



Dogus University

Strategic Plan 2024 - 2028

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PREFACE

The Public Financial Management and Control Law, which envisages strategic planning and performance-based budgeting within the scope of general principles of public resource utilisation, was adopted on 10.12.2003. In line with Article 9 of this law, the "Regulation on Procedures and Principles Regarding Strategic Planning in Public Administrations" was prepared and published by SPO. On 20.09.2005, the "Regulation on Academic Evaluation and Quality Development in Higher Education Institutions" entered into force and higher education institutions were obliged to prepare strategic plans. By analysing the relevant laws and regulations, the 5th strategic plan of Doğuş University covering the years 2024-2028 was prepared and approved by the University Senate.

Doğuş University was established in Istanbul on 09 July 1997 as a non-profit foundation university. While leaving behind the 26th year of its establishment, it has carried out all its activities on the basis of making qualified contributions to the scientific and cultural environment of our country and has acted with the responsibility and awareness of being a university. The necessity of making time-phased plans in the near, medium and long term has always been taken into consideration, and strategies for the future of the university have been developed with the common mind within the institution. These strategies have been presented in their most comprehensive form as Strategic Plans since 2006. Doğuş University prepared its second Strategic Plan for 2009-2013, third Strategic Plan for 2014-2018, fourth Strategic Plan for 2019-2023 and fifth Strategic Plan for 2024-2028.

Doğuş University is an institution that adopts the principle of developing itself in line with universal requirements, taking into account the realities and values of the country. Accordingly, it creates its vision and plans by examining world universities, following global academic developments, and analysing the expectations and needs of the sectors. While making its future five-year plan, Doğuş University, which identifies its deficiencies and produces solutions for improvement, wants to take steps to further strengthen its strengths. Studies to be carried out in order to continuously improve academic quality will be the priority of Doğuş University in the coming years as it has been so far. It is aimed to carry out studies to support issues such as labour rights, labour standards, environmental protection in accordance with the United Nations Global Compact and to raise students with this awareness.

Doğuş University, which moved to its new campus in Dudullu Organised Industrial Zone in the previous plan period, has included effective university-industry cooperation among its priority targets in this plan period. In addition, by increasing the number of joint studies with various public institutions and organisations and NGOs, Doğuş University continuously improves its social contribution target.

The vision of Doğuş University is to become a world university that has achieved excellence in education, research and community service. With this vision, we aim to be a world university that recognises its country and the world, and



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It educates well-equipped and versatile individuals who perceive and respect, have a solution-oriented perspective, can produce innovative ideas, adopt critical reasoning, think analytically, carry an intellectual identity. Thanks to its universal perspective, it has worldwide achievements. The importance given to academic quality ensures that DOU ranks among the best in unbiased rankings made by different sources. As the two most important examples, according to the URAP Centre's 2010 and latest 2023 reports, DOU ranks 46th among the foundation universities in Turkey. According to the 2023 WEBOMETRICS ranking, DOU is ranked 46th in Turkey.

121st and 3660th in the world. USNEWS ranks DOU 535th in the world in the field of physics. Nature Index ranked DOU 16th among universities in Turkey by evaluating scientific studies in 2021-2022. According to SCImago's 2024 ranking of Turkish universities, DOU ranked 15th in the field of innovation and 6th among foundation universities. DOU's graduates, who continue their academic career or professional life not only in Turkey but also abroad, and who have signed permanent and pioneering works in their fields, are seen as the results that crown this success.

Considering that there are approximately 20 thousand universities in the world, this success gains even more meaning. Doğuş University's greatest strengths are the quality education it provides and the research and publications it conducts. Continuing on its way with the goal of "doing better and better", Doğuş University will take steps to carry forward the prestigious position it has reached in the world of higher education in a short time. For this purpose, it will continue to reinforce its distinguished academic staff, contribute to the world of science through research and publications, and add value to social life and culture and arts environment through projects.

The activities to be carried out within the framework of the 5th Strategic Plan on the way to the 31st anniversary of Doğuş University will strengthen the pioneering and innovative identity of the institution in the academic world. Activities in the coming periods will be carried out in line with strategic goals. In this way, the continuously developing identity of Doğuş University will be seen once again during the preparation of the 5th Strategic Plan.

I would like to extend my love, respect and thanks to all Doğuş University employees who have contributed and will contribute to the preparation, revision and implementation of the 2024 - 2028 Strategic Plan.

Prof. Dr. Turgut ÖZKAN Rector



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HISTORY

Doğuş University, which was opened with the Law No. 4281 dated 09 July 1997 and adopted by the Grand National Assembly of Turkey, started its journey as a foundation university with a public legal entity and a non-profit purpose. Today, as the owner of the firsts in education and the pioneer of innovations, it educates the future with the strength of its past.

Founded with the Faculty of Arts and Sciences, Faculty of Engineering, Faculty of Economics and Administrative Sciences and Vocational School, Doğuş University graduated its first students from associate degree programmes in 1999. In 1998, the Institute of Social Sciences, in 2002 the Institute of Science, in 2004 the Faculty of Art and Design, and in 2008 the Faculty of Law were established. Doğuş University, which rose to the forefront in higher education in a short time with a rapid academic progress, is involved in all levels of higher education with a total of 96 programmes in the 2022-2023 academic year, including 35 undergraduate programmes in 5 faculties and 1 college, 36 associate degree programmes in vocational schools, 22 master's and 3 doctoral programmes in the Institute of Graduate Studies. Doğuş University Continuing Education Centre (DOÜSEM) was established in 2001 with the importance given to lifelong education. DOÜSEM conducts programmes open to the participation of both students and individuals from outside the university, and reaches out to individuals of different educational levels, ages, and careers in various fields such as professional or personal development, art, culture, and foreign languages with the common denominator of education. In 2019, Doğuş University Research, Innovation, Application and Advanced Technology Application and Research Centre (DOUTEK) and Doğuş University Women's Studies Application and Research Centre (DOUKAM), Doğuş University Distance Education Application and Research Centre (DOUZEM) in 2020 and Doğuş University Turkish Education Centre (DOU-TÖMER) in 2023 were established respectively. In 2004, Doğuş University carried out the first student exchange within the scope of Erasmus agreements, and in the 2022 - 2023 academic year, it continues student and faculty exchange agreements with 87 universities from 22 countries. There are bilateral co-operation agreements with 9 countries around the world.

The Founding Rector of Doğuş University was Prof. Dr. Cudi Tuncer Gürsoy, Faculty of Economics and Administrative Sciences, who passed away in 2011. After Gürsoy, Prof. Dr. A. Talha DİNİBÜTÜN, a faculty member of the Faculty of Engineering, assumed the position in 1999 and served as the Rector of Doğuş University for two consecutive terms until 2007. In 2007, Prof. Dr. Mitat UYSAL from the same faculty took over the position and continued until 2011. Prof. Dr. Elif ÇEPNİ, Director of the Institute of Social Sciences between 2011-2013, served as the first female rector of the university. After the departure of Prof. Dr. Ahmet N. CERANOĞLU, Faculty of Engineering and Director of the Institute of Science, who took office in 2013, on 04 June 2014, Prof. Dr. Abdullah DİÇKOL took over the Rectorate and completed his term of office on 13 November 2018 and handed over the Rectorate to Prof. Dr. Ebru URAL, who took office as the seventh rector of Doğuş University. Upon Prof. URAL's resignation as rector in March 2019, Prof. Dr. Turgut ÖZKAN was appointed to this position.



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The Association for Evaluation and Accreditation of Engineering Education Programmes (MÜDEK) has re-accredited the Computer Engineering Programme, Electronics and Communication Engineering English Programme, and Industrial Engineering English and Turkish Programmes of the Faculty of Engineering of our University until 30.09.2025, except for the Electronics and Communication Engineering English programme, which was closed after five years of accreditation, which ended in 2022. In addition to these programmes, both Turkish and English programmes of the Department of Mechanical Engineering, which has reached a sufficient number of graduates, applied to MÜDEK for the first time, both programmes were accredited by the relevant institution until 30.09.2022, and were re-evaluated by MÜDEK in 2023. The Faculty of Arts and Sciences English Language and Literature programme is fully accredited by FEDEK until 30.09.2025, the Faculty of Economics and Administrative Sciences Business Administration (Turkish-English) and International Trade and Management programmes are fully accredited by STAR until 27.03.2026, the Vocational School Cookery Programme is fully accredited by TURAK until 31.12.2027, and the Faculty of Art and Design Gastronomy and Culinary Arts Department is fully accredited by TURAK for 6 years. In addition, the Foreign Languages Unit is also accredited by Pearson Assured. This situation necessitates and commits the continuity of the programme improvement process described above.

As a member of the Washington Accord, MÜDEK has also awarded these programmes with the EUR-ACE label, which is a set of standards used to identify high-quality engineering programmes in Europe. Our accredited programmes have also obtained the right to use the Turkish Qualifications Framework (TQF) logo on their diplomas. Our university was accredited by the Higher Education Quality Board (YÖKAK) at the institutional level for 2 years in 2023.

For 26 years, Doğuş University, which prioritises providing quality education with a distinguished academic staff, raising well-equipped students and making qualified contributions to the world of science, has been progressing without deviating from this goal. The importance given to academic quality ensures a continuous increase in the achievements written on the Doğuş University's name. The graduates of Doğuş University, who continue their academic career or professional life not only in Turkey but also abroad, and who have signed permanent and pioneering works in their fields, are among the most beautiful results that crown this success. Because the most important asset of Doğuş University is its well-educated students and graduates who represent the name of Doğuş in the best way with the knowledge and values they have gained. At Doğuş University, which proceeds on a bright educational path with the goal of serving humanity, we always invest in people first. With the awareness that the future is entrusted to young people and young people are entrusted to education, successful generations worthy of the name of Doğuş are raised.



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SWOT ANALYSIS

Our Strengths

1.	Presence of a dynamic, strong and qualified academic staff
2.	Effective, balanced and compatible with international programmes, quality education provided through programmes that are strong, adequate in number, cover contemporary subjects and are open to innovations
3.	Having Turkish programmes parallel to English programmes
4.	Good communication between students and faculty members
5.	Double major programme (DMP), minor programme (DMP) and Erasmus opportunities for students granting
6.	Positive development of university-industry cooperation through competitions and projects
7.	Close co-operation with professional and industrial organisations
8.	Giving importance to practical training
9.	High rate of participation in international and national scientific meetings
10.	Supporting research activities by the university and encouraging them with awards
11.	Existence and diversity of graduate programmes
12.	Participation of academic staff in national and international projects
13.	Having faculty members who know the business world closely
14.	Doğuş University Journal is the second Turkish university journal to be accepted to Econlit, one of the world-renowned academic indexes
15.	To encourage academic staff to publish by rewarding scientific publications financially incentivising
16.	Financial support for faculty members to participate in national and international congresses by giving papers providing support
17.	Increasing automation with technological facilities in administrative services



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18.	Various research and application centres (Technology Transfer Office, Advanced Technology Research and Application Centre, Women's Studies Research and Application Centre, etc.) are active in our university.
19.	The share allocated in the budget to support BAP Projects has been significantly increased
20.	Presence of accreditation tradition in the institution and support by the management
21.	The University is accredited by YÖKAK, many undergraduate and associate degree programmes and the Foreign Languages Unit are accredited by the relevant professional bodies
22.	The belief of the top management of the organisation in the quality process and ownership of the process
23.	Strong laboratory infrastructure Incubation Centre and company laboratories Existence of defined, prominent and supported research areas such as ballistic materials, energy, mechatronics and robotics
24.	Monitoring of research indicators within the scope of the Strategic Plan

Weaknesses

1.	The university does not have its own dormitory
2.	Lack of interdisciplinary programmes at graduate level
3.	Lack of doctoral programmes in English
4.	The alumni association does not work effectively enough
5.	Financial and institutional obstacles to the sustainability of the preference of qualified academic staff to our University
6.	Failure to develop foreign institutional relations at the targeted level and low effectiveness in bilateral cooperation
7.	Difficulty in attracting high-scoring and high quality students
8.	Lack of a mentoring system linked to the English Preparatory Class
9.	Due to the fact that some of the administrative work is carried out by academic staff, academic staff cannot allocate sufficient time for research activities
10.	International student and faculty exchange programmes other than Erasmus could not be made functional
11.	The academic performance system has not yet been put into use
12.	Lack of a clear reward system that can increase the efficiency of administrative staff



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13.	Limited English level and cultural background of the students
14.	Absence/limited number of international projects
15.	Diversification of the services provided to the society and the desirability of measuring their contribution The fact that the level has not yet been reached

Opportunities

1.	The country has a young population
2.	Increasing demand for higher education
3.	Turkey is gaining attraction in terms of foreign students
4.	DOU is located in Dudullu Organised Industrial Zone
5.	Significant increases in recent years in terms of diversity and amount of support in TUBITAK, Development Agency, Ministry of Science and Industry research project support programmes
6.	Universities in our country can benefit from EU FP, Horizon and other project support resources
7.	The number of our graduates in Turkey and abroad and the influential positions they have reached
8.	Increasing the number of PhD researchers in Turkey above the targeted number

Threats

1.	As a result of the problems in primary and secondary education in our country, the students who have been admitted to universities observed loss of quality
2.	Rapid increase in the number of universities and Vocational Schools
3.	Increase in the number of scholarship students and scholarship opportunities at other foundation universities
4.	Offering students more flexible payment plans than other foundation universities
5.	Some foundation universities make promises to students such as job guarantee

General Evaluation

Considering all the above-mentioned explanations, strengths and areas open to improvement, it is seen that DOU is a foundation university that has proven itself in many areas and is focused on continuous improvement.



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OUR VALUES

Dogus University

1. Adopted quality education as a principle
2. Focused on contributing to science through research and publication
3. Focused on student-centred education
4. High sense of quality
5. Gives importance to academic autonomy
6. Respectful to ethical values
7. Supporting individual development
8. Environmentally sensitive
9. Adopted lifelong education
10. Closely monitoring global issues
11. Aimed to be orientated towards the solution
12. It is a higher education institution that embraces its corporate culture.

Mission

The mission of Dogus University;

- To educate well-equipped and well-rounded individuals who know their country and the world, perceive and respect differences, have a solution-oriented perspective, can produce innovative ideas, adopt critical thinking, carry an intellectual identity;
- To assume a leading role in the developments of our country in the fields of science, technology, art and culture and to carry out studies for the benefit of society.

Vision

The vision of Dogus University;

To be a world university that always aims for excellence in education, training, research and community service.



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EVALUATION OF THE PREVIOUS PLAN AND THE OBJECTIVE OF THE NEW PLAN

When the success of the implementation of the DOU 2019-2023 Strategic Plan is evaluated, the following realisation rates have emerged in the performance criteria by years.

	2019	2020	2021	2022	2023
Education and Training Activities	0.89	0.74	0.9	1.06	0.85
Research Activities	1.29	1.34	1.14	1.53	1.12
Community Service	1.33	1.42	2.08	1.49	2.05
Managerial Activities	1.22	1.33	0.77	1.10	1.3
General Rate	1.18	1.2	1.22	1.30	1.33

When we consider all of the realisation rates, we can see that the performance criteria of the previous strategic plan have been realised at a rate of 133% with a steady increase starting from 118%. In general, the realisation rate was 125%. This level reveals that the plan has been implemented quite successfully.

At the end of the new plan period, although possible deviations are expected in the performance criteria values depending on socio-political and economic developments, an overall improvement of at least 20 per cent is foreseen.

NEW PLAN NEW APPROACH

Corporate Strategies

Institutions adopt main strategies such as growth, downsizing, diversification, austerity or liquidation. The DOU is an institution that has been growing continuously since its establishment. Therefore, it is clear that it is following a growth strategy. On the other hand, although DOU focuses on research and education activities in line with its mission, considering its technical infrastructure and performance, it is seen that DOU is predominantly a research-oriented university. However;

- ✓ Increasing student success with student-centred education
- ✓ To support the process of transforming research outputs into social and economic benefits.
- ✓ Increasing collaborations and services for social contribution
- ✓ To institutionalise entrepreneurship throughout the university
- ✓ To develop / strengthen the corporate culture, identity and corporate memory.
- ✓ To continue education and research services.

etc. are also set out in detail in the strategic plan studies.



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During the preparation of the DOU Strategic Plan 2024-2028, international and national developments in education, research, social contribution, management, etc., strategy documents of relevant institutions and organisations such as the European University Association (EUA), YÖK and YÖKAK, and current legislation were taken into consideration. Here, as the main themes at the country level, *Increasing Employment, Digital Transformation, Education for Wellbeing, Education for Sustainable Development, Inclusive Curriculum* have been prioritised, and targets have been tried to be set in the sub-areas of these main themes such as *Curriculum, Teaching and Evaluation, Physical Space, Digital Infrastructure, Policy-Process and Regulations, Institutional Culture, Employees*, etc.

As a member of the European University Association (EUA), DOU's Strategic Plan, which was prepared in line with the EUA's 2030 vision, takes into account the EUA's focus on sustainability, the importance of openness, the role of university missions and how this vision can be realised. The perspective of a resilient, flexible and effective university serving European societies for a better future has been adopted.

According to EUA's 2030 vision, universities in the future are envisaged to be wall-less, open and participatory, responsible, autonomous and free, with diverse profiles, united in their mission of learning and teaching, research, innovation and culture in service to society. In other words, universities in the future;

- ✓ Open, transformative and transnational
- ✓ Sustainable, diverse and inclusive
- ✓ It must be strong, autonomous and

accountable.

The unique combination of the missions of learning and teaching, research, innovation and culture, and their fruitful interrelationships, will remain a key feature of European universities in 2030. These missions will benefit from an integrated approach and exploit synergies as equally important and mutually reinforcing. Through these missions, universities will support Europe's open, pluralistic and democratic societies.

Success factors of universities according to EUA's 2030 vision plan;

- ✓ Enabling frames
- ✓ Adequate investments
- ✓ Strong leadership,

while prioritising action;

- ✓ Reforming academic careers
- ✓ Promoting interdisciplinarity
- ✓ It is expressed as strengthening civic

participation.



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DOU's 2024-2028 Strategic Plan is prepared in the light of the above-mentioned future-oriented assessments and is presented in the following sections.

GLOBAL PERSPECTIVE ON EDUCATION AND TRAINING

With a global perspective, DOU focuses on the following main themes for its education and training activities across the country.

1. Inclusive Curriculum

- ✓ The curriculum reflects different perspectives and includes diversity
- ✓ Internationalisation of the curriculum
- ✓ Ensuring the full participation of all students in the learning process,
- ✓ Coordinate and enhance these objectives with existing organisational efforts

2. Education for Sustainable Development

- ✓ Incorporating sustainability into curricular and extra-curricular activities
- ✓ Organising and monitoring activities to support the UN Sustainable Development Goals in each area

3. Education for Wellbeing

- ✓ Establishing and monitoring processes to support students' emotional, mental and physical health
- ✓ Minimising the negative effects of curriculum content and practices on students

4. Digital Transformation

- ✓ Increasing digital capacity throughout the organisation
- ✓ Improving information literacy
- ✓ Developing a digital education model that supports blended learning
- ✓ Organising coordinated inter-agency work on leadership, capacity building, welfare and infrastructure within the framework of digital transformation.

5. Increasing Employment Opportunities

- ✓ Developing the skills of students and graduates through both programme-specific and extra-curricular activities
- ✓ Increasing opportunities for work based learning
- ✓ Supporting the transition of students to the career process after graduation.



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STRATEGIC PLAN PREPARATION PROCESS

The following documents were taken into consideration during the preparation of the DOU Strategic Plan (2024-2028).

- UN Sustainable Development Goals
- Times Higher Education University Ranking Index
- YÖKAK criteria and Evaluation Report
- Expectations and criticisms of other accreditation bodies
- Internal Evaluation Reports (Programme self-evaluation reports, Peer evaluation reports)
- Liverpool John Moores University documents.

DOU Strategic Plan (2024-2028) was initiated by the Strategic Planning Unit in October 2023, and was prepared as a draft document in February 2024 after the procurement of relevant documents and the evaluation of past plan performance. The plan was then examined by the Strategic Planning Preparation Commission of the University and revised within the framework of the suggestions, and was accepted by the Senate in February 2024 and entered into force with the approval of the Board of Trustees.

DETERMINATION OF STRATEGIC OBJECTIVES

In the 2024-2028 Strategic Plan of DOU, strategic goals are set in six areas: education and training, R&D and internationalisation, social contribution, management (policies and processes, physical space, digital infrastructure), corporate culture, employees and ethical values. While determining the strategic objectives, the prominent issues related to each field are taken into consideration below.

The number of strategic objectives, which was 10 in the previous plans, has been increased to 12 in this plan. Strategic objectives are explained in the following sections by field.

Education and training

In this field, the curriculum and the studies envisaged in teaching and evaluation are taken as basis. In the plan, strategic objectives have been determined by considering these studies.

1. Curriculum

1. Ensuring that the curriculum increases the social and cultural diversity of students and makes them good citizens
2. Updating the curriculum every year in line with the suggestions from all stakeholders.
3. Organising the curriculum to include diversity
4. Internationalisation of the curriculum
5. Increasing real-life learning opportunities for students outside the university



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6. Establishing programmes and activities that will enable students to make ethical decisions
7. Planning education in a way that contributes to social, environmental and economic sustainability; integrating it into all courses
8. Ensuring flexibility and choice alternatives by balancing student loads in curriculum planning

2. Teaching and Evaluation

1. Department faculty members evaluate their contribution to learning outcomes every year,
2. Department faculty use a variety of teaching and assessment methods that support diversity,
3. Ensuring that university students have easy access to staff and peers for research and scholarships,
4. Integrating research-based teaching into the curriculum.

The work in the field of education and training together with the curriculum is reflected in the strategic objectives as follows.

STRATEGIC GOAL 1: To make the quality of undergraduate and associate degree education sustainable **STRATEGIC GOAL 2: To make the quality of graduate education sustainable**

R&D and Internationalisation

A strategy that includes the following elements that contribute to the development of entrepreneurship for local and national development through **R&D** and innovation-based projects and collaborations has been adopted.

1. Planning research by taking into account local, national and international priorities and needs,
2. Raising awareness on internationalisation and encouraging practices in this direction,
3. Ensuring university-public-industry co-operation in R&D activities,
4. Enabling the participation of stakeholders in R&D activities,
5. Creating suitable environments where academicians can carry out R&D activities,
6. Ensuring the use, commercialisation and dissemination of R&D study results,
7. Keeping academicians active and dynamic by improving their R&D aspects
8. Making R&D laboratories compliant with national and international accreditation,

Doğuş University has adopted as its internationalisation policy to support internationalisation activities by mobilising all its resources, to continuously improve itself and to become an international brand recognised not only in Turkey but also all over the world.

DOU's strategic objectives in the field of R&D and internationalisation are defined as follows

STRATEGIC OBJECTIVE 3: To conduct qualified research and publications

STRATEGIC OBJECTIVE 4: To develop national and international collaborations



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Social Contribution

While conducting its education and research and development activities, DOU takes into account the contribution to the society, and to this end, it constantly encourages its academic education and research staff and pays attention to add value to science and humanity through its education and research and development centres. The strategic objective related to this field has been determined as follows.

STRATEGIC OBJECTIVE 5: To improve the services provided to the community

Governance (policy process and regulations, physical space, digital infrastructure)

In this section, the policies, processes and regulations as well as the physical space and digital infrastructure approaches of the DOU have been taken into consideration while determining the strategic objective.

In order to realise its mission and vision, it is among the priorities of DOU to continuously update the institutional management and organisation and to implement them at a contemporary level, and to support science, sports, arts and cultural activities. The issues taken into consideration and the strategic objectives determined in relation to these sub-areas are given below.

1. Policy, Process and Regulations

1. The University has regular open and accessible communication with students,
2. Supporting students' university experience,
3. Utilising data on learning and teaching to improve students' experience of the University,
4. Reviewing academic regulations and arrangements in a way that contributes to student success and progress,
5. Improvement of policies for equal opportunities.
6. Close monitoring of graduates.

STRATEGIC PURPOSE 6: Developing policies, processes and regulations that prioritise learning and teaching

STRATEGIC OBJECTIVE 7: To carry out studies to strengthen the ties of graduates with the University and to develop cooperation

2. Physical Space

1. Addressing environmental sustainability in the planning and operation of on-campus teaching
2. Targeting high quality student services
3. Investing in flexible workspaces and vibrant social spaces that encourage students to stay on campus before, between and after classes
4. Ensuring inclusive learning and teaching through accessible campuses
5. Provision of infrastructure suitable for blended education.



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STRATEGIC GOAL 8: Ensuring student-oriented physical space and environmental sustainability

3. Digital Infrastructure

1. The University to enrich the digital corporate culture in technology-enhanced learning and assessment
2. Use accessible and ethically managed student data to inform curriculum development
3. Regularly communicating the use of technologies that support learning and teaching to employees
4. Supporting new technologies for the development of virtual education and training
5. Providing access to university services from inside and outside the campus
6. Ensuring digital planning and control of teaching.

STRATEGIC OBJECTIVE 9: To improve digital infrastructure

Corporate Culture

The institutional culture area, which is considered in a broad scope, has been evaluated in all aspects and reflected in the strategic plan. Supporting the development of meaningful learning experiences through co-operation between students, staff and external stakeholders,

1. The institution recognises that equality, diversity, and inclusion (EDI-equality, diversity, and inclusion) are fundamental to excellence in teaching and learning and are integrated into all services for students,
2. Encouraging communication between departments and units,
3. Creating opportunities for students to get together outside the class programme,
4. Creating and supporting curricular and extra-curricular activities based on in-house volunteering that will enable students to develop different skills and new visions that will increase their self-confidence,
5. All employees support the development process and self-confidence of students

The strategic objective related to this area is determined as follows.

STRATEGIC OBJECTIVE 10: To improve corporate culture, identity, image and increase recognition

Institutionalisation and Employees

The following points were taken into consideration when determining the strategy for the institutionalisation process of the DOU and its employees.

1. Recruitment of students and staff from diverse educational, cultural and social backgrounds,
2. Staff and students support the institution's commitment to the UN Sustainable Development Goals,



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3. Ensuring that staff and students gain an awareness of diversity and equality free from prejudices,
4. Supporting staff and students in information literacy and digital skills The strategic objective for this area is set as follows.

STRATEGIC OBJECTIVE 11: To improve institutionalisation and increase employee satisfaction

Ethical Values

Conducting all activities within the framework of ethical rules is among the priorities of DOU. The strategic objective related to this area has been determined as follows.

STRATEGIC GOAL 12: To adopt ethical principles

DETERMINATION OF STRATEGIC OBJECTIVES

In the light of the vision, mission and core values of our university, the targets expected to be realised for each of the strategic objectives defined above for the period 2024-2028 are listed below.

SA.1 To make the quality of undergraduate and associate degree education sustainable

- **SH 1.1** To implement, monitor and continuously improve the current student-centred curriculum, learning, teaching and assessment system in undergraduate and associate degree programmes
- **SH 1.2** To increase the success levels of students admitted to undergraduate and associate degree programmes and the base scores of Doğuş University
- **SH 1.3** To make the quality of the academic staff of our university sustainable
- **SH 1.4** To improve the level of English preparatory and post-preparatory education
- **SH 1.5** To improve the level of education and training in foreign languages other than English
- **SH 1.6** To sustain the quality achieved by the University in undergraduate and associate degree education
- **SH 1.7** To support the personal and social development of students enrolled in undergraduate and associate degree programmes

SA.2 To make the quality of graduate education sustainable

- **SH 2.1** To continuously improve and update graduate programmes
- **SH 2.2** To improve cooperation with the business world and industry
- **SH 2.3** To ensure that master's and doctoral programmes are preferred by students from Turkey and foreign countries



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- **SH 2.4** To ensure the continuity of the quality of academic staff of our university in terms of graduate programmes
- **SH 2.5** To make postgraduate education more effective at the international level

SA.3 To conduct qualified research and publications

- **SH 3.1** To increase the quality and quantity of research and publications
- **SH 3.2** To encourage research with the support of Scientific Research Projects (BAP)
- **SH 3.3** To increase participation in non-BAP research support programmes (FP, Horizon, TÜBİTAK, SANTEZ etc.)
- **SH 3.4** In order to raise scientific production to world standards, to make the necessary changes in human resources policies in order to create a qualified researcher resource and to ensure the continuity of this resource
- **SH 3.5** To conduct multidisciplinary and interdisciplinary research

SA.4 To develop national and international co-operations

- **SH 4.1** To establish the necessary institutional infrastructure to develop healthy and permanent cooperation with the business world and industry.
- **SH 4.2** Developing national collaborations
- **SH 4.3.** To develop international co-operation
- **SH 4.4** To strengthen the international dimension in the education and research activities of our university
- **SH 4.5** Increasing international academic experiences of students
- **SH 4.6** To increase the international mobility of academic and administrative staff
- **SH 4.7** To ensure the international equivalence of academic and administrative processes and to make them sustainable

SA.5 To improve the services provided to the community

- **SH 5.1** To support research, application and education activities for the priority problems of the society
- **SH 5.2** To increase the scope and number of programmes organised by the Continuing Education Centre.

SA.6 Developing policies, processes and regulations that prioritise learning and teaching

- **SH 6.1.** The University regularly establishes open and accessible communication with students,



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- **SH 6.2** Use data on learning and teaching to improve students' experience of the University,
- **SH 6.3.** To review academic regulations and regulations in a way to contribute to student success and progress,
- **SH 6.4.** Improving policies for equal opportunities.

SA.7 To carry out studies to strengthen the ties of graduates with the university and to develop cooperation

- **SH 7.1.** To provide effective support to graduates in the process of evaluating career options and decision-making
- **SH 7.2.** To develop mechanisms for long-term monitoring of graduates and to ensure cooperation between graduates and the university

SA.8 Ensuring student-oriented physical space and environmental sustainability

- **SH 8.1.** Addressing environmental sustainability in the planning and functioning of on-campus teaching
- **SH 8.2.** Targeting high quality student services
- **SH 8.3.** Investing in flexible workspaces and vibrant social spaces that encourage students to stay on campus before, between and after classes
- **SH 8.4.** Ensuring inclusive learning and teaching through accessible campuses
- **SH 8.5.** Providing infrastructure suitable for blended education.

SA.9 Developing digital infrastructure

- **SH 9.1.** To strengthen the IT services provided to the staff and students of our university in accordance with technological developments
- **SH 9.2.** To strengthen automation by developing information, reporting and data technologies to support governance processes
- **SH 9.3.** To enrich digital institutional culture in technology-enhanced learning and assessment
- **SH 9.4.** Regular transfer of the use of technologies that support learning and teaching to employees
- **SH 9.5.** Supporting new technologies for the development of virtual education and training
- **SH 9.6.** Ensuring access to university services from inside and outside the campus



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SA.10 Improving corporate culture, identity, image and increasing recognition

- **SH 10.1** To increase the national and international recognition of the University
- **SH 10.2** To create an effective promotion strategy of the university

SA.11 To improve institutionalisation and increase employee satisfaction

- **SH 11.1.** To strengthen corporate identity
- **SH 11.2.** Strengthening the structural organisation of academic and administrative units and making management processes more effective
- **SH 11.3.** To organise regulations, directives, procedures and work schedules for the functioning of all academic and administrative units of the university
- **SH 11.4** To take measures to increase the motivation and commitment of academic and administrative staff to the institution
- **SH 11.5.** To ensure that the principles and rules regarding corporate functioning are determined, adopted and implemented by the employees of the institution

SA.12 To adopt ethical principles

- **SH 12.1** To inform and raise awareness of students about ethics
- **SH 12.2** To be a member of ethics organisations

DETERMINATION OF ACTIVITIES AND PERFORMANCE INDICATORS FOR STRATEGIC OBJECTIVES

In the tables below, the above-mentioned objectives for the 2024-2028 Strategic Plan of the DOU, the objectives to realise these objectives, the activities that will ensure the realisation of the objectives, and the performance indicators defined for each activity are given.



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Strategic Objective 1

To ensure sustainable quality in undergraduate and associate degree education

As Doğuş University, our goal is to provide quality education and training to our students, to whom we also contribute to their personal and social development, with a teaching staff who have proven themselves with their academic achievements, as well as to raise the academic level of newly admitted students every year.

SH 1.1. To implement, monitor and continuously improve the current student-centred curriculum, learning, teaching and assessment system in undergraduate and associate degree programmes

ACTIVITY	PERFORMANCE INDICATOR
F1. To determine programme qualifications	PG 1.1 Defining programme qualifications for all programmes (M/H) PG 1.2 Publication of programme qualifications on the University website (M/H) PG 1.3 Linking programme qualifications with National and Area Qualifications within the scope of TQF (M/H)
F2. To prepare and update curricula (Education Programmes) in accordance with programme qualifications	PG 2.1 Linking the courses in the curriculum with programme competencies (M/H) PG 2.2 Periodic review and updating of course programmes in line with changing needs (M/H) PG 2.3 Taking the opinions of internal and external stakeholders in the preparation and updating of the curriculum (M/H) PG 2.4 Each programme evaluation survey year-end application on graduates, prospective graduates and employers (E/H)
F3. To prepare course contents and learning outcomes	PG 3.1 Preparation of course contents and learning outcomes PG 3.2 Periodic updating and improvement of course contents in line with changing needs (M/H). PG 3.3 Announcement of course contents and learning outcomes at the beginning of the semester (M/H)
F4. The courses/activities (including internships) included in the curricula are designed for student work calculate credit values (ECTS) based on the load	PG 4.1 Inclusion of ECTS value of each course/activity in the curriculum (M/H)
ACTIVITY	PERFORMANCE INDICATOR



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F5. To determine the semester, annual and total ECTS workloads of the curricula according to Bologna criteria	PG 5.1 Determining the semester workload as 30 ECTS and the annual workload as 60 ECTS (M/H) PG 5.2 Determining the total workload of the curricula, including all courses and activities, as 240 ECTS (120 ECTS in Vocational School) (E/H)
F6. To ensure that course evaluations and courses are taught in accordance with their outcomes	PG 6.1. Announcement of course evaluation criteria at the beginning of the semester (M/H) PG 6.2 Conducting course evaluation surveys periodically and sharing the findings with relevant units/persons (M/H)
F7. Updating and improving curricula	PG 7.1. Continuous updating of courses, course contents, resources and technical support tools used in the delivery of the course, and improvement (E/H).

SH 1.2 To increase the success levels of students admitted to undergraduate and associate degree programmes and the base scores of Doğuş University

ACTIVITY	PERFORMANCE INDICATOR
F1. As soon as the results of the YGS and DGS exams are announced, successful students are reached Continuing to develop initiatives to encourage students to choose DOU	PG 1.1 Number of students from the top 50,000/total number of incoming students
F2. To use participation in the European Union's financially supported education programmes (Erasmus, Erasmus-Plus) to attract qualified students	PG 2.1 Number of Erasmus agreements PG 2.2 Number of students coming from abroad under Erasmus programme PG 2.3 Number of students going abroad through Erasmus programme PG 2.4 Average success rate of students going abroad through Erasmus programme PG 2.5 Number of foreign students from various countries abroad
F3. Determining the secondary education institutions with successful graduates across the country by analysing the ÖSS results of the last 5 years and endeavouring to recruit graduates to DOU	PG 3.1 Number of high schools contacted PG 3.2 Number of seminars, artistic/scientific courses and other activities for promotional purposes PG 3.3 Number of students from selected secondary education institutions/total number of students
F4. To maintain effective promotional activities in newspapers and on television	PG 4.1 Number of news items about DOU in visual and print media PG 4.2 Number of advertisements about DOU in visual and print media
F5. To activate DOU main and unit web pages	PG 5.1 Number of visits to the website (annually)
ACTIVITY	PERFORMANCE INDICATOR



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F6. In administrative units (Student Affairs Directorate, faculty secretariats, international relations office, etc.) to have English-speaking administrative staff	PG 6.1 Number of English-speaking staff in relevant units
F7. To ensure that international students learn Turkish through lectures and courses	PG 7.1 Number of courses and courses opened (TÖMER)
F8. To expand the participation of DOU students in UA student exchange programmes	PG 8.1 Number of joint programmes developed PG 8.2 Number of students participating in developed joint programmes
F9. To support the Career Centre and strengthen cooperation with alumni	PG 9.1 Number of seminars and conferences planned by the career centre PG 9.2 Number of graduates contributing to seminars and conferences planned by the career centre
F10. To increase scholarship and discount opportunities provided to students	PG 10.1 Proportion of students provided with scholarships and discounts (Number of students provided with discounts/total number of students) number)
F11. To improve and develop the physical infrastructure on campus	PG 11.1 Rate of increase in the number of equipped classrooms (%) PG 11.2 Rate of increase in the number of laboratories (%) PG 11.3 Rate of increase in the area of sports and social facilities (%)

SH 1.3 To make the quality of the academic staff of our university sustainable

ACTIVITY	PERFORMANCE INDICATOR
F1. To support the professional development and continuity of academic staff	PG 1.1. Academic activities of academic staff (BAP, sabatikal, publication incentives, participation in scientific meetings, etc.) (%)
F2. Encouraging and supporting activities that will enrich the professional experience of academic staff	PG 2.1. Number of staff assigned for domestic scientific activities PG 2.2. Number of staff assigned for scientific activities abroad PG 2.3. Faculty members who reinforce their teaching and research experience through short and long-term assignments number of staff
F3. To enrich and increase the number of academic staff at the level of departments/units within the limits of opportunities	PG 3.1. Course load per full-time academic staff PG 3.2. Number of students per full-time academic staff PG 3.3. Number of students per academic counsellor
ACTIVITY	PERFORMANCE INDICATOR



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F4. To improve support services and working environment for academic staff	PG 4.1. Academic staff satisfaction level determined by surveys (%) PG 4.2. General support for academic staff Rate of increase in expenditures for services (health centre, transportation, food, social facilities, etc.)
F5. Recruit qualified teaching staff To take necessary measures to encourage retention at our university	PG 5.1. Salaries of academic staff should be such that they motivate the staff and are competitive with other institutions. to be kept at an acceptable level (E/H)

SH 1.4 To improve the level of English preparatory and post-preparatory education

ACTIVITY	PERFORMANCE INDICATOR
F1. To harmonise the number of English Preparatory Unit lecturers with the number of students	PG 1.1. Number of students / Number of full-time teaching staff in English Preparatory Programme
F2. To increase the number of foreign academic staff whose mother tongue is English	PG 2.1 Native English-speaking foreign full-time teaching staff at the English Preparatory Programme Number of full-time teaching staff in English Preparatory Programme
F3. To increase the number and improve the facilities of classrooms and places auxiliary to education	PG 3.1. Rate of increase in classrooms and spaces auxiliary to education (%)
F4. To ensure the development of effective programmes and methods	PG 4.1. Number of programmes and methods developed
F5. To periodically evaluate programmes and methods	PG 5.1. Annual evaluation of programmes and methods (M/H) PG 5.2. Average success rate in DUYYES (Dogus University English Proficiency Test)
F6. To increase social and cultural activities that will contribute to language education	PG 6.1. Number of events organised in English (concert, newspaper, film, interview, theatre, club activities, etc.)
F7. To harmonise students' English language knowledge with the Common European Framework (CEFR)	PG 7.1. Number of students with English level B2 at the end of preparatory class education PG 7.2. Number of students with A2 level in English in the final semester of undergraduate programmes taught in Turkish
F8. Improving the quality of English language teaching	PG 8.1. Improvement in recruitment and retention of existing qualified teaching staff Number of
F9. To contribute to the university budget	PG 9.1. Number of language courses and other language-related activities within SEM



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SH 1.5 To improve the level of education and training in foreign languages other than English

ACTIVITY	PERFORMANCE INDICATOR
F1. To organise undergraduate programmes in such a way as to allow students to learn foreign languages other than English and to increase the capacity of the Department of Foreign Languages in this field and/or other to provide support from organisations (CEFR etc.) in this regard	PG 1.1 Number of students taking second foreign language courses PG 1.2. Number of collaborations with cultural centres etc. on second foreign language courses PG 1.3. Second foreign language teaching programme number of staff
F2. To open 2nd foreign language courses at various levels within SEM	PG 2.1. Number of 2nd foreign language courses and other language-related activities within SEM

SH 1.6 To sustain the quality achieved by the University in undergraduate and associate degree education

ACTIVITY	PERFORMANCE INDICATOR
F1. To sustain the quality achieved in associate/undergraduate education	PG 1.1 Student / Lecturer ratio PG 1.2 Employment rate of graduates within the first year following graduation (%) PG 1.3 Number of graduates placed in graduate programmes in Turkey and abroad
F2. To increase the English level of undergraduate students	PG 2.1. Number of foreign teaching staff PG 2.2. Number of extracurricular activities organised in English
F3. To support and develop interdisciplinary education	PG 3.1. Number of interdisciplinary programmes PG 3.2. Ratio of double major students to students with the opportunity to double major (%) PG 3.3. Ratio of YAP students to students with the opportunity to do a minor (%)
F4. To improve the services offered in our library	PG 4.1. Number of databases open for access in the library PG 4.2. Rate of increase in the number of books in the library (%)
F5. Improving the effectiveness of associate/undergraduate programmes (Indicators need to be prepared on a programme basis)	PG 5.1. Average number of students in the courses offered



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SH 1.7 To support the personal and social development of students enrolled in undergraduate and associate degree programmes

ACTIVITY	PERFORMANCE INDICATOR
F1. To increase the participation of students in cultural, artistic and sports activities	PG 1.1. Satisfaction rate of students with extracurricular activities PG 1.2. Number of sports events organised PG 1.3. Number of students participating in sports activities PG 1.4. Number of student clubs PG 1.5. Number of students who are members of student clubs
F2. To improve the infrastructure of sports facilities	PG 2.1 Rate of increase in TL expenditure on sports facilities infrastructure development (%)



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Strategic Objective 2

To ensure sustainable quality in graduate education

As Doğuş University, our goal is to offer high quality and highly recognised postgraduate programmes that are compatible with national and international programmes, constantly updated and in effective communication with the business world, as well as to design and offer master's programmes through distance education.

SH 2.1 To continuously improve and update graduate programmes

ACTIVITY	PERFORMANCE INDICATOR
F1. To increase the number of interdisciplinary graduate programmes	PG 1.1. Number of interdisciplinary graduate programmes

SH 2.2 To improve co-operation with the business world and industry

ACTIVITY	PERFORMANCE INDICATOR
F1. To strengthen the communication network with the business world and industry	PG 1.1. Number of programmes organised jointly with business organisations PG 1.2. Number of protocols signed with organisations in the business world
F2. To provide project consultancy services to industrial organisations within the framework of industry-university cooperation	PG 2.1. Number of joint projects with industry (SANTEZ, etc.) PG 2.2. Number of patents obtained as a result of postgraduate theses

SH 2.3 To ensure that master's and doctoral programmes are preferred by students from Turkey and foreign countries

ACTIVITY	PERFORMANCE INDICATOR
F1. To increase the scholarships and other support provided to graduate students, to improve the sources of financial support (e.g. assignment as research assistants, financial support from projects) providing support)	PG 1.1. Scholarship rate awarded to graduate students (%) PG 1.2. Number of master's and doctoral theses receiving scientific research project funding PG 1.3. Number of graduate students with research assistants
F2. Supporting scientific researches such as TUBITAK, TUBA, SPO, BAP and SANTEZ to encourage faculty members to apply for projects	Horizon 2020, FP 7, TUBITAK, TUBITAK, TUBA, SPO, which provide support for scientific research, Number of graduate students receiving support from BAP, SANTEZ etc. projects



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SH 2.4 To ensure the continuity of the quality of academic staff of our University in terms of graduate programmes

ACTIVITY	PERFORMANCE INDICATOR
F1. Encouraging and supporting activities that will enrich the professional experience of academic staff	PG 1.1. Number of staff assigned for domestic scientific activities PG 1.2. Number of staff assigned for scientific activities abroad PG 1.3. Number of academic staff reinforcing their education and research experience through short and long-term assignments
F2. Programme level to keep the number and quality of academic staff at an adequate level	PG 2.1. Course hours per academic staff PG 2.2. Number of students per academic staff

SH 2.5 To make graduate education more effective at the international level

ACTIVITY	PERFORMANCE INDICATOR
F1. To sustain and reinforce the quality level achieved in graduate education	PG 1.1. Number of graduate students, PG 1.2. Average ALES scores of graduate students PG 1.3. Grade point average of graduate students PG 1.4. Satisfaction rate of graduate students (%)
F2. To encourage the production of publications from the studies carried out in graduate programmes	PG 2.1. Number of publications in refereed and international journals produced from the studies carried out in graduate programmes PG 2.2. Number of scientific activities attended by graduate students
F3. To increase co-operation with national and international universities and research institutions	PG 3.1. Number of collaborations with national and international universities and research institutions
F4. To ensure that graduate students benefit from international student exchange programmes	PG 4.1. Graduate students benefiting from international student exchange programmes Number of



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Strategic Objective 3

Qualified research and publication

As Doğuş University, our goal is to increase our research and publication quality by using various research support programmes effectively and strengthening the University's research infrastructure and related processes.

SH 3.1 To increase the quality and quantity of research and publications

ACTIVITY	PERFORMANCE INDICATOR
F1. To popularise the culture of impactful publications	PG 1.1. Number of publications in indexed journals PG 1.2. Impact value - H-index PG 1.3. Impact value - number of citations PG 1.4. Impact value - number of citations / number of publications ratio
F2. To increase the level and quality of service provided by library support units	PG 2.1. Number of databases subscribed to support research
F3. To activate research incentive and publication award practices	PG 3.1. Number of publications supported by publication incentive awards
F4. To encourage participation in national and international scientific meetings and to increase the number of papers presented	PG 4.1. Number of academic staff supported to attend national and international congresses PG 4.2. Number of papers presented at national scientific meetings PG 4.3. Number of papers presented at international scientific meetings
F5. To carry out studies to increase the number of publications per person per year in refereed journals within the scope of SSCI, SCIE, AHCI	PG 5.1. Total number of SSCI, SCIE, AHCI publications /Total number of faculty members PG 5.2. Number of faculty members with SSCI /SCIE/AHCI publications /total number of faculty members
F6. Providing information sharing and creating an environment for discussion through department seminars	PG 6.1. Number of seminars organised / Number of departments

SH 3.2 To encourage research with the support of Scientific Research Projects (BAP)

ACTIVITY	PERFORMANCE INDICATOR
F1. To improve administrative processes and procedures related to research	PG 1.1. Number of BAP applications PG 1.2. Average BAP application-acceptance time (days) PG 1.3. Amount of support allocated to projects accepted within the scope of BAP / requested amount ratio PG 1.4. In-term project evaluation period (days) PG 1.5. End of term project evaluation time (day)



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SH 3.3 To increase participation in non-BAP research support programmes (FP7, Horizon 2020, TÜBİTAK, SANTEZ etc.)

ACTIVITY	PERFORMANCE INDICATOR
F1. To improve administrative processes and procedures related to research and to strengthen project management support	PG 1.1. Establishment and development of a project office (M/H) PG 1.2. Development of TTO (M/H)
F2. Structuring intellectual property management	PG 2.1. Number of patent applications PG 2.2. Number of patents
F3. To encourage participation in non-BAP research projects	PG 3.1. Number of non-BAP projects
F4. To improve the activities of international research networks (ECAS etc.)	PG 4.1. Number of networks included PG 4.2. Number of projects carried out through networks
F5. To ensure the effective promotion of funds that support research at our university	PG 5.1. Number of events organised for this purpose

SH 3.4 In order to raise scientific production to world standards, to make the necessary changes in human resources policies in order to create a qualified researcher resource and to ensure the continuity of this resource

ACTIVITY	PERFORMANCE INDICATOR
F1. To increase the number of qualified guest academics and foreign academics coming to Doğuş University	PG 1.1. Number of guest academics PG 1.2. Number of full-time foreign academic staff PG 1.3. Number of academics from universities with which agreements are made

SH 3.5 To conduct multidisciplinary and interdisciplinary research

ACTIVITY	PERFORMANCE INDICATOR
F1. To increase interdisciplinary research	PG 1.1. Number of interdisciplinary research projects PG 1.2. Number of publications resulting from interdisciplinary research projects



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Strategic Objective 4

To develop national and international co-operations

As Doğuş University, our goal is to increase our national and international effectiveness and recognition by increasing the international mobility of our students, academic and administrative staff by developing effective collaborations with the business world and industry.

SH 4.1 To establish the necessary institutional infrastructure to develop healthy and permanent co-operation with the business world and industry

F1. To organise and institutionalise activities that will increase relations with industry	PG 1.1. Establishing "Advisory Boards" with industry and alumni representatives at the university and academic units (M/H) PG 1.2. Number of companies participating in career days organised at our university PG 1.3. Appoint Steering Committees and Coordination officers for activities (M/H)
F2. To establish the necessary organisational structure for national / international cooperation	PG 2.1. R&D office, international relations office, etc. (M/H)
F3. To give importance to internships and field studies	PG 3.1. Number of contracted internship placements PG 3.2. Number of student projects applied in industry

SH 4.2 Developing national collaborations

F1. To improve cooperation with the Dudullu OIZ Regional Administration, in which we are primarily involved, and other organisations and affiliated companies in the region	PG 1.1. Number of co-operation protocols signed with DOSB management and affiliated companies Non-DOSB organisations İMES, Modoko, other organised industry administrations and Number of co-operation protocols signed with affiliated companies
F2. To develop cooperation with public institutions and organisations (municipalities, vocational high schools, etc.) and non-governmental organisations (NGOs) other than industrial and commercial companies	PG 2.1. Number of protocols with municipalities PG 2.2. Number of protocols with other public institutions and organisations PG.2.3. Number of protocols signed with NGOs
F3. To produce solutions to social problems from the subjects covering the fields of study of our university increase the number of working projects	PG 3.1. Number of projects supported by industrial organisations



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F4. To contribute to university-industry cooperation by organising special training programmes for the business world	PG 4.1. Number of special training programmes organised on topics that the business world needs
F5. To support student activities for the business world	PG 5.1. Number of student activities organised for the business world
F6. To increase the number of projects carried out jointly with industrial organisations receiving support from various EU project funds	PG 6.1. Number of projects carried out jointly with industrial organisations receiving support from EU project funds
F7. To increase the duration and number of participants of career days in which all institutions and organisations will participate	P7.1. Duration of career days (annually) P7.2. Number of organisations participating in career days P7.3. Number of interviews, seminars, conferences attended by representatives of organisations during career days
F8. Organising seminars, conferences, etc. with economic, industrial, economic and social institutions	PG 8.1. Number of activities carried out together with large industrial organisations PG 8.2. Number of activities for SMEs PG 8.3. Number of joint activities with professional organisations such as TOBB, ISO, ITO PG 8.4. Number of joint activities with institutions and organisations such as NGOs, municipalities, schools, etc.
F9. To increase communication and cooperation with other universities in our country	PG 9.1. Number of joint educational activities with other universities PG 9.2. Number of project events PG 9.3. Number of publication events
F10. To carry out exchange programmes with national universities (Farabi, etc.)	PG 10.1. Number of universities with which co-operation is established PG 10.2. Number of incoming students, PG 10.3. Number of outgoing students PG 10.4. Number of incoming academic staff PG 10.5. Number of outgoing academic staff
F11. Mutual cooperation with national education and research institutions (Tübitak, National Agency, TAEK, etc.) organise seminars, workshops etc.	PG 11.1. Number of seminars, etc. organised with national education and research institutions Number of

SH 4.3. To develop international co-operation

F1. To increase communication and cooperation with international universities	PG 1.1. Number of universities with institutional bilateral co-operation PG 1.2. Number of universities with joint undergraduate/graduate programmes PG 1.3. Number of bilateral agreements made within the scope of exchange programmes (Erasmus+, Mevlana, etc.)
F2. To activate exchange programmes with international universities	PG 2.1. Number of institutions with which agreements are made within the scope of student exchange programmes PG 2.2. Number of students coming to DOU within the scope of student exchange programmes PG 2.3. Number of outgoing students from DOU within the scope of student exchange programmes PG 2.4. International co-operation with DOU



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	number of incoming academic staff PG 2.5. Number of academic staff travelling from DOU within the scope of international cooperation
F3. International educational and research organisations and to support co-operation with associations	PG 3.1. International education with final agreements and research institutions PG 3.2. At institute, centre and laboratory level number of international partnerships PG 3.3. Corporate member member international number of associations (EUA, etc.)

SH 4.4 To strengthen the international dimension in the education and research activities of our university

F1. Organising congresses, symposiums, conferences, workshops and seminars	PG 1.1. Number of academic organisations such as congresses, symposiums, conferences, workshops, seminars organised by the units PG 1.2. Assignments in international congresses, symposiums, etc. (board membership, session chairmanship, etc.)
F2. To ensure that the education/research/culture-arts activities of our university are effectively announced at the international level	PG 2.1. Amount of budget (TL) used for this purpose) PG 2.2. Number of international events attended PG 2.3. Number of offices that organise and support projects at international level Number of promotional activities carried out on behalf of our university
F3. To carry out joint programmes, projects, post-docs, etc. with international universities.	PG 3.1. Number of joint programmes with international universities (undergraduate + graduate + doctorate) PG 3.1. Number of joint projects carried out with international universities PG 3.3. Number of academic staff with Tübitak doctoral scholarships to international universities

SH 4.5 Increasing international academic experiences of students

ACTIVITY	PERFORMANCE INDICATOR
F1. To support students to do internships in international organisations	PG 1.1. Number of agreements made for this purpose with organisations abroad PG 1.2. Number of students doing internships in foreign organisations
F2. To support international activities of students and student clubs	PG 2.1. Number of international activities organised and attended by students



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SH 4.6 To increase the international mobility of academic and administrative staff

ACTIVITY	PERFORMANCE INDICATOR
F1. To support the participation of academic staff in international scientific activities (congress, conference, symposium, etc.)	PG 1.1. Number of international scientific meetings attended by academic staff
F2. International scientific activities organised by academic staff (Congress, conference, symposium etc.) to support	PG 2.1. Number of international scientific meetings organised by academic staff
F3. To support educational and research visits to universities and research organisations abroad	PG 3.1. Number of academic staff participating in Erasmus Teaching Mobility Programme
F4. To support visits of administrative staff to universities abroad	PG 4.1. Number of administrative staff benefiting from Erasmus Mobility for Study Mobility programme

SH 4.7 To ensure the international equivalence of academic and administrative processes and to make them sustainable

ACTIVITY	PERFORMANCE INDICATOR
F1. Our academic units have a national to ensure that they are accredited by international accreditation bodies	PG 1.1. Number of departments/programmes/units receiving accreditation
F2. To provide in-service training for academic staff	PG 2.1. Number of training of trainers provided PG 2.2. Number of personnel benefiting from the training of trainers provided PG 2.3. Training hours per academic staff
F3. To provide in-service training for administrative staff	PG 3.1. Number of in-service trainings provided PG 3.2. Number of personnel benefiting from in-service trainings provided PG 3.3. Training hours per employee



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective 5

To improve the services provided to the community

As Doğuş University, our goal is to increase our cooperation with various non-governmental organisations and local administrations by maintaining our sensitivity to the problems of the society, to raise the level of awareness of our students on social problems and to strengthen our relations with the society and to increase our work in this direction.

SH 5.1 To support research, application and education activities for the priority problems of the society

ACTIVITY	PERFORMANCE INDICATOR
F1. To support research, application and training activities related to the problems of the society	PG 1.1. Number of relevant activities
F2. Strengthening ties with Non-Governmental Organisations (NGOs)	PG 2.1. Number of joint studies with NGOs PG 2.2. Reflection of these studies to the public Number of promotions made in print media to ensure
F3. Organising activities in cooperation with local administrations	PG 3.1. Number of co-operation and activities with local administrations
F4. Organising panels, symposiums and conferences with the participation of experts and academicians on issues related to Turkey's current problems, which can be covered in print and visual media	PG 4.1. Number of panels organised (by department/programme) PG 4.2. Number of symposiums organised (by department/programme) PG 4.3. Number of congresses organised (department/programme based)
F5. Individual activities carried out by Doğuş University members for social service support	PG 5.1. Number of individual activities carried out by members of Doğuş University for social service (scientific articles, etc.)
F6. To strengthen relations with the community	PG 4.1. Number of panels, conferences, seminars, concerts, etc. open to the public

SH 5.2 To increase the scope and number of programmes organised by the Continuing Education Centre

ACTIVITY	PERFORMANCE INDICATOR
F1. Doğuş University Continuing Education Centre (DOÜSEM) in contact with various professional organisations To increase the scope and number of programmes within the body.	PG 1.1. Number of internal/external events organised by DOÜSEM, PG 1.2. Number of participants in programmes conducted within the scope of DOÜSEM
F2. To ensure more active participation of DOU academic units in the programmes opened/to be opened within DOÜSEM	PG 2.1. Number of academic staff contributing to DOÜSEM programmes PG 2.2. Ratio of departments/programmes preparing DOÜSEM programmes to the total number of departments/programmes



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective

6

Developing policies, processes and regulations that prioritise learning and teaching

SH 6.1 The University has open and accessible communication with students on a regular basis.

ACTIVITY	PERFORMANCE INDICATOR
F1. Informing students about education, legislation and management by academic and administrative units.	PG 1.1. Number of meetings organised by academic and administrative units attended by students
F2. Inviting students to academic unit meetings	PG 2.1. Number of announcements / / e-mails sent to students by academic and administrative units

SH 6.2 Use data on learning and teaching to improve students' experience of the University.

ACTIVITY	PERFORMANCE INDICATOR
F1. Systematic evaluation of student questionnaires and student focus group discussions, and the use of student questionnaires and focus group discussions in relation to teaching and learning. taking remedial measures	PG 1.1. Number of surveys administered to students (course evaluation, satisfaction, graduation, etc.)

SH 6.3.To review academic regulations and regulations in a way to contribute to student success and progress.

ACTIVITY	PERFORMANCE INDICATOR
F1. Reviewing the legislation at academic unit meetings and revising it to ensure student success and progress	PG 1.1. Number of newly created/revised documents such as regulations, directives, procedures, etc.

SH 6.4. Improving policies for equal opportunities.

ACTIVITY	PERFORMANCE INDICATOR
F1. Establishing legislation emphasising equal opportunities at the university	PG 1.1. Number of documents with equal opportunities statement/topic



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective 7

To carry out studies to strengthen the ties of graduates with the University and to develop cooperation

As Doğuş University, our goal is to be in effective communication with our graduates and to increase university-graduate interaction.

SH 7.1 To provide effective support to graduates in the process of evaluating career options and decision-making

ACTIVITY	PERFORMANCE INDICATOR
F1. Communication with alumni through the Alumni Office and co-operation, and to strengthen their ties with DU	PG 1.1. Number of alumni contacted / Ratio of all alumni
F2. To provide support for the activities of the Alumni Office and the Alumni Association	PG 2.1. The Alumni Office's support to the Alumni Association number of students to whom he/she transferred his/her knowledge/ratio of the number of students who graduated that year
F3. The academic units organise "Advisory Boards", Alumni Office, Alumni Association and Organising various events in cooperation with the Career Planning Centre (KPM)	PG 3.1. Number of events organised within the framework of these collaborations
F4. To ensure the participation of our graduates in the events organised at our university	PG 4.1. Number of events attended by our alumni
F5. To increase our alumni followers on LinkedIn, facebook and twitter social networks	PG 5.1. Number of graduates registered in LinkedIn account/total number of graduates,

SH 7.2 To develop mechanisms for long-term monitoring of graduates and to ensure cooperation between graduates and the university

ACTIVITY	PERFORMANCE INDICATOR
F1. Graduates can start their own businesses through courses and programmes to be organised by the Dean of Students' Office and DOÜSEM in the field of entrepreneurship. to support them to establish	PG 1.1. Number of entrepreneurship courses and programmes organised PG 1.2. Number of students and graduates participating in relevant courses and programmes



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective 8

Ensuring student-oriented physical space and environmental sustainability

SH 8.1. Addressing environmental sustainability in the planning and functioning of on-campus teaching

ACTIVITY	PERFORMANCE INDICATOR
F1. To take measures for the protection of the environment and natural order	PG 1.1 Ratio of the amount of green area on campus to total area (%) PG 1.2. Ratio of water used in green area irrigation to total water consumption (%) PG 1.2. Ratio of open car park area to total area (%)

SH 8.2. Targeting high quality student services

ACTIVITY	PERFORMANCE INDICATOR
F1. Meeting the needs of students for education, sports, nutrition, socio-cultural activities at a high level	PG 1.1. Education and training area per student (m2) PG 1.2. Sports area per student (m2) PG 1.3. Cafeteria-canteen area per student (m2) PG 1.4. Socio-cultural activity area per student (indoor+outdoor (m2)

SH 8.3. Investing in flexible workspaces and vibrant social spaces that encourage students to stay on campus before, between and after classes

ACTIVITY	PERFORMANCE INDICATOR
F1. Ensuring that areas where individual or group work can be done, areas for sports, library, cafeteria and socio-cultural areas are easily accessible for a long time	PG 1.1. Number of free study rooms and laboratories open to students for long periods of time PG 1.2. Free sports area open to students (m2) PG 1.3. Number of cafeterias-canteens open to students PG 1.4. Free socio-cultural space open to students (indoor+outdoor - m2)

SH 8.4. Ensuring inclusive learning and teaching through accessible campuses

ACTIVITY	PERFORMANCE INDICATOR
F1. Organising the campuses so that disadvantaged groups can easily access and participate in education and training	PG 1.1. Accessibility of disadvantaged groups to the campus (%) PG 1.2. Necessary measures have been taken to enable disadvantaged groups to participate in education and training (%)



DOĞUŞ ÜNİVERSİTESİ

SH 8.5. Providing infrastructure suitable for blended education.

ACTIVITY	PERFORMANCE INDICATOR
F1. Creating hybrid learning opportunity	PG 1.1. Ratio of the number of distance courses to the total number of courses (%) PG 1.2. The ratio of the number of online and face-to-face courses to the number of distance courses (%)



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective 9

Developing digital infrastructure

As Doğuş University, our goal is to strengthen the hardware and software infrastructure of IT in order to ensure the effective functioning of the institutional structure and to ensure the timeliness of the services provided in this context.

SH 9.1 To strengthen the IT services provided to the staff and students of our university in accordance with technological developments

ACTIVITY	PERFORMANCE INDICATOR
F1. To strengthen the IT infrastructure (digital transformation)	PG 1.2. Ratio of meeting computer hardware needs (%)
F2. To follow the developments in educational technology and to strengthen the infrastructure in this direction	PG 2.1. Number of licensed software
F3. To ensure that the Information Processing Centre works in coordination with the relevant units	PG 3.1. Students, academic staff and administrative units can benefit from the IT Centre. satisfaction rate (%)

SH 9.2 To strengthen automation by developing information, reporting and data technologies to support governance processes

ACTIVITY	PERFORMANCE INDICATOR
F4. The boards, commissions and committees working to provide input to managerial, academic and administrative decision-making processes within the university to increase the visibility and traceability of its activities	PG 4.1. Level of automation of functions (%)

SH 9.3 Enrich digital institutional culture in technology-enhanced learning and assessment

ACTIVITY	PERFORMANCE INDICATOR
F1. Carrying out activities to create a digital corporate culture	PG 1.1. Rate of using digital technology in education (%) PG 1.2. Rate of use of digital technology in administrative activities (%)



DOĞUŞ ÜNİVERSİTESİ

SH 9.4 Regular transfer of the use of technologies that support learning and teaching to employees

ACTIVITY	PERFORMANCE INDICATOR
F1. In-house personnel related to the use of technology organising trainings	PG 1.1. Number of training programmes PG 1.2. Participation rate (%)

SH 9.5. Supporting new technologies for the development of virtual education and training

ACTIVITY	PERFORMANCE INDICATOR
F1. Closely following the developments in virtual education and training technologies	PG 1.1. DOUZEM's level of follow-up (%)

SH 9.6 Ensuring access to university services inside and outside the campus

ACTIVITY	PERFORMANCE INDICATOR
F1. Establishing the necessary infrastructure	PG 1.1. Rate of access to university services from inside and outside the campus (%)



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective 10

To improve corporate culture, identity, image and recognition

As Doğuş University, our goal is to increase our national and international recognition by strengthening our corporate identity and culture.

SH 10.1 To increase the national and international recognition of the University

ACTIVITY	PERFORMANCE INDICATOR
F1. To ensure that the necessary material for the promotion of the university is prepared and used effectively	PG 1.1. Number of institutions to which these materials are delivered
F2. To make radio and television programmes every year in order to promote the university to candidates, to ensure that it is covered more in national and local media news	PG 2.1. Number of radio and television programmes held each year PG 2.2. Number of news items published about our university each year PG 2.3. Number of advertisements given each year PG 2.4. Budget allocated for publicity (TL)
F3. University promotion fairs organised every year to ensure the participation of our university in at least 10 of them	PG 3.1. Number of university promotion fairs attended each year
F4. Organising Doğuş University promotion days for high schools in the region, provinces and districts every year	PG 4.1. Number of promotional meetings organised each year
F5. Promotional materials such as billboards, cloth banners, etc. are used in the city for the events held at the university. To ensure that it is effectively publicised.	PG 5.1. Number of events promoted each year
F6. To use the achievements of our graduates effectively in promotional activities	PG 6.1. Number of graduates with up-to-date information about their careers/number of graduates

SH 10.2 Using traditional events intensively in the promotion of the university

ACTIVITY	PERFORMANCE INDICATOR
F1. Traditional events for important days such as International Women's Day or World Environment Day etc. plan	PG 1.1. Number of events organised PG 1.2. Number of people participating in these activities



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective 11

To improve institutionalisation and increase employee satisfaction

As Doğuş University, our goal is to ensure the development of institutionalisation in line with the principles of corporate functioning by activating administrative and support processes and strengthening the necessary infrastructure, and to ensure the continuity of an environment that will ensure the activation of the institutional structure on the basis of academic/administrative units and the continuity of an environment that will ensure that employees' sense of belonging and motivation are high.

SH 11.1 To strengthen corporate identity

ACTIVITY	PERFORMANCE INDICATOR
F1. The vision, mission and function of the university is recognised by all staff and students To develop projects that ensure adoption and increase loyalty to the organisation	PG 1.1. Rate of realisation of improvement suggestions resulting from satisfaction survey results (%)
F2. Corporate culture and institutional learning to create a supportive understanding of continuous development and change	PG 2.1. Number of personnel receiving in-service training/number of all personnel (%)
F3. To reinforce the management-employee relationship and determine and implement a format for routine meetings to ensure regular exchange of ideas	PG 3.1. Number of senior management meetings with units

SH 11.2 To strengthen the structural organisation and management processes of academic and administrative units

ACTIVITY	PERFORMANCE INDICATOR
F1. To improve management processes	PG 1.1. Number of processes improved/number of processes in need of improvement PG 1.2. Rate of realisation of necessary improvement works according to the results of internal audit (%)

SH 11.3 To organise regulations, directives, procedures and work schedules for the functioning of all academic and administrative units of the university

ACTIVITY	PERFORMANCE INDICATOR
F1. To prepare regulations, directives and procedures for the functioning of academic and administrative units	PG1.1 Number of regulations, directives, procedures prepared in academic and administrative units

SH 11.4 To take measures to increase the motivation and commitment of academic and administrative staff to the institution

ACTIVITY	PERFORMANCE INDICATOR
F1. To evaluate and improve the satisfaction and attitudes of employees towards the organisation and work	PG 1.1. Academic staff satisfaction rate (%) PG 1.2. Administrative staff satisfaction rate (%)



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ACTIVITY	PERFORMANCE INDICATOR
F2. To design and carry out activities to increase the motivation and commitment of academic and administrative staff	PG 2.1. Organising sports tournaments to bring together academic and administrative staff (M/H) PG 2.2. Number of cultural and social activities for academic and administrative staff
F3. To ensure that academic and administrative staff are rewarded according to their performance	PG 3.1. Number of awarded personnel

SH 11.5 To ensure that the principles and rules regarding the functioning of the institution are determined, adopted and implemented by the employees of the institution

ACTIVITY	PERFORMANCE INDICATOR
F1 Explaining the corporate principles and rules to the employees of the institution at meetings to be held at the beginning of each academic year and semester	PG1.1 Number of information meetings on institutional principles and rules held at the beginning of each academic year and semester, PG1.2 Number of personnel attending information meetings on corporate principles and rules



DOĞUŞ ÜNİVERSİTESİ

Strategic Objective 12

To **adopt** ethical principles

As Doğuş University, our goal is to raise the level of ethical awareness of both our staff and students

SH 12.1 To inform and raise awareness of students and staff about ethics

ACTIVITY	PERFORMANCE INDICATOR
F1. Giving lectures on ethics	PG1.1 Number of courses on ethics
F.2 Organising seminars and conferences on ethics	PG.2.1 Number of seminars, conferences, workshops, etc. on ethics

SH 12.2 To be a member of ethics organisations

ACTIVITY	PERFORMANCE INDICATOR
F1. Membership to ethical associations/NGOs	PG1.1 Number of Ethical NGO organisations that are members
F2. Carrying out joint studies with ethical associations/NGOs on ethics	PG.2.1 Number of collaborations with ethical associations/NGOs on ethics

KEY PERFORMANCE INDICATORS

1	Number of students from the top 50000 /Ratio of total number of incoming students
2	Number of national and international events attended / Number of teaching staff (lecturing)
3	Number of students/ Number of lecturers
4	N u m b e r o f activities organised jointly with organisations in the business world (projects, meetings, career days, etc.)
5	Number of publications in indexed journals / Number of academic staff
6	Number of projects / Number of academic staff ratio
7	Number of national-international papers / Number of academic staff ratio
8	Erasmus mobility (academic): Number of academic staff benefiting / Ratio of total number of academic staff
9	Erasmus mobility (administrative): Number of beneficiary administrative staff / Total number of administrative staff ratio
10	Number of events organised with NGOs and local administrations
11	Number of socio-cultural and scientific meetings open to the public
12	Number of SEM programmes
13	Membership rate of alumni to the Alumni Association: Number of members / Number of alumni
14	Ratio of Career Centre's placement of graduates who make a request: Number of graduates placed in jobs / Ratio of number of graduates in demand
15	Level of automation in administration and teaching (%)
16	Student Satisfaction Rate (% - survey)
17	Academic and administrative staff satisfaction rate (% - survey)
18	Recognition rate (% - survey)