



**TED UNIVERSITY**

# **STRATEGIC PLAN**

**2018 | 2022**



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## Introduction

TED University (TEDU) is a young city university reflecting 91 years of experience of TED (Turkish Education Association), which is the first educational non-government organization of Turkey. TEDU is located at the original campus of TED Ankara College in Kolej District which was declared as a cultural heritage. TEDU, which was established in 2009, began admitting students in 2012-2013 Academic Year.

TEDU is a young university embarking on its second strategic plan. The first strategic plan, which covered the years 2013-2017, was successfully carried out, delivering most of its objectives and positioning TEDU uniquely in the Turkish higher education landscape.

As we move towards our second strategic plan period (2018-2022), we will continue to pursue our vision, mission, and core values, while adopting, clarifying and augmenting them on the way. The second strategic plan will aim to clarify our value proposition in strategically important areas, such as the following:

- We will continue defending and practicing liberal arts education which distinguishes our university among other higher education institutions and which we deem important for the 21st century
- We will continue TEDU's student-centered education system which focused on learning
- We will strive for meaningful research and intellectual contributions to further human knowledge
- We will leverage our perfect location at the heart of Ankara for deeper public engagement
- We will work hard for combining 21<sup>st</sup> century competencies with the strong TED tradition of excellence and commitment to secular, modern education with high ethical values

We remain loyal to main themes that defined TED University in our early years such as being student focused, committed to innovative teaching and learning methods, oriented in liberal arts approach in education, principled and understanding the value of research. Our focus in the new 2018-2022 plan will be on making our four fundamental goals fully operational:

- English language excellence and focusing on **liberal arts education**
- **Selected research excellence**
- Developing our public engagement especially enriched with the vision of being a **city university in Ankara**
- Ensuring high quality results in our process of **institutionalization**

This report will aim to explain how we approach these goals and will elaborate on how we are planning for their implementation. We want the strategic plan to provide guidance not in rules and regulations but in values and principles consistent with universal academic practices. We want to make sure that these indicators are the tools to establish the envisioned university.





## TEDU Facts and Figures

Below tables show statistics about TED University as of 31st December 2017:

**Table 1. Number of Students per Program**

UNDERGRADUATE	ELS	1	2	3	4	Total
TEACHING PROGRAMS	34	113				147
EARLY CHILDHOOD EDUCATION	25	2	4	3	6	40
PRIMARY SCHOOL EDUCATION	20		2	2	3	27
GUIDANCE AND PSYCHOLOGICAL COUNSELING	60	3	54	88	53	258
ENGLISH LANGUAGE EDUCATION	49	55	33	5		142
PRIMARY SCHOOL MATHEMATICS EDUCATION	16	2				18
<b>FACULTY OF EDUCATION TOTAL</b>	<b>204</b>	<b>175</b>	<b>93</b>	<b>98</b>	<b>62</b>	<b>632</b>
ECONOMICS AND ADMINISTRATIVE SCIENCES PROGRAMS	149	134				283
ECONOMICS		1	27	29	14	71
BUSINESS ADMINISTRATION		2	45	22	16	85
POLITICAL SCIENCE AND INTERNATIONAL RELATIONS	1	2	19	17	8	47
<b>FACULTY OF ECONOMICS AND ADMIN. RELATIONS TOTAL</b>	<b>150</b>	<b>139</b>	<b>91</b>	<b>68</b>	<b>38</b>	<b>486</b>
PSYCHOLOGY	85	104	25			214
SOCIOLOGY	26	1				27
<b>FACULTY OF ARTS AND SCIENCES TOTAL</b>	<b>111</b>	<b>105</b>	<b>25</b>			<b>241</b>
ENGINEERING PROGRAMS	169	253				422
COMPUTER ENGINEERING		3	45	28	11	87
ELECTRICAL AND ELECTRONICS ENGINEERING			51	48	29	128
INDUSTRIAL ENGINEERING			28	32	23	83
CIVIL ENGINEERING	1		49	38	8	96
MECHANICAL ENGINEERING			24	11	4	39
<b>FACULTY OF ENGINEERING TOTAL</b>	<b>170</b>	<b>256</b>	<b>197</b>	<b>157</b>	<b>75</b>	<b>855</b>
ARCHITECTURE	64	100	53	47	47	311
CITY AND REGIONAL PLANNING	24	15				39
<b>FACULTY OF ARCHITECTURE TOTAL</b>	<b>88</b>	<b>115</b>	<b>53</b>	<b>47</b>	<b>47</b>	<b>350</b>
<b>TOTAL NUMBER OF UNDERGRADUATE STUDIES</b>	<b>723</b>	<b>790</b>	<b>459</b>	<b>370</b>	<b>222</b>	<b>2564</b>

GRADUATE	MS/MA	Total
MANAGEMENT IN EDUCATIONAL INSTITUTIONS	24	24
<b>GRADUATE SCHOOL OF EDUCATIONAL SCIENCES TOTAL</b>	<b>24</b>	<b>24</b>
INTERACTIVE COMPUTING AND INFORMATION SYSTEMS	12	12
ENGINEERING MANAGEMENT (WITH/WITHOUT THESIS)	23	23
ARCHITECTURE AND URBAN STUDIES (WITH THESIS)	1	1
APPLIED DATA SCIENCE (WITH THESIS)	4	4
<b>GRADUATE SCHOOL OF SCIENCE AND ENGINEERING TOTAL</b>	<b>40</b>	<b>40</b>
DEVELOPMENTAL FOCUSED CLINICAL CHILD AND ADOLESCENT PSYCHOLOGY	28	28
<b>GRADUATE SCHOOL OF SOCIAL SCIENCES TOTAL</b>	<b>28</b>	<b>28</b>
<b>TOTAL NUMBER OF GRADUATE STUDIES</b>	<b>92</b>	<b>92</b>
<b>UNIVERSITY TOTAL</b>		<b>2656</b>

**Table 2. Full Time Academic Employees**

Prof.	Assoc. Prof.	Dr. Faculty Member	Lecturer	Instructor	Research Assistant	Total
21	7	64	3	65	45	205
Assistant	Total					

**Table 3. Distribution of Faculty Members & Research Assistants by Faculties**

FACULTY	Faculty Member	Research Assistant
Faculty of Architecture	13	6
Faculty of Arts And Sciences	19	3
Faculty of Education	22	7
Faculty of Economics And Administrative Sciences	13	9
Faculty of Engineering	28	20
<b>Faculty Total</b>	95	45
English Language School	65	
<b>Grand Total</b>	160	45

**Table 4. Number of Full Time Administrative Employees**

Unit	Number
Registrar's Office	4
Information Technologies	9
Health Center	2
Assistive Services	17
Administrative Affairs	23
Financial Affairs	6
Academic Affairs	13
Library	3
TEDU Economic Enterprise	19
<b>TOTAL</b>	<b>96</b>





## *Vision, Mission, and Core Values*

### **Vision**

TED University aims to be inspiring and unique in providing a transforming and liberating educational experience; and produce knowledge and create solutions through interaction with the town and the society.

### **TED University Mission**

TED University carries the mission of fostering graduates that are creative, multifaceted, 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; 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; and being a transparent, accountable, trustworthy and open-to-learning institution aiming at continuity and sustainable development.

### **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

Reading



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## Basic Strategic Priorities

To reach our objectives stated in our vision and mission statements, we focus on four strategic pillars in the present strategic plan:

### **1- Providing a transforming and liberating educational experience.**

We aim to educate the leaders of tomorrow's generations. For this, we provide an environment in which our students can grow into well-rounded individuals with the ability to reason and think critically, communicate effectively, and lead ethically. We encourage teamwork, foster sensitivity to the environment, support our students to be active in arts, culture and sports; and cultivate intellectual passions toward life-long learning. We develop and use innovative teaching methods and curricula with a careful balance of depth-to-breadth. Our drive for excellence in English language teaching complements our educational efforts.

### **2- Generating new knowledge and innovative solutions.**

We aim to develop a diverse academic environment that contributes to the world of science and human advancement. We encourage scholarly research that pushes the boundaries in disciplines and inter-disciplinary efforts that engage our students. We support our faculty's research activities, along with their efforts to develop innovative teaching methods and projects to address social problems. We support our faculty to be impactful actors of our city's and country's cultural and social life and bolster their efforts to produce scientific, cultural and artistic outputs to the world's agenda.

### **3- Becoming a city university with high social impact.**

We aim to become an exemplary city university in Turkey, and aim to leverage our location in the heart of Ankara and our ties with the TED community. We harness our students' energy, academics' knowledge and organizational capacity towards finding innovative solutions to relevant social problems. To achieve this, we shall focus on community building, capacity enhancement and facilitation methods and aim to assume the role of a community center for Ankara.

### **4- Championing transparency and good governance.**

As a young university that aims to be unique and well-respected, we attach utmost importance to our institutionalization process. Transparency, fairness, responsiveness and accountability are our principles throughout all processes. With effective governance, we aim the highest standards in quality management and we prioritize the professional development of our staff. Stratejik alanların yanı sıra uluslararası ortamda yüksek görünürlük ve tanınırlığa ulaşmayı hedefliyoruz. Akademik programlarımızın uluslararası boyutlarını geliştirmek, Üniversitemizin uluslararası bağlantılarını ve işbirliklerini artırmak konularında etkin bir şekilde çalışıyoruz. Yüksek eğitim ve akademik araştırma dünyasında uluslararası ve çok kültürlü bir merkez haline gelebilmek için yaklaşımlarımızı geliştiriyoruz.

Besides these strategic pillars, we would like to achieve high visibility and recognition in the international arena. We effectively utilize our programs with international dimensions and strengthen our university's international connections and partnerships. We aim to become an international and multi-cultural center in higher education and research, and develop our curricula accordingly.

## Strategic Pillars, Initiative and Actions

Str. Pillar	Strategic Initiative	Strategic Action	
Liberal Arts (LA) Education	Revising and Improving the Infrastructure for LA Education	1.1	Empowering Basic Sciences Unit
		1.2	Enhancing academic advisory and mentorship
		1.3	Empowering students' affiliation and adjustment
		1.4	Fostering civic engagement
		1.5	Capacity Building of CTL
		1.6	Mainstreaming LA Education
	Curriculum Reform	2.1	Developing and ensuring curriculum reform processes
		2.2	Incorporating LA competencies and skills into our courses
		2.3	Planning, designing and offering new secondary fields in the frame of LA Education
		2.4	Adding more diversity into Common Core
		2.5	Researching & developing student-centered education models
	Advocacy for LA Education	3.1	Raising awareness of TEDU community and public about LA education.
		3.2	Trend Analysis and Roadmapping TEDU LA Strategy
	English Language Excellence	4.1	Enhancing the ELS Curriculum
		4.2	Improving English language proficiency of students through extra-curricular activities
		4.3	Continuing Professional Development for ELS instructors
		4.4	Improving English language proficiency of undergraduate students
Selected Research Excellence	Enhancing Research Faculty Profile	5.1	Promoting high performance in research activities
		5.2	Attracting visiting scholars, post-docs & researchers
		5.3	Designing mentoring programs for faculty members
		5.4	Development of endowed faculty positions using external funding
	Identification and Supporting of Strategic Research Areas	6.1	Developing the methodology for identifying strategic research areas
		6.2	Formulating strategic research themes across disciplines
		6.3	Fostering research groups with a potential to evolve into Research Centers
		6.4	Establishing internal support mechanisms for each acknowledged research area
		6.5	Expanding external research funding resources
		6.6	Enhancement of research output
		6.7	Establishing criteria for management of Intellectual Property Rights (IPR)
	Strengthening the Institutional Research Structure and Capacity	7.1	Establishing policies and principles for funding TEDU research area
		7.2	Capacity building of Research Technology & Innovation Unit
		7.3	Aligning TEDU and Stakeholder Collaboration with current legal framework & developments
	Enhancing collaboration with stakeholders	8.1	Increasing the demand on TEDU know-how and expertise through sharing research and educational outputs with society
	Launching New Graduate Programs and Enhancing the Existing Ones	9.1	Developing and applying methodology of identifying research and professional areas for graduate programs
		9.2	Foster and utilize domestic and international joint degree graduate programs



Str. Pillar	Strategic Initiative	Strategic Action	
Ankara's City University	Community Initiative	10.1	Defining the neighborhood
		10.2	Downtown Improvement
		10.3	Embellishment of the Kolej Metro Station to exhibit the history of Kolej district and TED Ankara College.
		10.4	Kurtuluş Park Collective
	Ankara Better Impact	11.1	Establishing the TEDU Center for Ankara Studies
		11.2	Organization of Ankara-wide activities
		11.3	City and Education Museum
Institutionalization	Reviewing all processes from international perspective	12.1	Encouraging students and staff to increase international experience
		12.2	Supporting and increasing international activities/events on the campus
		12.3	Increasing International Student and Academic/Administrative Staff Recruitment
		12.4	Reviewing institutional identity from the perspective of internal international stakeholders
	Making all TEDU processes effective and efficient	13.1	Enhancement of quality management system
		13.2	Accreditation of academic units
	Recruitment and professional development of competent administrative staff	14.1	Hiring and retaining competent administrative staff
		14.2	Revision of human resources management system
		14.3	Increasing the competency of administrative staff
	Improving physical, technological & financial infrastructure and support	15.1	Realization of virtual campus initiative
		15.2	Reorganization of cafeterias
		15.3	Improvement of campus facilities for disabled
		15.4	Increasing social, artistic, and cultural events on the campus
		15.5	Increasing revenues of TEDU Economic Enterprise
	Improving data infrastructure of TEDU	16.1	Enhancing data security and privacy
		16.2	Digitalization of process workflows
		16.3	Building a business analytics infrastructure

### **Liberal arts education**

#### ***A liberating and transforming education experience***

We aim to educate the leaders of tomorrow's generations. For this, we provide an environment in which our students can grow into well-rounded individuals with the ability to reason and think critically, communicate effectively, and lead ethically. We champion teamwork, foster sensitivity to the environment, encourage our students to be active in arts, culture and sports; and cultivate intellectual passions toward life-long learning. We develop and use innovative teaching methods and curricula with a careful balance of depth-to-breadth. We bolster our efforts in education with our determination to achieve perfection in English language teaching.

At TEDU our first and foremost strategic priority is to equip our students with the skills, code of conduct and body of knowledge that the new century requires, through liberal arts education. In this context, all layers and members of our community should be fully aware of and internalize the merits of liberal education. We know that being a small and new university offers challenges in delivering the breadth and depth that liberal education requires. However, we are committed to implement all pillars of this strategic plan in such harmony that major outcome will be placing TEDU as the pioneer of liberal education in Turkey.

In achieving successful liberal arts education in the Turkish context, we know that we have to be realistic. In Turkey, K-12 education tends to focus on knowledge memorization rather than skill development, which leaves critical gaps in these skills at the tertiary level. Basic skills such as critical thinking, communication, creativity and innovation, group work, dealing with diversity and adversity, life skills, and probably most importantly, learning and loving to learn are critical for a meaningful and successful life. These skill sets become even more critical for universities if the K-12 education in a given context does not emphasize or cannot achieve them. Specialized area courses dominate the curriculum and leave very little room for common core subjects. The public is in large part not bothered by this orientation, as most parents, and implicitly students themselves, are focused on a specific career rather than preparing for an ever changing and uncertain work environment.

Recognizing the importance of liberal education and interdisciplinary work is not something new at TEDU. We would like our students to possess the ability to think critically, to express their thoughts clearly in writing and speaking, to be able to understand science and humanities, to experiment with and appreciate art, to ask questions and find solutions, to think creatively and innovate. While TEDU is organized around traditional disciplines like most universities, it is clear that the success of our students and the University will depend on encouraging and embracing an interdisciplinary approach. This does not mean that the University is or should be on the verge of abandoning core disciplines or departments. Such units are vital to maintaining and promoting the prestige of the University, securing academic jobs for our students and efficiently sharing research results. It is also clear that the most important skills that will facilitate success to our students in life are obtained by liberal education and most advances in science and knowledge require students and faculty to cross disciplinary boundaries.

The Strategic Plan Advisory Committee (SPAC) also suggests that TEDU contemplates the development of joint programs where intellectual synergies across fields can best be identified. We propose that hiring and promotion procedures are rethought in a way that enhance and reward interdisciplinary work.

The SPAC Working Group on Liberal Arts developed four initiatives, namely:

## **Revising and improving the infrastructure for liberal arts (LA) education**

This initiative aims to improve LA education in TEDU in general. It specifically aims to revise and reorganize Basic Sciences Unit to further develop the curriculum within contemporary needs and to enhance the capacity of CTL both for “teaching & learning” and “testing & measurement” aims.

LA education gives priority to the development of individual (personal development) rather than acquisition of vocational knowledge. LA education prepares students for a modern and complex world that necessitates writing and speaking effectively, thinking critically and creatively, acquiring problem solving skills, and being flexible and adaptable.

We aim to actualize the following actions in line with this initiative:

### **1- Empowering Basic Science Unit (BSU)**

Assigning responsibility for the coordination of six fields (mathematics, physical sciences, social sciences, humanities, literature and art) of Common Core Courses to full-time TEDU faculty to ensure high quality learning. The faculty of BSU should embrace LA philosophy and pedagogy.

### **2- Enhancing academic advisory and mentorship**

Enhancing the role of Dean of Students, Career Center, and mentorship for career planning objectives. Strengthening the academic advisory system for academic success and satisfaction of students.

### **3- Empowering students' affiliation and adjustment**

Establishing an administrative new unit to develop new courses in order to facilitate students' transition to university life and to professional life.

### **4- Fostering civic engagement**

We deem it as an inevitable part of university experience to raise students' awareness of social responsibility. Thus, it is essential to enhance coordination between Directorate of Research, Technology and Innovation (RTID) and Student Clubs in order to provide students with a better insight of the concept of civic engagement.

### **5- Capacity building of Center for Teaching and Learning Unit (CTL)**

Capacity building of CTL to ensure a sustainable instrumental and technical support to the faculty for active learning, blended learning, novel and innovative technologies for teaching and learning. A sub-unit will be established under the CTL for testing, measurement and evaluation of LA education learning outcomes and statistical evaluations of performance indicators of the University.

### **6- Mainstreaming LA Education.**

Ensuring the sustainability of LA education philosophy and pedagogy for the whole faculty through orientation programs, documents, workshops and seminars.

## *Strategic Initiative 2:*

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### Curriculum reform

Curriculum reform is an ever revolving process. Curriculum reform will aim to enhance general learning outcomes for LA education declared as having knowledge of human culture and world, increase in intellectual and practical skills, gaining personal and social responsibility, and establish integrative and applied learning.

We aim to actualize the following actions in line with this initiative:

#### **1- Developing and ensuring curriculum reform processes**

Setting up a “LA Curriculum Committee”, comprising TEDU representatives, outside academic experts and industry leaders. Ensuring effective coordination during curriculum reform and reviewing the curriculum regularly.

#### **2- Incorporating LA competencies and skills into our courses**

Contemporary LA competencies and skills that mentioned above should be implemented in our courses in a sustainable and measurable way. Likewise, each department should have one course on ethics, in accordance with university wide policy; e.g. each program should include a course on ethics or a few weeks to be spent on the subject.

#### **3- Planning, designing and offering new secondary fields in the frame of LA education**

Planning, designing and offering new secondary fields to widen the learning perspective of students and to enrich our curriculum.

#### **4- Adding more diversity into Common Core Program**

Adding more options on natural and social sciences, arts, literature, and humanities.

#### **5- Researching & developing student-centered education models**

Researching & developing student-centered education models to create innovative university education approaches.





## Advocacy for liberal arts (LA) education

LA Education is a relatively new concept both for undergraduate students and their families in Turkey. Therefore, it is necessary to advocate the LA education System in and outside TED University. We, as TED University, aim to take responsibility and advocate the importance of LA education.

We aim to actualize the following actions in line with this initiative:

### **1- Raising awareness of TEDU community and public about LA education**

Raising awareness of TEDU community and public about LA education by utilizing diversified environments and mediums for communicating our vision for liberal education and building a national and global network and consortia with other universities focusing on liberal education to share experiences.

### **2- Trend analysis and roadmapping TEDU LA strategy**

Performing global trend analysis on LA education through benchmarking to determine roadmapping.



## *Strategic Initiative 4:*

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### English language excellence

Medium of education in TED University is in 100% English. Our goal is to empower our graduates with not only knowledge in their fields of study but also academic English language skills at an advanced level that will serve them in their continuing academic and professional careers. The objectives of the program are to create successful English medium instruction at TEDU through:

#### **1. Enhancing the ELS Curriculum**

Revising and enhancing the ELS Curriculum regularly in order to educate students who can express themselves written and orally in their academic studies and in their professional life. We aim to launch a wholly new ELS curriculum in this strategic plan term, revising the program outputs of the current curriculum. Also, we are going to perform the measurement of external validity of the English Proficiency Exam of TEDU.

#### **2. Improving English language proficiency of students through extra-curricular activities**

Increasing writing and communication center use by students and expanding the language in the disciplines program to all undergraduate programs.

#### **3. Continuing professional development for ELS instructors**

Continuing professional development for ELS instructors through peer observations, active learning seminars and workshops.

#### **4. Improving English language proficiency of undergraduate students**

Updating compulsory English courses at undergraduate programs with a new approach. Introducing new elective courses for the students who are willing to improve their English proficiency beyond advanced level.



## Selected research excellence

### ***Generating new knowledge and innovative solutions***

We aim to develop a diverse academic environment that contributes to the world of science and human advancement. We encourage scholarly research that pushes the boundaries in disciplines and interdisciplinary efforts that also engage our students. We aim to encourage research and collaboration of our faculty, especially in interdisciplinary fields.

We recognize that research is an indispensable part of higher education and that attracting top talent is only possible through providing them a viable environment for research. At the same time, we can take advantage of our small size and focused faculties and find ways to compete with the research universities in Turkey and abroad. Through creatively and strategically mobilizing our resources, we will identify niche research areas and strive for selected research in those areas. We may not be present in all of the research topics, but we will encourage our faculty to produce great and impactful research in a number of selected areas. In such areas, we will build partnerships in education, research, and innovation, nationally and internationally.

We also respect the individual choices of our faculty members and staff, in terms of what they would like to focus on in advancing their own careers. Investing in our disciplinary strengths, we will enhance the quality, quantity and impact of our research. We see it as our top strategic priority to attract and retain top talent, and we will find creative ways to encourage high quality and innovative research.

The SPAC working group on research excellence has decided to develop five initiatives on five key strategic issues:



### **Enhancing research faculty profile**

YIt is a fact that university level education is nurtured by an environment that incorporates education, research and innovation in a balanced manner and champions creativity and intellectual contribution at all levels. Research is needed for new knowledge generation and is essential for faculty to competently keep up to date with the latest developments in the taught discipline.

We know that for proper teaching and mentoring the students, and equipping them with the necessary know-how and skills; it should be our top strategic priority to attract and retain the top talent in faculty profile. It should be one of the highest strategic priorities to turn TED University into a center of attraction for high quality academics.

In order to do that, we should provide the faculty with the flexibility to pursue their academic research interests to advanced levels and enrich TEDU learning and teaching environment with global impact of research excellence. This requires a systematic approach to define rules for multi-tracking categories to properly distribute the workload between research and teaching activities for the faculty, and how to monitor, sustain and continuously improve it.

In line with this initiative, we aim to actualize the following actions:

#### **1- Promoting high performance in research activities**

We aim to develop a new promotion system for our faculty with high-level research performance benchmarking with similar examples in the world.

#### **2- Attracting visiting scholars, post-docs & researchers**

We plan to make necessary preparations to be able to invite visiting scholars, post-docs & researchers to increase research potential of the University.

#### **3- Designing mentoring programs for faculty members**

Designing mentoring programs for faculty members to increase collaboration among faculty members inside and outside of the University.

#### **4- Development of endowed faculty positions using external funding**

Introducing “endowed chair” practice to our country and create lecturer positions funded completely by external sources.



## Identification and supporting of strategic research areas

This strategic initiative aims to complement, support and scale up the research efforts of our faculty members and will help channel the research into high impact outputs by prioritizing interdisciplinary and niche areas.

In building our research competence, we will adopt a gradual approach to research excellence. Throughout this initiative, we will first lay out principles in identifying themes for research excellence, from which the research groups will be formed, and later on transforming into centers. The strategic research areas could be jointly identified by the University administration and faculty. Overall, we emphasize and tackle the possible governance issues of research centers, in terms of financial and administrative matters.

We aim to actualize the following actions in line with this initiative:

### **1- Developing the methodology for identifying strategic research areas**

Developing the methodology for identifying strategic research areas to increase research potential of the University as well as for the efficient use of our institutional resources.

### **2- Formulating strategic research themes across disciplines**

Formulating strategic research themes across disciplines to increase collaboration among the faculty members from different departments.

### **3- Fostering research groups with a potential to evolve into research centers**

We aim to identify necessary mechanisms for the evolution of interaction between faculty members and students into research groups and eventually into research centers.

### **4- Establishing internal support mechanisms for each acknowledged research area**

We plan to prepare a guideline for institutional policies on managing institutional funds to be utilized for the research areas determined by institutional decisions.

### **5- Expanding external research funding resources**

Improving our research performance by increasing research projects funded by national or international resources.

### **6- Enhancement of research output**

We are willing to increase our institutional goals in terms of printed scientific articles and citations related to TEDU in this strategic plan term. We aim to reach 1.0 for the average number of articles per TEDU faculty member per year in 2022.

### **7- Establishing criteria for management of Intellectual Property Rights (IPR)**

We plan to prepare a document on the policies and principles for the implementation of TEDU Intellectual Property Rights to support the faculty members in terms of their research outputs.

## *Strategic Initiative 7:*

### **Strengthening the institutional research structure and capacity**

High-impact research requires setting up relevant strategies, effective implementation of pertinent rules, and mobilization of many resources that are working harmoniously together within the institution and with the ecosystem it interacts. To this end, this strategic initiative aims to strengthen the institutional structure and capacity of TEDU by defining principles and mobilizing resources for faculty to develop abilities to perform effective, efficient and sustainable research. This encompasses strengthening research capacity at the levels of individuals, research groups and institutions such as Research Centers, and incorporates collaborative studies with other universities, governmental agencies, and industry/business world.

We aim to actualize the following actions in line with this initiative:

#### **1- Establishing policies and principles for funding TEDU research area**

Providing guidelines to the faculty members about the University policies on institutional research funds.

#### **2- Capacity building of Directorate of Research, Technology & Innovation**

Providing official support to the faculty members and to increase research potential of the University through employment of expert staff specialized on fund raising, intellectual property rights and cooperation between the University and industry.

#### **3- Aligning TEDU and stakeholder collaboration with current legal framework & developments**

Development and realization of a model for collaboration between the University and the industry in line with our founding philosophy, needs and infrastructure.



## Enhancing collaboration with stakeholders

The main target of this strategic objective is to increase TEDU research visibility via creating and enhancing strategic partnerships and collaborations in research and innovation - regionally, nationally and internationally. The motivation behind this attempt is to increase academic impact through sharing research and educational outputs with society, to augment the demand on TEDU know-how and expertise and to grow research revenues.

We aim to actualize the following action in line with this initiative:

### **1- Increasing the demand on TEDU know-how and expertise through sharing research and educational outputs with society**

Increasing the demand on TEDU research capacity through raising awareness among public and the TED Family. Thus, stimulating the activity of TEDUTECH and Continuing Education Center by offering contracted research, consultancy, training and certificate programs.



## *Strategic Initiative 9:*

### **Launching new graduate programs and enhancing the existing ones**

Continued efforts to promote interdisciplinary and niche area graduate programs in accordance with the actions for developing research areas will be pursued. The strategy will incorporate the criteria of the Council of Higher Education for graduate programs. The efforts will include collaboration among departments and seek differentiations from already established graduate programs in Turkey. Each program will be supported by a feasibility study addressing the financial burden of the program and the financial needs that will be met. In the context of establishing new graduate programs, demands that can be generated from public agencies and industrial organizations will be taken into consideration. The requirements for running and monitoring graduate programs will be defined; such as submitting annual reports on the performance and financial analysis.

The guidelines for the scholarship allocations in order to attract qualified candidates in graduate programs will be prepared and new mechanisms will be designed to attract external funds for the graduate scholarships.

Synergies with the Strategic Pillar about Internationalization will be looked for; in order to create and enhance strategic partnerships and collaborations in graduate programs, both in Ankara and also nationally and internationally.

We aim to actualize the following actions in line with this initiative:

#### **1- Developing and applying a methodology of identifying research and professional areas for graduate programs**

Determining guidelines for the new graduate programs to be opened at the Graduate School during the strategic plan term. In line with these guidelines, increasing the number of graduate and doctoral programs as well as the number of students attending to the graduate programs at TEDU.

#### **2- Foster and utilize domestic and international joint degree graduate programs**

Increasing our collaboration in graduate education with other universities by utilizing at least one domestic, and one international joint degree graduate program.





## Ankara's city university

### ***Becoming a city university with high social impact.***

TEDU is a university designed to offer education to maximum 5000 students on its historical campus site, situated at the heart of Ankara, which has bestowed its name "Kolej" to the surrounding neighborhood. With all its features, TEDU is a typical "urban university", not only because of its location and compactness. We aim to become an exemplary city university in Turkey, and aim to leverage our location in the heart of Ankara and our ties with the TED community. We harness our students' energy, academics' knowledge and organizational capacity towards finding innovative solutions to relevant social problems. For this, we focus on community building, capacity enhancement and facilitation methods and aim to assume the role of a community center for Ankara.

TEDU campus is located at the center of Ankara, within walking distance to most ministries, commercial centers as well as art and cultural activities. Ankara is not an ordinary city; it is the capital of a country with 80-million population and with its own size of 4.6 million people, it is the fifth largest city in Europe. Ankara is also a rapidly transforming economic center. At the heart of this is a very large public administration body, supported by education and health clusters together with growing high-tech industries, in ICT, defense and machinery sectors, among many others.

We are aware that being simply at the center of Ankara does not automatically ensure civic engagement and contribution to society. With our new strategy, we will be leveraging our location for developing creative solutions to social problems. In the short term, we aim to build platforms through which we can coordinate closely with stakeholders in our vicinity. These platforms will be designed to produce creative and innovative solutions. In the medium term, we hope to develop similar platforms with almost all relevant stakeholders in Ankara and contribute to decision-making processes for the future of the city. As an active player in city's governance, we will be hosting and contributing to the major festivals and cultural and art-related activities in the city.

We aim to become a model, both in Turkey and internationally, in terms of how we contribute to the solutions of social problems. We will mobilize TEDU's energy, knowledge and organizational capacity through employing methods such as community building, capacity enhancement and facilitation. We want to open the doors and facilities of our university to the city and citizens. We aim to foster inclusiveness through helping various stakeholders to become part of strategy, decision-making and implementation processes in the city.

We will synchronize our university's agenda with that of the city. Our academic staff's research interests will be inspired by the agenda of the citizens. Parts of our activity calendar will be coordinated with that of the major events in the city. We will maximize our positive social impact through participatory, implementable and sustainable means.

The SPAC Working Group on City University has decided to develop two strategic initiatives:

### Community initiative

The main purpose of this initiative is to define and understand neighborhood in order to enhance our contribution to the community as a city university. To this end, we can develop strategies to provide downtown improvement, mainly for Kolej and Yenisehir Districts, to embellish Kolej Metro Station, develop strategies about collective use of Kurtuluş Park as a City University.

We aim to actualize the following actions in line with this initiative:

#### **1- Defining the neighborhood**

We aim to map the neighborhood and to get acquainted more closely with trade and neighborhood relations thereof through field observations. We aim to use related data in our academic studies, chiefly at Sociology, City and Regional Planning, and Architecture departments, as well as for enhancing our efforts to contribute to the community.

#### **2- Downtown improvement**

Downtown improvement by developing and applying multi-stakeholder projects in terms of social and physical improvement in our neighborhood, Yenisehir and Kolej Districts.

#### **3- Embellishment of the Kolej Metro Station to exhibit the history of Kolej district and Ankara College**

Embellishment of the Kolej Metro Station, located in the center of our campus, so that to exhibit the history of Turkish Education Association, TED Ankara College and TED University.

#### **4- Kurtuluş Park collective**

We aim to improve Kurtuluş Park, one of the largest parks in the center of Ankara, which is situated in our neighborhood. We aim to enrich the Park with several projects to be developed in collaboration with other universities, public utilities, NGOs and the municipalities within the strategic plan term.

### Ankara better impact

In order to improve our contribution to Ankara, it is essential for the University to develop its capacity through continuous scientific research, and elaborate methods and tools to disseminate knowledge. Every academic unit should develop a road-map compatible with this initiative, with regard to a calendar year and concern.

We aim to become an exemplary city university in Turkey, and aim to utilize our location in the heart of Ankara, and strengthen our ties with the locality, in the legacy of TED community. We harness our students' energy, academics' knowledge and organizational capacity towards developing innovative solutions to urban issues. For this, we focus on community building, capacity enhancement and sustainable facilitation methods and aim to assume the role of an academic hub for the City.

We aim to actualize the following actions in line with this initiative:

#### **1- Establishing the TEDU Center for Ankara Studies**

We can conduct our social, cultural and academic studies, as part of our mission as a city university, in a more systematic and institutional way by establishing a practice/research center. To this end, we are planning to establish the TEDU Center for Ankara Studies to strengthen our identity as a city university through academic, social and cultural activities.

#### **2- Organization of Ankara-wide activities**

Our contributions to Ankara and solution offers for Ankara-related matters can be enhanced through collaboration with other stakeholders. To this end, we aim to organize academic and cultural events and activities with broad participation to support contributions to Ankara made by different faculties and departments of the University.

#### **3- City and Education Museum**

We aim to crown our efforts to become a city university through building a museum focusing on the history of Turkish education and Kolej District.



### Institutionalization

#### ***Championing transparency and good governance***

As a young university that aims to be unique and well-respected, we attach utmost importance to our institutionalization process. Transparency, fairness, responsiveness and accountability are our principles throughout all processes. With effective governance, we have the highest standards in quality management and we prioritize the professional development of our staff.

We recognize that institution building is a long-term process that requires stable leadership, continuous improvement, and patience. One of our strategic priorities is to maintain a very high standard level of English language throughout the curriculum and aim to widen it to the entire campus life.

We want each member of our faculty to be good teachers, innovative researchers and passionate contributors to society. We also want them to take an active role in the governance of our university. In addition, we want our administrative staff to be highly competent and be able to implement the University's mission as well as deliver/facilitate the strategic initiatives outlined in this report.

We will have a firm commitment to meritocracy at all levels. Quality management practices were defined in the first strategic plan, and we'll do our utmost to take them to the next level. Recruitment efforts will be carried with a strategic perspective, and in line with the goals and priorities outlined in this strategic plan.

The SPAC Working Group agreed on developing five initiatives under this pillar:





## **Reviewing all processes from international perspective**

Since its foundation, TEDU has given strong emphasis to the internationalization of the University. As a progressive academic institution offering an integrated approach to higher education and a high quality student-focused educational experience, integrating internationalization in its education, research, students and staff has always been a key component of the internationalization efforts. Thus, the international orientation includes all aspects and all stakeholders of university life.

In order to achieve this, TEDU is committed to pursue constant improvement of the quality of education parallel to the international standards; to enhance international reputation of the University; to be an appealing institution for international students and staff; to respond to cultural diversity within the University and to establish it as a part of our cultural wealth; and to comply with cross-institutional internationalization.

We aim to actualize the following actions in line with this initiative:

### **1- Encouraging students and staff to increase international experience**

Enhancing partnerships and networks in the international academic community, and by this way providing more exchange opportunities for students and staff through Erasmus+ and other mutual/multiple agreements.

### **2- Supporting and increasing international activities/events on the campus**

Increasing the number of events and activities like summer schools, culture festivals for international students, international congress and workshops.

### **3- Increasing international student and academic / administrative staff recruitment**

Recruiting more international students and staff by obtaining institutional and program-based accreditation, being visible in international university rankings, attending education fairs abroad, having partnerships with recruitment agencies, making online marketing and promotional activities.

### **4- Reviewing institutional identity from the perspective of internal international stakeholders**

Supporting learning, teaching and living experiences that are meeting the needs and expectations of international students and staff by increasing number of staff speaking at least one foreign language, making bilingual announcements within the University, continuing to implement globally oriented curriculum, and organizing orientation programs.

### **Making all TEDU processes effective and efficient**

TEDU attaches great importance to quality assurance since its inception. Quality processes were defined and complemented with strategic planning as well as monitoring and evaluation mechanisms. In 2016 TEDU participated to European University Association's (EUA) Institutional Evaluation Program and volunteered to become the pilot university for Council of Higher Education's (YÖK) Institutional External Evaluation Program.

The first strategic plan, which was prepared at the establishment period of the University, foresees a comprehensive revision after first graduates in 2016-2017 year. The revision is required particularly on administrative processes which had not been detailed at the outset based on the premise that the administrative units would gradually evolve and detail their procedures on their own.

Moreover, efforts to improve existing practices and define new procedures had already been started after EUA and YÖK external evaluations in 2016. In this context key processes have been overhauled including, among others academic promotions, research assistance, scholarship, staff leaves and procurement.

Academic procedures have been extensively described in the quality assurance handbook which encompasses all processes and procedures in a single document. However, as the new procedures have been developed and approved as standalone directives there is an emerging risk to manage dualities and loopholes are likely to exist. Therefore, as new procedures are developed or existing ones are revisited the quality handbook shall be transformed into an overarching document which briefly indexes main processes and provides references to key procedures. An improved quality assurance system shall be developed and operationalized. Quality assurance system certification is a good means to improve the existing rules and mechanisms. Such a certification shall be acquired in the implementation term of this strategic plan.

We aim to actualize the following actions in line with this initiative:

#### **1- Enhancement of quality management system**

Administrative procedures had not been detailed when the first quality processes and procedures were developed so as to create flexibilities needed in the first years after the establishment of the University. Quality Assurance Unit (coordinated by both academic and administrative co-directors) shall work closely with relevant units to develop documentation of major processes and procedures. Reviewing the institutional quality handbook, as well as applying for quality management certification and developing information architecture for quality assurance will be required.

#### **2- Accreditation of academic units**

National and international accreditation processes will be vital for academic quality assurance and international recognition of TEDU.

## **Recruitment and professional development of competent administrative staff**

The limited number of administrative staff who worked in the initial years of the TED University, redeemed themselves in a short period of time, and became competent and efficient in their daily responsibilities. This required a sense of belonging and willingness for cooperation and multitasking, all of which were present at a very satisfactory degree. Over the years, the University found itself in need of quickly expanding the number of administrative personnel in parallel with the faculty, which necessitates defining the responsibilities and processes for each administrative function.

The University realizes the importance of the quality and competence of administrative staff for the smooth functioning of operations supporting academic activities. Thus the staff is expected to exhibit a positive attitude in regards to their responsibilities, have good interpersonal communication skills, take initiative when necessary and last but not least embrace a general perspective that is in line with TEDU values. As the academic quality can only be achieved in the presence of a seamless harmony between academic and administrative personnel and an effective utilization of the limited resources. This kind of harmony, of course, would both require and accentuate institutional identity and an environment of professional trust. Consequently, in the beginning of the second term of its strategic planning effort, it became more essential than ever to define all processes in a more transparent and institutional manner.

We aim to actualize the following actions in line with this initiative:

### **1- Hiring and retaining competent administrative staff**

Recruitment and retention of administrative personnel in line with TEDU's values, equipped with interpersonal communication and technical skills and relevant work experience, English language proficiency and ability of multitasking.

### **2- Revision of human resources management system**

This system should include performance-based retention and raise system for the administrative personnel by defining career paths in line with performance evaluation results, certification and training programs.

### **3- Increasing the competency of administrative staff**

Development of the competency of administrative staff will be possible by establishing a transparent institutional culture and a work environment based on mutual trust.

## Improving physical, technological & financial infrastructure and support

ATEDU Campus is located at the very city center as two main areas bestride Ziya Gökalp Avenue. These two areas are connected to each other by a pedestrian underpass. Both campus sides include buildings which are acknowledged as cultural heritage. All interior of these buildings are re-designed and equipped with modern technologies.

In 2017, the number of undergraduate students reached approximately to 2500; however, campus facilities are designed to serve for 4500 undergraduate students. Although all construction works are completed, organization of facilities will be reorganized as the University population reaching to its optimal level. The number of classrooms, laboratories and meeting halls are currently responding to university's needs; however, more facilities for socialization, cultural activities and recreation spaces will be required in the new strategic period.

In the near future, main expenditures about technological infrastructure of TEDU will be maintenance and updating costs. In addition to these, technological systems will aim to assist supportive educational practices such as developing online course contents and remote access to academic software.

Financial structure of TEDU depends heavily on tuition revenues. In the new strategic term other income items such as research revenues, revenues earned by TEDU Commercial Enterprise, Continuing Education Center, dormitories, and sponsorships are intended to be increased.

We aim to actualize the following actions in line with this initiative:

### **1- Realization of virtual campus initiative**

Virtual Campus Initiative's main objective is virtualization of all academic software programs to enhance the accessibility of TEDU academic resources by TEDU students and personnel, and optimize the use of computer labs.

### **2- Reorganization of cafeterias**

Main cafeteria currently operates only in lunch time mainly for TEDU employees. Cafeteria will be reorganized as a "living space" both for employees and students.

### **3- Improvement of campus facilities for disabled**

Despite buildings of TEDU campus are disabled-friendly, navigating between two campus areas are impossible for disabled people. A solution should be found by either installing wheelchair escalator to tunnel or constructing elevators for both sides of Ziya Gökalp Avenue. Plug-in software for TEDU web page and screen reader machines in libraries will be installed for visually disabled people.

### **4- Increasing social, artistic, and cultural events on the campus**

The tunnel can add value to TEDU social-cultural life. Tunnel space will be used as an art gallery and cultural venue. Additionally, one of the existing classrooms or interior space will be re-designed to enable art workshops and art education.

### **5- Increasing revenues of TEDU Economic Enterprise**

This action aims to increase the total financial contribution of TEDU Economic Enterprise to TEDU budget by fostering the activities of Continuing Education Center, dormitories and sports center.



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## Improving data infrastructure of TEDU

During the foundation period, TEDU had extensively invested in its enterprise information system deploying latest technologies to build a long term, sustainable infrastructure. University business processes have been prioritized and implementation based on this prioritization has been realized within the enterprise information system. The core business processes of the University have been covered within the first 2 years of previous strategic planning period. Within the following 3-year period, extension to other business processes and upgrade of Universities enterprise portal with a mobile friendly user interface have been realized and TEDU enterprise information system has even been featured as a success story in technology meeting platforms.

However, the advancements in technology and the continuously evolving requirements in university business processes still leaves a lot to be covered within the enterprise information system. Within the period of TEDU's second strategic plan, the main focus will be on data analysis and reporting. TEDU quality framework requires many performance indicators to be tracked and reported for monitoring and evaluation purposes. This requires frequent data inquiries from the operational units and as the University grows information need to be generated rapidly, or instantly on some cases. Moreover, an analytical reporting interface for senior managers equipped with dashboards and data visualization tools is required so as to make monitoring and evaluation instant and effective. Besides, there are still business processes that need to be digitalized including but not limited to annual faculty reporting, course scheduling, and research grant applications etc., which will improve efficiency in the processes and reduce errors.

TEDU considers data privacy of its students, employees and other stakeholders as a topmost ethical matter. Therefore, TEDU is determined to have, high standards for data privacy and data security for all its business processes. On the other hand, the Law on Personal Data Protection was enacted in 2016 in Turkey and secondary regulations are expected to be operationalized in the term requiring all organizations storing and using private data to comply with strict regulations. Within the scope of the strategic planning period TEDU will take necessary measures including but not limited to complying with regulations.

We aim to actualize the following actions in line with this initiative::

### **1- Enhancing data security and privacy**

A project for ensuring privacy of data for TEDU students, employees and other stakeholders will be carried out. The project's scope will cover both ISO 27001 Information Security Management certification as well as compliance to Personal Data Protection Regulation in Turkey.

### **2- Digitalization of process workflows**

Business processes including annual faculty reporting, course scheduling, and research grant applications etc. will be digitalized and integrated to the enterprise information system.

### **3- Building a business analytics infrastructure**

A web based, user friendly interface will be developed based on performance data reported in the accountability reports produced regularly e.g. TEDU Facts and Figures, Annual Indicators Report, Annual Internal Evaluation Report and Council of Higher Education's External Evaluation Report. The interface will be made available on the web and on mobile platforms.

### Strategic Plan preparation period

The Second Strategic Plan was prepared in a collaborative and participatory manner in order to ensure the engagement of the maximum number of TEDU stakeholders. To this end, the Strategic Plan Advisory Committee (SPAC) was formed bringing together representatives of students as well as the faculty and the staff. Various working groups were established, held interviews and focus group meetings as well as brought together the entire faculty and staff on multiple occasions to discuss interim findings of the process.

The Strategic Planning process entails four major phases:

- 1- First phase (March 2016 - January 2017):** Identifying strategic direction, key pillars, as well as redefining / updating our vision and mission, in line with the pillars
- 2- Second phase (February 2017 - August 2017):** Defining the goals, key concepts and targets
- 3- Third Phase (September 2017 - December 2018):** Operationalizing key concepts, indicators, targets, initiatives, implementation time frame, and cost of actions
- 4- Fourth Phase:** Producing the final version of the Plan

Members of the SPAC in the first phases were elected by their constituencies; there was one faculty representative from each school including one from ELS, one student, and three members from the administrative divisions. Student representation was decided by the TEDU Student Council. The Deans, Vice Rectors and General Secretary were not eligible for election to the SPAC. The first phase of the SPAC delivered the following:

- 1- Desk research, screening examples from Turkey and abroad; focus on liberal arts education
- 2- Identified critical issues, questions and themes (diversity, collaboration, self-realization)
- 3- Set-up three working groups comprising 12-15 members (students/teaching, faculty/research, community/city university), working groups prepared their reports
- 4- Held around 20 face-to-face interviews and two focus group meetings (with faculty, admin staff, students)
- 5- Synthesized all interim findings in early June 2016 and drafted the four key strategic pillars and potential initiatives.
- 6- Iteration period with the University members in July-August 2016, held various meetings to get discuss and get feedback for the draft strategy
- 7- During September-December 2016, SPAC worked on the updating of our vision and mission statement, in line with the strategic pillars
- 8- Discussed the draft vision statement with all faculty and staff on 22 December 2016
- 9- A 10-page document was prepared, that contained both English and Turkish versions of the vision statement, and the revised version of the four strategic pillars

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As we moved on to the second phase of our strategic planning in February 2017, we formed five working groups with the active involvement of students in addition to our faculty and staff. The working groups were formed for each of the pillars and aimed to address the following questions:

- How can we make the four key strategic pillars fully operational?
- What should be our main objectives and targets?
- What should be the critical initiatives and actions? What should be the scope and priorities for such actions?
- How will we be able to monitor the implementation and make sure we are on the right path? How will we “report progress update” for the suggested actions?
- What will be the funding needs? Estimated cost of actions?
- How can we mainstream the key concepts into our routine activities?

Responding to these questions, the Working Groups formed in the Second Phase identified and developed four pillars and sixteen strategic initiatives to operationalize the strategic plan. In the third phase, five task forces formed to finalize strategic pillars and initiatives and also identify actions and key performance indicators of each initiative.

“TED University Strategic Plan: 2018-2022” has been adopted upon approval by University Senate and Board of Trustees.

List of the members who have contributed to the preparation of the plan:

### **1<sup>st</sup> and 2<sup>nd</sup> Phases**

#### **Strategic Plan Advisory Committee**

Ahmet Taşkın Taş (English Language School)

Prof. Dr. Aylin Özman

(Faculty of Economics and Administrative Sciences)

Ayşegül Yavuz (Corporate Research Specialist)

Assist. Prof. Dr. Bilge İmamoğlu (Faculty of Architecture)

Assist. Prof. Dr. Derya Bozdoğan (Faculty of Education)

Esen Çağlar (Strategic Plan Consultant)

Assist. Prof. Dr. İnan Utku Türkmen (Basic Sciences Unit)

İpek Ünlü (Student Representative)

Prof. Dr. M. Murat Tarımcılar (former Rector)

Umut Rodoplu (Information Technology Manager)

Assist. Prof. Dr. Zehra Çağnan (Faculty of Engineering)



### 3<sup>rd</sup> Phase

#### Strategic Plan Working Groups

##### (3<sup>rd</sup> Phase)

##### Liberal Arts Education:

Liberal Eğitim Çalışma Grubu:

Prof. Dr. Melike Sayıl

Prof. Dr. Şinasi Ellialtıoğlu

Assoc. Prof. Dr. Cem Akgüner

Assist. Prof. Dr. Ersan Ocak

##### Selected Research Excellence:

Prof. Dr. Güney Özcebe

Prof. Dr. Aslıhan Salih

Prof. Dr. Kemal Levend Parnas

Prof. Dr. Yüksel Kavak

Dr. Sanem Yalçıntaş Gülbaş

##### Selected Research Excellence:

Dr. Nuray Grove

Elçin Karana

(This group was later merged  
with Liberal Arts Group)

#### Ankara's City University

Prof. Dr. Ali Cengizkan

Prof. Dr. Baykan Günay

Prof. Dr. Kezban Çelik

Prof. Dr. Namık Günay Erkal

##### Institutionalization

Prof. Dr. H. Belgin Ayvaşık

Prof. Dr. Jülide Yıldırım Öcal

Doç. Dr. Mehmet Rüştü Taner

Mualla Çelik Hıdıroğlu

Umut Rodoplu

### 4<sup>th</sup> Phase

Prof. Dr. H. Belgin Ayvaşık

Prof. Dr. Kemal Levend Parnas

Dr. Sanem Yalçıntaş Gülbaş

Berkay Orhaner





## Existing and prospective faculties and programs

2018 – 2019 Academic Year Undergraduate Programs	
Faculties	Programs
Faculty of Education	Early Childhood Education Primary Education Guidance and Psychological Counseling English Language Education Mathematics Education
Faculty of Education	Psychology Sociology Mathematics English Language and Literature
Faculty of Economics and Administrative Sciences	Economics Business Administration Political Science and International Relations
Faculty of Architecture	Architecture City and Regional Planning Industrial Design Interior Architecture and Environmental Design
Faculty of Engineering	Computer Engineering Electrical and Electronics Engineering Industrial Engineering Civil Engineering Mechanical Engineering

Prospective Faculties and Programs for 2018 – 2022	
Faculties	Programs
Faculty of Law*	Law
Faculty of Architecture**	Visual Communication and Design
Faculty of Engineering	Materials Science and Nanotechnology Engineering Software Engineering

### Appendix 3:

## Projection of the number of personnel and students

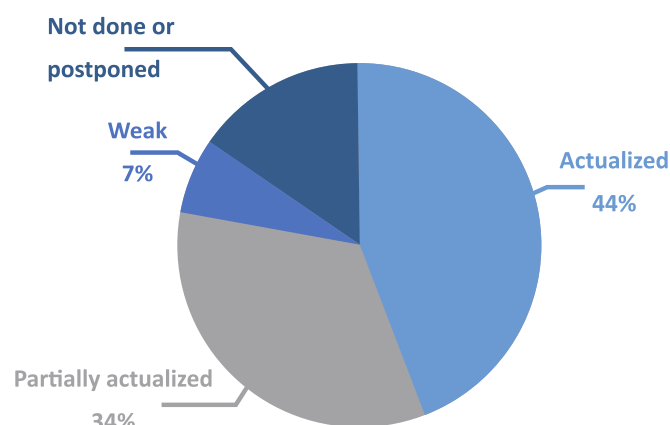
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
<b>Program Numbers</b>					
Undergraduate	21	21	23	24	24
Graduate/Doctoral	9	9	12	15	20

<b>Number of Students</b>					
Undergraduate students	3,140	3,600	4,050	4,400	4,650
Graduate students	100	140	180	200	250
<b>Total number of students</b>	<b>3,240</b>	<b>3,740</b>	<b>4,230</b>	<b>4,600</b>	<b>4,900</b>

<b>Number of Personnel</b>					
Lecturers/Instructors (Full Time)	130	150	170	185	195
Instructors (ELS)	65	70	72	75	78
Research Assistants	65	75	85	92	98
Administrative Personnel	88	95	105	115	122
<b>Total Number of Personnel</b>	<b>348</b>	<b>390</b>	<b>432</b>	<b>467</b>	<b>493</b>

## Evaluation of the Strategic Plan 2013-2017

### Actualization Degrees of 1<sup>st</sup> Strategic Plan Actions



TED University was enrolled its first students in 2012. In the same year, Strategic Plan Committee was also established to develop First Strategic Plan of the University. This plan was prepared for a 5 years' period, starting from 2013 to 2017. Besides its strategic value for our institutional objectives, it is also possible to consider this report as TEDU's action plan for the establishment years.

First Strategic Plan comprised the vision and mission statements, core values and 87 actions. Within the context of 2nd Strategic Planning process, Strategic Planning Committee self-assessed the goals and targets of First Strategic Plan. According to this study, actualization degrees of 87 actions are shown in the table above.

The actions of 1st Strategic Plan were grouped under five main strategic areas. These strategic areas and more information about self-assessment related to each area are summarized below:

#### I. Undergraduate Studies

The number of actions related to undergraduate studies was almost half of the all actions specified in the report. By means of the given weight on this strategic area and owing to the efforts made in this respect, nearly all targets were actualized totally or partially.

#### II. Postgraduate Education and Research:

Although some progress has been achieved about post graduate studies, TED University is still missing about doctoral programs and dual degree graduate study programs, additionally the number of master degree programs are very limited. Five among nine actions are actualized partially or weakly, and two actions related to establishing international dual degree doctoral programs and awarding extraordinary research performance could not be realized.

#### III. Community Services:

Majority of the actions in this strategic area remained uncompleted. Actions regarding to establishing Technology Transfer Office, enhancing university-business partnerships, and attracting alternative financial resources could not be achieved.

#### IV. Financial Structure:

TEDU established its Economic Enterprise for the commercial activities. Actions regarding to financial reporting have been actualized in great extent and therefore all financial operations have been disclosed with full transparency since the establishment of TEDU. Actions related to further developments about budget control and accounting systems could not be realized.

#### V. Institutionalization and Quality Culture:

Regarding to institutionalization, 17 among 20 actions have been completely or partially actualized. According to the self-assessment, targets related to public relations and promotional activities are found insufficient.



# TED UNIVERSITY

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