



ERCIYES UNIVERSITY

Faculty of Economics and Administrative Sciences

2017-2021

STRATEGIC PLAN



PRESENTATION OF THE SENIOR ADMINISTRATOR

Universities are institutions that have to improve itself and contribute directly or indirectly to the development mainly in the region where they are located and over all the country. Since, recently accessing information increasingly has become easier and the consumption of information has increased, universities and the faculties that are an integral part and being the source of new information, shares the responsibility of introducing it to the country, in raising qualified human resources of the region and the country available.

In order to fulfill this responsibility, Faculty of Economics and Administrative Sciences serves the country's economy (İİBF) as one of the most rooted institutions of the Erciyes University and Kayseri. While numerous graduates today at home and abroad are contributing to social welfare by managing various institutions, thousands of students are receiving purposeful training to become as managerial candidate ready for the requirements of the age. Still, with its staff who have contributed to a large number of national and international academic projects, besides contributing to the production of scientific knowledge, also produces services to the problems and needs of the business world of the region.

Nowadays, universities and even faculties, while improving the qualifications of producing academic knowledge and education, they are in fierce competition in creating enterprises that create economic added value at the same time with the understanding of 3rd generation university. In this context, our faculty as a faculty that graduates candidates especially for the business world, is in the effort of creating employment and added value by supporting entrepreneurship ecosystem within the institution and the environment.

In this sense, Erciyes University IIBF 2017-2021 strategic plan was prepared in order to be able to create a road map that coordinates all these efforts and determines direction. Hereby, I wish to express my feelings of the strategic plan to achieve its goal as presented.

Prof. Dr. Şaban UZAY

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1. Strategic Planning Process

The planning process in Turkish public sector beginning in 1933 as the First Five Year Industry Plan, continuing during the years 1963-1967 as the First Five-Year Development Plan has reached in the 2000's to the level of strategic planning stage according to the provision of 5018 Public Financial Management and Control Law "Public administrations prepare the strategic plan".

"2017-2021 Period Strategic Planning" of the faculty has been prepared according to the form of "strategic planning guide for public institutions" which is designed by the Ministry of Development and according to the regulations as of public administrations prepare development plans, programs within the framework of related regulations and adopted core values to establish mission and vision into the future, define strategic objectives and determine measurable goals, evaluate performance according to predetermined indicators.

The process of preparing strategic plan has been initiated with the directive of the rectorate dated 01/06/2017 with the registration no 50569 ordering to set up a "commission of making strategic plan". Members of the commission appointed by the dean attended "Preparing Strategic Plan Briefing Meeting". Members of the commission held regular meetings according to the determined Schedule. Strategic plan was completed following the meetings of the commission members.

Members appointed to make strategic plan on behalf of the faculty is listed below:

Members of the Comission:

Chairman: Assoc. Prof. Dr.. Veli AKEL
Members : Assist. Prof. Dr. Leyla LEBLEBİCİ KOÇER
Assist. Prof. Dr. Harun KINACI
Res. Asst. Dr. Fatma ÜNLÜ
Res. Asst. Dr. Ahmet COŞKUN
Lecturer Yasmeeen Sultana AHMED
Şerife TAŞCI (Faculty Secretary)

2. Case Analysis

2.1. Chronological Progress

The preparation of substructure and composing teaching staff of the faculty, which was established as an affiliation of Hacettepe University under the name of Kayseri Business Faculty on 20 September 1976 has been initiated after Prof. Dr. Abdurrahman aycı was appointed as dean on 3 May 1977.

Our faculty, disintegrating from Hacettepe University on November 7, 1978, formed the core of Kayseri University together with the Faculty of Medicine. On 28 March 1983, after Kayseri University was renamed as Erciyes University, the faculty joined it as Faculty of Economics and Administrative Sciences.

The faculty is conducting education beginning with a single department, 2 lecturers, 2 instructors and 75 preregistered students on 7 January 1980 lecturing in the facilities of medical school reaching today 2.961 students and 2075 evening classes total 5036.

Our faculty is among the distinguished faculties of Anatolia with its qualified academic staff structure. Our staff consists of 81 academic staff, including 16 professors, 9 associate professors, 20 assistant professors, 5 lecturers, 28 research assistants, 2 lecturers and 1 specialist. The number of administrative staff of our faculty is 21.

2.2. Organisational Structure

A two-level management is applied in the faculty which is namely academic and administrative model. Administrative units work under the Faculty Secretariat. While education and academic processes are carried out by the Faculty Board of Directors under the Dean's Office, administrative / support services are provided through the Faculty Secretariat. Action plan in compliance with internal control standards is fulfilled effectively by the faculty spending authority (Dean) in line with the unit activity reports prepared every year. Organizational structure within our faculty is given in the following graphics as an FEAS organisation and academic scheme.

Figure 1: FEAS Organisation Scheme

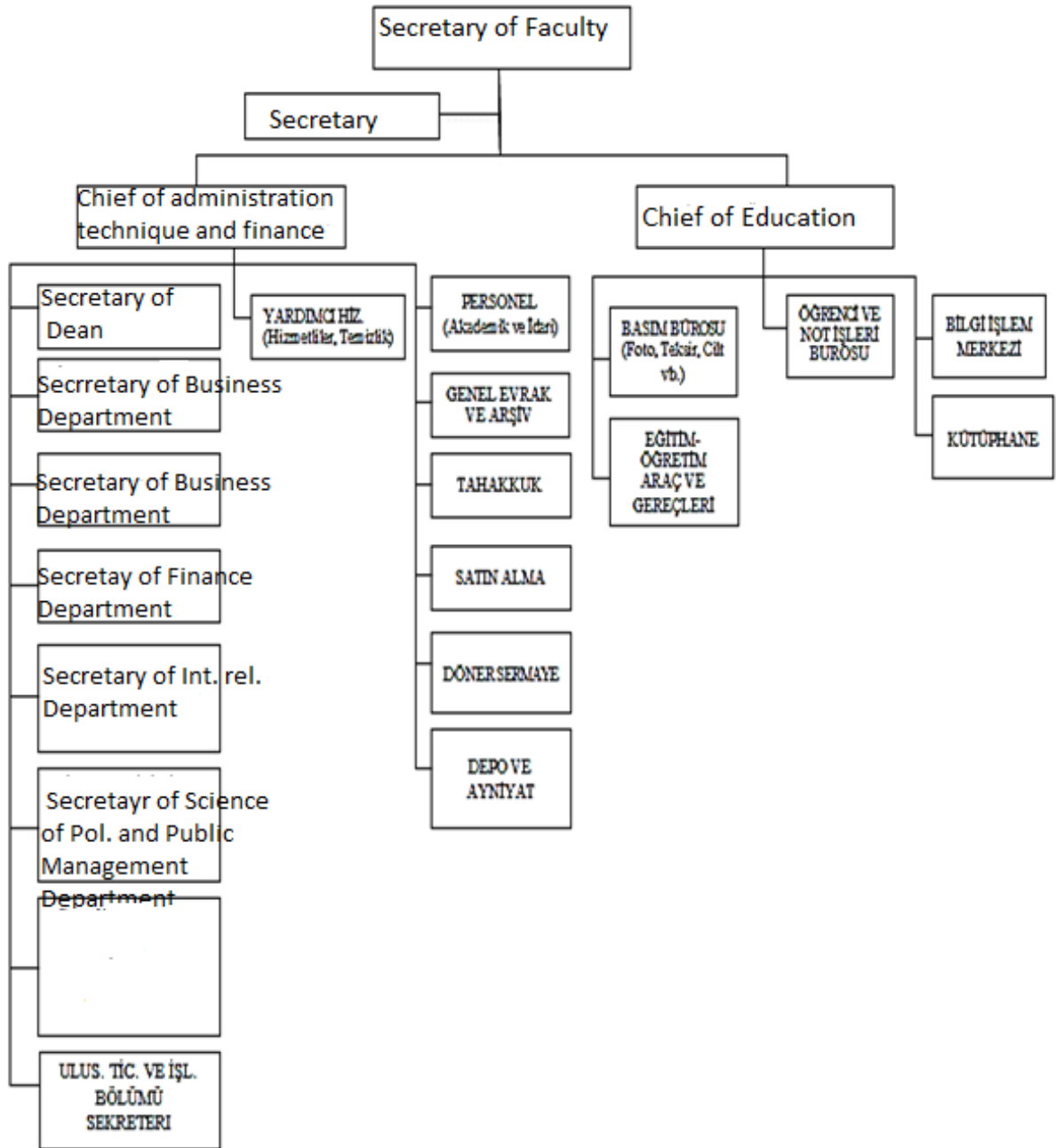
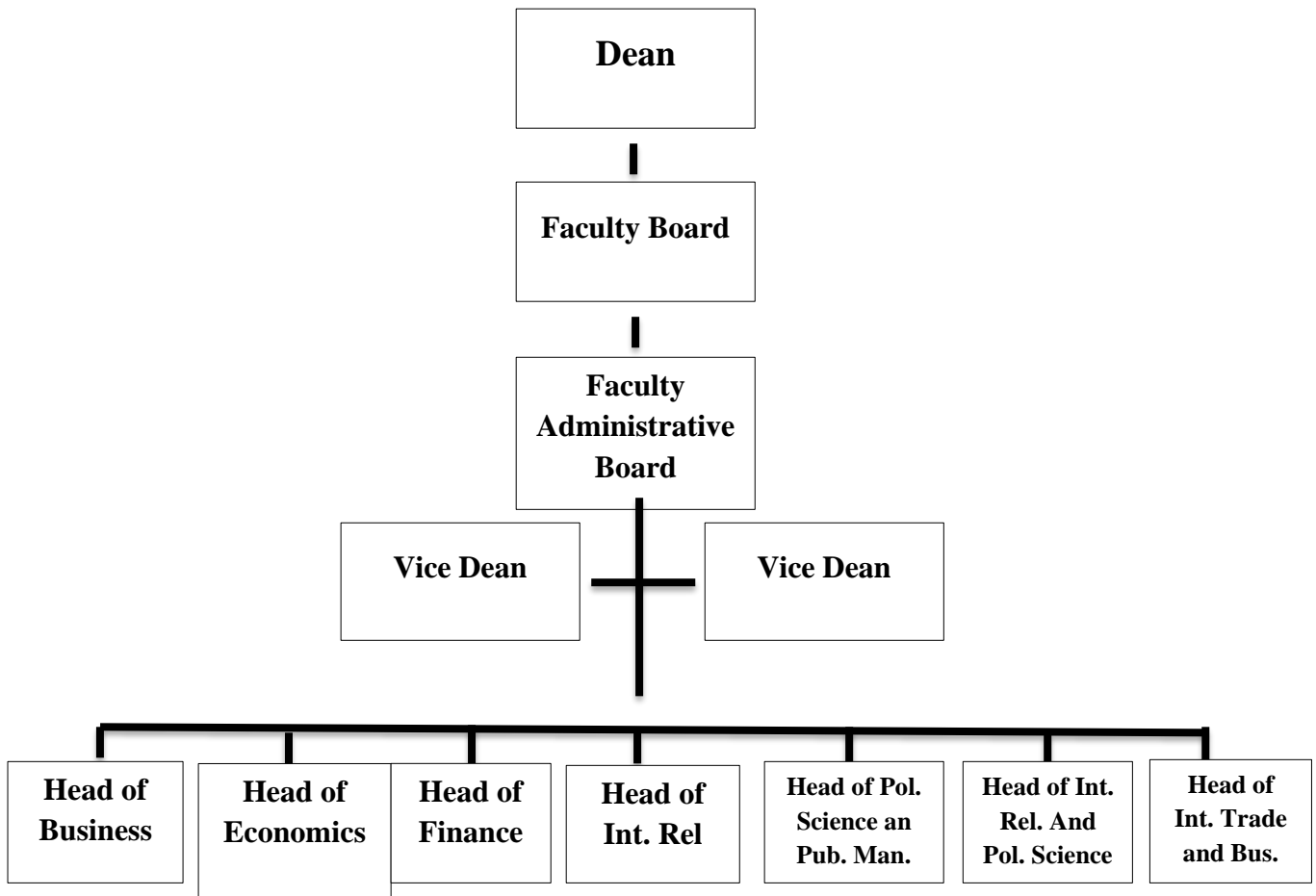


Figure 2: Akademik Teşkilat Şeması



2.3. Legal Obligations and Legislation

The basic legislation determining the legal boundaries of higher education institutions is the Higher Education Law No.2547, which has the characteristics of the constitution and framework law.

Higher Education Institutions in Article 130 of the Constitution is defined as institutions with public legal personality and scientific autonomy consisting of various units to provide education, scientific research, publication and consultancy at various levels based on secondary education, and to serve the country and humanity with the aim of training manpower in accordance with the needs of the nation and the country in an order based on modern education principles.

In accordance with the provision of constitution 2547 higher Education Act, article 12 “Establishment and functioning Higher Education Institutions and their selection, duties,

powers and responsibilities and the use of financial resources is regulated by law” the duties of the institutions of Higher Education Council is listed below:

Other laws in addition to the Constitution and Higher Education Law 2547, cabinet decisions (decree laws), regulations and directives together with procedures and principles build up the basic legislative framework of the higher education system.

- To provide education, scientific research, publication and consultancy at various levels, In an order, based on contemporary civilization and education and training principles, in accordance with secondary education and the needs of the society and the principles and objectives of development plans,
- To train human power in the branches and numbers needed by the country, in line with the principles and objectives of the national education policy and development plans and the plans and programs made by the Council of Higher Education
- To disseminate scientific data that will increase the life standards of Turkish society and enlighten the public, through verbal, written and other means,
- To ensure that the society is educated in industrialization and modernization in agriculture through formal, non-formal, continuous and open education,
- To make the problems concerning the progress and development of the country in scientific, cultural, social and economic aspects a subject of teaching and research by cooperating with other organizations and making suggestions to public institutions, presenting the results for the benefit of the society and finalizing the examinations and researches requested by the public institutions and expressing their opinions and suggestions,
- To take measures that will contribute to the institutions that undertake formal, non-formal, continuous and open education services in education and training,
- To contribute to the development of the agriculture and industry in their region and the development of professional staff and the development of their knowledge, to carry out studies and programs that will provide modernization and increase in production in industry, agriculture and health services and other services, apply and participate in this,

to cooperate with relevant institutions and to offer solutions to environmental problems,

- To produce, develop, use and disseminate educational technology,
- To improve the education and training principles of applied higher education, to establish revolving funds, to run them efficiently and to make the necessary arrangements for the development of these activities.

2.3.1. Laws

- 2809 Law on Organization of Higher Education Institutions,
- 2914 Higher Education Personnel Law,
- 657 Civil Servants Law,
- 4483 Law on Trial of Civil Servants and Other Public Officials,
- 3843 Law on Dual Education in Higher Education Institutions,
- 4982 Right to Information Law,
- 5018 Public Financial Management and Control Law,
- 6245 Allowance Law,
- 5434 Republic of Turkey Retirement Fund Law,
- 5510 Social Insurance and General Health Insurance Law,
- 4735 Public Procurement Contracts Law,
- 4734 public auction law,
- 6183 Law on Collection Procedure of Public Receivables,
- 237 Vehicle law,
- 7126 Civil Defense Law,
- Current Year Central Administration Budget Law,
- 2886 State Auction Law,
- 5436 Public Financial Management and Control Law and Certain Laws and Law on Amendments to the Decree Law,
- 6085 Court of Accounts Law,
- 4749 Law on Regulation of Public Finance and Debt Management,
- 213 Tax Procedure Law,
- 2489 Bail law,
- 193 Income Tax Law,
- 3065 VAT Law,
- 488 Stamp Duty law,
- 2577 I.Y.U. law,
- 5746 Law on Supporting Research and Development Activities,
- 3095 Law on Legal Interest and Default Interest
- 711 The Law Providing 24 Hours of Overtime in the Establishment of a Duty Service and Emergency Exercises.

2.3.2. Decree Laws

- 78 Decree law on Position of Higher Education Institutions Academic Staff,

- 124 Decree law on Administrative Organization of Higher Education Institutions and Higher Education Institutions,
- 190 Decree law on general staff and procedure
- 659 Decree law on execution of Legal Services in Public Administrations within the Scope of the General Budget and Special Budget Administrations

2.3.3. Bakanlar Kurulu Kararları

TABLES

Table 1: Number of Formal Education Students at Undergraduate Level

Departments	Formal Education (FE)		
	Man	Woman	Total
Business Administration	440	446	886
Economics	389	400	789
Public Finance	237	306	543
International Relations	148	173	321
Political Science and Public Administration	163	119	282
Political Science and International Relations	31	39	70
International Trade and Business	41	29	70
Total	1.449	1.512	2.961

Table 2: Number of Evening Education Students at Undergraduate Level

Departments	Evening Education (EE)		
	Man	Woman	Total
Business Administration EE	445	401	846
Economics EE	373	383	756
Public Finance EE	208	265	473
Total	1.026	1.049	2.075

Table 3: Foreign Language Preparatory Class Student Numbers

Departments	Formal Education			Evening Education			Total
	Man	Woman	Total	Man	Woman	Total	
Business Administration	98	87	185	115	94	209	394
Economics	72	89	161	77	97	174	335
Public Finance EE	0	0	0	0	1	1	1
International Relations	2	2	4	0	0	0	4
Total	172	178	350	192	192	384	734

Table 4: Number of Foreign Students with Departments

Department	Woman	Man	Total
Business Administration	5	20	25
Business Administration (EE)	1	4	5
Economics	8	36	44
Economics (EE)	1	9	10
Public Finance	5	15	20
Public Finance (EE)	0	4	4
International Relations	11	41	52
Political Science and Public Administration	4	13	17
Political Science and International Relations (Eng)	3	6	9
International Trade and Business	0	1	1
Total	38	149	187

Table 5: Number of Graduated Students in 2015-2016

Department	2015-2016 Academic Year		
	Woman	Man	Total
Business Administration	51	40	91
Economics	49	29	78
Public Finance	45	12	57
Business Administration (EE)	58	37	95
Economics (EE)	52	27	79
Public Finance (EE)	19	10	29
International Relations	16	12	28
Political Science and Public Administration	19	26	45
Total	309	193	502

Table 6: Number of Graduated Students in 2016-2017

Department	2016-2017 Academic Year		
	Woman	Man	Total
Business Administration	48	26	74
Economics	49	39	88
Public Finance	38	26	64
Business Administration (EE)	31	21	52
Economics (EE)	41	25	66
Public Finance (EE)	21	11	32
International Relations	14	5	19
Political Science and Public Administration	16	15	31
Political Science and International Relations	14	3	17

International Trade and Business	3	3	6
Total	275	174	449

Table 7: Number of Students Went Abroad with Exchange Program

	2014-2015	2015-2016	2016-2017
Number of students went abroad with exchange program	25	26	27

Table 8: National and International Activities Organized by Faculty Members

Type of Activity	Symposium and Congress	Conference	Seminar	Total
Number	1	1	3	5

Table 9: Number of Faculty Members Attending National and International Scientific Meetings

Type of Activity	Academic Staff
Symposium and Congress	13
Conference	8
Panel	2
Seminar	4
Panel Discussion	5
Theater	3
Concert	3
Exhibition	5
Technical Visit	4
Education Seminar	5
Total	52

Table 10: Publications, Papers and Books in Refereed Journals Indexed (2015-2016 Years)

Type of Publications	International Articles	National Articles	International Papers	National Papers	Books	Chapter of Books	Total
Number	22	10	17	4	8	3	64

Table 11: Number of Consultancy or Editorships to National Journals (As of 2016)

Number of Consultancy or Editorships to National Journals			
Number of Faculty Members Serving as Editorial/Referee	Number of Books Edited or Refereed	Number of Faculty Members as Journal Reviewers	Number of Journals Published
4	-	4	8

Table 12: Number of Consultancy or Editorships to International Journals (As of 2016)

Uluslararası Dergilerde Yapılan Danışmanlık veya Editörlük Sayısı			
Number of Faculty Members Serving as Editorial/Referee	Number of Books Edited or Refereed	Number of Faculty Members as Journal Reviewers	Number of Journals Published
2	-	2	2

Table 13: Distribution of E.U. Publication Number by Indexes in WOS in 2016

SCI	SSCI	A&HCI	Toplam
4	2	3	9

Table 14: Number of Citations (As of 2016)

	2015	2016
Number of Citations	30	147

Table 15: Number of Publications in Journals with High Impact Values

Number of Publications in Journals with High Impact Values in 2015						
SCI		SSCI		A&HCI		2015 Total SCI /SSCI / A&HCI
2015	2016	2015	2016	2015	2016	
-	4	-	2	-	3	-

Table 16: Number of Projects

Starting a Project	In 2016	(A) Transferred from 2015 to 2016	(B) Newly Opened in 2016	(A+B) Number of Projects Conducted in 2016	Number of Projects Closed in 2016
TÜBİTAK Project	-	-	-	-	-
Brokerage Student Projects	-	-	-	-	-
TUBITAK Project	-	-	-	-	-
Research Project	3	2	1	3	-
Project of Ministry of Development	-	-	-	-	-
Tez Projesi	2	1	1	2	-
San-Tez Project	-	-	-	-	-
Total	5	3	2	5	-

Table 17: Education Areas Classrooms

Education Area	Capacity 0–50	Capacity 51–75	Capacity 76–100	Capacity 101–150	Capacity 151–250	Capacity 251– Above
Lecture Hall	-	-	-	4	2	-
Classroom	9	22	4	-	-	-
Computer Lab.	5	-	4	1	-	-
Other Labs	1	-	-	-	-	-
Total	15	22	8	5	2	-

Table 18: Meeting-Conference Halls

	Capacity 0–50	Capacity 51–75	Capacity 76–100	Capacity 101–150	Capacity 151–250	Capacity 251– Above
Meeting Halls	5	-	-	-	-	-
Conference Halls	-	-	-	-	-	1
Total	5	-	-	-	-	1

Table 19: Academic Personnel Service Areas

	Number	Area (m ²)	Number of People Using
Study Room	88	1.728	91
Total	88	1.728	91

Table 20: Administrative Personnel Service Areas

	Number	Area (m ²)	Number of People Using
Academic/Administrative Staff Restroom	1	72	20
Study Room	13	270	16
Total	14	342	36

Table 21: Library Resources (As of the end of 2016)

Book	Periodical Publicaitons	Electronic Publicaitons	Others	Total
12.845	6.020	-	-	18.865

Table 22: Other Information and Technological Resources

Type	Administrative Purposes (Number)	Educational Purposes (Number)
Projection	3	37
Slide Machine	-	-
Overhead Projector	-	-
Episcope	-	-
Barkode Scanner	2	-
Printing Machine	-	5
Photocopier	-	2
Fax	1	-
Camera (Photograph)	1	2
Cameras	-	-
Televisions	3	3
Scanners	2	6
Music Sets	-	-
Printers	16	124
Microscopes	-	68
DVDs	-	-
Projection Screen	-	10
Wireless Modem	-	8

Table 23: Academic Staff by Titles

Titles	2017
Professor	16
Associate Professors	9

Assistant Professors	20
Instructors	5
Lecturers	2
Research Assistant	28
Specialist	1
Total	81

Table 24: Number of Foreign Teaching Staff

Title	Number of People		
	2014-2015	2015-2016	2016-2017
Professor	-	-	-
Associate Professors	-	-	-
Assistant Professors	1	1	-
Instructors	2	2	2
Lecturers	-	-	-
Research Assistant	-	-	-
Specialist	-	-	-
Total	3	3	2

Table 25: Administrative Staff

Years	2015	2016
General Administrative Services	17	17
Technical Services Class	1	1
Assisted Services Class	3	3
Total	21	21

Table 26: Educational Status of Administrative Staff

Educational Status of Administrative Staff				
	Primary Education	High School Education	Associate Degree	Bachelor Degree
Number of People	5	5	2	9
Percentage	24%	24%	10%	42%

Table 27: Service Periods of Administrative Staff

Service Periods of Administrative Staff						
	1 – 3 Year	4 – 6 Year	7 – 10 Year	11 – 15 Year	16 – 20 Year	21 and above

Number of People	9	1	6	-	-	5
Percentage	42%	5%	29%	-	-	24%

Table 28: Distribution of Administrative Staff by Age

Distribution of Administrative Staff by Age					
	21–25	26–30	31–35	36–40	41 and above
Number of People	2	2	4	2	11
Percentage	10%	10%	20%	10%	50%

Table 29: Internal and External Shareholders

Shareholders	Personnel	Service Users	Key Partners	Strategic Partners	Rule Makers
INTERNAL SHAREHOLDERS					
Academic Staff	✓				
Administrative Staff	✓				
Casual Employee	✓				
Part Time Students	✓	✓			
Students		✓			
EXTERNAL SHAREHOLDERS					
Other Units of the University			✓		
Student Families		✓			
Alumni				✓	
Sectors (Industry, Agriculture, Service, etc.)		✓		✓	
Higher Education Board					✓
Other Universities and FEAS Departments				✓	
Nongovernmental Organizations		✓		✓	
Public institutions		✓	✓	✓	✓
Press and Media Organs				✓	

Table 30. Distribution of Students Surveyed By Departments

Department	Number
Business (Formal Education)	98
Business (Evening Education)	108
Economics (Formal Education)	54
Economics (Evening Education)	69
Public Finance (Formal Education)	133
Public Finance (Evening Education)	127
Political Science and Public Administration	45
International Relations	104
Other Programs	39
Total	777

Table 31. Distribution of Students Surveyed By Gender

Gender	Number
Female	471
Male	306
Total	777

Table 32. Distribution of Students Surveyed By Age Groups

Age	Number
Under 18 aged	24
18-20	157
21-2	406
24-26	168
Above 26 aged	22
Total	777

Table 33. The Highest and Lowest Satisfaction Areas of The Students Surveyed

The Highest Satisfaction Areas	The Lowest Satisfaction Areas
Canteen staff's attitude towards students	Management's sensitivity to student problems
Stationery opportunities offered within the faculty	Management's level of support for students
Transportation facilities of the faculty	Ambient temperature of classrooms
Adequacy of faculty entrance-exit controls	Capacity and design of the canteen
Adequacy of equipment used in classrooms	Scholarship opportunities offered by the faculty

Table 34. Average Scores of Survey Questions

Statements	Score
Faculty management is sensitive to student problems.	2,6
The management provides adequate support to its students.	2,7
Classrooms are suitable for student capacity.	3,2
Classrooms are always clean.	3,2
The ambient temperature of the classrooms is normal.	2,7
The equipment used in the classrooms (chalk, blackboard pen, projector, etc.) is sufficient.	3,3
There are no technical problems (failure to working projector, electrical fault, etc.) in the classrooms.	3,1
Laboratories are adequate in terms of technical and equipment.	3,1
Laboratories support course practice.	3,1
I can easily contact with my department head.	3,1
Department heads are successful in solving the problems communicated to them.	3,0
Administrative staff's attitudes and behaviors towards students are positive.	3,1
Administrative staff are successful in fulfilling their duties.	3,1
The published source in the library (book, magazine, etc.) is sufficient.	3,2
The physical environment (desk, reading place, etc.) and capacity of the library is sufficient.	2,8
The library is sufficient in terms of technical equipment (computer, internet, etc.).	2,9
Library staff attitudes and behaviors towards students are positive.	3,2
I am satisfied with the variety and taste of the food and drinks offered in the canteen.	3,0
Canteen environment is hygienic and food is served in accordance with hygiene rules.	2,9
The capacity and design of the canteen is sufficient to meet the expectations of the students.	2,7
Canteen staff's attitudes and behaviors towards students are positive.	3,4
I am satisfied with the transportation facilities to our faculty.	3,3
I am satisfied with the image of our faculty.	3,0
I am satisfied with the website of our faculty.	3,2
I am satisfied with the scholarship opportunities offered by our faculty.	2,8
The resting areas and outdoor areas of our faculty are sufficient.	2,8

The number of student science, culture and arts clubs / societies in our faculty is sufficient.	2,9
Activities of student clubs / societies are sufficient.	2,8
Security services meet the expectations of students.	3,1
In our faculty, entrance-exit controls are performed adequately.	3,3
The areas in our faculty (classrooms, corridors, toilets, open spaces, etc.) are clean and hygienic.	3,0
I am satisfied with the stationery opportunities and services offered in our faculty.	3,4
General Satisfaction Score	3,0

Table 35. The Highest and Lowest Satisfaction Areas of the Academic Staff Surveyed

The Highest Satisfaction Areas	The Lowest Satisfaction Areas
Data processing services	Qualifications of undergraduate students
Clear academic promotion criteria	Compliance of the number of undergraduate students to the program
Being a member of Erciyes University FEAS	Relations with Non-Governmental Organizations
Meeting halls	Cooperation with the public-private sector (business world)
Academic / professional qualifications of lecturers	Graduate students' qualifications

Table 36. Average Scores of Academic Staff Survey Questions

Statements	Score
Being an institutionalized faculty of FEAS	3,6
Ensuring the participation of academicians in the decisions taken by the faculty management	3,4
Ensuring the participation of academicians in the decisions taken by the department management	3,5
Free disclosure of ideas and thoughts in our faculty	3,3
Being transparent and accountable decision of Faculty Board and Faculty Executive Board	3,3
Clarity of criteria regarding election / appointment to administrative positions	2,9
Clear criteria for academic promotion	3,7
Considering professional competence in appointment to academic staff	3,3
Making the job descriptions of the academic staff clearly	2,9
Sufficient number of academic staff	3,0
Sufficient number of administrative staff	3,5
Adequate qualification of support staff	3,2

Qualifications of students enrolled in undergraduate programs	2,3
Compliance of the number of students in undergraduate programs to the program	2,4
Qualifications of students enrolled in graduate programs	2,6
Compliance of student selection criteria for graduate programs	2,9
Academic / professional qualifications of academic staff in the department	3,6
Level of providing opportunities for self-improvement to academic staff	3,1
Level of enabling academic staff to participate in domestic mobility programs	3,1
Level of enabling academic staff to participate in mobility programs abroad	2,8
Communication level of academic staff with students	3,1
Good level of cooperation among academic staff	2,7
The appropriate course load of each instructor	2,7
The level of support for interdisciplinary studies	2,8
Library and documentation services	3,3
The adequacy of our faculty library in terms of all kinds of resources	2,8
Computer labs	3,5
Security services	3,2
Data processing services	4,0
Physical conditions of office / rooms	3,6
The adequacy of the classrooms	3,3
Meeting rooms / venues	3,6
Cleaning services	2,8
Parking areas	3,6
Relations with other universities and faculties	2,9
Relations with Non-Governmental Organizations	2,5
Cooperation with the public-private sector (business world)	2,6
Reputation of FEAS among other faculties of Erciyes University	3,2
Reputation of Erciyes University FEAS among the FEAS of other universities	3,1
Academic evaluation and quality improvement efforts	3,2
Innovation and development efforts	3,2
Paying attention to being an academic staff of ERU FEAS and your degree of satisfaction resulting from this	3,7
General Satisfaction Score	3,1

Table 37. The Highest and Lowest Satisfaction Areas of the Administrative Staff Surveyed

The Highest Satisfaction Areas	The Lowest Satisfaction Areas
Being a member of Erciyes University FEAS	Appreciation of activities by managers
Ease of contacting with managers	Adequacy of the number of administrative staff
Technical, equipment and support services required for business	Promotion criteria for administrative positions

Communication technology services provided to employees	The level of expression of personal ideas and thoughts
The suitability of the vehicles used for health	Criteria for being elected / appointed to administrative positions

Table 38. Average Scores of Administrative Staff Survey Questions

Statements	Score
The level of participation of the administrative staff in the decisions taken by the management in our faculty	3,1
Ease of contacting with our faculty managers	4,1
Appreciation of activities of our faculty administrative staff by managers	2,9
The level of expression of personal ideas and thoughts	3,0
Promotion criteria for administrative positions in our faculty	2,9
Clear criteria for being elected / appointed to administrative positions in our faculty	3,0
The actual duty level of our faculty administrative staff in accordance with their positions	3,1
Clear job descriptions of our faculty administrative staff	3,3
The quantitative adequacy of the number of administrative staff in my unit	2,9
The qualitative adequacy of the number of administrative staff in my unit	3,0
Innovation and development efforts of our faculty	3,8
The level of meeting my requests of the unit management I work for	3,6
Equality of the services provided by the faculty for everyone	3,1
Social activities in our faculty for staff to get to know each other	3,1
Services provided to our faculty staff through the use of communication technologies	3,9
Providing necessary technical, equipment and support services to do my job	4,0
Physical conditions of work environments	3,9
The suitability of the vehicles we use for our health	3,9
Security service	3,6
Parking area service offered	3,9
Cleaning services offered	3,3
In general, the level of our faculty in structuring studies	3,7
Educational opportunities offered to administrative staff in our faculty	3,3
Relations of our faculty administrative staff with their superiors	3,6
The level of communication between our faculty administrative staff and academic staff	3,7
The level of communication between our faculty administrative staff and students	3,2
The level of communication our faculty administrative staff among themselves	3,1
In general, being a member of our faculty	4,3
General Satisfaction Score	3,4

Table 39. SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Having a strong corporate structure • Developing corporate culture • Strong relationship between management and staff • Having an experienced academic and administrative staff rich in quality and quantity • Being in an industrial and commercial city like Kayseri • High access to information resources • Ease of transportation of the faculty within the campus • Presence of foreign students and academicians 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • High number of students, low student profile • Lack of career guidance, orientation and consultancy services for students. • Lessons are far from providing practical benefits in business life and lack of up-to-date information • Inability to provide education in a foreign language • Low level of belonging and motivation of students and staff • Poor communication with alumni • Poor communication and cooperation with the business world • Being closed to change • Insufficient communication and cooperation between teaching staff • Poor interdisciplinary studies • Success is not rewarded enough • Weak support for international and national academic activities • Some departments have deficiencies in terms of staff and institutionalization • Inadequate canteen and security services
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Increasing socio-economic development level of Kayseri • Increasing the number of people who want to receive distance education • Increasing the desire of individuals to receive postgraduate education • Demands for postgraduate programs under titles such as foreign trade, banking / finance management, health management • Using the internet and similar technologies in educational services • Increasing importance of University-Industry Cooperation • Increasing awareness of corporate social responsibility towards education in the business world • Increasing tendency of business representatives to operate in universities • Increasing tendency of businesses to employ students while studying • Increasing demand of foreign students for Turkey 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Increase in the number of our competitors day by day • Opening of FEAS in neighboring provinces • The newly established universities and faculties have a more modern understanding of education • Other universities offer attractive offers to both students and academics • High number of graduates (employed and unemployed) from FEAS • Internet technologies (eg. online education) replacing traditional education methods • Many competing faculties are taught in English

Table 40. Goal, Objective, Strategy and Performance Indicators

G1. INCREASING TEACHING QUALITY AND ENSURING CONTINUOUS IMPROVEMENT	
O1.1. Increasing the quality of education programs by 20% until the end of 2021	PI1.1.1. The ratio of updated course and course contents (percent)
	PI1.1.2. Number of newly opened courses (number)
	PG1.1.3. Average graduation period in undergraduate programs (years)
	PI1.1.4. GPA of undergraduate programs graduates (rate)
	PG1.1.5. Students and graduates satisfaction level (percent)
	PI1.1.6. Number of lessons taught in English (number)
O1.2. Increasing the quality of instructors and decreasing the number of students per instructor by 10% until the end of 2021	PI1.2.1. The ratio of instructors located abroad (percent)
	PI1.2.2. Number of undergraduate students per instructor (number)
	PI1.2.3. Ratio of academic staff participating in national and international scientific and professional activities (percent)
	PI1.2.4. Ratio of academic staff assigned nationally and internationally (percent)
	PG1.2.5. The number of academic staff receiving academic incentives (number)
O1.3. Increasing the quality of students and increasing the student feedback rate by 20% until the end of 2021	PI1.3.1. The number of institutions / organizations with internship agreements (number)
	PI1.3.2. The number of activities organized to support the personal development of students (number)
	PI1.3.3. The number of students with feedback (number)
	PI1.3.4. The number of students participating in national and international exchange programs (number)
	PI1.3.5. Success ranking of departments according to the base and ceiling scores of the enrolled students (rank)
	PI1.3.6. The number of students who are active members in clubs (number)

	PI1.3.7. Number of students working in research projects (number)
G2. DEVELOPING INSTITUTIONAL CAPACITY AND CULTURE	
O2.1. Improving all education and working environments until the end of 2021	PI2.1.1. Ratio of newly built and / or modernized classrooms and laboratories (percent)
O2.2. Ensuring the qualitative and quantitative development of academic and administrative staff until the end of 2021	PI2.2.1. Ratio of academic staff who can speak English at C and above (percent)
	PG2.2.2. The number of in-service trainings organized
O2.3. Carrying out studies to develop corporate culture and increasing the sense of belonging to ERÜ until 2021	PI2.3.1. The number of activities organized for the integration of academic, administrative staff and students (number)
	PI2.3.2. The number of participation in promotional activities in Turkey and abroad of faculty (number)
O2.4. Establishing a communication office with alumni until the end of 2017 and registering 80% of graduates in the database until the end of 2021	PI2.4.1. Rate of alumni enrolled in the alumni database (percent)
	PI.2.4.2. The number of activities with alumni (number)
G3. TAKING A PLACE IN THE TOP 500 UNIVERSITIES IN SCIENTIFIC RESEARCH AND TECHNOLOGY DEVELOPMENT	
O3.1. Increasing the number of qualified researchers by 50% until the end of 2021	PI3.1.1. Number of research projects with international partners (number)
	PI3.1.2. The number of national and international publications produced from thesis projects (number)
	PI3.1.3. Number of national and international conferences, workshops, congresses, exhibitions held in our faculty (number)
	PI3.1.4. Number of Participation of academic staff in national and international scientific meetings (number)
	PI3.1.5. The number of projects supported by institutions such as TÜBİTAK, Ministry of Development, SANTEZ (number)
O3.2. Increasing the number of publications and researches with high impact values by 50% until the end of 2021	PI3.2.1. Number of publications in SCI, SCI-Exp., SSCI, AHCI indexes (number)
	PI3.2.2. Number of citations received from publications in journals scanned in Web of Science (number)
	PI3.2.3. Number of faculty members working as editors and referees in journals

O3.3. Increasing the effectiveness of research centers by 100% until the end of 2021	PI3.3.1. The number of projects in national and international areas (number)
	PI3.3.2. Number of events organized between university and industry (number)
	PI3.3.3. Establishing a research and application center to carry out joint projects with the business world
G5. ESTABLISHING ENVIRONMENTALLY SENSITIVE MANAGEMENT-UNIVERSITY APPROACH AND DEVELOP SOCIAL RESPONSIBILITY AWARENESS	
O5.1. Creating environmental awareness among employees, students and society until 2021	PI5.1.1. The number of seminars / conferences organized for raising environmental awareness (number)
	PI5.1.2. The number of environmental awareness elective courses included in the curriculum (number)
O5.2. Implementing the physical development plan of the campus within the framework of environmental awareness until 2021 and ensuring its sustainability	PI5.2.1. Energy performance
	PG5.2.2. Renewable energy utilization rate (percent)
O5.3. Until 2021, creating and developing awareness of disadvantaged groups and completing infrastructure Works until 2019	PI5.3.1. The number of seminars / conferences organized to raise awareness of disadvantaged groups (number)
	PI5.3.2. Rate of area organized within the framework of the barrier-free campus plan (percent)
	PI5.3.3. The number of students granted scholarships within the faculty (number)
	PI5.3.4. The amount of scholarship given to students within the faculty (TL)

Table.41-1 : Estimated Costs for 2017

STRATEGIC PURPOSES	In-Budget (Special Budget)	Out of Budget (Circulating Capital)	TOTAL
A1. INCREASING TEACHING QUALITY AND CONTINUOUS IMPROVEMENT	50.000,00	0	50.000,00
A2. DEVELOPING INSTITUTIONAL CAPACITY AND CULTURE	45.000,00	0	45.000,00
A3.TAKING A PLACE AMONG THE TOP 500 UNIVERSITIES IN SCIENTIFIC RESEARCH AND TECHNOLOGICAL DEVELOPMENT	30.000,00	0	30.000,00

A4. INCREASING THE EFFECTIVENESS OF SOCIAL SERVICE ACTIVITIES	-	0	-
A5. BUILDING AN ENVIRONMENTALLY SENSITIVE MANAGEMENT-UNIVERSITY APPROACH AND DEVELOPING SOCIAL RESPONSIBILITY AWARENESS	16.600,00	0	16.600,00
Total Purposes	141.600,00	0	141.600,00
General Administrative Expenses	7.819.900,00	0	7.819.900,00
Total in 2017	7.961.500,00	0	7.961.500,00

Table.41 -2: Estimated Costs for 2018

STRATEGIC PURPOSES	In-Budget (Special Budget)	Out of Budget (Circulating Capital)	TOTAL
A1. INCREASING TEACHING QUALITY AND CONTINUOUS IMPROVEMENT	55.000,00	0	55.000,00
A2. DEVELOPING INSTITUTIONAL CAPACITY AND CULTURE	45.000,00	0	45.000,00
A3. TAKING A PLACE AMONG THE TOP 500 UNIVERSITIES IN SCIENTIFIC RESEARCH AND TECHNOLOGICAL DEVELOPMENT	32.000,00	0	32.000,00
A4. INCREASING THE EFFECTIVENESS OF SOCIAL SERVICE ACTIVITIES	-	0	-
A5. BUILDING AN ENVIRONMENTALLY SENSITIVE MANAGEMENT-UNIVERSITY APPROACH AND DEVELOPING SOCIAL RESPONSIBILITY AWARENESS	17.800,00	0	17.800,00
Total Purposes	149.800,00	0	149.800,00
General Administrative Expenses	8.448.600,00	0	8.448.600,00
Total in 2018	8.598.400,00	0	8.598.400,00

Tablo.41 -3: Estimated Costs for 2019

STRATEGIC PURPOSES	In-Budget (Special Budget)	Out of Budget (Circulating Capital)	TOTAL
A1. INCREASING TEACHING QUALITY AND CONTINUOUS IMPROVEMENT	58.100,00	0	58.100,00
A2. DEVELOPING INSTITUTIONAL CAPACITY AND CULTURE	47.000,00	0	47.000,00
A3. TAKING A PLACE AMONG THE TOP 500 UNIVERSITIES IN SCIENTIFIC RESEARCH AND TECHNOLOGICAL DEVELOPMENT	34.000,00	0	34.000,00

A4. INCREASING THE EFFECTIVENESS OF SOCIAL SERVICE ACTIVITIES	-	0	-
A5. BUILDING AN ENVIRONMENTALLY SENSITIVE MANAGEMENT-UNIVERSITY APPROACH AND DEVELOPING SOCIAL RESPONSIBILITY AWARENESS	19.000,00	0	19.000,00
Total Purposes	158.100,00	0	158.100,00
General Administrative Expenses	9.011.300,00	0	9.011.300,00
Total in 2019	9.169.400,00	0	9.169.400,00

Table.41 -4: Estimated Costs for 2020

STRATEGIC PURPOSES	In-Budget (Special Budget)	Out of Budget (Circulating Capital)	TOTAL
A1. INCREASING TEACHING QUALITY AND CONTINUOUS IMPROVEMENT	62.000,00	0	62.000,00
A2. DEVELOPING INSTITUTIONAL CAPACITY AND CULTURE	50.000,00	0	50.000,00
A3. TAKING A PLACE AMONG THE TOP 500 UNIVERSITIES IN SCIENTIFIC RESEARCH AND TECHNOLOGICAL DEVELOPMENT	35.000,00	0	35.000,00
A4. INCREASING THE EFFECTIVENESS OF SOCIAL SERVICE ACTIVITIES		0	
A5. BUILDING AN ENVIRONMENTALLY SENSITIVE MANAGEMENT-UNIVERSITY APPROACH AND DEVELOPING SOCIAL RESPONSIBILITY AWARENESS	19.000,00	0	19.000,00
Total Purposes	166.000,00	0	166.000,00
General Administrative Expenses	9.461.800,00	0	9.461.800,00
Total in 2020	9.627.800,00	0	9.627.800,00

Tablo.41 -5: Estimated Costs for 2021

STRATEGIC PURPOSES	In-Budget (Special Budget)	Budget (Circulating Capital)	TOTAL
A1. INCREASING TEACHING QUALITY AND CONTINUOUS IMPROVEMENT	65.000,00	0	65.000,00
A2. DEVELOPING INSTITUTIONAL CAPACITY AND CULTURE	52.000,00	0	52.000,00
A3. TAKING A PLACE AMONG THE TOP 500 UNIVERSITIES IN SCIENTIFIC RESEARCH AND TECHNOLOGICAL DEVELOPMENT	37.000,00	0	37.000,00

A4. INCREASING THE EFFECTIVENESS OF SOCIAL SERVICE ACTIVITIES	-	0	
A5. BUILDING AN ENVIRONMENTALLY SENSITIVE MANAGEMENT-UNIVERSITY APPROACH AND DEVELOPING SOCIAL RESPONSIBILITY AWARENESS	20.300,00	0	20.300,00
Total Purposes	174.300,00	0	174.300,00
General Administrative Expenses	9.935.000,00	0	9.935.000,00
Total in 2021	10.109.300,00	0	10.109.300,00