TED UNIVERSITY STRATEGIC PLAN 2013-2017

TED University was founded in 2009 by Turkish Education Association. The University admitted the first cohort of students in September 2012. The TED University Campus has been fully operational since July 2012. This document has been prepared as the first strategic plan of TED University by the Strategic Plan Committee that was established in December 2012. TED University's current Strategic Plan covers a five year period from 2013-2017. The plan has been repeatedly discussed and refined in the faculties and shared with the President of the Board of Trustees.

The strategies of the University have been developed within the framework of the vision, mission, and core values set out below and are grouped under five main strategic areas. Goals (denoted by two digits) and targets (three digits) are shown for each area. The projects to be implemented and actions to reach the targets are indicated with four digit numbers.

Vision

TED University will provide the best educational experience for its students and become one of the leading private not-for-profit universities in Turkey.

Mission

TED University carries the mission of fostering graduates that are creative, critical-minded, self-confident, well-rounded lifelong learners by using innovative teaching methods and curricula that have a proper depth-to-breadth balance required by global knowledge economies. TED University, which holds pride in being transparent, accountable and trustworthy, is and will always be a learning institution aiming at continuity and sustainable development and at contributing to the world of science by generating new knowledge through a wide range of scholarly research and creative efforts in focus areas of institutional priority.

Core Values

Respect for ethical values,
Integrity, solidarity and mutual respect,
Progressive and secular institutional position,
Excellence in teaching and research,
Robust and integrated quality culture,
Partnership and cooperation spirit,
Stakeholder participation,
TED tradition.

Strategic Areas, Goals, Targets

1. Undergraduate Studies

1.1. To develop academic personnel by

1.1.1. increasing the <u>quantity</u> of full-time academic staff as per the foreseen numbers and rates in years.
1.1.2. enhancing the <u>quality</u> of the full-time academic staff.
1.1.3. designing and operating mechanisms to ensure continuous development and evaluation of the academic staff.

1.2. To excel at education and training by

1.2.1. designing each degree program in a way that all the elements (teaching methods - learning outcomes - assessment criteria) are aligned.
1.2.2. ensuring the implementation of student-centered learning principles for each degree program developed.

1.3. To enhance the learning infrastructure by improving

1.3.1. physical infrastructure.
1.3.2. technological infrastructure.
1.3.3. pedagogical opportunities.
1.3.4. co-curricular activities.

1.4. To heighten English proficiency levels by

1.4.1. improving education in ELS.
1.4.2. promoting use of English in TEDU life.

2. Postgraduate Education and Research

2.1. To be competitive in postgraduate studies by

2.1.1. running at least 3 master's with thesis and 1 PhD program in interdisciplinary and niche subjects by 2017.
2.1.2. developing at least 3 professional master's programs in interdisciplinary and niche subjects by 2017.
2.1.3. creating national and international joint programs and cooperation opportunities.

2.2. To identify institutional research priorities by

2.2.1. prioritizing areas and subjects.
2.2.2. developing research infrastructure, collaboration, and policies (matching funds and others) within the framework of institutional priorities.
2.2.3. offering support units/services.
2.2.4. creating a synergy among research, education, and services.

3. Community Services

3.1. To promote community services based on research and teaching activities as an integral part of institutional identity by

3.1.1. offering lifelong learning activities to ministries, public institutions, the business world and the general public.
3.1.2. transferring research potential and technological knowledge to society.

3.2. To promote social and cultural outreach activities

4. Financial Structure

4.1. To increase adequacy and diversity of financial resources by

4.1.1. achieving a balance between revenue and current expenditure as of the fifth year.
4.1.2. ensuring that the share of student fee revenues is 90% of total revenues.
4.1.3. establishing an endowment fund.

4.2. To reconcile academic values with financial concerns by

4.2.1. continuously reviewing expenditure in line with performance/outputs.
4.2.2. being financially accountable within and outside the university.
4.2.3. adopting a full cost accounting approach.

5. Institutionalization and Quality Culture

5.1. To promote institutionalization by

5.1.1. strengthening the institutional image/definition/identity.
5.1.2. documenting work and information flows for academic, financial, administrative procedures and establishing rules to ensure compliance.
5.1.3. using the Management Information System efficiently and effectively.
5.1.4. ensuring that administrative units develop in pursuance of University targets (in terms of quantity and quality); encouraging specialization among administrative staff group / accessing consultancy.
5.1.5. setting up an Institutional Analysis Office and ensuring systemic data collection/ evaluation processes.
5.1.6. making the Board of Trustees instrumental in creating the conditions for the University to reach its targets.

5.2. To create a quality culture by

5.2.1. planning and implementing an internal quality assurance system and fully complying with the Bologna process.
5.2.2. responding to external evaluations and "benchmark" practices.
5.2.3. developing a sense of ownership, maintaining institutional stability and securing commitment to positive change and continuous improvement.

5.3. To establish mechanisms for sharing and exchange between TEDU, the Foundation and the public by

5.3.1. designing and managing information sharing mechanisms in the areas of education, finance and all relevant aspects of university life and introducing measures to achieve full transparency.

5.4. To develop marketing and promotion activities by

5.4.1. accentuating and utilizing TED's unique qualities.
5.4.2. effectively harnessing all available information channels such as the web, social media, and advertisement.

Actions

The actions to be taken and the projects to be implemented to attain the aforementioned targets (three digits) are listed below using four digits. The starting date for each, the responsible person and the indicator/criterion to be used are provided in square brackets.

1.1.1.1 The Program and staffing establishment will be expanded in line with the following table:

Strategic plan years:		1	2	3	4	5	
		2012	2013	2014	2015	2016	2017	2018
Faculties		EF FEAS Eng and Arc F	EF FEAS Eng and Arc F	EF FEAS Eng and Arc F LawF – Post grad.	EF FEAS EngF ArcF LawF Bas. Sc.F	EF FEAS EngF ArcF LawF Bas. Sc.F	EF FEAS EngF ArcF LAwF Bas. Sc.F Art Des.F	EF FEAS EngF ArcF LawF Bas. Sc.F Art Des.F
Programs	EF	Preschool Ed. Class. Teach. Psych. Couns. and Guid.	Preschool Ed. Class. Teach. Psych. Couns. and Guid.	Preschool Ed. Class. Teach. Psych. Couns. and Guid.	Preschool Ed. Class. Teach. Psych. Couns. and Guid. Spe. Edu.	Preschool Ed. Class. Teach. Psych. Couns. and Guid. Spe. Edu. Learn. Tech.	Preschool Ed. Class. Teach. Psych. Couns. and Guid. Spe. Edu. Learn. Tech.	Preschool Ed. Class. Teach. Psy. Couns. and Guidance Spe. Edu. Learn. Tech.
	FEAS	Econ BA IR	Econ BA IR	Econ BA IR	Econ BA IR	Econ BA IR Int. Bus. and Pol. Finance	Econ BA IR Int. Bus. and Pol. Finance	Econ BA IR Int. Bus. and Pol. Finance
	Engineering Fac.	CmpE EE IE	CmpE EE IE	CmpE EE IE CE ME	CmpE EE IE CE ME	CmpE EE IE CE ME	CmpE EE IE CE ME	CmpE EE IE CE ME
	Architecture Fac.	AR	AR	AR	AR Ind. Des.	AR Ind. Des. City Pl.	AR Ind. Des. City Pl.	AR Ind. Des. City Planning
	Law F.			LawF - PG	LawF	LawF	LawF	LawF
	Basic Sciences F.	Social Sciences Mathematics			PSY	PSY Hist/ Soc/ MATH	PSY Hist/ Soc/ MATH	PSY Hist/ Soc/ MATH

	2012	2013	2014	2015	2016	2017	2018
Art Design F.						Graphic Des. Fashion Des.	Graphic Des. Fashion Des. Gastro/ Music Stage Arts
Number of Programs	10	10	12	16	22	24	27
Undergraduate Student	310	630	1000	1500	2100	2700	3300
Postgraduate student	0	30	75	200	250	300	400
Academic Member (TZ)	34	36	48	69	97	115	135
Prelector	23	36	43	55	61	74	81
Research Assis.	10	15	22	32	42	55	65
Admin. Staff.	30	44	54	75	95	105	120

Quality Document, Area 7 values are considered in terms of Rates/Qualifications:

The number of students that one academic staff can advise will not exceed 30. The ratio of academic staff, not holding a PhD degree but can provide important contributions to the Department due to their knowledge and expertise, to full-time academic members will be between 0.1 and 0.2. By the time degree programs have their first cohort of graduates, each program will have at least 5 full-time members; however, the number of students per total number of academic staff (including full-time staff and those paid on an hourly basis) will not exceed 20. The workload for full-time academic members will be 3 courses per semester) (~10 credits); 4 courses per semester for lecturers (12 credits); 20 hours for language instructors; and 20 hours for research assistants. In exceptional cases, and subject to the approval of the Executive Board of the University, academic staff can teach four courses; in this case the course load is decreased in the following semester. They will not teach five courses under any circumstance; academic staff will utilize their time to improve the quality of education and research. The number of hourly paid lecturers will be less than 50% of the total full-time academic members. As of the year degree programs have their first cohort of graduates, there will be at least 3 research assistants in each program. It is intended that 25% of the ELS instructors are native speakers whose mother tongue is English and who are specialized in English Language Teaching.

1.1.1.2 All horizontal and vertical expansion of academic units will be determined by the priorities identified by the Departments. *[As of 2014, the Deans will run this; 'Department distribution priorities' will be used as the indicator.]*

1.1.2.1 In the recruitment of academic staff, only candidates meeting the qualification requirements of the declared areas of specialization will be considered. *[As of 2014, the Deans and the Provost will run this; and TEDU focus areas and Department expansion priorities will be used as the indicator.]*

1.1.2.2 In the recruitment of academic staff, only those committed to both active learning-teaching and research will be considered. *[As of 2014, the Deans and the Provost will run this; TEDU Quality Document, Area 4: Student Oriented Approaches in Education will be used as the indicator.]*

1.1.2.3 An English Proficiency Score or an equivalent criterion (interview, seminar, micro teaching, the decision of the Appointment or Promotion Committee or a similar

criterion) will be determined and used. *[As of 2016, the Rector and the Provost will run this; and the criteria will be defined in 2015 to be as the indicator.]*

1.1.2.4 The effectiveness of new recruitment will be increased by identifying and tracking PhD candidates at other universities. *[As of 2016, Department Heads will run this; and the annual Department self-assessment reports will be used as the indicator.]*

1.1.3.1 Newly recruited academic staff will be provided training in active-interactive teaching methods in order to ensure a common approach to teaching and learning, such as a series of workshops, seminars, courses and mentorship. *[As of 2013, CTL (Center for Teaching and Learning) will run this; and the related performance criteria will be used as the indicator.]*

1.1.3.2 Support will be available for academic staff to improve their IT skills and they will be expected to take responsibility for development in this area. *[As of 2014, CTL technology expert will provide assistance; related performance criteria will be used as the indicator.]*

1.1.3.3 Motivation of academic staff will be increased by recognizing and awarding their exceptional success. *[As of 2015, the Provost will run this; 'best teaching award' directive will be used as the indicator.]*

1.1.3.4 Evaluation criteria will be identified in order to enhance motivation through the implementation of a performance-based salary system. *[As of 2014, the Rector will run this; performance criteria will be used as the indicator.]*

1.1.3.5 Steps will be taken towards implementing a variation (within a range) in starting pay based on the personal qualifications and the market conditions. *[As of 2015, the Rector will run this; market conditions will be used as the indicator.]*

1.2.1.1 The program objectives, program learning outcomes, curricula and course profiles will be prepared for all programs. These will be linked to the Qualifications Framework. *[As of 2013, the Rector will run this; the relevant information on the website will be used as the indicator.]*

1.2.1.2 Course outcomes will be aligned with those of each program. Assessment methods of both courses and programs will be developed. *[As of 2013, the Rector will run this; Bologna tables on the website will be used as the indicator.]*

1.2.1.3 Multidisciplinary and interdisciplinary development of graduates is promoted by offering minor, double major and secondary degree program alternatives. *[As of 2014, Deans and the Department Heads will run this; the additional branch, sub-branch and double principal branch lists and directives published on the website will be used as the indicator.]*

1.2.1.4 The implementation of 1.2.1.1, 1.2.1.2 and 1.2.1.3 processes will be guaranteed for each new program. *[As of 2014, Deans will run this; the self-assessment reports of the Department will be used as the indicator.]*

1.2.2.1 Active-interactive teaching methods, which are the most important elements of student-centered teaching, will be adopted in all degree programs and common core courses. The Departments will declare the timeline for the completion of all courses being taught via active-interactive method. *[As of 2013, the Deans will run this; the self-assessment reports of the Department will be used as the indicator.]*

1.2.2.2 A program to achieve outcomes-method-assessment compatibility for courses will be initiated. Departments will declare the timeline for the completion of the process. *[As of 2014, the Deans will run them; the self-assessment reports of the Department will be used as the indicator.]*

1.2.2.3 A program to articulate a research - inquiry component in curriculum will be initiated; the Departments will declare the timeline for the completion of the process. *[As of 2015, the Deans will run them; the self-assessment reports of the Department will be used as the indicator.]*

1.2.2.4 Employment of problem-based learning and the use of integrative teaching methods in curriculum will be initiated. Departments will declare the timeline for the completion of the process. *[As of 2016, the Deans will run them; the self-assessment reports of the Department will be used as the indicator.]*

1.2.2.5 Utilization of IT in courses will be encouraged; requirements in this regard will be identified. Departments will declare the timeline for the completion of the process. *[As of 2015, the Deans will run them; the self-assessment reports of the Department will be used as the indicator.]*

1.2.2.6 Programs prioritizing the personal development of the student will be implemented. *[As of 2013, the Student Dean will run this; and the developments will be followed through the annual activity report.]*

1.2.2.7 Students will be offered international experience and internship opportunities. *[As of 2014, the International Office manager will run this; the developments will be monitored through the annual activity report.]*

1.2.2.8 Academic advising will be delivered effectively and learner centeredness will be promoted among students. Departments will declare the timeline for the completion of the process. *[As of 2013, the Department Heads will run this; the self-assessment reports of the Department will be used as the indicator.]*

1.2.2.9 Advisory Boards will be established at Faculty and Department level and their effective functioning will be assured. Stakeholders' recommendations will be assessed. TRACKIT principles (undergraduate, graduate or drop-out students' surveys and analyses) will be implemented. *[As of 2014, Deans will run this; the developments will be monitored through the annual activity report.]*

1.2.2.10 Arrangements will be introduced to ensure participation in international exchange programs is maximized. *[As of 2016, the Provost will carry this out; compliance with the criteria of the Board of Trustees will be used as the indicator.]*

1.3.1.1 A five-year forecast will be prepared for physical learning infrastructure needs, including classrooms, laboratories, ateliers, a library, common and personal study areas. *[In 2013, the preliminary activities will be conducted; in 2014, revision will take place. The Rector will run this.]*

1.3.1.2 Physical learning infrastructure, including classrooms, laboratories, ateliers, a library, common and personal study areas, will be realized; maintenance services will be organized. *[As of 2015, the Secretary General will run this; the developments will be monitored through the annual activity report.]*

1.3.1.3 Access to electronic resources provided by the library will be improved to meet the needs of the University. *[As of 2016, the Vice-Rector will run this; benchmarking/accreditation criteria will be used to determine the extent of improvement required.]*

1.3.2.1 A three-year forecast will be prepared regarding the need for technological learning infrastructure, wireless internet access, equipment and management information systems such as SAP and LMS. *[In 2014, preliminary work will be conducted for this purpose; in 2015, it will be revised and the Rector will run it.]*

1.3.2.2 Technological learning infrastructure, including wireless internet access, equipment and management information systems such as SAP and LMS, will be realized;

maintenance services will be organized. *[As of 2015, the Secretary General will run this; the developments will be monitored through the annual activity report.]*

1.3.3.1 CTL services will be provided as a base for learning pedagogies. The efficiency of the services will be enhanced by allocating the necessary space, tools, pedagogical expertise, technological expertise and support staff. *[As of 2012, the Rector and the CTL Director will run this; the developments will be monitored through the annual activity report.]*

1.3.3.2 Tutoring will be made effective and systematic. It will be provided by student tutors, research assistants or outsourced staff and monitored constantly. *[As of 2014, the CTL Director will run this; the developments will be monitored through the student questionnaires.]*

1.3.3.3 The implementation of mentoring practices will be initiated (preparing the mentor list, operating and improving the mechanism). *[As of 2015, the Student Dean will run this; the developments will be monitored through the annual activity report.]*

1.3.4.1 A Student Dean will be appointed and relevant units will be introduced to facilitate co-curricular activities. A Career Center, a Student Activities Office and a Student Counseling Center will be made available. Health services will be provided for the students. The necessary infrastructure and facilities to meet the social, sports and cultural needs of the students will be established. Traditional student festivals will be held. *[As of 2013, the Student Dean will be recruited; in 2014, the Career Center will be set up; in 2015, the staff of the Student Activities Office and the Student Counseling Center will be recruited.]*

1.3.4.2 The International Office will be established to further facilitate co-curricular activities. *[As of 2013, the International Office director will be recruited; at least 5 agreements will be realized per Department in 5 years.]*

1.4.1.1 In order to improve the English proficiency levels, the number of ELS English instructors will be increased in accordance with the figures and required qualifications outlined in table 1.1.1.1.

1.4.2.1 Full compliance will be sought to ensure that the lectures are conducted in English without any exception in order to promote the use of English in TEDU life. This aim will be further supported by alternatives such as self-assessment, peer observation, co-teaching and the presence of international students. *[As of 2015, the Provost will run this.]*

1.4.2.2 The English proficiency levels of ELS graduates will be maintained at the desired level by providing additional English courses and/or tutorials, in line with their language abilities; by tracking those with threshold level performance and providing necessary support during their undergraduate education; by monitoring their progress by means of external examinations (TOEFL, IELTS). *[As of 2015, the Provost and the ELS Director will run this.]*

1.4.2.3 Methods guaranteeing a high standard of English will be developed in the selection and for retention of academic staff: mid- semester course evaluations (4-5 questions, including command of English), active participation in seminars, external proficiency exams, policies to be developed by the "Appointment and Promotion Committee" or similar alternatives will be considered; similar mechanisms will be developed for those working on an hourly basis. *[As of 2016, the Provost will run this based on the approval of the Board of Trustees.]*

1.4.2.4 In order to promote the use of English in TEDU life, the targets for international exchange students and visiting academic staff will be identified and exchange

programs, TÜBİTAK (Scientific and Technological Research Council of Turkey) and Fulbright grants as well as other funding schemes will be utilized to achieve this. *[As of 2016, the Heads of Departments will run this.]*

2.1.1.1 Inter-disciplinary and niche subjects will be selected to be more competitive in postgraduate programs, staff specialized in these focus areas will be recruited and programs will be developed in these inter-disciplinary and niche subjects. *[In 2017, at least 3 postgraduate programs with thesis and 1 PhD program will be run.]*

2.1.2.1 Professional postgraduate and certificate programs will be developed consistent with the selection of inter-disciplinary and niche programs to better compete in postgraduate education and community service areas. *[In 2015, at least two interdisciplinary-niche subjects will be selected. In 2017, at least 5 postgraduate programs without thesis will be run.]*

2.1.2.2 A Continuing Professional Development (CPD) center will be established and it will be operated effectively. *[As of 2014, the CPD Director will run this; the net revenue will be utilized as the indicator. The Center will determine its targets for the post-2015 period.]*

2.1.3.1 Guiding criteria towards joint program development targets such as "offering as many joint programs as individual programs" will be developed. Targets will be set to establish a high number of partnerships in PhD programs, limited partnerships in professional master's programs and to identify their domestic to foreign ratio; necessary action will be taken in this regard. *[As of 2017, the Vice-Rector will run this.]*

2.2.1.1 Interdisciplinary and niche subjects will be identified in line with institutional research priorities and recruitment will be made within focus areas. *[In 2015, at least two interdisciplinary-niche subjects will be selected, the qualifications and expertise required in new recruitment will be adhered to; it will be run under the leadership of the Rector.]*

2.2.2.1 Institutional support will be provided to develop infrastructure and collaboration in focus areas. *[As of 2016, the Vice-Rector will run this.]*

2.2.2.2 Policies and practices will be developed to recognize and reward outstanding research success. *[As of 2017, the Vice-Rector will run this.]*

2.2.3.1 A Research Fund and an International Project Support Office will be set up to support research and their policy and operational guidelines will be determined. *[As of 2016, the Vice-Rector will run this.]*

2.2.4.1 Applied Research Centers will be established to create interaction of research with education, and services. *[As of 2017, the Vice-Rector will run this.]*

3.1.1.1 Certificates in service training and life-long learning activities will be offered to ministries, TED schools, public institutions, the business world and the general public and cooperation between CPD; and faculties will be increased. *[As of 2014, the CPD Director and Deans will run this.]*

3.1.2.1 Action will be taken to set up a Technology Transfer Office. *[As of 2015, the Vice-Rector will run this.]*

3.1.2.2 Courses and seminars to help establish an entrepreneurial and innovative culture will be offered. *[As of 2014, the FEAS Dean will run this.]*

3.1.2.3 Action will be taken to reach the institutional targets related to R&D and Innovation funding; and to apply to the TÜBİTAK (Scientific and Technological Research Council of Turkey) TTO Support Program. *[As of 2016, the Vice-Rector will run this.]*

3.1.2.4 Action will be taken to gain the support of the TED Community for cooperation between the University and industry/community. *[As of 2016, the Vice-Rector will run this.]*

3.2.1.1 A TEDU Art Gallery will be established. *[As of 2016, the Vice-Rector will run this.]*

3.2.1.2 A unit with the responsibility for organizing cultural activities will be established. *[As of 2015, the Vice-Rector will run this.]*

4.1.1.1 Five-year projections will be made to increase the sufficiency and diversity of financial resources and to establish financial balance between current revenues (excluding foundation transfers) and current expenditure (not including capital/investment expenditure) as of the fifth year and this position will be continuously monitored to ensure compliance. *[As of 2013, the Rector runs this.]*

4.1.1.2 A financial model will be developed to allocate future budgets based on data regarding students' program preferences in the first four years. Action will be taken to initiate the "Endowed chair" practice. *[As of 2016, the Rector will run this.]*

4.1.2.1 A commercial enterprise will be established to access revenue streams other than tuition fees (postgraduate programs, projects, certificates and lifelong learning programs, technology transfer, sale of merchandise, donations). *[As of 2013, the Secretary General will run this.]*

4.1.2.2 Necessary steps will be taken to identify budget holders for revenues other than the tuition fees. *[As of 2016, the financial sub-committee of the Board of Trustees will run this.]*

4.1.3.1 The feasibility of establishing an Endowment Fund as per existing legislation and the creation of resources with the Trustees and the Foundation will be explored and "fund raising" activities will be organized. *[As of 2016, the Head of the Board of Trustees will run this.]*

4.2.1.1 To reconcile academic values with financial concerns, revenue and performance outcomes will be continuously compared; budget preparation and financial performance monitoring at unit/department level will begin. *[As of 2016, the Rector will run this]*

4.2.1.2 "Cost Center" performance management will be implemented for units/sections. *[As of 2016, the Rector will run.]*

4.2.2.1 To achieve accountability within and outside the University, financial performance across 5 to 10 summary budget heads will be shared. *[As of 2013, the Rector will run this.]*

4.2.3.1 Conceptual preparations for "Activity Based Costing" will be made. Its drivers/account codes will be developed. *[As of 2014, the Rector will run this.]*

4.2.3.2 "Activity Based Costing" software will be supplied or its SAP related module will be activated and it will be applied to the previous year. *[As of 2016, the Rector will run this.]*

4.2.3.3 The budget will be prepared on the basis of Full Cost Accounting principles. *[As of 2017, the Rector will run this.]*

5.1.1.1 An institutional brand will be defined and efforts will be made to internalize it: priority will be given to roots/traditions; pride of education; flexible and learning institution. *[As of 2012, the Rector and the Deans will run this.]*

5.1.1.2 Investments, projects, initiatives highlighting the elements that form the brand will be prepared.

5.1.2.1 Internal documentation - Job descriptions, academic, financial, administrative principles, rules and processes; work and information flows; orientation handbooks; Committees, their duties and minutes; IT, SAP guidelines will be prepared. *[As of 2013, the Rector and the Deans will run this.]*

5.1.3.1 Within the framework of the effective and efficient use of the Management Information system, SAP through its various phases, Sirsi-Dynix, LMS will be implemented fully. *[As of 2014, the Secretary General will run this.]*

5.1.4.1 The number of the administrative staff will increase in line with table 1.1.1.1 over time in order for the administrative units to improve themselves in compliance with the University targets qualitatively and quantitatively. Utilization of specialized consultancy will be encouraged in the required areas. *[It will be carried out as of 2013 and 2014, once the Vice-Rectors assume duty.]*

5.1.5.1 An Institutional Analysis Office will be established together with staff, space and infrastructure to enable the operation of data collection, reporting and evaluation processes. *[As of 2014, the Rector will run this.]*

5.1.6.1 It is left to the Board of Trustees.

5.2.1.1 The TEDU Quality Document that specifies the quality standards and processes will be completed and published. *[As of 2013, the first part, in 2015, all of it will be carried out with the support of the quality assurance and development unit.]*

5.2.1.2 Compliance with the Bologna process will be completed, fully documented and publicly shared. These documents will be continuously updated. *[As of 2013, the Provost will run this]*

5.2.1.3 Self-assessment reports will be made operational. *[As of 2014, the Rector and the Dean will run this.]*

5.2.1.4 The Quality Assurance Unit will be established. *[As of 2015, the Rector will run this.]*

5.2.2.1 External evaluation targets will be adopted and action towards achieving these targets will be initiated. *[As of 2016, the Rector will run this.]*

5.2.2.2 Institutions will be selected for benchmarking and active benchmarking will start the following year. *[As of 2014, the Rector will run this.]*

5.2.2.3 External evaluation will start. *[As of 2017, the relevant Dean will run this with the support of the quality assurance and development unit.]*

5.2.3.1 Ownership and stability measures such as adopting academic freedom and ethical principles; ensuring the sustainability of institutional policies; securing mutual trust within the institution will be guaranteed.

5.2.3.2 Institutional solidarity will be engendered.

5.2.3.3 Mechanisms promoting participation in decision making, change, and continuous improvement will be developed (retreat events, effective use of committees, adoption of solution oriented approaches).

5.3.1.1 External accountability mechanisms will be made operational in order to create opportunities for exchange and sharing among TEDU, the Foundation, and the public through web content such as Annual Indicators, Facts & Figures: TEDU, and Bologna Documents. *[As of 2013, the Rector will run this with the support of the Institutional Analysis Office]*

5.3.1.2 Internal accountability mechanisms will be made operational through self-assessment reports, end-of-year summaries, satisfaction surveys, student evaluations, strategy review and financial performance reporting. *[As of 2014, the Rector will run this with the support of the institutional analysis office.]*

5.4.1.1 To enhance promotional activities and provide evidence of TEDU's unique qualities, accessible media such as videos and blogs demonstrating different teaching methods, expressing students' satisfaction, and providing information for students to make informed decisions will be prepared. *[As of 2014, the Institutional Communication Director and the Department Heads will run this.]*

5.4.2.1 Brochures, films, bulletins, academic catalogues, social media, TV programs, scientific meetings, and youth events will be used as opportunities for promoting an institutional presence in society. *[As of 2013, the Institutional Communication Director will run this.]*