



YOZGAT
BOZOK UNIVERSITY

With determination, to success...



2022-2026 STRATEGIC PLAN

Updated Version
(2024)



"Famous cavalymen who fought heroically on the battlefields."

The land where Turkish heroes are forged!...

May the children of Bozok Plateau live long and prosper!

K. Atatürk

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RECTOR'S PRESENTATION

The modern world is characterized by rapid change and transformation. This change and transformation, experienced in every aspect of life, is particularly evident in the field of technology, but also in socio-economic, political, cultural, and other areas. In the face of this significant change and transformation, institutions and organizations must adapt to the new conditions. In this context, strategic planning and strategic management have become indispensable, requiring discussion and debate, and necessitating the setting of future goals.

Strategic planning for public institutions and organizations can be described as a participatory and flexible planning approach that involves creating a vision for the future based on the organizations' current situation, mission, and core principles, setting goals in line with this vision, and developing measurable indicators to monitor and evaluate success.

Taking every step in line with the possibilities and opportunities required by the age, our University was established in Yozgat in 2006 as part of the efforts to expand higher education in Türkiye. Today, Yozgat Bozok University is a university focused on continuous development with nearly 22,000 students, 14 Faculties, 2 Institutes, 4 Schools, 8 Vocational Schools, 18 Application and Research Centers, a Research and Application Hospital, and 954 academic and 1142 administrative staff.

Yozgat Bozok University, while continuing its development in education and research, has constructed its Strategic Plan for the period 2022-2026 as an "Entrepreneurship-Oriented University," aiming to transform the knowledge it produces into economic value and put it at the service of society by advancing the projects it plans to carry out in its area of specialization, "Industrial Hemp," and the relationships it aims to establish with the sectors it targets in line with this plan.

However, based on the continuous updating of knowledge, our University is constantly renewing itself in education, training and R&D activities, and expanding its areas of contribution to society and humanity.

We hope that the 2022-2026 strategic plan, prepared with intense effort and dedication, will make significant contributions as a management tool in achieving our corporate aims and objectives, and we believe it will also guide our work in the coming period.

In this context, I would like to thank all our internal and external stakeholders, especially my colleagues who contributed to the preparation of the plan, for their contributions.

Prof. Dr. Ahmet KARADAĞ
Rector



AT A GLANCE STRATEGIC PLAN

STRATEGIC PLAN AT A GLANCE

In our University's 2022-2026 Strategic Plan, prepared with the participation of our stakeholders, our mission, vision, core values, and objectives have been determined in order to become a leading institution in the fields of education, R&D, entrepreneurship, and social contribution; and the goals we aim to achieve in the short, medium, and long term are summarized below.

OUR MISSION

Yozgat Bozok University has undertaken the mission of being a university that prioritizes quality in education, specializes in regional development, is entrepreneurial and innovative, anticipates and implements universal changes in order to add value to its country and humanity, produces knowledge, and manages change, transformation, and development processes through the use of this knowledge at all levels.

OUR VISION

Our goal is to be one of the leading universities that, with its entrepreneurial and innovative approach, transforms the knowledge it produces into economic value for its stakeholders and puts it at the service of humanity.

OUR CORE VALUES

- Justice •
- Freedom
- Tolerance
- Productivity •
- Entrepreneurship
- Participation
- Quality Focus •
- Environmental Awareness
- Accountability

OUR DIFFERENTIATION STRATEGY

Location Preference: Entrepreneurial Focus
Success Region Preference: Regional Development-Oriented Specialization in the field of Industrial Hemp and the success region determined in other academic fields and units.

OUR STRATEGIC AIMS AND OBJECTIVES

- Objective 1. To improve the quality of education and training.**
Objective 1.1 Education and training programs will be improved and developed.
Goal 1.2 Learning resources will be enriched, accessibility will be increased, and the proportion of blended learning courses will be raised.
Objective 1.3 Student motivation and competencies will be increased.
Objective 1.4 The university's national and international recognition will be increased.
Objective 1.5: Postgraduate education capacity will be improved.

Objective 2. To increase high-quality scientific research and project activities whose results can translate into social and economic benefits.

- Objective 2.1 The university's visibility in internationally indexed journals will be increased.
Objective 2.2 The capacity for externally funded projects will be increased.
Objective 2.3 Specialization activities in the field of industrial hemp will be increased.
Objective 2.4 Activities related to training scientists and supporting researchers will be increased.

Target 2.5: The open access rate for scientific publications from universities will be increased.

Objective 3: To develop an innovative and entrepreneurial atmosphere within the university.

- Objective 3.1: Innovative initiatives and R&D activities carried out by the private sector, faculty members, and students will be increased at Bozok Technopark.
Objective 3.2 Training and other activities aimed at raising awareness of innovation and entrepreneurship will be increased.
Objective 3.3 The number and quality of R&D activities aimed at entrepreneurship will be increased.
Target 3.4: The number of university-industry collaboration projects (newly approved annually) outside the field of industrial hemp will be increased.
Target 3.5: The annual number of patents, utility models, and designs registered with universities will be increased.

Objective 4. To increase activities, collaborations, and social responsibility services aimed at contributing to society.

- Objective 4.1 The number of national and international scientific, artistic and cultural events organized within the university will be increased.
Objective 4.2 The standards and variety of health services provided to the people of our city and region will be increased.
Objective 4.3: To introduce innovations related to plant and animal production to producers in our province, to guide them towards producing high value-added products and using unique methods, and to conduct joint studies with stakeholders to solve regional problems.

Objective 4.4: As part of media literacy, communication channels accessible to the public will be developed.

Objective 4.5: Work will begin on establishing an Animal Hospital and opening clinical services to address regional and national animal health issues.

Objective 5. To develop and ensure the sustainability of institutional capacity.

- Objective 5.1: The implementation and monitoring of all requirements of the Internal Control System will be ensured.
Objective 5.2 The qualitative competencies and satisfaction levels of our university's human resources will be increased.
Objective 5.3 A sustainable green university management system will be established.
Objective 5.4: The institutional image of our university will be improved.
Target 5.5: The physical facilities of our university will be improved.

BASIS PERFORMANCE INDICATORS

1



The key performance indicators of the strategic plan are listed below.

Start of Planning Period Value (2021)*	Key Performance Indicators	End of Planning Period Target Value - 2026
0	Number of undergraduate programs listed as accredited in the Higher Education Institutions Examination (YKS) guide (cumulative)	15
0	Number of programs that have transitioned to practical training (3+1) (cumulative)	52
293	Number of international students	2500
42	Number of master's programs	57
10	Number of doctoral programs	20
383	Annual number of publications in SCI-exp, SSCI and A&HCI indexed journals.	650
¹	Annual number of our University's publications in SCI-exp, SSCI and A&HCI indexed journals in the field of Industrial Hemp.	40
0	Number of projects carried out through university-industry collaboration in the field of industrial hemp.	5
17	Established in Bozok Technopark number of companies	27
0	Outside of the industrial hemp field university-industry collaboration Number of projects completed	7
2	The applied-for patent, utility model or number of designs	14
245	Annual total certificates/achievement/participation certificates issued through BOSUYAM number	320
63	Increasing faculty satisfaction (%)	78
60	Increasing the satisfaction of administrative staff (%)	75
6	Number of national TV, radio, etc. programs in which our University participated each year (number)	18

* This is the value as of the end of 2021.



STRATEGIC PLAN PREPARATION PROCESS

2



2. STRATEGIC PLAN PREPARATION PROCESS

Article 9 of the Public Financial Management and Control Law No. 5018 states that “Public administrations prepare strategic plans using participatory methods in order to establish their future mission and vision, determine strategic objectives and measurable targets, measure their performance in accordance with predetermined indicators, and monitor and evaluate this process, within the framework of development plans, programs, relevant legislation, and the fundamental principles they have adopted. Public administrations are obliged to base their budgets and resource allocations on a program and project basis on their strategic plans, annual objectives and targets, and performance indicators in order to provide public services at the desired level and quality.” In accordance with the relevant legal provision, 2017-

Since the 2021 Strategic Plan will expire in 2021, a new five-year strategic plan covering the years 2022-2026 has been prepared. Within this scope:

The preparatory work for our university's strategic plan covering the years 2022-2026 was initiated by the Rector on March 5, 2021, with the issuance of the relevant circular. The circular stated that a Strategy Development Board had been established to guide the strategic plan preparation at a high level, and that the work would be carried out under the coordination of the Strategy Development Unit (SGB).

In addition, a Strategic Planning Team consisting of representatives from spending units has been formed and approved by the Strategy Development Board.

A presentation was given to the members of the Strategy Development Board and the Strategic Planning Team by team members regarding the strategic plan studies. The Strategic Planning Team conducted studies on training and consultancy needs and, considering the team's strength, competence, and expertise, decided that additional training and consultancy services were not necessary. Regarding data requirements, it was determined that collecting and analyzing the data would be time-consuming; therefore, written instructions were provided to the university units responsible for preparing the data. Subsequently, training was provided to the managers of the expenditure units to ensure ownership of the plan and to create a plan that would guide the development of our University.

As a result of the meetings held by the Strategic Planning Team, a strategic plan preparation program was created and announced to all units by publishing it on the University's website.

During the preparation program, the Strategic Planning Team conducted a situation analysis with the participation of external stakeholders and spending units, developed alternative vision, mission, and core values proposals for the future outlook section, and prepared a differentiation strategy and draft target cards, which were then submitted to the Strategy Development Board for approval.

The Strategic Plan, finalized and approved by the Strategy Development Board composed of members of our University's Board of Directors, has been sent to the Presidency's Strategy and Budget Directorate in accordance with relevant legislation.



SITUATION ANALYSIS

3

a) Corporate History

Our university was established on March 1, 2006, under Law No. 5467, as Bozok University. With this founding law, the Faculty of Science and Letters, the Faculty of Economics and Administrative Sciences, the Faculty of Engineering and Architecture, the Faculty of Agriculture, the School of Health Sciences, the Vocational School, and the Akdağmadeni Vocational School, all previously under Erciyes University, were transferred to Bozok University. Additionally, the Institutes of Science and Social Sciences were established. (Official Gazette dated May 18, 2018, No. 30425)

With the Law No. 7141 published in the Gazette, the name of our University has been changed to Yozgat Bozok University.

Our university's main campuses are the Erdoğan Akdağ East Campus and the Bilal İbrahim West Campus, both located on Atatürk Road, 7 km from Yozgat city center. These main campuses house twelve faculties, two institutes, two colleges, one vocational school, eighteen application and research centers, one central laboratory, Bozok Technopark Inc. and Bozok Technology Transfer Office Inc., a central library, a congress and cultural center, two mosques, a dormitory building, two sports halls, and dormitories affiliated with the Credit and Dormitories Institution.

Apart from our university's main campuses, the units operating in the city center include the Rectorate Building, one faculty (Dentistry), one vocational school, a student dormitory affiliated with the Credit and Dormitories Institution, and a training hotel. In the districts, one faculty (Veterinary Medicine), two colleges, and six vocational schools provide services.

Our university comprises the following faculties: Faculty of Dentistry, Faculty of Education, Faculty of Arts and Sciences, Faculty of Law, Faculty of Economics and Administrative Sciences, Faculty of Theology, Faculty of Communication, Faculty of Engineering and Architecture, Faculty of Sports Sciences, Faculty of Medicine, Faculty of Tourism, Faculty of Veterinary Medicine, and Faculty of Agriculture. Our institutes are the Graduate Education Institute and the Hemp Research Institute. Our vocational schools are: Akdağmadeni Health Vocational School, Animal Production Vocational School, Foreign Languages Vocational School, and Sarıkaya Physiotherapy and Rehabilitation Vocational School.

Our vocational schools are: Health Services Vocational School, Yozgat Vocational School, Akdağmadeni Vocational School, Boğazlıyan Vocational School, Sorgun Vocational School, Yerköy Justice Vocational School, Çekerek Fuat Oktay Health Services Vocational School, and İyefaatli Vocational School.



b)

Currently in effect
Evaluation of the Strategic Plan

The performance values of the strategic plan currently in effect, for the years 2017-2020, are given in the table below.

Table 1 Actual Values in Performance Indicators

Performance Indicator	Performance (%)
PG1.1.1 Number of teaching staff (excluding research assistants)	80
PG1.1.2 Number of students	88
PG1.2.1 Number of units that could not accept students	49
PG1.2.2 Number of units activated	87
PG1.3.1 Annual number of students benefiting from exchange programs.	100
PG1.3.2 Annual number of faculty members benefiting from exchange programs.	13
PG1.4.1 Number of annual technical trips organized.	0
PG1.4.2 Number of annual (student-oriented) scientific meetings organized.	75
PG1.5.1 Annual number of students attending the foreign language preparatory class.	87
PG1.5.2 Number of annual foreign language courses organized.	46
PG1.5.3 Number of teaching staff who go abroad annually to improve their foreign language skills.	8
PG1.5.4 Annual number of students participating in ethics and values education.	49
PG2.1.1 Annual number of SCI, SCI-Exp publications.	25
PG2.1.2 Annual number of SSCI, SSCI-Exp publications.	50
PG2.2.1 Annual number of national projects	69
PG2.2.2 Total number of international projects annually.	0
PG2.2.3 Establishment of an Animal Experimentation and Research Center	0
PG2.3.1 Annual percentage of faculty members attending domestic scientific meetings.	23
PG2.3.2 Annual percentage of faculty members attending international scientific conferences.	0
PG2.3.3 Number of annual training programs or seminars organized	100
PG2.4.1 Number of annual surface surveys conducted	88
PG2.4.2 Number of ongoing annual excavation studies PG2.4.3 Amount of annual support given to ongoing surface and excavation studies (Ministry of Culture + University)	50
PG3.1.1 Number of annual activities (artistic, sporting and cultural events open to public participation)	5
PG3.1.2 Annual number of participants (in artistic, sporting and cultural activities open to public participation)	50
PG3.2.1 Total number of hospital outpatient clinics and inpatient clinics	75
PG3.2.2 Annual number of patients in the hospital.	36
PG3.2.3 Patient satisfaction rate	33
PG3.2.4 Daily number of patients per physician in the hospital; PG3.3.1 Annual number of exemplary practices implemented by the university and adopted by regional farmers; PG3.3.2 Annual number of participants in promotional and informational activities conducted by the university; PG3.4.1 Completion rate of the establishment of the university radio; PG3.4.2 Completion rate of the establishment of the university advertising/film workshop; PG3.4.3 Completion rate of the establishment of the university television.	78
	58
	75
	54
	100
	15
	0
PG4.1.1 Number of recreation areas	42
PG4.1.2 Completion rate of the walking and cycling path.	0
PG4.1.3 Number of new sports facilities constructed annually for staff and students on our university campuses.	0
PG4.1.4 Total number of enriched libraries PG4.2.1 Total indoor area for education (m²)	0
	68
PG4.2.2 Indoor area (m²) for BESYO sports practice facilities	0
PG5.1.1 Number of annual training programs organized for internal stakeholders.	75
PG5.1.2 Number of annual training programs organized for external stakeholders.	69
PG5.2.1 Annual number of faculty members who established companies in Bozok Technopark.	0
PG5.2.2 Annual number of students benefiting from the incubation center in the Technopark.	0
PG5.3.1 Completion rate of wind power plant installation works.	0
PG5.3.2 Completion rate of solar power plant installation works.	0

Considering the data in the table, the reasons for the low scores in some of the performance indicators set for the targets are stated below:

- Annual number of faculty members benefiting from exchange programs: Limited financial resources and the pandemic.

- Number of annual technical trips organized: Insufficient requests for technical trips from units and the pandemic period.

- Number of faculty members who travel abroad annually to improve their foreign language skills, and the annual percentage of faculty members attending international scientific conferences: Contributed to budget and non-budgetary resources, as well as the pandemic.

- Total number of international projects per year: No project applications were submitted by the units.

- Completion rate of the establishment of the Experimental Animal Application and Research Center, the construction of indoor facilities for the Physical Education and Sports School, and the installation of wind and solar power plants: A budget request has been submitted to the Presidency's Strategy and Budget Directorate for the construction of the center's building, sports facilities, and power plants, but approval has not been received.

- Annual support amount given to ongoing surface and excavation research (Ministry of Culture + University): No financial support was provided by the Ministry of Culture and Tourism.

- The completion rate of the university television station's setup, the completion rate of the walking and cycling paths, the number of new sports facilities built annually for staff and students on our university campuses, and the total number of enriched libraries: Insufficient budget and non-budgetary resources.

- Annual number of faculty members establishing companies in Bozok Technopark, annual number of students benefiting from the incubation center: Insufficient demand, deficiencies in information and guidance activities for academics and students.

Of the risks outlined in the strategic plan regarding targets and performance indicators, some of the foreseen risks related to human resources, physical, technological, and financial resources have materialized in some years, resulting in performance indicator targets being missed.

Some indicators have exceeded the target, while others have reached the target value.



c)

Legislation Analysis

From a legal standpoint, the aims and principles of our University are clearly stated in Articles 4 and 5 of the Higher Education Law No. 2547, and the quality and quantity of the services provided are also described in Article 12 of the same Law.

In line with the objectives set forth in the law, the aims and principles of our University are as follows:

1. In line with the plans and programs prepared by the Council of Higher Education, the aim is to train entrepreneurial graduates who are fully equipped in social, cultural and intellectual terms in the fields and numbers needed by the country.
2. Research and development activities that will serve the future of the country and humanity.
To maintain and offer the resulting products for the benefit of society,

To address the problems concerning the country's progress and development in scientific, cultural, social, and economic aspects through education, training, and research and development in cooperation with other organizations, and to present the results for the benefit of society.
4. To improve university-industry collaboration and to provide guidance in technological development,
To develop environmentally conscious policies.
5. Establishing revolving fund enterprises, operating them efficiently, and developing these activities.
To make the necessary arrangements regarding this matter.
6. Our goal is to consistently implement a transparent management approach that utilizes resources efficiently, prioritizes merit, and emphasizes success.

The management and organization of our university are determined according to the provisions of the Higher Education Law No. 2547. The governing bodies of our university consist of the Rector, the University Senate, and the University Board of Directors. The academic organization of our university and the duties and responsibilities of academic personnel are defined in the Higher Education Law No. 2547 and the Academic Organization Regulation. The administrative organization of our university and the duties and responsibilities of administrative personnel are defined in the Decree Law No. 124 on the Administrative Organization of Higher Education Institutions and Higher Education Institutions and the Civil Servants Law No. 657.



d) Analysis of High-Level Policy Documents

The main high-level policy documents concerning universities are the Eleventh Development Plan, the Medium-Term Program (2022-2024), and the Presidential Annual Program (2021). Within the scope of these high-level policy documents, the needs and responsibilities of our University, in line with the fundamental areas of service such as education, health, R&D, and social contribution, are summarized below:

- Financial literacy education will be expanded at our university by adding it as a course to the pool of elective courses outside of the main field of study, and this education will also be offered to all segments of society through units such as BOSUYAM and BOZOK AKADEMA.
- At our university, taking into account the opinions of stakeholders, a 3+1 system will be implemented in all vocational schools to train graduates with the qualifications needed by the industry. This system will consist of 3 semesters of face-to-face education and 1 semester of both distance education and direct workplace application.
- Within the framework of the standards determined by the Council of Higher Education (YÖK), postgraduate programs focusing on topics from the project pool created by the industrial sector in priority sectors where there is a need will be opened, and the number of such programs in the industrial field will be increased.

- Our university's primary area of specialization is Industrial Hemp, and our priority is...

The number and variety of associate's, bachelor's, and graduate programs for various sectors will be increased.

- To increase the number of intellectual property rights registered in the name of our university, to commercialize them and to ensure their financial sustainability, we utilize the Technology Transfer Office (TTO).

By implementing measures to increase the number of academics benefiting from this program, the Technology Transfer Office (TTO) will be able to work more effectively in this area.

- An information management system will be implemented to encompass the entire university.
- To increase the number of qualified international students, our University will expand the International Student Examination (YOBÜYÖS) both domestically and internationally. The admission criteria of accepted students will be evaluated annually and submitted to the Senate for approval.
- Applications for TÜBİTAK 2244 projects will be encouraged. The number of university-industry collaboration projects will be increased.

- Feedback from external stakeholders will be evaluated to improve graduate programs and

The relevant course content will be revised to address the areas of need.

- Within the departments of the Industrial Hemp Research Groups and the Hemp Research Institute, the number of ongoing scientific studies aimed at producing and integrating hemp-based, environmentally friendly products into the economy will be increased.

- Within the scope of our university's "Industrial Hemp" specialization project, we will increase the agricultural research, education and awareness campaigns, breeding and variety development studies on industrial hemp plants, and R&D studies on the use of hemp components in different industrial fields.

- To increase the effectiveness and quality of agricultural R&D studies, our University will increase cooperation activities (partnerships, protocols) with other public institutions, the private sector, and the industrial sector.

- Within the scope of quality processes, educational policy implementations are determined by taking into account stakeholder opinions. Impact analyses will be conducted.

- Through BOSUYAM and BOZOK AKADEMA, which operate within our university, the quality and quantity of training programs for all segments of society will be increased in line with the lifelong learning approach.

- In line with our quality policy, and in accordance with the understanding of structuring the quality assurance system with the participation of all stakeholders, activities related to creating a dynamic structure will continue. Activities regarding compatibility with open access infrastructures will continue in order to implement open access and open science practices at our university. Furthermore, the number of open access resources will be increased, and awareness of open science will be raised.

- A Vocational Schools Coordination Office (MEYOK) has been established at our university; this office will expand the scope of efforts to promote vocational schools and strengthen their public perception by incorporating promotional activities.

- Students will be encouraged to apply for inventions, patents, and utility models. TTO, Within this scope, it will conduct activities to inform students.

- In order to develop and disseminate a culture of occupational health and safety, our university will organize in-service training, seminars, and other informative activities. To this end, the activities of the Occupational Health, Safety and Occupational Diseases Application and Research Center will be expanded.
- The dissemination of Science, Technology, Engineering, and Mathematics (STEM) and the development of related educational programs will be ensured. At the same time, students will be encouraged to increase their participation in sports, cultural, and artistic activities.
- In line with the perspective set by the sustainable development goals, the number of education and awareness-raising activities aimed at increasing environmental awareness among all segments of society will be increased. Arrangements will be made to make courses such as "Ecology" and "Environmental Protection" compulsory. A Career and Alumni Center (YOBÜ KARMER) has been established within our university; through
- this center, an alumni information system will be created to strengthen the collaboration between alumni and the university.
- Efforts will be made to increase the participation and effectiveness of Non-Governmental Organizations (NGOs) in the decision-making and legislative drafting processes of our university.
- The Development Plan, along with other high-level policy documents, and our University's Strategic Plan will be effectively monitored, and the level of implementation and mutual guidance of these documents will be increased.
- The recruitment of public personnel to work at our university will be carried out in an effective and efficient manner. Arrangements will be made to improve service delivery and increase employee satisfaction.
- Activities aimed at improving the qualifications of personnel at all levels working at our university will be developed by making in-service training programs and distance learning systems easily accessible.
- The Distance Education Center (UZEM) has been activated within our university; and in coordination with this center and the Information Technology Department, efforts will be made to ensure the effective implementation of the blended learning system.
- Within the scope of our university's Industrial Hemp Specialization Project, the Agriculture, Food and Feed Research Group and the Hemp Research Institute, under the Department of Agriculture and Food, will continue agricultural research, including increasing the yield per unit area of hemp.
- In all areas belonging to our university, utmost attention will be paid to hygiene conditions, and precautions against infections will continue to be taken. "YOBÜ Cleaning and Cosmetic Products," produced with the addition of hemp oil, has been registered as a utility model for our university by the Turkish Patent and Trademark Office for a period of ten years; and the disinfectants produced under this brand will continue to be used to ensure the hygiene of our university personnel.
- Within the framework of the Bologna process, revisions to the European Credit Transfer System (ECTS) and improvements to enhance the effectiveness of the measurement, monitoring, and evaluation system will continue.
- With the establishment of the Career and Alumni Center within our university, "Career Planning" and "Academic Counseling" courses have been added to the curriculum as mandatory courses in all academic units and are actively conducted during the academic year. (Psychological Counseling and Guidance)

A Research and Application Center will be established to provide psychological and emotional support to students and staff.

- Integrating the existing automation systems at our university and ensuring they communicate with each other. Necessary measures will be taken to ensure this situation occurs.
- In line with the Presidency's target of 15% energy savings by 2023, our University continues to implement energy efficiency measures in its existing buildings, and the effectiveness of this process will be further enhanced.
- A Department of Arts and Culture Management will be established within the Faculty of Communication at our university.
- Our university's Hemp Research Institute has brought together experts from abroad. Academics and researchers will be encouraged to work part-time.
- Research groups within the Hemp Research Institute conduct research Laboratories will be established for their activities.
- Information provided by the Project Coordination, Implementation and Research Center (PKM) and TTO. and project preparation activities will be organized.
- Student internships will be conducted within the framework of protocols to be established with relevant institutions and organizations. Opportunities will be increased.
- When our university's academic units need new classrooms, the physical spaces... Efficient use will be prioritized.
- In accordance with our university's quality policy, internal stakeholders (academicians-) of departments/programs The program outcomes and course content will be continuously improved by analyzing the needs of both students and external stakeholders (employers, alumni, etc.).
- Universities need to adapt to the digital age and embrace open access and open science in accessing information. To facilitate the implementation of these applications, compatibility with open access infrastructures will be ensured.
- A National Center of Excellence in Restoration will be established at our university.
- Academic and scientific research, on-site scholarships, cultural mobility, and training programs will be organized in cooperation with relevant NGOs, universities, or official authorities in the geography of TURKSOY and Turkic Council member countries and other Turkic-speaking countries, in order to support the work of these organizations. Cooperation will be established with TURKSOY and Turkic Council member countries in the aforementioned areas (Mevlana, etc.).

and)

Areas of Activity and Products Identifying Services

Our university's areas of activity and products/services are listed in the table below.

Table 2. Activity Area - Product/Service List

Field of Activity	Products/Services
A- Education and Training Services	1- Associate Degree, Bachelor's Degree (First and Second Education) and Graduate Education Programs 2- Distance Education Programs 3- Foreign Language Preparatory Program 4- Turkish Preparatory Program for International Students 5- Double Major/ Minor Programs 6- National and International Student/Faculty/Staff Exchange Programs 7- Postgraduate Education Programs 8- In-Service Training Programs 9- Library Services
B- Scientific Research and Publication Activities	1- Industrial Hemp Projects 2- Nationally and Internationally Supported Projects (TÜBİTAK/EU etc. projects) Services include: 3- Intellectual and Industrial Property Rights 4- Scientific Publications 5- Support for Scientific Research Services 6- BİLTEM and Other Laboratory Services
C- Social Service	1- Social Responsibility Projects 2- Healthcare Services 3- Community Contributions of Application and Research Centers 4- Scientific Events 5- Artistic, Cultural and Sporting Activities 6- Lifelong Learning and Certificate Programs (BOSUYAM, BOZOK AKADEMA) 7- Support Services for Local and Regional Development 8- Public-University-Industry Collaboration Services 9- Expert and Consulting Services 10- Media Services (University Radio, YÖBU TV, etc.) 11- Pre- and Post-Graduation Training Services (Career and Alumni Center) 12- Social Facilities Services (Training Hotel, etc.)
D - Technology and Industry Services	1- Technology Park Services (Incubation Center Services, etc.) 2- Technology Transfer Office Inc. 3- Hemp Research Institute
E-Revolving Fund Activities	Revolving Fund Services



f)

Stakeholder Analysis

As stated in the strategic planning guide, the stakeholder analysis was carried out in four stages: identifying stakeholders, prioritizing them, evaluating them, and gathering their opinions and suggestions.

f.1. Identification of Stakeholders

Through brainstorming with the strategic planning team, the internal and external stakeholders of our University have been determined as follows.

A- Internal Stakeholders

- 1. Academic Staff
- 2. Administrative Staff

B-External Stakeholders

- 1. Students
- 2. Graduates
- 3. Institutions and organizations where graduates work
- 4. Individuals, institutions, and organizations with whom our university collaborates.
- 5. Bozok Technopark companies
- 6. Specialized universities
- 7. Konya Plain Project (KOP) universities
- 8. Central Anatolia Development Agency (ORAN)
- 9. Anatolian Universities Union

f.2. Receiving and Evaluating Stakeholder Views and Suggestions

To gather stakeholder opinions, a survey method was chosen. Due to pandemic conditions, methods such as interviews, workshops, and meetings could not be used. Surveys were created for internal stakeholders (academic and administrative staff) and external stakeholders (students, alumni, managers of institutions where alumni work, KOP universities, specialized universities, companies operating in Bozok Technopark, ORAN, and the Yozgat Provincial Coordination Board). These surveys were distributed online, and participants were asked to respond. Considering the difficulties in evaluation, open-ended questions were preferred in the surveys to obtain richer feedback. This allowed participants to write down their suggestions and criticisms. In the introduction of all surveys, participants were promised that their identities would not be recorded, and no personal data was collected to alleviate their concerns about the information they would provide. When the responses were evaluated, it was determined that the goal of obtaining rich feedback was achieved through open-ended questions, and stakeholders were satisfied with this method. The stakeholder opinions obtained are listed below.

A- Internal Stakeholders

1. Academic Staff Survey Results

The surveys distributed to 954 academic staff members at our university were answered by 282 individuals. According to the results, satisfaction with management and organization was moderate, while satisfaction with communication and feedback from management levels, the functioning of university boards (department, department, faculty, etc.), the transparency and accountability of decisions made by these boards, the suitability of criteria for promotion to academic positions, and the level of consideration given to professional competence in academic appointments was relatively high. Regarding education, satisfaction with the academic and professional competence of faculty members in the department/department and the level of communication between faculty members and students was relatively high, while satisfaction with research was moderate. Satisfaction with infrastructure and services was moderate, while satisfaction with meeting rooms/spaces and parking areas was relatively high, and satisfaction with financial resources was also moderate.

2. Administrative Staff Survey Results

The surveys distributed to 1142 administrative staff members at our university were answered by 116 individuals. According to the results, administrative staff have a moderate level of satisfaction regarding management and organization, a moderate level of satisfaction in education and institutional relations, and relatively high satisfaction with administrative staff-student communication. Satisfaction with infrastructure and services was moderate, with relatively high satisfaction regarding internet services, physical conditions of offices/bureaus/rooms, parking areas, and transportation services. Satisfaction with financial resources was also moderate.

B- External Stakeholder Survey Results

1. Student Survey Results

The surveys distributed to all our students were answered by 1374 people. According to the results, there was a moderate level of satisfaction regarding management and organization, education, research, and infrastructure and services. However, a relative dissatisfaction was determined regarding garden and green space arrangements.

2. Alumni Survey Results

The surveys sent to our alumni were answered by 28 people. An evaluation of the responses revealed that overall satisfaction was relatively high.

3. Survey Results of Individuals, Institutions, and Organizations with Which Our University Collaborates

Nine of the surveys sent to the Yozgat Provincial Coordination Board have been answered. According to the responses, the university's strengths include its young and dynamic academic staff, highly knowledgeable academics, a university administration seeking development, and its areas of specialization.

The university's weaknesses were cited as: the insufficient level of practical application of the subjects taught in the courses, the campus not being developed enough to provide a living space for students and faculty, a lack of sports facilities and equipment, and the university's low recognition.

Opportunities were highlighted, including the commissioning of the high-speed train and airport, and the potential for growth in cultural and health tourism due to improved transportation options. A threat mentioned was the possibility that student preferences might not be at the desired level.

It has been suggested that Yozgat Bozok University's specialization in industrial hemp is very appropriate and that efforts should be made to cultivate hemp throughout Yozgat.

4. Survey Results of Institutions and Organizations Where Our Graduates Work

It was observed that 7 out of the surveys sent to the managers of the institutions and organizations where our graduates work were answered. It was seen that the managers of the businesses employing our graduates are generally satisfied with our graduates.

5. Bozok Technopark Companies Survey Results

It was observed that 6 of the surveys sent to Bozok Technopark companies were answered. According to the responses, the strengths of our University were stated as having a strong academic infrastructure for its founding year, its proximity to Ankara, and the presence of an active Technopark. The weaknesses of our university were stated as: the unattractive appearance of the campus, the limited opportunities in the city, and transportation problems.

It was stated that the opportunities for our university include having important figures in the political world, while the threats to our university are the much faster growth of the surrounding provinces.

In the field of industrial hemp, it has been proposed that a company be established in Bozok Technopark to collaborate with all companies working in this area.

6. Survey Results of Specialized Universities

The surveys sent to specialized universities were answered by three universities. Their recommendations are as follows: A coordinator should be appointed to oversee the work of specialized universities. Steps should be taken, using a business model, to commercialize products related to the field of specialization and transform them into revenue-generating activities. Experience-sharing meetings should be held between the academic and administrative staff of specialized universities. Opportunities for university-industry collaboration in the field of specialization should be maximized. Projects should be developed to explore different industrial uses of hemp. Online meetings should be organized with participation from specialized universities to facilitate mutual exchange of views. The geographical location of specialized universities should be leveraged as an advantage for collaboration.

7. KOP Universities Survey Results

It has been observed that five of the surveys sent to universities involved in the Konya Plain Project have been answered. According to the results, our university's strengths include its openness to innovation, its location in the center of Türkiye, and its growth.

The issues that have been mentioned as potentially threatening our university are the possibility of teaching staff being left unemployed and people migrating from Yozgat to other cities.

It has been stated that increasing cooperation between our university and regional universities will provide significant benefits.

8. ORAN Survey Results

According to the responses to the survey sent to the Central Anatolia Development Agency, our university's strengths were stated as having an academic staff specialized in different fields and its current student population.

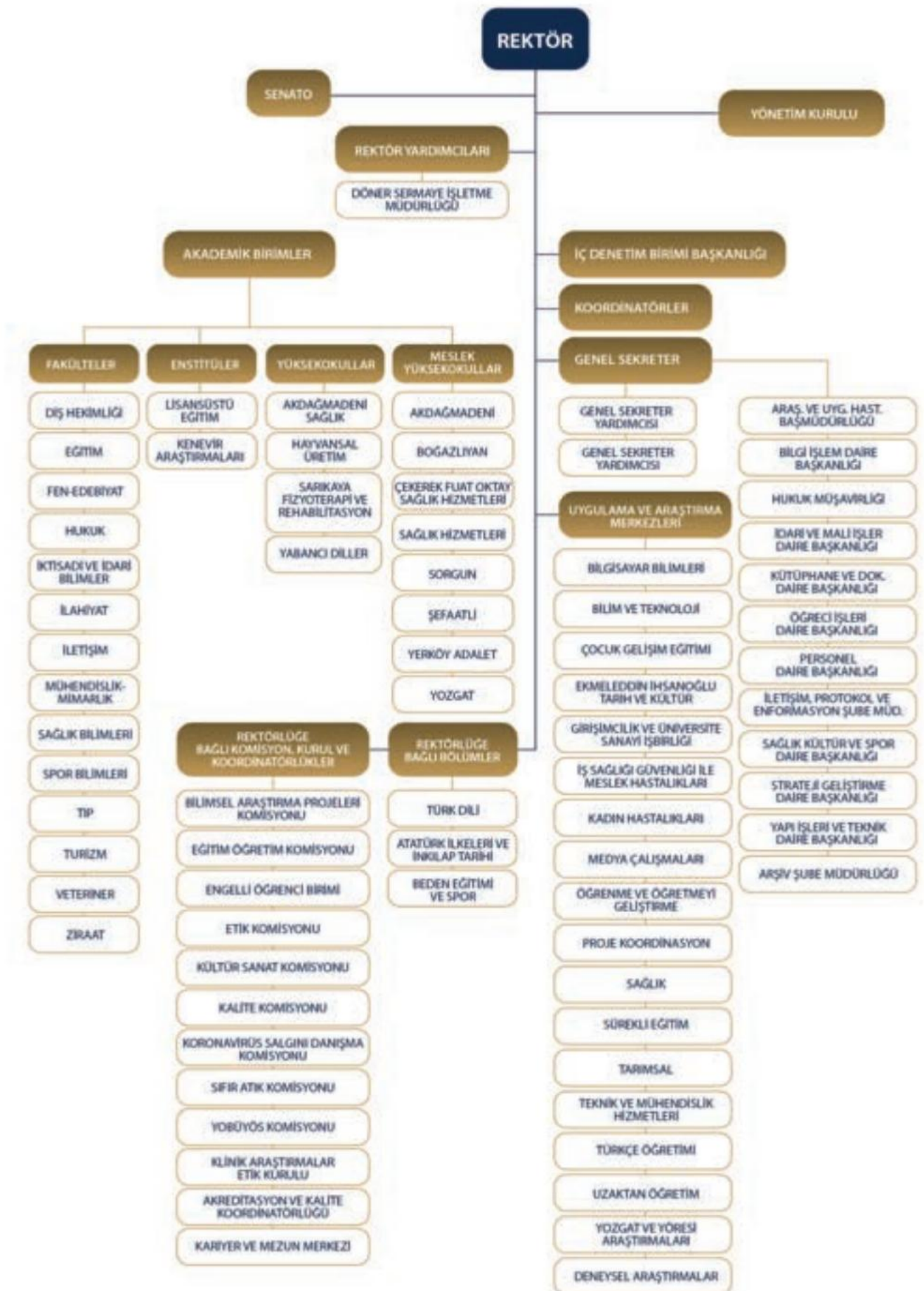
A weakness of our university has been identified as the fact that university-industry collaboration is below the desired level.

It was stated that, as an opportunity for our university, there is potential for significant contributions to both the university and Yozgat through a comprehensive investment in the field of industrial hemp in partnership with the private sector.

The general recommendation states that university students and academic staff should take a more active role in projects, and that students should be part of university-industry collaboration.

g) Internal Analysis

As part of the internal analysis, our university's human resources competency analysis, organizational culture analysis, physical resource analysis, and financial resource analysis were conducted. The university's organizational chart was also included.



Human Resources Competency Analysis

Both quantitative and qualitative data were used in the human resources competency analysis process. Quantitative data were prepared based on up-to-date information obtained from relevant units. Qualitative data were determined using a structured interview form, along with manager evaluation and 360-degree assessment methods.

As of October 26, 2021, our university has a total of 2096 personnel, including 944 academic (permanent) staff, 10 foreign academic staff, 422 administrative (permanent) staff, 257 contracted administrative staff, and 463 permanent workers. Academic staff constitute 45.50% of the total personnel, while administrative staff and workers constitute 54.50%. The distribution of academic and administrative personnel at our university in 2021 is given in Figure 1.

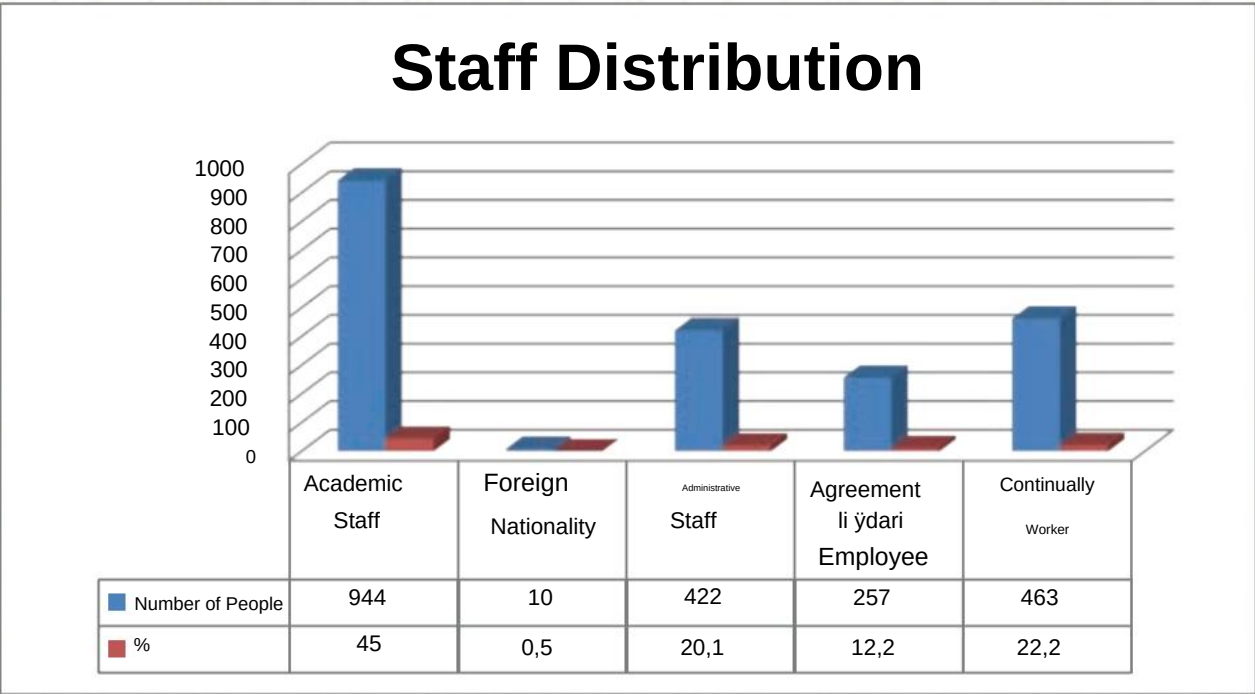


Figure 1 Distribution of Academic and Administrative Staff

The distribution of academic staff titles at our university by year (2017-2021) is given in the table below.

Table 3 Distribution of Academic Staff by Title and Year

Title	2017	2018	2019	2020	2021
Professor	39	44	52	58	72
Associate	45	55	58	73	90
Professor, Lecturer,	255	291	291	270	250
Instructor	200	220	254	270	275
Research Assistant	257	252	251	256	257
Foreign Academics Employee	1	1	6	7	10
Total	797	863	912	934	954

An examination of the findings presented in the table reveals that the number of academic staff at our University increased between 2017 and 2021. However, it has been observed that this increase has been very small in recent years (between 2019 and 2021).

Qualitative Data for Human Resources Competency Analysis

In the Human Resources Competency Analysis process, a structured interview form was administered to managers, employees, and stakeholders. Within this scope, considering job analyses, the competencies required for positions in academic and administrative units, current situations, and needs were determined.

Academic unit managers (Dean/Director, Vice Dean/Vice Director, Faculty/Vocational School/College Secretary) perceive themselves as competent in areas such as familiarity with relevant legislation, institutional and professional experience, problem-solving skills, effective communication skills, familiarity with educational processes and fields of activity, and familiarity with institutional hierarchy (superior-subordinate relationships). On the other hand, these managers are expected to possess competencies in different areas such as institutional culture, familiarity with legislation, regulations and directives, effective communication, suitability for teamwork, problem-solving skills, time management, and organizational ability. The necessity of different training and field applications to develop and enhance these competencies has been identified within the scope of this research.

Organizational Culture Analysis

In the analysis of organizational culture, the following observations and findings were made regarding the core values that constitute organizational culture, based on the field research conducted:

Participation and Cooperation

The majority of academic and administrative staff at our university believe that their participation in decision-making is valued by the university administration. Furthermore, university staff perceive that collaboration and teamwork among themselves are also supported by the administration.

Information Dissemination and Learning

It appears that while the university administration is quite willing to share information with lower-level staff, they need more financial and moral support from the university to further their professional development.

Openness to Change and Innovation

It was found that employees perceived that new ideas were always supported at the university, and that employees with different perspectives were treated with tolerance by the university administration.

Internal Communication

Our university staff feel that they have a sufficient number of communication channels through which they can easily reach managers at different levels when they have a suggestion or a problem.

Communication with Stakeholders

The study found that the majority of academic and administrative staff believe that university management involves all relevant stakeholders in the decision-making processes when making important decisions.

Reward-Punishment and Motivation System

The research conducted revealed that there are insufficient motivational practices among university staff and administrators.

In conclusion, it has been determined that our university's institutional culture has aspects that can be described as strong, adequate, and open to development in terms of the sub-dimensions of the culture analysis presented above.



Physical Resource Analysis

Our university operates in numerous campuses in Yozgat city center and its districts; it conducts education, teaching, and research activities on 315,944 m² of indoor space and 7,709,943.42 m² of outdoor space with 14 Faculties, 2 Institutes, 4 Schools, 8 Vocational Schools, 18 Application and Research Centers including the Continuous Education Application and Research Center and the Distance Learning Application and Research Center. Additionally, the university has various motor vehicles and construction machinery.



Technology and Information Infrastructure Analysis

Our university uses the following information and technology resources: ulakbim.gov.tr, usom.u.tr, Luxriot, Milestone, Teta Door Security, EBYS, Personnel Administration, PVM, Bozok GIS, Palo Alto, Gmail, Vcinter, Oracle, SQL Server, Visual Studio, Panorama, Kaspersky, Cafeteria Automation, and Vehicle and Personnel Tracking software.

Seven Access Points have been installed and set up at requested or necessary locations within the campus to provide a wireless network system. The software programs provided for use by the units within the university are listed below:

- Electronic Document Management System (EDMS)
- E-YOBU (Access with YOBU ID)
- Student Information System (SIS)
- Personnel Administration Software
- Additional Course Automation
- BOYSIS Learning Management System
- BOYSIS Learning Management Mobile System (BOZOK MOBILE)
- BigBlueButton Web Conferencing System
- Career Portal
- YOBU Identity Account System
- International Student Automation System
- E-Post (Zimbra)
- Scientific Research Projects Automation (BAPSIS)
- Zero Waste Data Collection Automation
- Cafeteria Automation and Online Credit Loading System
- Academic Data Management System (AVESIS)
- Quality Management System
- Disconnection System
- Faculty of Sports Sciences Online Interview Application System
- Technical Service Fault Application and Tracking System
- Vehicle Tracking Automation
- Vehicle Access Automation

In addition, improvements have been made to the software and systems for cafeteria automation.

The university has fiber optic cable connections to improve its network infrastructure. The email service for academic and administrative staff, with the extension bozok.edu.tr, has been migrated from Gmail to Zimbra and is now served on university servers. Additionally, unlimited storage space has been allocated to students and staff.

Financial Resource Analysis

The table below shows the levels of total expenditures and total revenues of our University between 2017 and 2021.

Table 4 Development of University Revenues and Expenditures (2017-2021)

EXPENSES (Y)					
Expense Type	2017	2018	2019	2020	2021
Personnel Expenses	69.694.683	99.251.357,67	127.442.623	156.485.179	182.048.000
Social Security State Institutions Premiums Expenses	9.580.520	14.063.461,34	18.955.913	23.532.499	27.985.000
Procurement of Goods and Services Expenses	29.489.536	20.951.363,41	4.679.900	18.468.027	12.913.000
Current Transfers	2.511.342	3.111.129,42	32.138.000	5.239.413	6.091.000
Capital Expenditures	54.639.271	56.552.200,07	32.138.000	24.404.163	30.902.000
Capital Transfers	0	0	0	500.000	0
Total Expenses	165.915.352	193.929.512	207.684.687	228.629.281	259.939.000
REVENUES (Y)					
Type of Income	2017	2018	2019	2020	2021
Own Revenue	10.663.089	11.503.765	10.292.753	13.470.072	

Note: The data for 2017-2020 represent actual amounts, while the 2021 data represents the institution's initial appropriations. The 2021 equity revenue has not yet been accrued.

Table 5 Estimated Sources

Sources	Year 1 of the Plan (2022)	Year 2 of the Plan (2023)	Year 3 of the Plan (2024)	Year 4 of the Plan (2025)	The Plan's 5th Year (2026)
Special Budget	322.070.000 366.900.000 406.403.000			447.043.000	491.747.000
Revolving Fund 67,000,000 73,700,000			81.070.000	89.177.000	98.000.000
TOTAL	389.070.000 440.600.000 487.473.000			536.220.000	589.747.000

h) Analysis of Academic Activities

Our university conducts education, research, social contribution, and entrepreneurship activities with 14 Faculties, 4 Schools, 8 Vocational Schools, 2 Institutes, and 18 Application and Research Centers. As of November 2021, our university has 954 academic staff, 1142 administrative staff, and nearly 22,000 students at associate, undergraduate, and graduate levels. The university's quality of education is contributed to by its young academic staff who can easily adapt to developments and new technologies, its teaching staff conducting educational activities in line with their areas of expertise, its ongoing foreign language education classes, double major and minor programs, associate, undergraduate, and graduate programs, and student and faculty exchange programs (Erasmus, Farabi, and Mevlana). Our students are supported both socially and academically through student clubs, libraries and student laboratories, a Career and Alumni Center, a distance education system, and orientation programs. The university's educational services are strengthened by various factors, including: entrance exams for international students; departments that consider the needs of the region; in-service training for academic and administrative staff; accreditation criteria and continuously updated educational programs in line with the Turkish Qualifications Framework and stakeholder feedback; and a variety of professional and non-professional elective courses. The university's entrepreneurial aspect is further strengthened through collaborations with public and private institutions and organizations, faculty members' involvement in the Technopark, patent support services, the Entrepreneurship and University-Industry Collaboration Application and Research Center, entrepreneurship certificate training programs, and project consultancy services.

Our university has been recognized by the Council of Higher Education (YÖK) as a specialized university in the field of 'Industrial Hemp'. Both undergraduate and graduate students are given the opportunity to participate in scientific research projects. Access to internal and external financial resources is facilitated to address local and regional problems. Project consultancy services are provided. Furthermore, the Central Library has a rich collection of resources, which are accessible to both students and faculty members outside of campus.

Our university has largely completed its planning regarding the management and organizational structure of its community contribution processes, and the activities to be carried out by each unit have been determined. Our university will contribute to society through the products that will emerge from its specialization in the field of industrial hemp. Our university contributes to society through its health-related units, the Agricultural Application and Research Center, the Training Hotel, and its public library services. Through BOZOK AKADEMA, the Faculty of Communication Radio, BOSUYAM, and YOBÜ TV, public education programs are offered on topics needed in the region.

A Social Contribution Coordination Office will be established to manage policies in this area.

i) Higher Education Sector Analysis

a. Sectoral Trend Analysis

Our university's sectoral trend has been determined using political, economic, socio-cultural, technological, legal, and environmental (PESTLE) analysis. This has allowed us to identify the necessary changes within the university, aligning them with external environmental changes and presenting opportunities and threats. The necessary actions regarding these factors are summarized below.

Political:

- 1. Making the Quality Coordination Office more active,
- 2. Making institution-specific unit quality committees and advisory boards more active in a quality-oriented manner,
- 3. Establishment of the Center for Strategic Studies,
- 4. Conducting research focused on social issues and having economic value,
- 5. Setting internationalization goals,
- 6. Ensuring the effective use of platforms in all units where those receiving services from our university and stakeholders can convey their problems/requests and where solutions can be generated.
- 7. Systematically implementing a mechanism for stakeholder involvement in all processes as required by quality in all units;
- 8. Increasing and continuing training for internal and external stakeholders in areas where needed;
- 9. Conducting staff planning more effectively;
- 10. Increasing incentives and support for the production of R&D projects;
- 11. Increasing the number of collaborations that will add value to our university.
- 12. Establishment of the Social Contribution Coordination Office.

Economic:

- 1. Conducting needs analysis and cost-benefit analysis effectively using statistical data.
- 2. Raising awareness among employees regarding the effective, efficient, and economical use of resources.
- 3. Ensuring that researchers are directed to domestic/international project funding sources,
- 4. Increasing the employment of qualified faculty members who have experience in international projects and who will add value to our University,
- 5. Directing revolving fund units towards revenue-generating activities,
- 6. Promoting entrepreneurial activities,
- 7. The university should focus on strategic investments that will increase its own revenues,
- 8. The university's reliance on external resources and funds,
- 9. Increasing university-industry collaboration.

Socio-cultural:

- 1. The university should increase its social and cultural activities and ensure that all residents of the region benefit from these activities.
- 2. Increasing community service activities,
- 3. Conducting activities aimed at attracting qualified foreign students and faculty members to our University.
- 4. Organizing activities to accelerate the adaptation process of foreign students and faculty members to our University,
- 5. Emphasis should be placed on the social outcomes of all projects.
- 6. Opening programs for different areas of specialization,
- 7. Ensuring continuous improvement in the university's information and technology infrastructure and preventing its misuse.

Technological:

- 1. Increasing the activities of UZEM (Distance Education Center), the Information Technology Department, and the Computer Science Application and Research Center;
- 2. Prioritizing technological investments based on stakeholder analyses.
- 3. Increasing the use of digital materials in education and training.
- 4. Increasing the number of R&D laboratories and strengthening existing ones,
- 5. Ensuring the continuous development of digital infrastructure,
- 6. Ensuring the adaptation of the IT infrastructure to distance education.
- 7. Making investments in digital transformation,
- 8. Strengthening the Science and Technology Application and Research Center.

Legal:

- 1. Conducting continuous information campaigns,
- 2. Regular announcement of legislative changes via the website and communication channels.

Environmental:

- 1. To hold discussions with the Credit and Dormitory Institutions (KYK) and Municipalities regarding the construction of new dormitories for campuses far from the city center and the improvement of transportation services to these campuses.
- 2. Ensuring the uninterrupted continuation of social services, especially meals, transportation, etc., for employees working in remote locations.
- 3. Expanding campus-wide environmental practices to protect the environment.
- 4. Supporting environmentally friendly R&D projects,
- 5. The campus ranking highly in the Green Metric index,
- 6. Continuing efforts to create an accessible university environment.
- 7. Creating opportunities to utilize renewable energy sources,
- 8. Creating a greener campus with improved water and irrigation infrastructure.

b. Sectoral Structure Analysis

Our university's structural strengths in terms of the higher education sector:

- Competitors (Other universities)
- Stakeholders (Students, public administrations, businesses, NGOs, etc.)
- Suppliers (other organizations from which the university obtains products and services)
- They are regulatory and supervisory bodies (Ministry of National Education, Council of Higher Education, Higher Education Accreditation Council, and accreditation bodies)

Our university has analyzed these forces in terms of opportunities and threats, determined our position, and produced knowledge that will form the basis of long-term strategic choices. Within this framework, the necessary actions based on structural forces are summarized below.

Competitors:

1. More effective promotion of the university, highlighting its location in a safe city,
2. The university differentiating itself from other large universities in the region by focusing on different fields,
3. Improving accommodation and transportation services in the city, 4. Encouraging qualified students to choose our University,
5. Establishing an industry related to our hemp specialization and increasing the number of products.
6. Focusing on research in specialized fields and other areas with qualified faculty members.

Stakeholders:

1. Increasing communication with stakeholders and obtaining feedback,
2. Cooperation with local governments,
3. Developing relationships with state and private sector actors,
4. Monitoring and keeping informed about project calls from government institutions.
5. Prioritizing project outputs that translate into social goods and services.

Suppliers:

1. Designing market research and tenders to cover a wider geographic region,
2. Diversification of suppliers.

Regulatory/Supervisory Bodies:

1. Ensuring that university studies comply with the procedures of regulatory and supervisory bodies,
2. Continuously implementing process improvement efforts.

j)

Strengths and Weaknesses, Opportunities and Threat (SWOT) Analysis

Our university's strengths and weaknesses, as well as opportunities and threats, were identified through surveys conducted with internal and external stakeholders. This was determined based on data obtained from interview studies. The results are presented in the table below.

Table 6. SWOT List

Interior Environment		External Environment	
Strengths	Weaknesses	Opportunities	Threats
1. Dynamic and young academic and administrative staff. staff 2. Research and application laboratory existence of infrastructure 3. The presence of a continuing education center. 4. Suitable for construction and open to development. campus 5. It has a strong health campus. being 6. New building and classrooms 7. Associate's, Bachelor's and Graduate Education diversity 8. Within the KYK (Student Dormitory Administration) framework for students. dormitory facilities offered 9. Peace and security on campus. 10. A strong distance education infrastructure (BOYSIS) 11. The existence of Technoparks and Technology Transfer Offices. 12. Scientific and academic events organized by the university. presence of social events 13. Continuous quality is required at the university. Improvement, accreditation and change the existence of their efforts 14. Occupational health and safety in a university hospital. security studies are being conducted 15. Participatory management approach 16. Career and Alumni Center (YOBU) Establishment of KARMER) 17. Zero Waste Project applications 18. YOBU TV, Bozok FM, BOZOK Media services like AKADEMA 19. The support the university provides to student clubs in social activities and the increasing activities of student clubs year after year.	1. In academic and administrative positions staff shortage 2. Insufficient financial support for scientific research. 3. In some units and departments insufficient internship and practical training opportunities for students 4. In some units and departments lack of physical space and equipment 5. National and/or international student and faculty exchange programs are not sufficiently active. 6. The inadequacy of the university's social responsibility projects. 7. Inadequacy of the human resources performance evaluation system. 8. Insufficient level of university-industry collaboration. 9. Insufficient number of journals within the university that are indexed in SCI, SCI-Expanded, SSCI, and AHCI. 10. The inability or inadequacy of measuring the societal contribution in scientific research and studies. 11. The high student-to-faculty ratio in some departments. 12. Insufficient technical visits. 13. Low number of patents, copyrights and registrations.	1. The province is located in a region with high social mobility, and proximity to major cities 2. Opportunities to develop cooperation with other universities located near Yozgat province 3. High-Speed Train and Airport projects facilitate transportation, primarily from Ankara and Sivas, but also from other provinces. it could become a preferred city 4. The province has thermal tourism resources. 5. The province has agricultural and livestock potential. 6. The province's peace, tranquility, and security. 7. The scientific and social events organized by the university enrich the socio-cultural life of Yozgat. 8. The agricultural application areas are quite large. 9. In the field of "Industrial Hemp" specialization and the opportunities that this specialization will provide to the university.	1. The province's socio-economic development level is insufficient. 2. Academic staff limitations in recruitment (such as standard staffing levels, the 2/3 rule) 3. The low level of university development funding in the province compared to similar provinces. 4. Problems in attracting students, both in terms of quantity and quality, due to the increasing number of universities. 5. Intercity highway to the university center 6. Due to the absence of private hospitals, internship opportunities are limited only to public hospitals. 7. The inadequacy of employment opportunities in Yozgat and the resulting continuous out-migration from the province. 8. The low recognition of Yozgat province. 9. High staff turnover rate that can occur among academic staff. 10. Transportation problems from the city center to the campus. 11. Financial use of the university's budget limited autonomy

Interior Environment		External Environment	
Strengths	Weaknesses	Opportunities	Threats
20. Hemp Research at the University The establishment of the institute and the university being a specialized university 21. The breadth of agricultural application areas. 22. Quality in all units at the university. the implementation of management systems 23. The existence of initiatives for people with disabilities. 24. University databases diversity 25. The university should have advisory boards. 26. The increase over the years in publications indexed in SCI, SCI-Expanded, SSCI, and AHCI. 27. The existence of a congress and cultural center at the university. 28. The presence of conference and meeting halls in the units of the university. 29. Most vocational schools are located in the district and these schools have departments catering to different fields. to be found 30. In academic and administrative positions having a reward system for employees 31. Rapid transition and adaptation to the Bologna system. 32. Despite the institution's short historical background, its institutional culture is well-developed. being 33. The motivation of managers and employees to create awareness of the quality culture within the university is high. being 34. The university having an Accreditation and Quality Coordination Office. 35. In all units of the university the existence of academic advising courses 36. Efforts to expand community contribution practices being 37. The existence of in-service trainings and online events held at the university. 38. Academic appointments at the university and no delays in upgrades 39. Mobile application allows students to access their courses regardless of location.	14. Insufficient number of national and international projects. 15. Inadequacy of alumni tracking and alumni communication systems. 16. Insufficient financial support obtained by the university from external sources. 17. Insufficient level of recreation services. 18. Occupational health and safety efforts are limited to the hospital only, and related studies and training have not yet begun in other departments. 19. Absence of an accredited department/program 20. TTO is not active enough. absence 21. Insufficient number of companies owned by faculty members in the Technopark. 22. Lack of green space on campus. 23. Inadequacy of psychological counseling and guidance services. 24. Inadequacy of housing services offered to academic and administrative staff. 25. Inadequacy of blended learning and teaching practices. 26. Low revolving fund revenues and insufficient revenue-generating activities. 27. Deficiencies in the implementation, monitoring, and evaluation processes of the university's internal control action plan across all units. 28. The university hospital has a need for the renewal of some machinery and equipment, and there are deficiencies in these areas.		12. Lack of facilities such as pharmacies and markets within the university to meet students' needs. 13. The university hospital is unable to compete with the city hospital in terms of doctors' personal rights and benefits.

The dynamic and young academic staff can produce successful scientific publications and research in many different fields. By utilizing the resources allocated by the state for R&D and entrepreneurship, more R&D projects can be generated and transformed into technology. The university's specialization in industrial hemp and the benefits this specialization will bring to the university can create opportunities. By increasing the financial support the university provides for scientific research, the province's agricultural and livestock potential and the breadth of its agricultural application areas can be turned into opportunities.

It is believed that the completion of the High-Speed Rail and airport projects will increase ease of transportation, which will enable the employment of qualified academic staff at the university. By employing more faculty members, the student-to-faculty ratio can be reduced. The completion of the High-Speed Rail and airport projects may create opportunities such as developing academic collaborations with domestic and international universities. This will contribute more to the production of scientific knowledge.

The diversity of associate, undergraduate and postgraduate education offered at the university, the presence of vocational schools in most districts and the availability of programs catering to different fields in these schools, as well as the existence of new buildings and classrooms, and the rapid transition and adaptation to the Bologna system,

Strengthening educational services, such as online events held at the university, can turn the threat posed by the large number of universities established in Türkiye into an advantage. This would also help overcome the difficulty in attracting qualified students and faculty. Furthermore, swift action in academic appointments and promotions at our university could reduce staff turnover rates.

To enhance students' sense of belonging to Yozgat province, the university, and the campus, measures can be taken such as increasing social and cultural opportunities and sports activities for students, establishing university-industry collaboration to create sufficient internship and practical training areas and employment opportunities, solving the transportation problem from the city center to the campus, and creating facilities like pharmacies and markets within the university to meet student needs. This would prioritize attracting qualified students to the university. Addressing the inadequacy of housing services for academic and administrative staff could also reduce staff turnover rates.



TO THE FUTURE

VIEW4



OUR MISSION

Yozgat Bozok University has undertaken the mission of being a university that prioritizes quality in education, specializes in regional development, is entrepreneurial and innovative, anticipates and implements universal changes in order to add value to its country and humanity, produces knowledge, and manages change, transformation, and development processes through the use of this knowledge at all levels.

OUR VISION

Our goal is to be one of the leading universities that, with its entrepreneurial and innovative approach, transforms the knowledge it produces into economic value for its stakeholders and puts it at the service of humanity.

OUR CORE VALUES

• **Justice:** Our university prioritizes establishing justice in all its processes. • **Freedom:** Our university believes that freedom of thought and conscience is essential for scientific development and effective action.

He believes it is an essential part of learning.

• **Tolerance:** Our university embraces its stakeholders with respect, love, and understanding in all its processes. • **Productivity:**

Our university aims for all its members to be productive and thereby contribute to humanity.

They value the value they add.

• **Entrepreneurship:** Our university supports all positive entrepreneurial efforts of its stakeholders.

• **Participation:** Our university administration

values encouraging participation through various means , including decision-making, planning, implementation, and action taking .

It places great value on the participation of its stakeholders in its processes.

• **Quality Focus:** Our university conducts all its processes with a focus on quality.

• **Environmental Awareness:** Our university, together with all its members, respects the environment and nature.

• Sensitive to global environmental problems, it values a sustainable environmental approach. •

Accountability: Our university is committed to transparency and accountability in all its processes.

He values it.

DIFFERENTIATION STRATEGY

5

a) Location Preference

Our university was publicly announced by the Council of Higher Education on January 23, 2020, as a "Regional Development-Oriented Specialized University" in the field of "Industrial Hemp". Subsequently, research in this field was initiated rapidly, and significant progress was made in a short time. On June 15, 2020, the Hemp Research Institute was established within our University. Departments have been formed within the Institute, and academic staffing is ongoing. In addition, postgraduate thesis studies in the field of Industrial Hemp are being conducted in various departments of the Graduate Education Institute.

Within the scope of the specialization project, agricultural and biotechnological research on industrial hemp plants and scientific studies on the use of hemp plant components in different sectors are being carried out. In this context, internal and external projects, university-public-industry collaborations, product development activities, and training and awareness-raising efforts continue. The main goal of our specialization project is to integrate industrial hemp into the local and national economy, thereby supporting the development of our region and country in the fields of agriculture, industry, and employment. Through this project, the research and development center to be established at our university in the fields of electronic technology, cellulose, textiles, food, pharmaceuticals, construction, composite materials, biomaterials, bioenergy, and agriculture will position Yozgat and its surrounding region as a center for hemp-based industries.

Hemp, being one of the oldest plants in our country and in Yozgat, and its increasing importance in recent years, necessitates a re-evaluation of this plant, an increase in its production, and the provision of raw materials for the hemp-based industry. Yozgat being one of the 20 provinces where hemp production is permitted will facilitate activities in the field of industrial hemp in the region. Accordingly, it is believed that the activities to be carried out will greatly contribute to the formation and development of the hemp-based sector in the region and in our country.

High value-added industrial products and composite materials can be obtained from hemp. This situation will pave the way for the formation and development of different sectors based on hemp in our region and in our country, such as textiles, bioplastics, cellulose, polymers, and insulation materials. The activities carried out within the scope of the specialization project will make significant contributions to transferring the R&D results obtained at our University to the field, transforming these results into economic value, regional development, social benefit, and increasing the income sources of individuals. Furthermore, hemp is inevitably an alternative crop in the rotation of important crops in the region's economy, such as sugar beet, potatoes, and corn.

Our university will play a leading role in the production and transfer of knowledge about hemp, and in training and guiding the workforce needed by the developing hemp-based entrepreneurial sector, in order to integrate industrial hemp into the economy.

Our university encourages the increase of scientific studies in the field of Industrial Hemp and other areas, and also carries out activities to bring scientific knowledge to the economy through the Technopark, Technology Transfer Office (TTO), and the University-Industry Cooperation Application and Research Center for Entrepreneurship. Thanks to its existing research infrastructure and human resources, which it will develop through specialization projects, our university aims to be among the leading universities in Turkey and the world in the field of Industrial Hemp.

In addition to research and entrepreneurial activities, our University continues to conduct its educational activities effectively and efficiently. Our University aims to increase the number of faculty members, students, and postgraduate programs, and to this end, it is opening new units and programs. Efforts to increase the number of international students at our University are also ongoing.

Despite the COVID-19 pandemic making face-to-face education impossible, our University has made great efforts to ensure the uninterrupted continuation of education. In this context, the Distance Education Center (UZEM) was activated, and under its coordination, the Bozok Learning Management System (BOYSIS) was implemented, continuously strengthening the infrastructure of the distance education system. Furthermore, starting from the 2021-2022 academic year, hybrid education was implemented upon the recommendation of the Council of Higher Education (YÖK). A mobile application was developed and launched to enable students to access educational services more easily.

In light of all these assessments, while our University continues its development in the fields of education and research and development, it aims to transform the knowledge it produces into economic value and put it at the service of society by advancing the projects it plans to carry out in its area of specialization, Industrial Hemp, and the relationships it aims to establish with the sectors it targets in line with this plan. Therefore, it has determined its positioning preference as an "Entrepreneurship-Oriented University" in the 2022-2026 Strategic Plan period.



b) Success Region Preference

Our university has been selected as a **"Regional Development-Oriented Specialized University"** in the field of Industrial Hemp as of 2020. The aim is to establish and diversify the hemp-based industry in Yozgat, utilizing the hemp plant in various sectors to produce high value-added products. It is believed that this specialization will greatly contribute to the formation and development of the hemp-based sector in Yozgat and its surrounding region.

On the other hand, Yozgat province possesses significant works of art and natural riches, including Yozgat Pine Forest National Park, Sarıkaya Roman Baths, Kazankaya Canyon, nature parks, hunting grounds, geothermal water resources, as well as numerous historical and archaeological structures. Furthermore, Yozgat province, with its underground cities and many historical structures, over 435 registered archaeological sites, forests, and plateaus, has significant alternative tourism potential that can be enjoyed year-round.

Based on an analysis of the region's needs, our university is expected to differentiate itself in the following areas.

Hemp Research Institute

Within the scope of our specialization project, we will conduct agricultural and biotechnological research on the hemp plant, scientific studies on the use of hemp plant components in different sectors, internal/external funded projects, university-public-industry collaborations, product development activities, training and awareness studies, and activities aimed at integrating industrial hemp into the local and national economy.

Faculty of Agriculture and Faculty of Veterinary Medicine

Modern agricultural and livestock practices, alternative crop cultivation, medicinal and aromatic plant production, seed development and breeding, organic farming, animal disease and pest control, animal breeding, and increasing yield in animal food products to ensure the production of high-quality, high-value-added products.

Faculty of Medicine, Faculty of Health Sciences, Faculty of Dentistry, Health The College, Health Services Vocational Schools, Sarıkaya Physiotherapy and Rehabilitation College

The health campus is planned to provide physiotherapy and rehabilitation services based on thermal springs, elderly care services, and postgraduate training programs (medical specialization training), with the aim of training qualified healthcare personnel for the sector.

Faculty of Arts and Sciences

The departments of Archaeology, History, and Art History conduct research on ancient archaeological surface surveys and excavations, medieval and modern art history, local dialect studies, Sociology studies on social changes, Chemistry studies on industrial hemp and other fundamental areas, Physics studies on nuclear energy and magnetic fields, Mathematics studies on cryptography, Biology studies on the identification of endemic plants and organisms, and research in basic sciences.

Faculty of Engineering and Architecture

To conduct research in the fields of alternative energy sources, engineering studies related to hemp (batteries, insulation, etc.), Restoration Excellence Center, electric vehicles, and unmanned aerial vehicles (UAVs).

Faculty of Tourism

To conduct research in the areas of Ancient History Tourism, Cultural Tourism, Thermal and Health Tourism, Hunting Tourism, Sports Tourism, Gastronomy Tourism, and Highland Tourism, which are specific to our region.

c) Value Proposition Preference

Our university has prioritized entrepreneurship based on its preferred location, as follows:

1. Academic unit prioritization:

Hemp Research Institute, Graduate Education Institute, Faculty of Medicine, Faculty of Agriculture, Faculty of Veterinary Medicine, Sarıkaya School of Physiotherapy and Rehabilitation, Faculty of Science and Letters, Faculty of Engineering and Architecture, Faculty of Tourism.

2. Prioritizing the target student group

International students and postgraduate students.

3. Prioritizing sub-areas related to education, research, and entrepreneurship.

In education; international students and postgraduate education, BOZOK ACADEMY, pre- and post-graduation education services (Career and Alumni Center). In research; industrial hemp, agricultural and livestock research. In entrepreneurship; the utilization of industrial hemp in composite and electronic technology, cellulose, textile, food, pharmaceutical, construction, biomaterial and bioenergy sectors to obtain high value-added products. Studies related to the development of cultural and health tourism, alternative energy sources and Technology Transfer Office activities.

4. Innovative integrated area definition and prioritization.

Industrial hemp, distance education, technology park, mechatronics, energy systems, UAVs, autonomous vehicles.

5. Prioritizing local resources

Industrial hemp is used in agriculture, veterinary medicine, alternative energy systems, geothermal resources, health, and tourism.

6. Orientation prioritization

National/international market.

In order for our university to differentiate itself from other universities in the same achievement region and add value to its service delivery, the factors that should be prioritized, increased, decreased, eliminated, or improved are indicated in the table below.

Table 7. Value Proposition Preference

DETERMINING VALUE PROPOSITION				
Factors (Education)	Destroy	Reduce	Increases	Innovation Yap
Number of students benefiting from international exchange programs			Ÿ	Ÿ
Number of foreign students			Ÿ	Ÿ
International academic staff			Ÿ	Ÿ
Number of accredited programs			Ÿ	Ÿ
Number of postgraduate education programs			Ÿ	Ÿ
Number of postgraduate students			Ÿ	Ÿ
Academic staff's institutional belonging; Student-			Ÿ	Ÿ
alumni relations.			Ÿ	Ÿ
Educational methods			Ÿ	Ÿ
Scholarships and other aid			Ÿ	Ÿ
Number of students in distance education			Ÿ	
Distance learning programs			Ÿ	Ÿ
Number of teaching staff			Ÿ	
Number of students in formal education			Ÿ	
Number of students per faculty member		Ÿ		
The percentage of non-field-specific and vocational elective courses in formal education.			Ÿ	
Social amenities			Ÿ	Ÿ
International bilateral agreements			Ÿ	Ÿ
Accessibility for people with disabilities in education			Ÿ	
Students' continuation at university			Ÿ	Ÿ
Minor programs and student numbers; Double			Ÿ	
major programs and student numbers.			Ÿ	
Number of courses delivered through hybrid			Ÿ	
education, open access rate to university-affiliated scientific publications,			Ÿ	
weekly teaching hours per faculty member.		Ÿ		
Number of interdisciplinary graduate programs			Ÿ	Ÿ
Number of databases for educational purposes			Ÿ	
Number of printed and e-publications per student in the university library.			Ÿ	
Organizing and participating in student congresses			Ÿ	Ÿ

DETERMINING VALUE PROPOSITION				
Factors (Research)	Destroy	Reduce	Increases	Innovate
Number of scientific publications			Ÿ	Ÿ
Research space size per student			Ÿ	Ÿ
Number of externally funded research projects			Ÿ	Ÿ
Technopark or Technology Transfer Office Number of students participating in Technology Transfer Office (TTO) projects			Ÿ	Ÿ
Number of internationally partnered/supported projects;			Ÿ	Ÿ
Amount of support provided by the university to scientific research projects.			Ÿ	Ÿ
Number of interdisciplinary R&D projects			Ÿ	Ÿ
Research and development carried out in collaboration with technopark companies. Number of GE projects			Ÿ	
Number of postgraduate projects and theses			Ÿ	
Number of projects and postgraduate theses prepared for the region			Ÿ	Ÿ
The number of social responsibility projects			Ÿ	Ÿ
Number of national and international scientific events; Number of			Ÿ	
projects and postgraduate theses prepared for the private sector.			Ÿ	Ÿ
Scientific periodicals			Ÿ	
Number of scientific publications and research projects focused on hemp.			Ÿ	Ÿ
Number of postgraduate theses focused on hemp.			Ÿ	
Number of products, utility models, and patents in the hemp field.			Ÿ	Ÿ
Number of programs in applied education			Ÿ	Ÿ

DETERMINING VALUE PROPOSITION				
Factors (Entrepreneurship)	Destroy	Reduce	Increases	Innovate
Number of companies located in the Technopark			Ÿ	Ÿ
Number of companies established by faculty members in the Technopark			Ÿ	Ÿ
Carried out in collaboration with technopark companies number of entrepreneurship projects			Ÿ	
Number of projects that resulted in patents			Ÿ	
Number of registered patents			Ÿ	
Number of national utility model certificates;			Ÿ	
University's ranking in the entrepreneurship and innovation index.			Ÿ	
Number of consulting services provided on entrepreneurship.			Ÿ	Ÿ
Number of courses on innovation and entrepreneurship			Ÿ	
Number of students who received entrepreneurship certificates			Ÿ	
Number of entrepreneurship-themed trips			Ÿ	Ÿ
Number of companies in the incubation center			Ÿ	
Hemp-focused collaborations and product development activities.			Ÿ	Ÿ
Number of consultancy services provided by KOSGEB and Development Agencies			Ÿ	
The number of people employed in companies owned by academics in technoparks; entrepreneurship and innovation training/			Ÿ	Ÿ
certification programs organized for outside the university. number of RAMs			Ÿ	Ÿ
Number of active companies owned or co-owned by university students or graduates within the last five years in technoparks and incubation centers			Ÿ	
Technology Venture Capital Support Program (BIGG-TUBITAK 1512) number of companies			Ÿ	
Number of teaching staff in circulation			Ÿ	
Number of students in circulation			Ÿ	
Industrial PhD (TÜBİTAK 2244) program. that number of registered students			Ÿ	
Number of projects participating in entrepreneurship competitions			Ÿ	
Number of students who are members of student groups with an entrepreneurship			Ÿ	Ÿ
theme; University's ranking in the entrepreneurship and innovation index.			Ÿ	Ÿ

d) Preference for Core Competencies

Our university's core competencies have been determined as follows, taking into account situation analysis, location preference, success region preference, and value proposition preferences:

1. A quality management system is implemented in all units of our university.

2. Emphasis is placed on improving our university library in terms of both printed and digital resources.
3. Our university has 954 dynamic academic staff members who are dedicated to education, teaching, and research, adept at teamwork, and possess professional competence. 4. Our faculty members provide widespread and effective counseling services to our students.

5. At our university, the necessary infrastructure work is being carried out meticulously within the scope of Barrier-Free Access and Barrier-Free Education.

6. Courses are taught by faculty members in modern classrooms, taking into account the requirements of the 21st century and student satisfaction. 7. In addition to core courses, our students are offered the opportunity to take numerous professional elective courses and elective courses outside their field of study. 8. There is healthy communication between our students, academic and administrative staff, and university administrators. 9. Most of our students are provided with accommodation in modern dormitories affiliated with the Credit and Dormitories Institution.
10. A peaceful and safe educational environment has been created for our students, respecting their beliefs and values.

11. A peaceful and safe working environment has been created, respecting the beliefs and values of academic and administrative staff.

12. In line with the core values of our university, communication is strengthened with both our students currently enrolled in education and our alumni, and activities are carried out to guide them towards their career goals.
13. Our University Hospital, which operates in its new building, provides healthcare services to students, academic and administrative staff.

14. Academic appointments and promotions are carried out quickly.

15. The Zero Waste System is being successfully implemented at our university.

16. Because numerous professional software programs are used, processes at our University are easy and fast. It can be done in some way.

17. In order to provide quality learning opportunities and enrich learning environments, technological infrastructure is being strengthened (e.g., specialization in distance education).

18. Our university, with its geographical location and investments made (High-Speed Train and It has quick access to different cities via the airport.

19. The number and quality of international students are increasing thanks to investments in improving both the quality of educational activities and physical facilities.

20. Our university, through its multidisciplinary and interdisciplinary studies in the field of industrial hemp, will serve our region and country as a "Regional Development-Oriented Specialized University". It has undertaken an important mission.

21. Curriculums, regulations, and guidelines have been prepared in accordance with the Bologna Process.

22. Curriculum adjustments have been made to facilitate the transition to practical training in associate degree programs.

Considering our university's vision, location, achievement region, and value proposition preferences, the competency gaps are listed below:

1. Some departments lack sufficient teaching and administrative staff. 2. Our university's central campus is not at the desired level in terms of green spaces, social, cultural, sports services, and recreation areas. 3. The level of participation of students and teaching staff in domestic and international mobility programs is insufficient.

4. Foreign language teaching is not at the desired level.

5. Our graduate follow-up is not at the desired level.

6. Financial support provided for scientific research and activities is not at the desired level.

7. The number of postgraduate programs is not sufficient.

8. Studies in the field of industrial hemp have reached a stage where they will be transformed into economic value. Not reached. 9. Practices that will ensure student participation and play an active role in their career planning (scholarships, internships, projects, student club activities and social events) are requested. It is not at that level.

10. The number of distance learning programs is not at the desired level.

To address the competency gaps listed above and improve our existing resources and capabilities, our university needs to work in the areas indicated below.

- 1. Recruitment of new teaching and administrative staff.
- 2. Increasing green spaces, social, cultural, sports services, and recreational facilities on the main campus.
- 3. Increasing the number of markets, stationery shops, restaurants, and cafeterias on the main campus.
- 4. Collaborating with different universities and increasing the amount of support to enable students and faculty to benefit more from domestic and international mobility programs.
- 5. Addressing personnel and infrastructure deficiencies to expand and improve foreign language teaching.
- 6. Ensuring that graduates are effectively followed up.
- 7. Finding more financial resources for scientific research and activities.
- 8. Increasing the number of postgraduate programs.
- 9. Increasing the number of externally funded projects.
- 10. Conducting joint studies with UNYKOP and the Anatolian Universities Union.

- 11. Development of commercial hemp-based products.
- 12. Strengthening cooperation between private sector businesses and public institutions working in the field of industrial hemp, and carrying out projects that will be transformed into economic value.
- 13. To work towards opening and developing new programs for distance education.
- 14. To help students shape their career plans, studies should be conducted regarding the YÖK 100/2000 doctoral scholarship programs.

The new core competency preferences that will differentiate our university from other universities can be listed as follows:

- 1. Industrial hemp research and the integration of hemp-based products into the economy.
- 2. Expanding goose farming and breeding goose production activities.
- 3. Conducting research and development on electric vehicles.
- 4. Conducting research on unmanned aerial vehicles.
- 5. Establishment of alternative energy production facilities (wind and solar power plants).
- 6. Efforts to establish a data storage center and acquire a supercomputer.
- 7. Researching and implementing pioneering practices for new agricultural products and livestock varieties suitable for the climate and land conditions of our region.





The background of the slide features a collage of business-related graphics. On the left, there's a network diagram with white nodes and lines. In the center, a large magnifying glass is positioned over a bar chart. To the right of the magnifying glass, there are two circular progress indicators showing 68% and 81%, and a horizontal bar chart with segments labeled 44%, 52%, and 81%. At the top right, a world map is visible. The overall color scheme is blue and white, with a dark blue rounded rectangle containing the title on the right side.

STRATEGY DEVELOPMENT

6

a) Units Responsible for Objectives and Cooperation

Table 8: Units Responsible for Objectives and Collaborating Partners

Objectives	Spending Units														
	Rectorate	Generaliat	Academic	Administrative	Religious	Educational	Research Institute	Agriculture	Medicine	Communication	Production	Application (PKM)	Student Presidency	Extracurricular	Department Presidency
H1.1	S		.										.		
H1.2	S		.										.	.	
H1.3	S		.				.					.	.		.
H1.4	S		.										.		
H1.5			.	.		S									
H2.1	S		.									.			
H2.2			.	.								S			
H2.3				.			S					.			
H2.4	S		.	.											
H2.5	S		.	.											
H3.1	S		.	.								.			
H3.2	.		.									.	.		
H3.3	.		.									S			
H3.4			.	.								S			
H3.5			.	.			.					S			
H4.1	S		.									.	.		
H4.2	S	.			.										
H4.3	.	.					S	.		.					
H4.4	.	.			.				S						.
H4.5	.	.						S		.					
H5.1	.	.	.	.	.	.	.	.	.	.	.	.	.	.	S
H5.2	S	.	.	.	.	.	.	.	.	.	.	.	.	.	.
H5.3	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
H5.4	S		.	.											
H5.5	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.

Objectives	Spending Units														
	Administration Presidency	Academy Coordination	Student	Entrepreneurship Organization Research	Activities Coordination	Application	Teaching Organization Research	Application	Application Research	Practice Research	Application	Technopark	Technology	Official	BOSUYAM
H1.1		.	.		.		.				.				
H1.2						.									
H1.3			.								.	.	.		
H1.4			.					.			.			.	
H1.5															
H2.1												.	.		.
H2.2											.	.	.		.
H2.3												.	.		
H2.4															
H2.5															
H3.1											.	.	.		.
H3.2			.	S							.	.	.		.
H3.3											.	.	.		.
H3.4											.	.	.		.
H3.5											.	.	.		
H4.1				.	.	.	.	.	.	.	.	.			.
H4.2								.			.				
H4.3								.							
H4.4						.					.				
H4.5	.														
H5.1	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
H5.2	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
H5.3	S	.	.	.	.	.	.	.	.	.	.	.	.	.	.
H5.4											.				
H5.5	S	.	.	.	.	.	.	.	.	.	.	.	.	.	.

b) Target Cards

Aim	A1. Improving the quality of education and training.									
Aim	H1.1 Educational programs will be improved and developed.									
Responsible Unit	Rectorate									
Cooperation will be established. Units	All Academic Units, Student Affairs Office, Career and Alumni Center, Non-Field Elective Courses Coordination, Learning and Teaching Development Application and Research Center, Accreditation and Quality Coordination, Media Studies Application and Research Center									
Performance Indicators	To the target Effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency	
PG1.1.1 Overall program occupancy rate (%)	20	90	91	92	93	94	95	In six months One	Every six months	
PG1.1.2 Percentage of accessible course information packages (%)	15	66	80	85	90	95	100	In three months One	Every six months	
PG1.1.3 Percentage of courses students can take from programs other than the one they are enrolled in.	25	3,51	5	10	15	20	25	Quarterly	Every six months	
PG1.1.4 Number of distance learning programs	15	5	8	10	12	16	20	In three months One	Every six months	
PG1.1.5 Higher Education Institutions Examination (YKS) accredited in the guide the license that is stated number of programs (cumulative)	25	0	1	3	6	10	15	In three months One	Every six months	
Risks	• The Council of Higher Education (YÖK) not approving the opening of new programs and the requested quotas. • Departure of qualified teaching staff from the institution • Lack of budgetary resources for the cost of accreditation processes in some areas.									
Strategies	• Increasing university promotional activities • Monitoring student expectations and demands • Conducting training sessions on accreditation processes									
Cost Estimate	128.590.000 ₺									
Findings	• The student-to-faculty ratio is generally high. • Considering the newly opening departments, there is a shortage of teaching and administrative staff.									
Needs	• Increasing the number of teaching staff • Creating budget resources for distance education • Creating budget resources for accreditation									

Aim	A1. Improving the quality of education and training.									
Aim	H1.2 Learning resources will be enriched, accessibility will be increased, and the proportion of courses conducted through blended learning will be increased.									
Responsible Unit	Rectorate									
Cooperation will be established. Units	Library and Documentation Department, Distance Learning Application and Research Center, all academic units, Student Affairs Department									
Performance Indicators	To the target Effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency	
PG1.2.1 Number of printed books per student in a university library.	20	3,3	3,6	3,8	4,2	4,6	5,0	In three months One	Every six months	
PG1.2.2 E-publications per student in a university library. number	20	30	40	50	60	80	100	Quarterly	Every six months	
PG1.2.3 Library given by number of user trainings	20	8	15	20	25	30	35	In three months One	Every six months	
PG1.2.4 Number of accesses to library digital resources.	20	29643	50000 60000 70000 80000 90000					In three months One	Every six months	
PG1.2.5 Ratio of the number of blended learning courses to the total number of courses (%)	20	0	50	70	100	100	100	Quarterly	Every six months	
Risks	• Insufficient budget for acquiring digital and print resources. • Insufficient resources (human resources, budget, etc.)									
Strategies	• In-service trainings, orientation trainings by the Library and Documentation Department and UZEM (Distance Education Center). arrangement • Increasing the promotion of library resources • Increasing the number of programs conducted through distance learning									
Cost Estimate	94.500.000 ₺									
Findings	• Insufficient number of students utilizing library resources. • Inadequate training on library use. • Distance learning programs not meeting desired standards.									
Needs	• Competent human resources, financial resources, technical and technological infrastructure									

Aim	A1. Improving the quality of education and training.								
Aim	H1.3 Student motivation and competencies will be increased.								
Responsible Unit	Rectorate								
Units to Collaborate With	All Academic Units, Health, Culture and Sports Department, Technopark, Technology Transfer Office, Project Coordination Application and Research Center, Hemp Research Institute, Career and Alumni Center, Student Affairs Department, Media Studies Application and Research Center								
Performance Indicators	To the target Effect (%)	Planning Period Beginning Value (2021)	2022 2023	2024 2025			2026	Monitoring Frequency	Reporting Frequency
PG1.3.1 Ratio of students pursuing minors and double majors to the total number of students (%)	20	0,07	0,20	0,30	0,50	0,70	1,00	Quarterly	Every six months
PG1.3. 2 Number of programs that have switched to practical training (3+1) (cumulative)	20	0	6	14	26	38	52	In three months One	Every six months
PG1.3.3 Number of activities conducted by student societies	20	30	100	120	140	160	200	In three months One	Every six months
PG1.3.4 Number of activities conducted for students and alumni within the scope of Career and Alumni Center activities.	20	21	25	30	35	40	45	In three months One	Every six months
PG1.3.5 Scientific research projects involving students number	20	17	20	25	30	35	40	In three months One	Every six months
Risks	• Students not choosing double major and minor programs • Insufficient financial resources for symposiums, congresses, art exhibitions and events. • The insufficient quantitative infrastructure of businesses in the Yozgat region that can accept interns/vocational training students for applied education, and the resulting narrowing of application areas in applied education. • The inability of higher legislation provisions regarding wage payments to interns/professional practice students to contribute to practical training can lead to administrative and legal problems in public and private institutions.								
Strategies	• Securing the necessary financial resources • - Establishing collaborations with different institutions • - Organizing trainings that will ensure student participation and increase awareness of practices that will play an effective role in career planning								
Cost Estimate	105.500.000 ₺								
Findings	• Practices that would encourage student participation and play an active role in their career planning (scholarships, projects, student activities, and social events) are not at the desired level.								
Needs	• Strengthening skilled human resources, financial resources, and infrastructure.								

Aim	A1. Improving the quality of education and training.								
Aim	H1.4 The university's national and international recognition will be increased.								
Responsible Unit	Rectorate								
Units to Collaborate With	All academic units, International Office, Turkish Language Teaching Application and Research Center, Career and Alumni Office Center, Student Affairs Directorate, Media Studies Application and Research Center								
Performance Indicators	To the target Effect (%)	Planning Period Beginning Value (2021)	2022 2023	2024 2025	2026			Monitoring Frequency	Reporting Frequency
PG1.4.1 Students coming through student exchange programs number	15	0	2	5	10	15	20	Quarterly	Every six months
PG1.4.2 Number of students participating in exchange programs (Erasmus, Farabi, Mevlana)	15	0	1	30	40	50	60	In three months One	Every six months
PG1.4.3 Number of faculty members coming through faculty exchange programs	15	0	1	2	3	4	5	In three months One	Every six months
PG1.4.4 Faculty exchange programs and staff mobility programs for outgoing personnel. number	15	8	10	12	14	16	18	Quarterly	Every six months
PG1.4.5 International Student number	40	293	1000 1500 1800 2000 2500					In three months One	Every six months
Risks	• Quota restrictions imposed by the national agency • Difficulty in finding a sufficient number of universities with which agreements can be made • Insufficient foreign language skills of faculty and students • Lack of knowledge and motivation among faculty and students • Decrease in financial support provided by the state								
Strategies	• The number of universities included in the agreement will be increased. • Training programs will be organized to improve the foreign language skills of faculty members and students. • Financial support will be provided to those wishing to participate in exchange programs.								
Cost Estimate	203.690.000 ₺								
Findings	• The low number of students and faculty members benefiting from international exchange programs.								
Needs	• Increasing the quotas allocated to our University from international exchange programs. • Increasing the number of faculty members, administrative staff, and students who wish to benefit from international exchange programs at our University.								

Aim	A1. Improving the quality of education and training.								
Aim	H1.5 Postgraduate education capacity will be improved.								
Responsible Unit	Graduate Education Institute								
Units to Collaborate With	All academic and administrative units								
Performance Indicators	To the target Effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG1.5.1 Master's Degree number of programs	25	42	45	48	51	54	57	In three months One	Every six months
PG1.5.2 Doctoral program number	25	10	12	14	16	18	20	In three months One	Every six months
PG1.5.3 Master's Thesis number	20	70	75	80	85	90	100	Quarterly	Every six months
PG1.5.4 Number of doctoral dissertations	20	1	2	5	8	12	18	In three months One	Every six months
PG1.5.5 Number of foreign postgraduate students	10	0	5	7	10	15	20	In three months One	Every six months
Risks	• Decrease in the number of postgraduate programs • Decrease in the number of students applying to graduate programs • The number of foreign students is not at the desired level.								
Strategies	• New postgraduate programs will be opened within the Graduate Education Institute and the Hemp Research Institute. • Promotional activities will be carried out to increase student applications to existing graduate programs. • The number and quality of teaching staff in postgraduate education programs will be increased.								
Cost Estimate	137.440.000 ₺								
Findings	• The number of postgraduate programs and students is not at the desired level.								
Needs	• Opening of new postgraduate programs within the Graduate Education Institute and the Hemp Research Institute • Conducting promotional activities to increase student applications to existing graduate programs. • Improving research infrastructure in graduate education programs • Increasing the number and quality of teaching staff in graduate education programs								

Aim	A2: High-quality scientific research and project activities whose results can be translated into social and economic benefits. increase								
Aim	H2.1: The university's visibility in internationally indexed journals will be increased.								
Responsible Unit	Rectorate								
Units to Collaborate With	All academic units, BOSUYAM, PKM, Technopark, TTO								
Performance Indicators	To the target Effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG 2.1.1: Annual number of publications in journals indexed in SCI-exp, SSCI, and A&HCI.	25	383	450	500	550	600	650	In three months One	Every six months
PG 2.1.2: Annual number of publications per faculty member in SCI, SSCI, and A&HCI indexed journals.	25	0,98	1,00	1,10	1,15	1,20	1,25	Quarterly	Every six months
PG 2.1.3: By Ulakbim nationally peer-reviewed number of publications in journals	25	180	210	240	270	300	330	In three months One	Every six months
PG 2.1.4: Annual number of publications of our University in the field of Industrial Hemp in SCI-exp, SSCI and A&HCI indexed journals.	25	1	10	20	30	35	40	Every six months	Every six months
Risks	• Faculty members not having enough time for scientific research • Faculty members cannot find sufficient financial resources for scientific research. • The shortcomings of faculty members in terms of publishing scientific papers.								
Strategies	• The teaching loads of faculty members will be reduced, and their shortcomings in publishing scientific papers will be addressed. • Support will be provided to enable faculty members to develop projects funded by external sources. • The academic performance measurement, incentive, and reward system will be strengthened.								
Cost Estimate	99.230.000 ₺								
Findings	• Faculty members' competence in publishing international publications is considered low. • Foreign language deficiencies of teaching staff • Faculty members are unable to dedicate sufficient time to academic work due to teaching numerous and diverse courses. • Insufficient level of externally funded scientific research at our university.								
Needs	• Addressing faculty shortages to reduce teaching loads • Solving the financial resource problem by directing faculty members towards external funding sources. • Establishment of a unit to provide translation and proofreading services to teaching staff. • Efforts to address the foreign language deficiencies of teaching staff. • Strengthening the academic performance measurement, incentive, and reward system.								

Aim	A2: Increasing high-quality scientific research and project activities whose results can translate into social and economic benefits.								
Aim	H2.2: Capacity for externally funded projects will be increased.								
Responsible Unit	Project Coordination, Implementation and Research Center (PKM)								
Cooperation will be established. Units	All academic and administrative units, Technopark, TTO, Media Studies Application and Research Center, BOSUYAM								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG2.2.1: Completed Number of externally funded projects (annual)	30	7	10	12	14	16	18	In three months One	Every six months
PG2.2.2: Completed Total annual budget of externally funded projects (ȳ)	30	2.000.000	2.500.000	3.000.000	3.500.000	4.000.000	4.500.000	In three months One	Every six months
PG2.2.3: Completed Ratio of the total annual budget of externally funded projects to the total annual project budget (including both internally and externally funded projects) (%)	10	40	50	55	60	65	70	Quarterly	Every six months
PG2.2.4: TÜBYTAK given by national and international Number of supports (annual)	30	5	6	8	10	12	14	In three months One	Every six months
Risks	• Potential disruptions in project training and support services • Potential difficulties in securing financial resources for project support. • Potential decreases in the number of project applications								
Strategies	• Academics will be provided with project training and consultancy services during the project preparation phase. • The training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO will be strengthened. • The academic performance measurement, incentive, and reward system will be strengthened.								
Cost Estimate	135.400.000 ȳ								
Findings	• The number of externally funded projects is not at the desired level. • Faculty members' project preparation skills are not at the desired level.								
Needs	• Establishing and strengthening social media platforms to keep academics informed about project calls, information, and announcements. • Providing project training and consultancy services to academics during the project preparation phase. • Strengthening the training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO. • Strengthening the academic performance measurement, incentive, and reward system.								

Aim	A2: Increasing high-quality scientific research and project activities whose results can translate into social and economic benefits.								
Aim	H2.3: Specialization activities in the field of industrial hemp will be increased.								
Responsible Unit	Hemp Research Institute								
Units to Collaborate With	All academic and administrative units, PKM, Technopark, TTO								
Performance Indicators	To the target Effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG2.3.1: Number of internally funded projects accepted in the field of Industrial Hemp (annual)	20	20	25	30	35	40	45	In three months One	Every six months
PG2.3.2: Number of externally funded projects accepted in the field of Industrial Hemp (annual)	20	2	10	20	30	40	50	In three months One	Every six months
PG2.3.3: Number of postgraduate theses specializing in industrial hemp.	20	1	5	10	15	20	25	In three months One	Every six months
PG2.3.4: Number of university-industry collaboration projects in the field of industrial hemp.	20	0	1	2	3	4	5	Quarterly	Every six months
PG2.3.5: Number of sectoral projects in the field of Industrial Hemp for which our university faculty members provided consultancy.	20	0	1	2	3	4	5	In three months One	Every six months
Risks	• Potential financial difficulties in developing industrial hemp research infrastructure. • Potential difficulties in securing financial resources for project support. • Potential decreases and restrictions in the number of project applications • Potential disruptions in project training and support services								
Strategies	• Academics will be provided with project training and consultancy services during the project preparation phase. • The training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO will be strengthened. • The Hemp Research Institute and Industrial Hemp research groups will be encouraged to conduct scientific studies, and the number of personnel conducting research in the field of hemp will be increased.								
Cost Estimate	100.150.000 ȳ								
Findings	• Faculty members' project preparation skills are not at the desired level. • Insufficient number of researchers working within the Hemp Research Institute and in the Industrial Hemp research groups.								
Needs	• Insufficient infrastructure for industrial hemp research • Increasing activities to improve research infrastructure. • Establishing and strengthening social media platforms to keep academics informed about project calls, information, and announcements. • Providing project training and consultancy services to academics during the project preparation phase. • Strengthening the training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO. • Encouraging the Hemp Research Institute and Industrial Hemp research groups to conduct scientific studies, and increasing the number of academic staff conducting research in the field of hemp.								

Aim	A2: Increasing high-quality scientific research and project activities whose results can translate into social and economic benefits.								
Aim	H2.4: Activities related to training scientists and supporting researchers will be increased.								
Responsible Unit	Rectorate								
Cooperation will be established. Units	All academic units								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG2.4.1: YÖK 100/2000 Number of PhD scholarship recipients in the project (annual)	30	3	6	9	12	15	18	In six months One	Every six months
PG2.4.2: YÖK-YUDAB Number of scholarship recipients (annual)	35	0	1	2	3	4	5	In three months One	Every six months
PG2.4.3: TÜBİTAK given by national and international Number of research grants (annual)	35	7	9	10	12	13	15	Quarterly	Every six months
Risks	- Lack of motivation among researchers - Potential decrease in the number of projects								
Strategies	- Researchers and students will be informed about the programs of the Council of Higher Education (YÖK), the Scientific and Technological Research Council of Turkey (TÜBİTAK), and other institutions regarding the training of scientists. - Support for international research projects provided by the BAP Coordination Unit will be increased. - Travel allowances for overseas travel provided by the BAP Coordination Unit will be increased.								
Cost Estimate	3.180.000 ₺								
Findings	The level of training for scientists and support for international projects is insufficient.								
Needs	- Raising awareness among researchers and students about programs related to training scientists. - Increasing support for international research projects. - Increasing travel allowances for overseas travel.								

Aim	A2: Increasing high-quality scientific research and project activities whose results can translate into social and economic benefits.								
Aim	H2.5 Open access rate for scientific publications with university addresses will be increased.								
Responsible Unit	Rectorate								
Cooperation will be established. Units	All academic and administrative units								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG2.5.1: University scientific address open access to publications rate	70	50,22	51	51,50	52,00	52,50	52,50	In three months One	Every six months
PG2.5.2: University Number of open access scientific journals published (cumulative)	30	7	8	8	9	9	10	In three months One	Every six months
Risks	- Insufficient number of resources available through open access. - Researchers lack sufficient awareness of open access. - Some systemic problems								
Strategies	- Our university will develop an open access policy in accordance with the YÖK Open Access – Open Science Policy. - Training sessions will be organized to raise awareness for open access. - Open access infrastructure and systems will be established at our university.								
Cost Estimate	4.380.000 ₺								
Findings	- The resources available through open access are insufficient. - Researchers do not have a sufficient level of awareness regarding open access. - There are some systemic problems.								
Needs	- Development of an open access policy. - Organizing training sessions for open access. - Establishing open access infrastructure and systems.								

Aim	A3: To develop an innovative and entrepreneurial atmosphere within the university.								
Aim	H3.1: Innovative initiatives and R&D activities carried out by the private sector, faculty members, and students will be increased at Bozok Technopark.								
Responsible Unit	Rectorate								
Units to Collaborate With	Academic and administrative units, PKM, Technopark, TTO, Media Studies Application and Research Center, BOSUYAM								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022 2023		2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG3.1.1: Annual number of faculty members who established companies in Bozok Technopark.	20	3	5	7	9	11	13	In three months One	Every six months
PG3.1.2: Annual number of faculty members who partner with companies in other technology parks.	20	1	2	3	4	5	6	In three months One	Every six months
PG3.1.3: Annual number of students benefiting from the incubation center.	20	0	2	3	5	7	9	In three months One	Every six months
PG3.1.4: Number of entrepreneurship projects carried out in collaboration with technopark companies.	20	0	2	4	6	8	10	In three months One	Every six months
PG3.1.5: Number of companies established in Bozok Technopark	20	17	19	21	23	25	27	In three months One	Every six months
Risks	• Lack of sufficient faculty members willing to establish companies • Lack of sufficient students interested in utilizing the incubation center • The continuation of the Covid-19 pandemic conditions • The closure of existing companies founded by faculty members.								
Strategies	• To make the Entrepreneurship and University-Industry Collaboration Application and Research Center more active and to ensure that private sector businesses in Yozgat and surrounding provinces are informed about the opportunities offered by Bozok Technopark. • Ensuring that all students of our university have access to "Entrepreneurship" and "Project Preparation" training (as non-field elective courses, certified training programs, and distance learning programs) • Organizing an innovative business ideas competition to encourage faculty members and students to generate and implement innovative business ideas, and providing financial and moral support to the winning business ideas								
Cost Estimate	66.170.000 ₺								
Findings	• Faculty members are not sufficiently enthusiastic about establishing companies in Bozok Technopark. • The private sector's interest in Bozok Technopark is not at the desired level. • Students show little interest in the incubation center.								
Needs	• The university administration should develop a holistic approach to generating innovative ventures, products, and patents, and prepare an Entrepreneurship Master Plan. • Organizing promotional and training programs to encourage faculty members to establish companies in Bozok Technopark.								

Aim	A3: To develop an innovative and entrepreneurial atmosphere within the university.								
Aim	H3.2: Training, education, and other activities aimed at raising awareness of innovation and entrepreneurship will be increased.								
Responsible Unit	Entrepreneurship and University-Industry Collaboration Application and Research Center								
Units to Collaborate With	Rectorate, all academic units, TTO, Bozok Technopark, Career and Alumni Center, Media Studies Application and Research Center, BOSUYAM, PKM, SKS								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022 2023	2024 2025 2026				Monitoring Frequency	Reporting Frequency
PG3.2.1: Number of courses on innovation and entrepreneurship.	30	1	3	4	5	6	7	In three months One	Every six months
PG3.2.2: Number of students who received an entrepreneurship certificate (KOSGEB).	30	25	50	75	100	125	150	Quarterly	Every six months
PG3.2.3: Our University number of entrepreneurship projects produced by students	20	0	2	4	6	8	10	Quarterly	Every six months
PG3.2.4: Number of entrepreneurship-themed events	10	2	10	11	12	13	14	In three months One	Every six months
PG3.2.5: Number of students from our university who are provided with internship opportunities in the private sector.	10	0	200	300	400	500	600	In three months One	Every six months
Risks	• Insufficient interest in the subject from faculty members or students • Inability to find financial support for the events • The impact of the country's macroeconomic conditions • Insufficient participation in entrepreneurship certificate programs and other events.								
Strategies	• An innovative business ideas competition will be organized to encourage faculty and students to generate and implement innovative business ideas, and the winning business ideas will be supported financially and morally. • Entrepreneurship certification programs and training courses will be increased. • Cooperation with the Ministry of Industry and Technology and TÜBİTAK will be increased to improve entrepreneurship and innovation support mechanisms.								
Cost Estimate	69.800.000 ₺								
Findings	• Our university was not included in the Entrepreneurial and Innovative University Index in 2020. This result is considered an important indicator for evaluating the university's progress in the fields of innovation and entrepreneurship. • Although there has been a certain level of participation in the "Entrepreneurship" courses and certificate programs offered at our university so far, it has been observed that the tendency of our university students to become entrepreneurs/start their own businesses in determining their future plans is low.								
Needs	• Increasing the number of courses related to entrepreneurship and innovation within the curricula. • Increasing the number of social and cultural activities that promote innovation and entrepreneurship. • To support our university students who want to start their own businesses, the Ministry of Industry and Commerce Increasing cooperation with institutions such as KOSGEB, which are affiliated with the Ministry.								

Aim	A3: To develop an innovative and entrepreneurial atmosphere within the university.								
Aim	H3.3: The number and quality of R&D activities aimed at entrepreneurship will be increased.								
Responsible Unit	Project Coordination, Implementation and Research Center								
Units to Collaborate With	The Rectorate, all academic units, Bozok Technopark, BOSUYAM, Media Studies Application and Research Center. Research Center								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG3.3.1: Completed R&D project carried out (jointly) with technopark companies. number	40	1	3	5	7	9	11	Monthly	Every six months
PG3.3.2: Completed projects carried out in collaboration with technopark companies. Number of faculty members participating in the R&D project	20	1	4	6	8	10	12	Monthly	Every six months
PG3.3.3: Number of postgraduate theses prepared for the private sector.	20	11	14	17	21	25	30	In three months One	Every six months
PG3.3.4: Number of projects prepared for the private sector.	20	1	2	2	3	3	4	Quarterly	Every six months
Risks	• Lack of financial resources • - Lack of motivation • Potential reluctance of project partners • Inability to produce a project for the patent/invention • Potential disruptions in project training and support services								
Strategies	• Support will be provided to researchers for project writing and execution. • The training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO will be strengthened. • Mechanisms will be developed to encourage researchers to produce R&D projects.								
Cost Estimate	197.920.000 ₺								
Findings	• The number of externally funded R&D projects is not at the desired level. • Faculty members' project preparation skills are not at the desired level.								
Needs	• Establishing and strengthening communication channels so that academics are informed about project calls, information, and announcements. • Providing project training and consultancy services to academics during the project preparation phase. • Strengthening the academic performance measurement, incentive, and reward system.								

Aim	A3: To develop an innovative and entrepreneurial atmosphere within the university.								
Aim	H3.4: The number of university-industry collaboration projects (newly approved annually) outside the field of industrial hemp will be increased.								
Responsible Unit	Project Coordination, Implementation and Research Center (PKM)								
Units to Collaborate With	All academic and administrative units, BOSUYAM, Media Studies Application and Research Center, Technopark, TTO								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG3.4.1: Number of university-industry collaboration projects outside the field of industrial hemp.	50	0	2	3	5	6	7	Quarterly	Every six months
PG3.4.2: Number of sector projects outside the field of Industrial Hemp for which our university faculty members provided consultancy.	50	0	2	3	5	6	7	In three months One	Every six months
Risks	• The limited number of industrial establishments located in Yozgat. • Potential disruptions in project training and support services • Potential difficulties in securing financial resources for project support. • Potential decreases in the number of project applications								
Strategies	• Events will be organized to facilitate interaction between academics and industry representatives. • Academics will be provided with project training and consultancy services during the project preparation phase. • The training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO will be strengthened.								
Cost Estimate	68.000.000 ₺								
Findings	• The number of projects carried out through university-industry collaboration is not at the desired level. • Faculty members' project preparation skills are not at the desired level.								
Needs	• Organizing events for academics and industry representatives • Establishing and strengthening social media platforms to keep academics informed about project calls, information, and announcements. • Providing consultancy services to academics • Strengthening the training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO.								

Aim	A3: To develop an innovative and entrepreneurial atmosphere within the university.								
Aim	H3.5: The annual number of patents, utility models, and designs registered with the university will be increased.								
Responsible Unit	Project Coordination, Implementation and Research Center (PKM)								
Units to Collaborate With	Technopark, Technology Transfer Office (TTO), Hemp Research Institute, all academic and administrative units, Media Studies Application and Research Center								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG3.5.1: Number of patents, utility models, or designs applied for.	30	2	5		8	10	12	14	Quarterly Every six months
PG3.5.2: Number of resulting patents, utility models, or designs.	30	1	2		3	4	5	6	In three months One Every six months
PG3.5.3: Number of applied-for cannabis variety registrations, product registrations, patents, utility models, or designs.	20	1	3		5	7	9	11	In three months One Every six months
PG3.5.4: Number of completed cannabis variety registrations, product registrations, patents, utility models, or designs.	20	1	1		2	3	4	5	In three months One Every six months
Risks	• Inability to produce projects that could be converted into patents, utility models, or designs. • Inability to employ the required number of qualified personnel • The inability to spread a collaborative work culture at the provincial or regional level hinders the activation of university-industry collaborations. • Sufficient financial resources to be allocated for financial obligations arising from intellectual property rights. inability to be found								
Strategies	• The training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO will be strengthened. • Training and promotional events will be organized to strengthen stakeholder collaboration on intellectual property rights.								
Cost Estimate	4.570.000 ₺								
Findings	• Insufficient number of patents, utility models, and designs within the university. • Faculty members' commercialization skills are not at the desired level.								
Needs	• Strengthening the training, project support, university-industry collaboration, intellectual, industrial and property rights, and entrepreneurship modules within the TTO. • Redesigning incentives and rewards to increase the number of patents, utility models, and designs in measuring academic performance.								

Aim	A4: Increasing activities, collaborations, and social responsibility services aimed at contributing to society.								
Aim	H4.1: Number of national and international scientific, artistic and cultural events organized within the university. will be increased								
Responsible Unit	Rectorate								
Units to Collaborate With	All academic units, applied research centers, Health, Culture and Sports Directorate, UZEM (Distance Education Center), BOSUYAM, Media Studies Application and Research Center								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG4.1.1: Scientific, artistic and cultural activities carried out at local, national and international levels. number	20	34	80		90	100	115	125	In three months One Every six months
PG4.1.2: Modified technical specifications number of trips	20	0	15		20	25	30	35	In three months One Every six months
PG4.1.3: via YOBUTV public seminars number	20	31	40		45	50	55	60	In six months One Every six months
PG4.1.4: BOZOK ACADEMY Number of courses delivered publicly (cumulative)	20	15	30		60	80	100	120	In three months One Every six months
PG4.1.5: via BOSUYAM Total certificates issued annually/ Number of success/participation certificates	20	245	260		275	290	305	320	Quarterly Every six months
Risks	• Potential difficulties in securing financial resources • Inability to find experts who can provide training or seminars in the required field. • Restrictions that may be imposed during a potential pandemic (such as COVID-19) • Low participation in scientific, social, cultural, and educational activities. • Insufficient website visits by stakeholders, insufficient applications, and faculty members lacking time to dedicate to such activities.								
Strategies	• Faculty members will be encouraged to participate in domestic and international scientific, artistic, and cultural activities, and these activities will be included in their performance indicators. • Information about planned events will be provided and announcements will be actively made. • Cooperation will be established with other institutions and organizations in organizing the activities.								
Cost Estimate	30.000.000 ₺								
Findings	• In particular, the number of scientific, artistic, and cultural events and activities is insufficient. • Insufficient participation in the events held. • Lack of sufficient interest in the courses from students and faculty members • Failure to announce the trainings to stakeholders • The level of cooperation with other institutions and organizations in organizing activities is not at the desired level.								
Needs	• Increasing the financial resources allocated to technical trips, scientific, artistic, sporting and cultural activities. • Securing experts who can provide training or seminars • Making announcements and presentations that may interest students • Encouraging faculty members to organize events. • Developing effective communication mechanisms with stakeholders and ensuring adequate infrastructure.								

Aim	A4: Increasing activities, collaborations, and social responsibility services aimed at contributing to society.								
Aim	H4.2: The standards of healthcare services provided to the people of our city and region will be improved and their variety will be increased.								
Responsible Unit	Rectorate								
Units to Collaborate With	Health Practice and Research Center, Faculty of Medicine, Schools of Health Sciences, Vocational School of Health Services, General Secretariat, Faculty of Dentistry, Media Studies Application and Research Center								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG4.2.1: Total number of outpatient clinics and inpatient clinics	20	30	31	31	32	32	33	In three months One	Every six months
PG4.2.2: Annual number of patients	20	220000	230000	240000	250000	260000	270000	Once a month	Every six months
PG4.2.3: Patient satisfaction rate	20	82	85	87	90	92	95	In three months One	Every six months
PG4.2.4: Number of public health awareness activities	20	10	12	14	16	18	20	Every six months	Every six months
PG4.2.5: Establishment of Sarýkaya Physical Therapy and Rehabilitation Center their studies completion rate	20	0	0	35	70	100		In six months One	Every six months
Risks	• Potential difficulties in securing financial resources • Potential decrease in patient numbers and population decline in the province due to the opening of other hospitals • Difficulties in recruiting and maintaining healthcare personnel to work in new healthcare units • High employee turnover rate and its negative effects due to insufficient participation in satisfaction surveys • The ongoing and unpredictable Covid-19 pandemic that has affected us globally								
Strategies	• The variety of health services will be increased. • Efforts will be made to increase patient satisfaction. • Necessary polyclinics and clinics will be opened, and the number of existing ones, as well as the capacities of pre-clinical service units, laboratories, and the radiology unit, will be increased.								
Cost Estimate	511.610.000 ₺								
Findings	• The number of qualified healthcare personnel providing services is insufficient. • The variety of healthcare services is limited. • The capacity of healthcare services is not at the desired level. • The level of satisfaction with healthcare services is below expectations. • The demand for our healthcare services exceeds our capacity.								
Needs	• Increasing financial resources • Securing faculty members and specialist physicians to work in existing and newly established units. • Recruiting healthcare personnel to provide more effective service to patients.								

Aim	A4: Increasing activities, collaborations, and social responsibility services aimed at contributing to society.									
Aim	H4.3: Innovations related to plant and animal production in our province will be introduced to producers, guiding them towards high value-added products and production using unique methods, and joint studies will be conducted with stakeholders to address regional problems.									
Responsible Unit	Faculty of Agriculture									
Units to Collaborate With	General Secretariat, Rectorate (TUAM), Animal Production Vocational School, Faculty of Veterinary Medicine, Media Studies Application and Research Center,									
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026		Monitoring Frequency	Reporting Frequency
PG4.3.1: Number of annual activities conducted by the university for farmers in the region.	30	10	15	20	25	30	35	In three months One	Every six months	
PG4.3.2: By the university number of manufacturers benefiting from the implemented sample applications	25	60	70	80	90	100	110	In three months One	Every six months	
PG4.3.3: University Annual number of participants in promotional and informational activities conducted by	25	100	125	150	200	250	300	In three months One	Every six months	
PG4.3.4: Number of farmers who applied to the Agricultural Extension and Advisory Center and had their problems resolved (farmer advisory hotline)	20	0	100	150	200	250	300	In three months One	Every six months	
Risks	• Potential difficulties in securing financial resources • Insufficient number of participants • Changes in environmental conditions such as climate and water resources • Lack of demand from farmers for exemplary practices • The instructor who was going to teach the course left the university.									
Strategies	• Announcing to producers the activities to be carried out regarding plant and animal production. • Identifying regional needs and organizing activities to prioritize addressing those needs. • Encouraging manufacturers to implement best practices									
Cost Estimate	2.740.000 ₺									
Findings	• The people of Yozgat have expectations regarding agriculture and livestock farming. • The economy of Yozgat province is predominantly based on agriculture and livestock farming. • The region's farmers are maintaining their traditional production methods.									
Needs	• Ensuring cooperation with other institutions and organizations. • Budgeting • Employment of academics and support staff to work in this field.									

Aim	A4: Increasing activities, collaborations, and social responsibility services aimed at contributing to society.								
Aim	H4.4: Publicly accessible communication channels will be developed as part of media literacy.								
Responsible Unit	Faculty of Communication								
Units to Collaborate With	Rectorate, General Secretariat, Distance Education Center, Strategy Development Department, Media Studies Application and Research Center, relevant academic units								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG4.4.1: Completion of Web Television Studio setup works. rate	30	0	25	75	100			Quarterly	Every six months
PG4.4.2: Completion of the Communication Studies Workshop setup process. rate	30	25	75	100				In three months One	Every six months
PG4.4.3: Number of activities to improve the media literacy levels of our external stakeholders (cumulative)	40	0	0	50	100	150	200	In three months One	Every six months
Risks	• Problems that may arise in securing sufficient technical personnel • Potential problems with the number of participants and viewers • Problems that may arise in the physical infrastructure • Delays in setting up the workshop and studio due to the inability to secure the necessary budget • Failure to provide technical equipment								
Strategies	• Sponsorship efforts will be undertaken to purchase technical equipment. • Assistance will be sought from other institutions and organizations for newspaper, magazine, and radio activities. • Announcement and promotional activities will be organized to ensure public participation.								
Cost Estimate	3.320.000 ₺								
Findings	• Establishing a communication studies workshop will enable students studying at the faculty to apply their theoretical knowledge in practice and contribute to their professional development. It will also facilitate collaborations between the faculty and external stakeholders. • Web TV will be a useful tool for bringing content produced by students and academics to the public. • Media literacy is a necessary and important skill today. Training in media literacy can contribute to resolving communication-related conflicts and disagreements, especially between adults and young people.								
Needs	• Securing financial resources, • Securing technical tools and equipment, • Assigning experts to the project, • Making assignments for students and academic staff.								

Aim	A4: Increasing activities, collaborations, and social responsibility services aimed at contributing to society.								
Aim	H4.5: In order to provide solutions to regional and national animal health problems, work will begin on establishing an Animal Hospital and clinical services will be opened.								
Responsible Unit	Faculty of Veterinary Medicine								
Units to Collaborate With	Rectorate, General Secretariat, Animal Production Vocational School, Construction and Technical Affairs Department.								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG4.5.1: Completion rate of Animal Hospital construction works.	50	0	10	30	50	75	100	In three months One	Every six months
PG4.5.2: Total number of outpatient clinics and inpatient clinics	20	0	1	2	4	6	8	In three months One	Every six months
PG4.5.3: Annually treated number of sick animals	10	0	1000 2000 4000 6000 8000 Once a month						Every six months
PG4.5.4: Mobile Clinic Service completion of infrastructure rate	20	0	20	40	60	80	100	In three months One	Every six months
Risks	• Potential difficulties in securing financial resources • Insufficient external financing • Insufficient number of sick animals								
Strategies	• Work will begin with the construction of a pet clinic, funded by Sorgun Municipality. • An animal hospital will be built with funding from the Union of Chambers and Commodity Exchanges of Türkiye.								
Cost Estimate	168.150.000 ₺								
Findings	• Livestock farming is one of the most important sources of livelihood in our province. • Yield losses due to animal diseases and pests are high. • Veterinary Faculty students do not have a practical training area.								
Needs	• Scientific approaches are needed in the diagnosis and control of animal diseases and pests. • Significant financial resources are required.								

Aim	A5: To develop and ensure the sustainability of institutional capacity.								
Aim	H5.1: The implementation and monitoring of all requirements of the Internal Control System will be ensured.								
Responsible Unit	Strategy Development Department								
Units to Collaborate With	All units								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG5.1.1: Number of general requirements implemented in all units as part of the Internal Control System.	100	35	43		50	60	68	79	In three months One Every six months
Risks	• Failure to complete internal control procedures								
Strategies	• The prepared Internal Control Compliance Action Plan will continue to be implemented, monitored, and evaluated. • Awareness trainings will be provided regarding the internal control system.								
Cost Estimate	16.870.000 ₺								
Findings	• The Internal Control Compliance Action Plan has been prepared and implementation has begun. • Human resources are insufficient in the implementation of the Internal Control Compliance Action Plan. • There is a lack of knowledge regarding the internal control system within the units.								
Needs	• Qualified personnel should be employed to ensure the efficient implementation of the Internal Control Compliance Action Plan. • Awareness training programs regarding the internal control system should be planned.								

Aim	A5: To develop and ensure the sustainability of institutional capacity.								
Aim	H5.2: The qualitative competencies and satisfaction levels of university human resources will be increased.								
Responsible Unit	Rectorate								
Units to Collaborate With	All units								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG5.2.1: Professional, behavioral, and individual competencies assessed annually. %5 increase	40	0				5	5	5	Quarterly Every six months
PG5.2.2: Rate of increase in faculty satisfaction level (%)	30	63	66	69	72	75	78	In three months One	Every six months
PG5.2.3: Level of improvement in administrative staff satisfaction (%)	30	60	63	66	69	72	75	In three months One	Every six months
Risks	• Decline in the quality of education • Decreased employee motivation								
Strategies	• Efforts will be made to improve the competencies of academic and administrative staff. • Efforts will be made to improve the competencies of personnel working in management positions. • Efforts will be made to increase the satisfaction levels of academic and administrative staff.								
Cost Estimate	765.000 ₺								
Findings	Currently, satisfaction levels are not being measured.								
Needs	• Conducting competency analyses • Recruiting personnel suitable for job positions • Preparing job-specific training programs • Taking measures to increase the satisfaction levels of academic and administrative staff.								

Aim	A5: To develop and ensure the sustainability of institutional capacity.								
Aim	H5.3: A sustainable green university management system will be established.								
Responsible Unit	Construction and Technical Affairs Department								
Units to Collaborate With	All units								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG5.3.1: Establishment of the Green University Commission, definition of its policy and implementation of its institutional structure (%)	20	0	100					In three months One	Every six months
PG5.3.2: Green University status assessment (%)	20	0	100					Quarterly	Every six months
PG5.3.3: Increasing awareness-raising efforts regarding the Green University concept by 5% each year.	20	0	5	5	5	5	5	Quarterly	Every six months
PG5.3.4: Sustainable waste management increasing management practices by 5% every year	20	0	5	5	5	5	5	In three months One	Every six months
PG5.3.5: 5% annual increase in sustainable energy practices. increase	20	0	5	5	5	5	5	In three months One	Every six months
Risks	• Lack of financial resources • Lack of awareness regarding the concept of sustainability								
Strategies	• A green university management system will be established. • Awareness campaigns will be conducted regarding the concept of a green university.								
Cost Estimate	84.955.000 ₺								
Findings	• A zero-waste management system has been established. •Water needs in the settlements are mostly met by well water. •A protocol has been signed with the municipality for the disposal of solid waste. • Efforts to increase green space on campuses are ongoing.								
Needs	• Green university status assessment • Establishment of the green university commission and determination of its policy. • Developing sustainable waste management practices								

Aim	A5: To develop and ensure the sustainability of institutional capacity.								
Aim	H5.4: The institutional image of our university will be improved.								
Responsible Unit	Rectorate								
Collaborating Units:	All academic and administrative units, Media Studies Application and Research Center								
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026	Monitoring Frequency	Reporting Frequency
PG5.4.1: Annual advertising expenses (₺) (Advertisements, posters, billboards, etc.)	20	20.430	30.000	45.000	60.000	80.000	100.000	In three months One	Every six months
PG5.4.2: Number of national fairs our University participates in each year (units)	20	6	10	10	10	10	10	In three months One	Every six months
PG5.4.3: Number of international fairs our University participates in each year (units)	20	1	1	2	2	3	3	In three months One	Every six months
PG5.4.4: Number of national TV, radio, etc. programs in which our University participated each year (number)	20	6	10	12	14	16	18	Quarterly	Every six months
PG5.4.5: University actively in their units Number of social media accounts used (cumulative)	20	21	60	80	100	120	140	In three months One	Every six months
Risks	• Potential difficulties in securing financial resources • Cancellation of events due to infectious diseases, etc. • Creating false/misleading media or social media news.								
Strategies	• A promotional plan will be developed by evaluating which promotional activities are most effective. • Negative word-of-mouth (WOM) activities, especially those occurring through social media, will be monitored, necessary statements will be made, and measures will be taken. • Social media will be used effectively, and if necessary, a social media specialist will be hired to work solely on this issue.								
Cost Estimate	10.040.000 ₺								
Findings	• Currently, our university's recognition, both nationally and internationally, is not at the desired level. • Bozok FM radio station operates actively within our university's Faculty of Communication. • YOBU TV, which broadcasts via social media, has been established and continues its operations.								
Needs	• Securing financial resources • Assessing the current situation and identifying shortcomings. • Efforts to increase the visibility of promotional activities.								

Aim	A5: To develop and ensure the sustainability of institutional capacity.								
Aim	H5.5: The university's physical facilities will be improved.								
Responsible Unit	Construction and Technical Affairs Department								
Units to Collaborate With: Rectorate, all units									
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024 2025		2026	Monitoring Frequency	Reporting Frequency
PG5.5.1: New roads constructed and improved each year/ pavement area (m²)	20	4000	4000	4000	4000 4000		4000	In three months One	Every six months
PG5.5.2: Number of buildings whose exteriors are renovated each year (units)	20	1	1	1	1	1	1	Quarterly	Every six months
PG5.5.3: Amount of green space created each year (m²)	20	8600	5000	5000	5000 5000		5000	In three months One	Every six months
PG5.5.4: Number of recreation, entertainment, and sports facilities built each year (units)	20	1	1	1	1	2	2	In three months One	Every six months
PG5.5.5: Total number of buildings that received the flag award within the scope of the Barrier-Free University program (cumulative)	20	6	9	12	15	18	21	In three months One	Every six months
Risks	• Potential difficulties in securing financial resources • Difficulties arising from the terrain during land development in some areas.								
Strategies	• Alternative funding sources outside the budget (charitable donations, projects, etc.) will be secured. • The opinions of stakeholders, especially students, will be sought regarding the new recreation, entertainment, and sports facilities that will be built. • The opinions of stakeholders (students, academic and administrative staff) will be sought for the common style (color, architecture, etc.) to be determined.								
Cost Estimate	195.900.000 ₺								
Findings	• Some roads and sidewalks in certain areas have defects or deficiencies. • Some areas within the campuses remain in their natural state and need to be transformed into green spaces. • Some campuses lack facilities for recreation, entertainment, and sports. • The landscaping around the buildings on the campuses has very different styles. • Although the number of accessibility flag awards in venues has increased in recent years, it is still not at the desired level.								
Needs	• Securing financial resources • Assessing the current situation and identifying shortcomings. • Determining a common style (color, architecture, etc.) by taking into account the views of all stakeholders and making long-term plans.								

Target Card Update

Current Statement/Value										Updated Expression/Value																		
Aim	A5: To develop and ensure the sustainability of institutional capacity.									Aim	A5: To develop and ensure the sustainability of institutional capacity.																	
Aim	H5.2: The qualitative competencies and satisfaction levels of university human resources will be increased.									Aim	H5.2: The qualitative competencies and satisfaction levels of university human resources will be increased.																	
Responsible Unit	Rectorate									Responsible Unit	Rectorate																	
Units to Collaborate With	All units									Units to Collaborate With	All units																	
Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026			Monitoring Frequency	Reporting Frequency	Performance Indicators	To the target Its effect (%)	Planning Period Beginning Value (2021)	2022	2023	2024	2025	2026			Monitoring Frequency	Reporting Frequency					
PG5.2.1: Preparation of Human Resources Performance Evaluation Guidelines (%)	20	0								In three months One	Every six months	PG5.2.1: Increasing professional, behavioral, and individual competencies by 5% annually.	40	0				5	5	5		In three months One	Every six months					
PG5.2.2: Rate of completion of human resources performance assessment (%)	20	0		50	100					In three months One	Every six months	PG5.2.2: Rate of increase in faculty satisfaction level (%)	30	63	66	69	72	75	78		In three months One	Every six months						
PG5.2.3: Increasing professional, behavioral, and individual competencies by 5% annually.	20	0				5	5	5		Quarterly	Every six months	PG5.2.3: Level of improvement in administrative staff satisfaction (%)	30	60	63	66	69	72	75	Quarterly	Every six months							
PG5.2.4: Increasing faculty satisfaction (%)	20	63	66	69	72	75	78		Quarterly	Every six months																		
PG5.2.5: Increasing the satisfaction of administrative staff (%)	20	60	63	66	69	72	75		Quarterly	Every six months																		
Risks	• Decline in the quality of education • Decreased employee motivation									Risks	• Decline in the quality of education • Decreased employee motivation																	
Strategies	• Efforts will be made to improve the competencies of academic and administrative staff. • Efforts will be made to improve the competencies of personnel working in management positions. • Efforts will be made to increase the satisfaction levels of academic and administrative staff.									Strategies	• Efforts will be made to improve the competencies of academic and administrative staff. • Efforts will be made to improve the competencies of personnel working in management positions. • Efforts will be made to increase the satisfaction levels of academic and administrative staff.																	
Cost Estimate	765.000 ₺									Cost Estimate	765.000 ₺																	
Findings	• Currently, there are no guidelines to follow when making assignments.									Findings	Currently, satisfaction levels are not being measured.																	
Needs	• Conducting competency analyses • Recruiting personnel suitable for job positions • Preparing job-specific training programs • Taking measures to increase the satisfaction levels of academic and administrative staff.									Needs	• Conducting competency analyses • Recruiting personnel suitable for job positions • Preparing job-specific training programs • Taking measures to increase the satisfaction levels of academic and administrative staff.																	

c) Costing

Table 9 Estimated Costs

	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5		Total Cost (€)
Objective 1	106.650.000,00	120.770.000,00	133.610.000,00	146.990.000,00	161.700.000,00		669.720.000,00
Target 1.1	21.000.000,00	23.100.000,00	25.000.000,00	27.990.000,00		31.500.000,00	128.590.000,00
Target 1.2	15.000.000,00	17.000.000,00	19.000.000,00	21.000.000,00		22.500.000,00	94.500.000,00
Target 1.3	17.000.000,00	19.000.000,00	21.000.000,00	23.000.000,00		25.500.000,00	105.500.000,00
Target 1.4	31.990.000,00	36.000.000,00	41.000.000,00	45.000.000,00	49.700.000,00		203.690.000,00
Target 1.5	21.660.000,00	25.670.000,00	27.610.000,00	30.000.000,00		32.500.000,00	137.440.000,00
Objective 2	54.510.000,00	61.730.000,00	68.290.000,00	75.140.000,00	82.670.000,00		342.340.000,00
Target 2.1	15.830.000,00	17.730.000,00	19.750.000,00	22.050.000,00		23.870.000,00	99.230.000,00
Target 2.2	21.500.000,00	25.000.000,00	26.500.000,00	29.400.000,00		33.000.000,00	135.400.000,00
Target 2.3	16.000.000,00	17.600.000,00	20.500.000,00	22.050.000,00		24.000.000,00	100.150.000,00
Target 2.4	490.000,00	600.000,00		660.000,00	680.000,00	750.000,00	3.180.000,00
Target 2.5	690.000,00	800.000,00		880.000,00	960.000,00	1.050.000,00	4.380.000,00
Objective 3	64.720.000,00	73.320.000,00	81.120.000,00	89.190.000,00	98.110.000,00		406.460.000,00
Target 3.1	10.500.000,00	12.000.000,00	13.670.000,00	14.000.000,00		16.000.000,00	66.170.000,00
Target 3.2	11.000.000,00	13.000.000,00	14.300.000,00	15.000.000,00		16.500.000,00	69.800.000,00
Target 3.3	31.650.000,00	35.000.000,00	38.500.000,00	44.490.000,00	48.280.000,00		197.920.000,00
Target 3.4	10.820.000,00	12.500.000,00	13.750.000,00	14.700.000,00		16.230.000,00	68.000.000,00
Target 3.5	750.000,00	820.000,00	900.000,00	1.000.000,00		1.100.000,00	4.570.000,00
Objective 4	114.010.000,00	129.060.000,00	142.820.000,00	157.110.000,00	172.820.000,00		715.820.000,00
Target 4.1	4.800.000,00	5.400.000,00		6.000.000,00	6.600.000,00	7.200.000,00	30.000.000,00
Target 4.2	81.250.000,00	92.580.000,00	102.220.000,00	112.440.000,00	123.120.000,00		511.610.000,00
Target 4.3	430.000,00	480.000,00		540.000,00	590.000,00	700.000,00	2.740.000,00
Target 4.4	530.000,00	600.000,00		660.000,00	730.000,00	800.000,00	3.320.000,00
Target 4.5	27.000.000,00	30.000.000,00	33.400.000,00	36.750.000,00	41.000.000,00		168.150.000,00
Objective 5	49.120.000,00	55.660.000,00	61.600.000,00	67.710.000,00	74.440.000,00		308.530.000,00
Target 5.1	2.720.000,00	3.000.000,00		3.300.000,00	3.750.000,00	4.100.000,00	16.870.000,00
Target 5.2	120.000,00	135.000,00		150.000,00	160.000,00	200.000,00	765.000,00
Target 5.3	13.280.000,00	15.725.000,00	17.650.000,00	18.300.000,00		20.000.000,00	84.955.000,00
Target 5.4	1.600.000,00	1.800.000,00		2.000.000,00	2.200.000,00	2.440.000,00	10.040.000,00
Target 5.5	31.400.000,00	35.000.000,00	38.500.000,00	43.300.000,00	47.700.000,00		195.900.000,00
TOTAL	389,010.000,00	440,540.000,00	487,440.000,00	536,140.000,00	589,740.000,00	2,442,870.000,00	

MONITORING AND EVALUATION

7



MONITORING AND EVALUATION

The monitoring and evaluation process of our University's Strategic Plan will be conducted to ensure institutional learning and, consequently, the continuous improvement of activities. Using the information obtained from monitoring and evaluation activities, the strategic plan will be reviewed, and the targeted and achieved results will be compared. The information obtained in the monitoring phase will provide data for achieving the goals throughout the year. The evaluation will analyze the relevance, effectiveness, efficiency, and sustainability of the aims, objectives, and performance indicators included in the strategic plan. Based on the information obtained from the monitoring and evaluation activities, corrective measures will be taken if deviations from the aims and objectives are observed. The activities and projects detailed in our University's annual programs will also be considered in the performance measurement of the monitoring and evaluation processes.

The primary responsibility for monitoring and evaluation processes lies with the Rector as the senior executive. The monitoring of targets, related performance indicators, and risks is the responsibility of the spending authority of the unit responsible for the target; while the consolidation of target achievement results from spending units and their presentation to the Rector is the responsibility of the University's Strategy Development Department.

The monitoring and evaluation process will be conducted using a strategic plan monitoring chart for monitoring activities and a strategic plan evaluation chart for evaluation. Within this framework, the Strategic Plan Monitoring Report will be prepared by the end of July for the first six months of each year. The Strategic Plan Evaluation Report will be prepared by the end of February following the relevant period. Reporting may also be prepared over shorter periods if needed.

Following the preparation of reports for the relevant period, monitoring meetings will be held every six months under the chairmanship of the Rector, with the participation of the Vice Rectors, Spending Authorities, the Head of the Strategy Development Department, and external stakeholders. Evaluation meetings will be held every year. As a result of these meetings, the Rector will outline the necessary measures to achieve the objectives for the remaining period of the strategic plan and will assign tasks to the relevant units. Monitoring and evaluation meetings may also be held at shorter intervals as needed, as determined by the university.

The Strategic Plan Evaluation Report, finalized at an evaluation meeting chaired by the Rector and including necessary measures to achieve the objectives for the remaining period of the strategic plan, will be submitted to the Presidency of Strategy and Budget by the end of March each year. The prepared Strategic Plan Evaluation Report will be considered in the strategic planning process for the next period. The evaluation report prepared at the end of the strategic plan period will be called the Strategic Plan Implementation Report.

In accordance with the relevant legislation, internal audit units have the duty to evaluate the university's expenditures, financial transactions, decisions, and actions in relation to its objectives and policies, development plan, strategic plan, and performance programs. Therefore, the findings of performance audits conducted by both the Internal Audit Unit and the Court of Accounts are utilized in the process of finalizing the Strategic Plan Evaluation Report. By carrying out these processes, the effectiveness and results of the strategic plan will be evaluated, and the requirements of Law No. 5018 and its secondary legislation will be fulfilled.



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Vice Rector	Prof. Dr. Güngör YILMAZ
Vice Rector	Prof. Dr. Yücel GÜNEY
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Acting Dean of the Faculty of Education (Uhde)	Prof. Dr. Güngör YILMAZ
Acting Dean of the Faculty of Arts and Sciences	Prof. Dr. Taha Niyazi KARACA
Acting Dean of the Faculty of Law	Prof. Dr. Hasan İyGÜZAR
Dean of the Faculty of Economics and Administrative Sciences	Prof. Dr. Kürşad ZORLU
Dean of the Faculty of Theology	Prof. Dr. Abdulkadir DÜNDAR
Dean of the Faculty of Communication	Prof. Dr. Mustafa Akdağ
Faculty of Engineering and Architecture, Acting Dean (Uhde)	Prof. Dr. Yücel GÜNEY
Acting Dean of the Faculty of Health Sciences	Prof. Dr. Sevinç POLAT
Dean of the Faculty of Sports Sciences	Prof. Dr. Mehmet GÜÇLÜ
Acting Dean of the Faculty of Medicine	Prof. Dr. Ferit ÇYÇEKÇYOĞLU
Acting Dean of the Faculty of Tourism (Uhde)	Prof. Dr. Güngör YILMAZ
Dean of the Faculty of Veterinary Medicine	Prof. Dr. Zafer GÖNÜLALAN
Dean of the Faculty of Agriculture	Prof. Dr. Yavuz GÜRBÜZ
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Member	Prof. Dr. Yüksel TAĐDEMİR

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13. Dr. Lecturer Gülnaz ÖZOĞUL (Yozgat Vocational School)
14. Dr. Hatice ÇÖLSALAR SAGNAK (Faculty of Education)
15. Dr. Murat AY (Faculty of Engineering and Architecture)
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22. Lecturer Mert SOĞUKOLUK (Yerköy Justice Vocational School)
23. Lecturer Mehmet Fatih KANOĞLU (Rectorate)
24. Lecturer Özlem SAKLICA (Yozgat Vocational School)
25. Lecturer Hüseyin Serdar RAMAZANOĞLU (Acting Head of Student Affairs Department)
26. Department Head Hüsnü YILMAZ (Head of Health, Culture and Sports Department)
27. Department Head Abdullah Salih İPEK (Personnel Department Head)
28. Department Head Eyyüp TANIĞ (Head of Construction and Technical Affairs Department)
29. Department Head İbrahim ÖNAL (Head of Library and Documentation Department)
30. Department Head Alpaslan DOĞAN (Head of Strategy Development Department)
31. Director General Salih SEVİM (Health Practice and Research Center)
32. Legal Advisor Attorney Talip ERDOĞAN (Legal Advisory)
33. Student Representative Fuat BÖLÜKBAĞI (Faculty of Medicine)

