)	20

2. STRATEGIC GOAL - RESEARCH		
Indicator	Data available as of 2019/20	Annual target to be reached in 5 years
Percentage of faculty members who have applied to International projects	20%	100%
Acceptance rate of submissions to international projects	23%	50%
The number of students receiving additional life support by KHAS	30	2500
Total budget allocated to student projects supported by Creative Industries Platform YEP (TL)	143,989 TL	15% of the general administrative expenses (over-head) collected from research projects
Number of student projects supported by YEP	17	A total of 150
Total number of students supported in TÜBİTAK research projects	50	1400
- Total number of bachelor's degree students supported in TÜBİTAK research projects	3	200
- Total number of post graduate degree students supported in TÜBİTAK research projects	25	400
- Total number of PhD students supported in TÜBİTAK research projects	22	800
Total number of post PhD students supported in TÜBİTAK research projects	3	200
Number of student projects supported by TÜBİTAK	1	500
Number of industrial collaborations within the scope of educational programs	45 companies	200
Number of incoming students within the scope of university-industry cooperation	13	At least as many students as the number of collaborations/ at least 200 students by the end of 5 years
The number of patent / utility models	1 patent	15 patents, 10 utility models
Number of initiatives established/partnered by academic staff	1	A total of 10
The number of initiatives established / partnered by students of all levels	3	A total of 50
Total square meters allocated to research and practice areas (Cibali Campus)	3506 m ²	6514 m ²

3. STRATEGIC GOAL - PUBLIC SERVICE

Indicator	Data available as of 2019/20	Annual target to be reached in 5 years
Number of KHAS High School Academies	9	50
Number of KHAS High School Academy Participants	1449	7500
Number of KHAS Faculty Academies (including online)	9	25
Number of KHAS Faculty Academy Participants	923	4000
Number of High School Summer/Winter Academies	2	15
Number of Participants of High School Summer/Winter Academies	900	2000
Number of Post Graduate Winter / Summer Schools	5	20
Number of Post Graduate Winter / Summer School Participants	205	1000
Paper waste recycling	80%	100%
Recycling of waste other than recyclable paper	20%	70%

4. and 5. STRATEGIC GOALS - CORPORATE STRUCTURE & FINANCIAL SUSTAINABILITY

Indicator	Available Data	Annual target to be reached in 5 years
The ratio of total student income to total income	2016/17: 78%	65%
	2017/18: 62%	
	2018/19: 85%	
	2019/20: 78%	
Number of administrative staff	2019/20: 198	To keep the number at the current level
Scholarship rate equivalent to full scholarship	2018/19 Bachelor's Degree Students: 56%	%40
	2019/20 Bachelor's Degree Students: 59%	
Percentage of commissions with student members	25%	60%
The income derived from the High School Summer/Winter Schools (TL)	300,000	2,000,000
Courses open to public (TL)	100,000	250,000
The income derived from the Professional Non-Thesis Postgraduate Programs and Certificate Programs (TL)	2019/20: 1,550,000	Interim Target to be reached by the end of 3 years: 5,000,000
		5-Year Target: 15,000,000



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