

**EPOKA UNIVERSITY**

***2013-2017***

**STRATEGIC PLAN**

**“On Creating Public Value”**

## Contents

FOREWORD .....	4
1 - THE STRATEGIC PLANNING PROCESS OF EPOKA UNIVERSITY .....	6
2-SITUATION ANALYSIS .....	7
2.1 FIELD OF ACTIVITY OF THE INSTITUTION AND DEFINITION OF OUTPUTS AND SERVICES .....	7
2.1. A. TEACHING AND EDUCATION .....	7
2.1 B – RESEARCH AND PUBLICATION.....	9
2.1.C – INSTITUTIONAL RELATIONS .....	10
2.1. D – RELATIONS WITH SOCIETY .....	11
2.2. STAKEHOLDERS' ANALYSIS.....	11
2.2. A INTERNAL STAKEHOLDERS .....	11
2.2. B EXTERNAL STAKEHOLDERS .....	12
2.3. INTERNAL ANALYSIS OF THE INSTITUTION.....	14
2.3. A ORGANIZATION OF THE UNIVERSITY .....	14
2.3. B – HUMAN RESOURCES.....	18
2.3. C – INSTITUTIONAL CULTURE.....	21
2.3. D – TECHNOLOGY .....	23
2.3. E SWOT ANALYSIS .....	25
2.3. F – FINANCIAL SITUATION .....	27
2.4 EXTERNAL ANALYSIS.....	28
3 - EPOKA UNIVERSITY – MISSION-VISION- CORE VALUES AND POLICIES.....	29
4 - EPOKA UNIVERSITY STRATEGIC OBJECTIVES .....	30
5 - EPOKA UNIVERSITY'S STRATEGIC PLAN AND PERFORMANCE INDICATORS ...	32
EG.1 SCIENTIFIC STRATEGIC OBJECTIVES .....	32
EG.1.1 Development of the research activities.....	32
EG. 1.2 Increase the number of publications and their quality.....	32
EG 1.3 Organization of Scientific Events and promote participation .....	32
EG 1.4 Increase the number of interdisciplinary projects.....	32
EG.2. EDUCATIONAL STRATEGIC OBJECTIVES .....	32
EG.2.1 Increase the quality of the Bachelor programs .....	33
EG 2.2 Increase the number and quality of Master programs .....	33

EG 2.3 Promote further qualification of the academic staff .....	33
EG 2.4 Integrate the programs with the EU programs.....	33
EG 3. INSTITUTIONAL COLLABORATION STRATEGIC OBJECTIVES .....	34
EG 3.1 Develop relations with Universities in Albania and abroad .....	34
EG 3.2 Develop cooperation with industry.....	34
EG 3.3 Enhance the student-university relations after graduation .....	34
EG 3.4 Strengthen the society – university relations.....	34
EG 4. INSTITUTIONAL DEVELOPMENT STRATEGIC OBJECTIVES.....	35
EG. 4.1 Develop Epoka University institutional culture and identity .....	35
EG. 4.2 Place importance to education advising .....	35
EG 4.3 Establish an effective administration.....	35
6 – STRATEGIC GOALS AND PERFORMANCE INDICATORS TABLE.....	35
7 -COSTING.....	40
STRATEGIC PLANNING BOARD .....	43

## FOREWORD

Hello, and welcome to Epoka.

People make a university great, so whether you are a prospective student, current student, professor, researcher, staff member, graduate, parent, neighbor, or visitor, your interest and enthusiasm are valued and appreciated.

Epoka University founded in 2007, has started its academic activity to respond to the social needs and demands of the region, thinking globally in accordance with academic standards. From its establishment, Epoka has hired distinguished and experienced academic staff which is improving continuously with the self-confident and creative members who see the quality of education as the main objective.

With all teaching, research and development and scientific activities, Epoka aims to reach world standards; our students see their university years neither as merely transactional, nor as simply a three-year exercise in building resumes and gearing up for careers, but as transformational, as a once-in-a-lifetime opportunity to explore new interests and embrace the unfamiliar, to cultivate the creativity, the versatility, and the values that will shape the pattern of their lives. One of our most enduring commitment is to sustain and renew sciences tradition, the wide-ranging, curiosity-driven pursuit of knowledge, in the face of trends toward seeing higher education in increasingly narrow and instrumental terms.

This Strategic Plan is prepared in an all-inclusive manner including the relevant academic and administrative units by considering the university's principles and values as a leading roadmap. In this plan, scientific background and educational field are carefully identified, which may be important building blocks for our university concerns and to achieve our goals for these strategic objectives and activities. Our university has set important targets with the aim to improve developing institutional relations and institutional infrastructure and to sustain its development.

I thank the Board of Strategic Planning and all the involved units for their dedication and the efforts in preparing the strategic plan.

I strongly believe that through a participatory approach of all the units and staff of the University in the implementation of the strategic plan, our University will achieve the objectives set and will strengthen our good institutional tradition.

**Rector**

Prof. Dr. Remzi Altin

## **1- THE STRATEGIC PLANNING PROCESS OF EPOKA UNIVERSITY**

EPOKA University started the strategic management process in 2013 which was led by Prof. Dr. Güngör Turan.

At first, a situation analysis was carried out after gathering all the relevant data and based on that the new Strategic Objectives and Policies of Epoka University were drafted.

After this step, the process of planning started with the participation of all the academic and administrative units of Epoka University. In the first phase of the process, in order to enhance the implementation rate of the plans of the academic and administrative units, it was decided to ensure the inclusion in the process of the respective head of unit. At the same time, necessary trainings were provided to the different collegial organs in the units.

Secondly, all the academic and administrative units prepared their respective strategic plan proposals.

Thirdly, the Strategic Planning Board analyzed the proposals of the units from the perspective of the planning techniques as well as university mission, vision, strategic objectives and SWOT Analysis of University.

As a fourth step, taking into account the units strategic planning, the University's strategic objectives were updated, the goals and activities were determined and the SWOT Analysis was redrafted. The objectives were grouped in four categories: Scientific, Educational, Institutional Relations, and Institutional Development and all objectives were accompanied by performance indicators to measure their accomplishment.

The Epoka University 2013-2017 Strategic Plan is a five year plan, approved by the Decision of the Administrative Board of University No. 01, dated 27.12.2013 and the Decision of the Senate No. 01, dated 30.12.2013.

## 2-SITUATION ANALYSIS

### 2.1 FIELD OF ACTIVITY OF THE INSTITUTION AND DEFINITION OF OUTPUTS AND SERVICES

#### 2.1. A. TEACHING AND EDUCATION

Our University which aims at the production of universally recognized knowledge, started its education and scientific activities in the 2007-2008 academic year in two faculties and two research and application centers. These units offer a total of 11 Bachelor Programs, 9 Scientific Master Programs, 7 Professional Master programs, 1 integrated second cycle program and 6 PhD programs.

Epoka University offers programs in the three cycles of studies. The said three cycles of studies are Bachelor, Master and PhD. The normal duration of the study programs is respectively 3 years for the Bachelor Programs (as of the 2011-2012 academic year, these study programs have been reorganized from 4-year into 3-year study programs), Integrated Program of Second Cycle in Architecture with a duration of 5 years, Master of Science with a duration of 2 academic years, Professional Masters with a duration of 1 academic year and PhD programs with a duration of three academic years.

The education program is organized on a semester basis. One academic year is organized into two semesters, fall and spring. Additionally the summer semester can be opened. This way, the physical infrastructure at disposal can be used more efficiently and at the same time successful students are given the opportunity to finish their studies in a shorter time. The internship is obligatory in the Faculty of Architecture and Engineering. For every program the internship duration varies from 4 to 8 weeks.

Generally the courses are delivered during daytime. The language of instruction is English.

In accordance with the Bologna process, all programs make use of the ECTS (European Credit Transfer System) and diploma supplement. At the same time, the curricula of all study programs are drafted based on clearly defined learning outcomes.

Delivering programs in English language as well as in accordance with international standards and Bologna System has facilitated the mobility of students and staff from

Epoka University to other universities abroad. In this context, Epoka University is one of the most successful universities in Albania with regard to the conduct of exchange programs.

All the Bachelor and Master Programs based on the legislation in force have been evaluated by the Albanian Public Accreditation Agency of Higher Education and upon proposal of the Council of Accreditation of the Republic of Albania and approval of the Minister of Education and Science of the Republic of Albania have been accredited. Based on the national and regional demands, Epoka has opened new programs and some are still in process of accreditation.

The students graduated from the Bachelor programs at Epoka University have the opportunity to transfer with fully recognized credits to US universities, to European Union universities and to other universities in developed countries, at the same time they can continue their education in Master and PhD level.

Surveys are applied to students in predefined periods in order to measure their satisfaction and the achievement rate of the intended learning outcomes. Additionally, in order to plan and facilitate the employment of the students after their graduation a Career Planning and Alumni Office was established. At the end of each semester a “Student Satisfaction Survey” and at the end of each year “Academics Performance Evaluation Survey” are applied. In this context, the graduates of Epoka University have higher chances to get employed after their graduation.

Aiming at raising individuals who are sensitive toward culture and aiming at increasing the living standards of society in general in line with its mission, the University is giving high importance to social and cultural activities addressed to its students, employees and society in general. The education process is managed by the help of a modern automation system, which has greatly contributed to a higher satisfaction rate of all stakeholders. The renewal of the course registration, the financial management of their tuition fees, the grading and all other personal data is entered and controlled through the abovementioned system.

At the same time, in order to better assist the students the course content, topics and course materials are all available and accessible in the system.

Epoka University owns an adequate infrastructure in terms of scientific and technological resources, at the Library two types of the online databases are offered, providing access to electronic journals and books.

As of the 2010-2011 academic year, Epoka University has been conducting its activities at the new campus. The new campus has a surface of 54 000 m<sup>2</sup> and a capacity of 3500 students.

Epoka University is supporting students during their studies with scholarships. 65% of our current students benefit from the success scholarships and other discounts.

## **2.1 B – RESEARCH AND PUBLICATION**

65% of the University academic staff hold at least the PhD degree or are PhD candidates. Epoka University is giving high importance to the improvement and promotion of the academic staff, to the publications in international peer reviewed journals, to the indexation and international projects. The scientific research and participation in projects of the academic staff is strongly encouraged and rewarded. A positive outcome is expected in the near future.

In this context, the research work of students in Master and PhD programs have given a great contribution to research and development.

An important part of the budget is allocated to the participation of researchers in conferences aiming at increasing their proficiency in research. Upon the decision of the Administrative Board of the University, based on the quality of the article or paper, the researcher is granted financial support.

Additionally, the publication in national or international journals is rewarded upon the decision of the Administrative Board of the University.

Epoka University has been the first of the very few private higher education institutions in Albania to have benefited from the TEMPUS program financed by European Union (EU).

In order to achieve a more effective and better coordination of the research and development activities, the Research and Project Office (Research and Development

Coordinating Board and Project Coordination and Advising Office) was established as a unit under the Rector`s Office.

Epoka University is aiming to develop its research infrastructure. The main objective is to ensure the inclusiveness and continuity of research and to assist researchers. In order to ensure the inclusiveness and continuity of research in specific fields, the University management thinks to concentrate the spending of research budget on small research projects.

Research centers have a very important task to promote and inform the other stakeholders or institutions about the designed project of the researcher or about the concluded research. In this context, centers have to maintain a network with other institutions. Epoka University is planning to advance further the efforts in this context.

### **2.1.C – INSTITUTIONAL RELATIONS**

Epoka University with its professional human resources and offering services from its modern infrastructure is maintaining close relationship with national and regional industrial entities.

Epoka supports the relations between its departments and the industrial sector, in order to initiate and support international projects, with member teams composed of different institutions, producing and rewarding projects between the different disciplines. The main interest of Epoka University in this context is to create the necessary conditions for the technology transfer and constitute a useful resource to bring ahead projects that can develop the industrial sector in the country.

Considering the fact that one of the main responsibilities of universities in general and of Epoka University is to contribute to the development of society, Epoka gives high importance to relationships with other public institutions and organizations in the country.

In order to achieve its goal of becoming an international university and enhancing and enriching its research and education programs targets, Epoka University plans to enter into relationship with other foreign institutions.

## 2.1. D - RELATIONS WITH SOCIETY

Epoka University, aware of its social responsibilities, is an institution that among its main responsibilities of the provision of education, research and publication, aims to contribute to society as well. Regarding this objective, many of its activities aim at contributing to society.

## 2.2. STAKEHOLDERS' ANALYSIS

### 2.2. A INTERNAL STAKEHOLDERS

NO	NAME OF STAKEHOLDER	SITUATION	WHY A STAKEHOLDER?
1.	<b>Rector`s Office</b>		
1.1.	Top Management	Internal Stakeholder	Affects the services/activities
2.	<b>Units</b>		
2.1.	Academic Units	Internal Stakeholder	Affects the services/activities
2.2.	Administrative Units	Internal Stakeholder	Affects the services/activities
3.	<b>Epoka University`s members</b>		
3.1.	Academic Personnel	Internal Stakeholder	Affects and uses the services/activities
3.2.	Administrative Personnel	Internal Stakeholder	Affects and uses the services/activities
3.3.	Students	Internal Stakeholder	Affects and uses the services/activities
3.4	Graduates	Internal Stakeholder	Affects and uses the services/activities

## 2.2. B EXTERNAL STAKEHOLDERS

NO	NAME OF STAKEHOLDER	SITUATION	WHY A STAKEHOLDER?
<b>1.</b>	<b>Institutions in Higher Education</b>		
1.1.	Academy of Science	External Stakeholder	Manages the services/activities
1.2.	Universities/Higher Education Institutions in the country	External Stakeholder	Is affected by and affects services/activities
1.3.	Universities/ Higher Education Institutions in other countries	External Stakeholder	Is affected by and affects services/activities
1.4.	Private Higher Education Institutions	External Stakeholder	Is affected by and affects services/activities
1.5.	Libraries	External Stakeholder	Is affected by and affects services/activities
1.6.	Albanian Research, Technology and Innovation Agency	External Stakeholder	Is affected by and affects services/activities
<b>2.</b>	<b>Public Institutions</b>		
2.1.	President and Council of Ministers	External Stakeholder	Affects services/activities
2.2.	Ministry of Education and Sports	External Stakeholder	Affects services/activities
2.3.	Accreditation Council	External Stakeholder	Affects services/activities
2.4.	Accreditation Agency	External Stakeholder	Affects services/activities
2.5.	Ministry of Finance and related institutions	External Stakeholder	Affects services/activities
2.6.	Ministry of Economy	External Stakeholder	Affects services/activities
2.7.	Albanian Investment Promotion Agency	External Stakeholder	Affects services/activities

2.8.	Ministry of Public Work and Transportation	External Stakeholder	Affects services/activities
2.9.	Ministry of Defense	External Stakeholder	Affects services/activities
2.10.	Ministry of Health	External Stakeholder	Affects services/activities
2.11.	Public Administration Department	External Stakeholder	Affects services/activities
2.12.	Institutions of Social Insurance	External Stakeholder	Has an interest in services/activities
2.13.	Albtelecom	External Stakeholder	Has an interest in services/activities
2.14.	Albanian Postal Service	External Stakeholder	Has an interest in services/activities
2.15.	CEZ Albania	External Stakeholder	Has an interest in services/activities
2.16.	Albanian Water Service	External Stakeholder	Has an interest in services/activities
2.17.	Tirana Prefect	External Stakeholder	Has an interest in services/activities
2.18.	Tirana Municipality	External Stakeholder	Has an interest in services/activities
2.19.	Preza County	External Stakeholder	Affects services/activities
2.20.	Police Department	External Stakeholder	Has an interest in services/activities
2.21.	Military Office	External Stakeholder	Has an interest in services/activities
2.22.	Albanian Small and Medium Enterprises (SMEs)	External Stakeholder	Has an interest in services/activities
2.23.	Judicial Authorities	External Stakeholder	Affects services/activities
2.24.	Administrative Process Authorities	External Stakeholder	Affects services/activities
2.25.	Institute of Forensic Medicine	External Stakeholder	Affects services/activities
<b>3.</b>	<b>Private institutions</b>		
3.1.	Banks	External Stakeholder	Has an interest in services/activities

3.2.	Companies selling products or services	External Stakeholder	Is affected by and affects services/activities
3.3.	Companies obtaining services from the University	External Stakeholder	Uses the services/activities
3.4.	Sponsor companies	External Stakeholder	Is affected by and affects services/activities
3.5.	Contracting companies	External Stakeholder	Affects services/activities
3.6.	Publishing Houses	External Stakeholder	Affects services/activities
<b>4.</b>	<b>Other institutions and entities</b>		
4.1.	Civil Society	External Stakeholder	Is affected by and affects services/activities
4.2.	Associations	External Stakeholder	Is affected by and affects services/activities
4.3.	Foundations	External Stakeholder	Is affected by and affects services/activities
4.4.	Chambers	External Stakeholder	Is affected by and affects services/activities

## **2.3. INTERNAL ANALYSIS OF THE INSTITUTION**

### **2.3. A ORGANIZATION OF THE UNIVERSITY**

The management and organization of Epoka University is realized based and pursuant to the Albanian Law on Higher Education. The managing authorities are the Higher Board, Rector, the University Senate and the University Administrative Board.

#### **Rector:**

##### **a) Appointment**

The Rector of Epoka University is appointed by the decision of the Higher Board. S/he holds the "Professor" title.

##### **b) The Rector has the following powers:**

- Presides the University Boards, reports and monitors the implementation of the decisions of higher bodies, evaluates the proposals of the boards and makes decisions on them, ensures the coordinated work between university bodies.
- At the end of each academic year and whenever asked, reports to the Higher Board on the education process, research activities and publications.
- Prepares the University's investment program, budget and staff needs, after receiving comments and suggestions from the departments and the University Senate and University Administrative Board and presents them to the Higher Board.
- If deemed necessary, changes or assigns additional duties to the academic staff and other personnel in the university and its units.
- Supervises and controls the University staff at all levels and units.
- Performs other duties assigned by the legislation in force.

### **Senate:**

The Senate is the highest collegial decision-making body of “Epoka” University on academic matters. The Senate is a body of high importance in the organization of Epoka University.

The Senate consists of the Rector as chairman, Deans of each faculty and academic staff representatives from each faculty. The Secretary General participates in meetings of the Senate in the capacity of rapporteur.

### **a) Composition and appointment**

The Senate consists of the Rector as chairman, Deans of each faculty and academic staff representatives from each faculty. The mandate of Senate members has a duration of four years.

The Senate meets in ordinary sessions at the beginning and end of the semester with the call of the Rector. The agenda is proposed by the Rector and approved by the Senate. It may also meet in extraordinary sessions with the call of the Rector.

**b) The Senate has the following powers:**

- takes decisions on the education-teaching, scientific research and publication activities of the University;
- proposes for approval to the Higher Board the Statute and Basic Regulation of the University and all the changes related to legal acts in accordance with the legislation in force;
- decides on the academic calendar and annual work program;
- reviews and decides on the appeals of the decisions of the Faculty Boards;
- appoints three members of the University Administrative Board;
- performs other duties based on the law.

**University Administrative Board**

The University Administrative Board is a collegial decision-making body horizontal to the University Senate..

**a) Composition and appointment**

The University Administrative Board consists of the Rector as chairman, Deans of Faculties, Dean of Students and three academic staff members elected by the Senate for a four-year period, representing different units and university areas. The Secretary General has the task of rapporteur at the Administrative Board of the University.

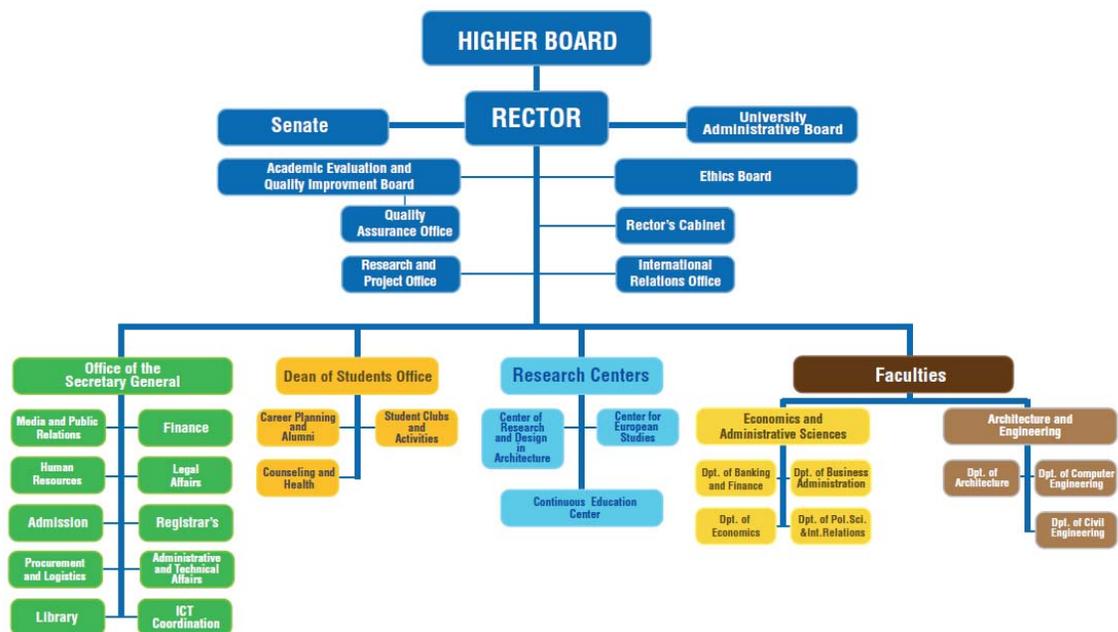
**b) The main functions of the University Administrative Board are:**

The University Administrative Board is a body assisting the Rector in managing the administrative issues within the University. The University Administrative Board performs the following duties:

- assists the Rector in the implementation of the plans and programs according to the decisions or directives of the governmental institutions or the Senate of the University;
- assists in the implementation of the activity plan and programs;
- based on the proposal of the respective units, evaluates the plan of investments, the draft budget and together with its proposal submits to the Rector`s Office;
- decides on other issues proposed by the Rector;
- decides on the proposals submitted by the Faculty Administrative Board;
- performs other duties based on the rules and regulations in force.

**Faculty authorities and bodies:** The Faculty authorities and bodies are the Dean, the Faculty Board and Faculty Administrative Board.

The University organization scheme is shown below:



## MONITORING AND EVALUATION SYSTEM

- The implementation of the **Epoka University Strategic Plan 2013-2017** will be continuously monitored and evaluated by the Strategic Plan Board which operates under the Academic Evaluation and Quality Improvement (AEQI) Board.

### 2.3. B - HUMAN RESOURCES

#### Number and distribution of the institutional personnel

Based on the legislation act as to be ruled under the Rector, the administration is headed by the Secretary General and the necessary services are provided by the responsible unit, directors, advisors, legal advisors, specialists and different staff members working in different sectors.

<b>Academic staff</b>					
	<b>Occupancy rate</b>			<b>Employment form</b>	
	<b>Full</b>	<b>Vacancy</b>	<b>Total</b>	<b>Full time</b>	<b>Part Time</b>
Professor	4		4	1	3
Assoc. Prof.	2		2	2	0
Assist. Prof.	15		15	12	3
Lecturer	47		47	26	21
Research Assistant	12		12	12	0
<b>TOTAL</b>	<b>80</b>		<b>80</b>	<b>53</b>	<b>27</b>

<b>Academic Personnel upon Contract</b>	
<b>Title/Degree</b>	<b>No.</b>

Professor	4
Assoc. Prof.	2
Assist. Prof.	15
Lecturer	47
<b>Total</b>	<b>68</b>

▪

<b>Administrative and Auxiliary Personnel</b>					
<b>Category</b>	<b>Occupancy rate</b>		<b>Gender</b>		<b>Total</b>
	Full	Empty	F	M	
General administrative services	32	0	13	19	32
Health services	0	0	0	0	0
Technical services	11	0	1	10	11
Education and teaching services	6	0	2	4	6

▪ **EDUCATION LEVEL OF THE STAFF AND EXPERIENCE**

<b>Administrative and Auxiliary Personnel based on Education Level</b>	
Primary	0
Secondary	3
High School	3
2 year high school	0
3 year high school	3
4 year high school and above	19

Bachelor	20
PhD	1

<b>Administrative and Auxiliary Personnel Based on Service year and gender</b>		
	<b>Female</b>	<b>Male</b>
Less than 1 year	1	4
1 – 5 years	12	21
6 – 10 years	4	3
11 – 15 years		
16 – 20 years		
21 – 25 years		
26 – 30 years		
31 years		
<b>TOTAL</b>		

<b>Administrative and Auxiliary Personnel based on age</b>		
<b>Year</b>	<b>No. people</b>	<b>(%)</b>
18 – 20	0	0
21 – 25	18	37 %
26 – 30	11	23 %
31 – 35	9	18%
36 – 40	5	10 %
41 – 45	1	2%
46 – 50	3	6%
51 – 55	0	0
56 +	2	4%
<b>Total</b>	<b>49</b>	<b>100 %</b>

## 2.3. C – INSTITUTIONAL CULTURE

### COMMUNICATION MEETINGS

The communication and coordination meetings between the members of the administrative staff are held on a periodical basis in order to enhance the efficiency and coordination between them. After listening to the problems and proposals of the departments and other employees and brainstorming on the necessary and applicable solutions, the improvement process starts. The meetings are categorized below according to their period.

#### **Annual:**

- **Effectiveness meetings**
  - Aim: the administrative personnel working in the faculty, gathers in effectiveness meetings in order to discuss about problems and potential solutions and forwarding the information to the Rector`s Office.

#### **Biannual:**

- **Sharing information**
  - Aim: the administrative personnel, gathers with employees in the administrative units in order to discuss about problems and potential solutions and forwarding the information to the Rector`s Office.

#### **3 month:**

##### **Coordinating meetings:**

Aim: the head of the units will gather reports once in three months from the units participating in the meeting. Based on these reports, the Non-Compliance Reports will

be prepared in order to be discussed in a meeting with the participation of the Rector's Office.

### **Monthly:**

- Aim: the participants at this meeting are the Heads of Main Units.

In this meeting the monthly reports are gathered. These reports are evaluated and the Non-Compliance Reports are drafted and shared in the meeting. The reports are forwarded to the Rector's Office and planning on the improvement activities follows.

Informative meeting of the heads of units

- Aim: the Heads of Administrative Units gather in order to discuss about problems and potential solutions and forwarding the information to the Secretary General

### **15 days:**

- Meetings of Heads of Administrative Units
  - Aim: The Heads of Administrative Units gather in order to discuss about problems and potential solutions and forward the information to the Rector's Office. At the same time, they plan the implementation activities.

## **PROPOSAL BOXES**

The aim of the proposal boxes: the boxes contribute to the improvement of the services toward students and to the enhancement of the institutional satisfaction.

The Proposal Boxes are an open system toward all the employees and visitors. The persons write their proposals or recommendations in the form and drop it in the box. The proposal boxes are opened once a month and the received proposals are evaluated in the communication meetings.

## ACTIVE ONLINE COMMUNICATION

The active online communication is a system managed via internet through which the university stakeholders and society communicate their proposals, recommendations and advices to Epoka University in order to be evaluated and improved.

### 2.3. D - TECHNOLOGY

#### INSTITUTIONAL TECHNOLOGICAL INFRASTRUCTURE

Technological Resources	
Type	Units
Printing machine	
Photocopy machine	1 color – 5 black white
Fax	1
Phone	64
Wireless	-
Photo shooting equipment	6
Audio, Performance, Imaging and Music Instruments and Equipment	4 auditoriums - 28 projectors
Server	8
Printers and Scanners	Printers 6 - Scanners 4
Uninterruptible Power Supplies	1 central
Computer peripherals (DVD RW, USB memory etc.)	-
Library materials	14 couches, 6 tables for 48 students, 48 chairs, 9 computer tables
Book	5100
Other library materials	33 bookshelves, 1 reception table,
Journals	1

Visual and Auditory Materials	-		
Maps, Plans and Dies	-		
	<b>Administrative usage</b>	<b>Academic usage</b>	<b>Student usage</b>
Laptops	8	11	-
Desktops	45	56	115

#### ▪ TECHNOLOGY USAGE RATE

Considering the interest of University students and employees, Epoka University is constantly developing its communication technology.

The ICTC Office is supporting the Automation System, Networking, the email accounts of all employees and the preparation of the web pages of all the units

The education process is managed by the Student Automation System, which has increased the student satisfaction at a considerable rate. The student registration renewal, the payment of the tuition fee, grading and all the personal data is managed and controlled by this system.

The registration in the library, the borrowing of materials and the cataloging are managed through the Innopac Library Management system. The membership is included in the same server as well.

The members can access online through their membership cards, their data, the materials and the period of borrowing. For the management of these services, a separate Unix server is dedicated. The clients can access the catalogue through the Java data system and they can access from outside the university campus as well.

Epoka is the only university in Albania among both public and private universities that has a digital repository. The students have direct access to all the publications that are submitted to the conferences organized by the institution. The students can also access all the abstracts of the Master's theses.

The Library provides access to journals and databases to which the University has subscribed.

The Library is opened from 8:30 to 19:30 Monday through Friday and on Saturday from 09:00 to 13:00.

### 2.3. E SWOT ANALYSIS

	STRENGTHS
	<b>I. Management</b>
S1	<i>Participatory management approach</i>
S2	<i>Ease of communication with management</i>
S3	<i>Employee confidence in the management</i>
S4	<i>Openness of management to innovation</i>
	<b>II. Education and Academic Staff</b>
S5	Quality education
S6	The field of education/ program diversity
S7	Interdisciplinary approach education
S8	The presence of foreign language classes
S9	FDP(Faculty Development Programme) execution
S10	The high level of educational attainment
S11	Academic staff strength /quality
S12	Organizational commitment of academic staff members
S13	Participation in the domestic and international scientific projects
	<b>III. Infrastructure, Work Environment and Conditions</b>
S14	<i>Richness in knowledge and electronic information resources</i>
S15	<i>The nature of the relationship and communication between employees</i>
S16	<i>The appropriateness of the physical conditions in the workplace</i>
	<b>IV. University, Industry, Society Relations</b>
S17	<i>The nature of relationship with public institutions and the private sector</i>

S18	<i>Close relationship and cooperation with local governments and NGOs</i>
S19	<i>Arranging and conducting public education programs</i>
	<b>V. Relations with the European Union and other states</b>
S20	<i>Leadership in Albania concerning student exchange with EU universities</i>
S21	<i>Vitality of relations under ERASMUS</i>
S22	<i>Existing experience, knowledge and level of success on EU projects</i>
S23	<i>Being an experienced University in the relations with universities abroad</i>
	<b>VI. Image of Epoka University and stakeholder satisfaction</b>
S24	<i>To have a positive image in the eyes of foreign institutions and organizations</i>
S25	<i>Recognition by society</i>
S26	<i>High satisfaction of students studying at Epoka University</i>
S27	<i>Satisfaction of the academic staff members about the University, Faculty and Departments.</i>
S28	<i>Satisfaction of the employees about their work and management</i>
	<b>WEAKNESS</b>
	<b>I. Management</b>
Z1	<i>Difficulties due to being a new university and transitional difficulties</i>
Z2	<i>Lack of a systematic feedback to stakeholders</i>
Z3	<i>The lack of performance evaluation system</i>
Z4	<i>Lack of payment with commission</i>
Z5	<i>Limitations of service training opportunities for university staff</i>
Z6	<i>Corporate culture is not implemented in all units</i>
	<b>II. Level and use of resources and facilities</b>
Z7	<i>Limited financial resources of the university due to the high cost of initial investments</i>
Z8	<i>Limitations in financial support for research and projects</i>
Z9	<i>Students' health, nutrition and fitness service utilization level is limited</i>
Z10	<i>Limitations in Library resources concerning scientific books and periodicals</i>
	<b>III. Education and Academic staff</b>

Z11	<i>The non-standard English proficiency level of students</i>
Z12	<i>Limitations in career planning advising</i>
Z13	<i>Limitations in assistant personnel</i>
Z14	<i>Limitations in alternative resources to finance the University projects</i>
	<b>IV. Relations with society and other institutions</b>
Z15	<i>The openness of units toward the public is limited</i>

### 2.3. F – FINANCIAL SITUATION

The necessary investment budget for the University is approved by the Higher Board of Epoka University. The budget of Epoka University is composed of the general added budget, the student tuition fees, other generated income and the income from sponsors.

Most of the income of Epoka University comes from the Higher Board of the University. A part of the budget is used to pay the wages of the staff. The consumables and consumable materials, the equipment and the construction investment are covered by the general added budget. Even though the University Higher Board is highly supporting the budget and financing, these resources are not enough if compared to the necessities of the University. Epoka University must work harder to ensure additional resources like other universities. One of the methods to generate income is through the circulating capital. The circulating capital is composed of the income coming from the services provided to the society. The circulating capital is the main source of income in financing of the education, research and social activities. The capital outside the circulating capital is composed of the students` tuition fees and special income. Even though they may not constitute a considerable amount in the total income of the university, in the maintenance services they may constitute an important resource. Student tuition fees are paid on a semester basis. The other incomes come from other resources such as donations and contributions. The Rector`s Office plans and coordinates the allocation, distribution and spending of resources by the administrative and finance office.

## THE BUDGET IN CONCRETE TERMS

---

<b>EPOKA UNIVERSITY BUDGET – MAXIMUM RATES (EURO)</b>			
	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Expenses for the staff</b>	<b>1.240.469</b>	<b>1.364.516</b>	<b>1.500.968</b>
<b>Social Insurance Institutions Taxes</b>	<b>228.256</b>	<b>251.082</b>	<b>276.191</b>
<b>Material and Services expenses</b>	<b>791.000</b>	<b>885.920</b>	<b>983.372</b>
<b>TOTAL</b>	<b>2.259.725</b>	<b>2.501.518</b>	<b>2.760.531</b>

---

## 2.4 EXTERNAL ANALYSIS

---

At the end of the 20<sup>th</sup> century, developed countries began the transformation into the knowledge society and the so-called knowledge economy transformed the global economy in general.

This process increased the expectations toward the main institutions of knowledge production and distribution. As a result, universities became the focus of attention in all countries. Following this trend, universities themselves had to transform and adapt to meet the increasing expectations.

In the medium term, in the process of transformation to a knowledge society, higher education institutions had to update their units and programs. In line with this goal, our university defined in its strategic plan the aims and objectives to be achieved.

Facing growing expectations but limited resources, universities are trying to diversify the income resources and develop more efficient systems of management. Globalization

has influenced student mobility to a great extent and at the same time, universities in developed countries are becoming more open. The most apparent example of this is the creation in Europe of the European Higher Education Area and the Bologna Process.

Globalization has transformed higher education from an internal issue of the country into an issue which effects all the countries. Countries which have a high ratio of young population are facing a situation where many students choose to pursue their degrees abroad in developed countries.

In the strategic plan of Epoka University, cooperation with international institutions and organizations is considered of crucial importance. Epoka University - whose mission is to be transformed into an international university - aims to enrich and promote its education and research programs. In this context, it is planning to enter into cooperation agreements with foreign institutions.

Epoka University is aiming to attract students and academicians from foreign countries as well. Many academicians have visited Epoka University and have participated in the international events organized.

In our University, the strengthening of relations between different departments and the industry is ensuring the initiation and implementation of international projects, with teams composed of different institutions which produce and conduct cross-disciplinary projects.

### **3 - EPOKA UNIVERSITY – MISSION-VISION- CORE VALUES AND POLICIES**

#### **3.1 MISSION**

To be an innovative and influential teaching and research institution, serving to fundamental human values through the production, dissemination and development of knowledge at an international level as well as to contribute to the improvement of the life quality of society based on national and regional needs.

In this context, Epoka University aims at raising well-prepared, productive and competent individuals with a research-oriented spirit, who possess professional ethics and social sensitiveness and are also open towards national and international challenges.

### 3.2 VISION

To be a leading university in our country in the areas of education, research and development as well as service to society.

### 3.3 CORE VALUES

- Scientific approach
- Universality
- Contribution to society
- Contemporariness
- Innovation and creativity
- Participation
- Trust

### 3.4 PRINCIPLES

- Quality assurance in education
- Rewarding of research
- Giving importance to academic merit and success
- Respecting universal values and human rights
- Respecting ethical values
- Concern for national and global issues
- Environmental sensitivity
- Adoption of a management system open to development
- Efficient use of resources
- Fairness and consistency in the management
- Respecting freedom and ensuring discipline.

## **4 - EPOKA UNIVERSITY STRATEGIC OBJECTIVES**

### EG.1 SCIENTIFIC STRATEGIC OBJECTIVES

EG.1.1 Develop research activities

EG. 1.2 Increase the number of publications and their quality

EG 1.3 Organize scientific events and promote participation

EG 1.4 Increase the number of interdisciplinary projects

## EG.2. EDUCATIONAL STRATEGIC OBJECTIVES

EG.2.1 Increase the quality of the Bachelor programs

EG 2.2 Increase the number and quality of Master programs

EG 2.3 Promote further qualification of the academic staff

EG 2.4 Integrate study programs with the EU programs

## EG 3. INSTITUTIONAL COLLABORATION STRATEGIC OBJECTIVES

EG 3.1 Develop the relations with Universities in Albania and abroad

EG 3.2 Develop cooperation with industry

EG 3.3 Strengthen student-university relations after graduation

EG 3.4 Strengthen society – university relations

## EG 4. INSTITUTIONAL DEVELOPMENT STRATEGIC OBJECTIVES

EG. 4.1 Develop Epoka University institutional culture and identity

EG. 4.2 Place importance to education advising

EG 4.3 Establish an effective administration

## **5 - EPOKA UNIVERSITY'S STRATEGIC PLAN AND PERFORMANCE INDICATORS**

### **EG.1 SCIENTIFIC STRATEGIC OBJECTIVES**

#### **EG.1.1 Development of the research activities**

Goal 1: Be integrated into the criteria of EU research projects within 2014 and within 2017 produce at least two research projects under the EU or other resources.

Goal 2: Within the 2017 increase the number of international research projects for which an application has been filed by 25%.

Goal 3: Within the 2017 increase the number of national research projects for which an application has been filed by 25%.

#### **EG. 1.2 Increase the number of publications and their quality**

Goal 1: Increase by 50% by the year 2017, the number of projects supported by national or international institutions and share the scientific results with the public in the country and abroad.

Goal 2: Increase by 25% by the year 2017 the number of internationally recognized scientific publications.

#### **EG 1.3 Organization of Scientific Events and promote participation**

Goal 1: Increase by 25% by the year 2017, the participation of our academic staff and research assistants in scientific events.

Goal 2: Increase by 25% by the year 2017, the number of organized national and international scientific events.

#### **EG 1.4 Increase the number of interdisciplinary projects**

Goal 1. Within 2017, in accordance with the technological and scientific developments, promote research into two new subjects or areas each year.

Goal 2. By the end of 2017, achieve a collaboration agreement with other Universities and institutions in the field of R &D.

### **EG.2. EDUCATIONAL STRATEGIC OBJECTIVES**

### **EG.2.1 Increase the quality of the Bachelor programs**

Goal 1: Give importance in the direction of training done by protocols by the end of 2017.

Goal 2: By the end of 2014, all the course contents should be updated in accordance with international and national trainings programs.

Goal 3: Increase by 25% the number of students to be sent to Turkish universities through Mevlana exchange program.

Goal 4: Increase by 25% the number of students to be accepted from Turkish universities through Mevlana exchange program.

### **EG 2.2 Increase the number and quality of Master programs**

Goal 1: Increase by 25% by the end of 2017 the number of students of professional postgraduate/high degree scientific program.

Goal 2: By the end of 2017, establish and operate Distance Education for professional postgraduate students.

Goal 3: Increase by 25 % by the end of 2017 the support given to the theses of PhD students.

### **EG 2.3 Promote further qualification of the academic staff**

Goal 1: Increase by 25 % by the end of 2017 the number of research topics, short-term researches, courses, participation in congresses and seminars and the number of instructors and lecturers send abroad.

Goal 2: Increase by 25% by the end of 2017 the numbers of instructors and lecturers send abroad for PhD studies.

Goal 3: Increase by 25% by the end of 2017 the number of lecturers employed.

Goal 4: Increase by 25% by the end of 2014 the number of lecturers going to Turkish universities through Mevlana Exchange program.

Goal 5: Increase by 25% by the end of 2014 the number of lecturers coming from Turkish universities through Mevlana Exchange program.

### **EG 2.4 Integrate the programs with the EU programs**

Goal 1: By the end of 2017, increase student mobility of undergraduate and graduate education system with Erasmus program.

Goal 2: By the end of 2017, make the necessary infrastructure in accordance with EU norms for external evaluation and accreditation.

## **EG 3. INSTITUTIONAL COLLABORATION STRATEGIC OBJECTIVES**

### **EG 3.1 Develop relations with Universities in Albania and abroad**

Goal 1: Increase by 25% by the end of 2017 the relations with member states of EU.

Goal 2: Increase by 25% by the end of 2017 the activities with Albanian and international universities for collaborative effort to work, scientific meetings and workshops.

### **EG 3.2 Develop cooperation with industry**

Goal 1: Increase by 25 % by the end of 2017 activities with industrial organizations in seminars, courses, meetings and workshops.

Goal 2: By the end of 2017 apply with support of industries and companies for patent and useful models.

Goal 3: By the end of 2017 order laboratory analysis of infrastructure needs of the industrial companies.

### **EG 3.3 Enhance the student-university relations after graduation**

Goal 1: By the end of 2013 strengthen the relations student-university relations after graduation by opening the Alumni Association.

Goal 2: By the end of 2013 complete the information and establish feedback mechanisms for the graduated students.

### **EG 3.4 Strengthen the society – university relations**

Goal 1: Increase by 25% by the end of 2017 the organized activities of physical and mental health of the community towards the development of formal partnership with private and voluntary organizations.

Goal 2: Increase by 25% by the end of 2017 the support of the professional associations, civil society organizations, and local governments for joint projects to be carried out.

## **EG 4. INSTITUTIONAL DEVELOPMENT STRATEGIC OBJECTIVES**

### **EG. 4.1 Develop Epoka University institutional culture and identity**

Goal 1: To increase by 50% by the end of 2017 the participation of students in extra activities (seminars, concerts, and student clubs).

Goal 2: To increase by 25% by the end of 2017 the contribution on activities like employee loyalty and satisfaction.

Goal 3: To increase by 25 % by the end of 2017 the impact of the corporate culture on social awareness activities.

Goal 4: By the end of 2017 to contribute every year to Albania-Turkey common culture heritage with the aim of contributing to the spread of the main events.

Goal 5: By the end of 2017 to contribute with “Days in university” program, aiming at participation in international fairs once in two years.

### **EG. 4.2 Place importance to education advising**

Goal 1: To increase by 25% by the end of 2017 mental health services for students guidance.

Goal 2: By the end of 2017 to create and develop career office and employment office.

### **EG 4.3 Establish an effective administration**

Goal 1: By the end of 2017 complete the improvement of the business determination processes and software processes.

Goal 2: By the end of 2017 ensure the strategic management of the university.

Goal 3: By the end of 2017 implement staffing norms regarding academic and administrative rules.

Goal 4: By the end of 2017 establish success and performance rewarding of working mechanisms.

## **6 – STRATEGIC GOALS AND PERFORMANCE INDICATORS TABLE**

<b>Strategic Goals</b>	<b>Performance Indicators</b>	<b>Current Status</b>
1.1.1 Be integrated into the criteria of EU research projects within		

2014 and within 2017 produce at least two research projects under the EU or other resources	Total number of EU projects	1
1.1.2 Within 2017 increase the number of international research projects for which an application has been filed by 25%	Total number of referred projects	4
1.1.3 Within 2017 increase the number of national research projects for which an application has been filed by 25%	Total number of national projects	-
1.2.1 Increase by 50% by the year 2017, the number of projects supported by national or international institutions and share the scientific results with the public in the country and abroad  1.2.2 Increase by 25% by the year 2017 the number of internationally recognized scientific publications.	Number of presented posters at scientific meetings with project results	
	Number of project outcomes and articles published in journals	-  -
1.3.1 Increase by 25% by the year 2017, the participation of our academic staff and research in scientific events	The number of academic staff members participating at scientific activities	280
1.3.2 Increase by 25% by the year 2017, the number of organized national and international scientific events.	The number of scientific activities organized by international institutions	120
	The number of international scientific activities organized by the institution	12
1.4.1 Within 2017, in accordance with the technological and scientific developments, promote research into two new subjects or areas each year.	Number of interdisciplinary programs carried out	3
1.4.2 By the end of 2017, achieve a collaboration agreement with other Universities and institutions in the field of R & D	The number of interdisciplinary cooperation made by university with other institutions	-

2.1.1 Give importance in the direction of training done by protocols by the end of 2017	The number of protocol signed with the aim of education	5
2.1.2 By the end of 2014 all the courses contents should be updated in accordance with international and national trainings programs	Total number of courses	528
2.1.3 Increase by 25% the number of students to be sent to Turkish universities through Mevlana exchange program	Total number of students sent	-
2.1.4 Increase by 25% the number of students to be accepted from Turkish universities through Mevlana exchange program.	Total number of accepted students	3
2.2.1 Increase by 25% by the end of 2017 the number of students of professional postgraduate/high degree scientific program.	Number of professional master programs	5
	Number of professional master students	121
	Number of scientific master programs	7
	Number of scientific master students	123
2.2.2 By the end of 2017, establish and operate Distance Education for professional postgraduate students	Number of students in distance professional master programs	-
2.2.3 Increase by 25 % by the end of 2017 the support given to the thesis of PhD students.	Number of theses supported by projects	-
2.3.1 Increase by 25 % by the end of 2017 the number of research topics, short-term researches, courses, participation in congresses and seminars and the number of instructors and lecturers sent abroad.	The number of lecturers gone abroad for short-term duration	70
2.3.2 Increase by 25% by the end of 2017 the number of instructors and lecturers sent abroad for PhD studies	Total number of lecturers sent for PhD	12
2.3.3 Increase by 25% by the end of 2017 the number of lecturers employed	Total number of employees	14

2.3.4 Increase by 25% by the end of 2014 the number of lecturers going to Turkish universities through Mevlana Exchange program	Number of lecturers gone through Mevlana exchange program	-
2.3.5 Increase by 25% by the end of 2014 the number of lecturers coming from Turkish universities through Mevlana Exchange program	Number of lecturers coming through Mevlana exchange program	-
2.4.1 By the end of 2017, increase student mobility of undergraduate and graduate education system with Erasmus program	Number of students gone with Erasmus program	-
2.4.2 By the end of 2017, make the necessary infrastructure in accordance with EU norms for external evaluation and accreditation	Number of received program accreditation	-
3.1.1 Increase by 25% by the end of 2017 the relations with member states of EU	Number of communications passed to science center	6
	Number of existing cooperation protocols	1
3.1.2 Increase by 25% by the end of 2017 the activities with Albanian and international universities for collaborative effort to work, scientific meetings and workshops	Total number of activities	120
3.2.1 Increase by 25 % by the end of 2017 activities with industrial organizations in seminars, courses, meetings and workshops	Total number of activities	20
3.2.2 By the end of 2017 apply with the support of industries and companies for patent and useful models.	Number of patents and utility model applications	-
3.2.3 By the end of 2017 order laboratory analysis of infrastructure needs of industrial companies.	Number of analysis performed for industrial companies	-
3.3.1 By the end of 2017, strengthen the student-university relations after graduation by opening the Alumni Association	Number of graduated students	235
	Number of graduated students contacted	180
3.3.2 By the end of 2017 complete the information and establish feedback mechanisms for the graduated students	Number of graduated students transmitted to information system	200
3.4.1 Increase by 25% by the end of 2017 the organized activities of physical and mental health of the community towards the development of formal partnership with private and	Number of realized social projects	18

voluntary organizations.		
3.4.2 Increase by 25 % by the end of 2017 the support of professional associations, civil society organization, and local governments for joint projects carried out	Number of supported projects	-
4.1.1 To increase by 50% by the end of 2017 the participation of students in extra activities (seminars, concerts, and student clubs)	Number of cultural events organized	72
4.1.2 To increase by 25% by the end of 2017 the contribution on activities like employee loyalty and satisfaction	Number of events organized for institutions to develop a culture	12
4.1.3 To increase by 25 % by the end of 2017 the impact of the corporate culture on social awareness activities	Number of social sensibility events	24
4.1.4 By the end of 2017 to contribute every year in Albania-Turkey common culture heritage with the aim of contributing to the spread of the main events	Number of events organized	-
4.1.5 By the end of 2017 to contribute with “Days in university” program, aiming to participate in international fairs once in two years	Number of fairs organized for university presentation	6
4.2.1 To increase by 25 % by the end of 2017 mental health services for students guidance	Number of students for guidance service	300
4.2.2 By the end of 2013 to create and develop career office and employment office	Number of students for career development and employment	70
4.3.1 By the end of 2013 complete the improvement of the business determination processes and software processes	Number of processes in written form	-
4.3.2 By the end of 2013 ensure the strategic management of the university	Number of strategic plans for evaluation	-
4.3.3 By the end of 2013 implement staffing norms regarding academic and administrative rules.	Number of staffing norms determinants	-
4.3.4 By the end of 2013 establish success and performance rewarding of working mechanisms.	Number of awards for created mechanism	-

## 7 -COSTING

The maximum amount was determined based on the budget defined by the University Higher Board.

	<b>1st year (2013)</b>	<b>2nd year (2014)</b>	<b>3rd year (2015)</b>	<b>4th year (2016)</b>	<b>5th year (2017)</b>
<b>1</b>	<b>491.945</b>	<b>540.804</b>	<b>585.200</b>	<b>637.868</b>	<b>682.519</b>
Objective 1.1	122.987	135.201	146.300	159.467	170.630
Goal 1	40.996	45.067	48.767	53.156	56.877
Goal 2	40.996	45.067	48.767	53.156	56.877
Goal 3	40.996	45.067	48.767	53.156	56.877
Objective 1.2	122.987	135.201	146.300	159.467	170.630
Goal 1	68.440	69.600	73.150	79.734	85.315
Goal 2	54.547	65.601	73.150	79.734	85.315
Objective 1.3	122.987	135.201	146.300	159.467	170.630
Goal 1	65.520	67.700	73.150	79.734	85.315
Goal 2	57.467	67.501	73.150	79.734	85.315
Objective 1.4	122.987	135.201	146.300	159.467	170.630
Goal 1	53.725	63.701	73.150	79.734	85.315
Goal 2	69.262	71.500	73.150	79.734	85.315
<b>E.U Objective 2</b>	<b>411.500</b>	<b>465.600</b>	<b>520.500</b>	<b>556.935</b>	<b>584.782</b>
Objective 2.1	102.875	116.400	130.125	139.234	146.196
Goal 1	17.146	19.400	21.688	23.206	24.366
Goal 2	15.200	19.400	21.688	23.206	24.366
Goal 3	19.150	19.400	21.688	23.206	24.366
Goal 4	17.500	19.400	21.688	23.206	24.366
Goal 5	20.400	19.400	21.688	23.206	24.366
Goal 6	13.479	19.400	21.688	23.206	24.366
Objective 2.2	102.875	116.400	130.125	139.234	146.196
Goal 1	21.200	23.280	26.025	27.847	29.040
Goal 2	18.315	21.300	26.025	27.847	29.040

Goal 3	23.400	25.280	26.025	27.847	29.040
Goal 4	24.150	26.400	26.025	27.847	29.040
Goal 5	15.810	20.140	26.025	27.847	29.040
Objective 2.3	102.875	116.400	130.125	139.234	146.196
Goal 1	34.292	38.800	43.375	46.412	48.732
Goal 2	34.292	38.800	43.375	46.412	48.732
Goal 3	34.292	38.800	43.375	46.412	48.732
Objective 2.4	102.875	116.400	130.125	139.234	146.196
Goal 1	25.719	29.100	32.532	34.809	36.549
Goal 2	25.719	29.100	32.532	34.809	36.549
Goal 3	25.719	29.100	32.532	34.809	36.549
Goal 4	25.719	29.100	32.532	34.809	36.549
<b>E.UObjective 3</b>	<b>510.000</b>	<b>555.400</b>	<b>609.430</b>	<b>639.900</b>	<b>684.700</b>
Objective 3.1	89.000	93.500	101.572	102.450	112.200
Goal 1	22.500	23.000	25.393	25.530	27.250
Goal 2	22.000	23.700	24.000	24.613	26.950
Goal 3	21.750	24.000	26.750	26.950	29.500
Goal 4	22.750	22.800	25.429	25.357	28.500
Objective 3.2	181.000	92.000	100.500	112.201	122.400
Goal 1	14.000	15.000	16.500	18.500	20.500
Goal 2	13.000	15.600	17.000	19.400	21.200
Goal 3	14.250	13.700	15.750	17.800	19.150
Goal 4	12.750	15.500	16.750	17.900	18.500
Goal 5	13.500	16.000	17.500	18.900	21.100
Goal 6	13.500	16.200	17.000	19.700	21.950
Objective 3.3	83.000	90.000	102.072	103.100	108.000
Goal 1	45.000	48.000	55.050	56.150	58.000
Goal 2	38.000	42.000	47.022	46.950	50.000
Objective 3.4	87.000	91.500	105.500	107.000	110.000
Goal 1	21.750	23.000	25.750	26.100	27.200
Goal 2	22.500	24.000	27.300	27.500	28.150

Goal 3	21.000	22.500	26.500	27.750	28.500
Goal 4	21.750	22.000	25.950	25.650	26.150
Objective 3.5	85.000	94.000	95.572	106.650	112.200
Goal 1	28.000	31.500	32.250	35.500	38.000
Goal 2	27.500	30.000	30.420	35.600	36.800
Goal 3	29.500	32.500	32.872	35.550	37.400
Objective 3.6	85.000	94.400	104.215	108.501	119.900
Goal 1	28.500	32.200	34.250	36.200	40.500
Goal 2	28.100	31.500	35.500	37.250	39.500
Goal 3	28.400	30.700	34.465	35.050	39.900
<b>E.U Objective 4</b>	<b>412.550</b>	<b>444.500</b>	<b>503.000</b>	<b>528.150</b>	<b>570.402</b>
Objective 4.1	141.500	152.300	170.660	176.050	192.150
Goal 1	21.000	22.250	24.000	25.150	27.450
Goal 2	19.700	20.754	25.200	25.150	27.450
Goal 3	20.200	21.750	24.380	25.000	27.450
Goal 4	19.500	20.800	23.900	25.300	27.000
Goal 5	21.100	22.950	24.750	25.150	27.900
Goal 6	18.750	19.950	23.200	25.150	27.450
Goal 7	21.250	23.845	25.230	25.150	27.450
Objective 4.2	132.635	142.700	163.630	176.050	187.252
Goal 1	33.160	35.675	40.900	44.000	46.800
Goal 2	31.500	35.675	41.550	43.900	46.850
Goal 3	34.000	35.675	40.100	44.120	46.500
Goal 4	33.975	35.675	41.080	44.030	47.102
Objective 4.3	138.415	149.500	168.707	176.050	191.000
Goal 1	23.000	25.000	28.200	29.350	31.834
Goal 2	22.750	24.500	27.900	29.700	31.834
Goal 3	21.400	25.150	28.120	28.800	31.834
Goal 4	23.500	24.450	28.118	29.100	31.834
Goal 5	24.000	25.120	27.800	29.250	31.834
Goal 6	23.765	25.280	28.570	29.858	31.834

<b>E.U Objective 5</b>	<b>433.730</b>	<b>495.214</b>	<b>542.400</b>	<b>580.368</b>	<b>615.190</b>
Objective 5.1	146.570	167.000	180.800	193.456	205.064
Goal 1	48.857	55.667	60.270	64.486	68.355
Goal 2	48.857	55.667	60.260	64.486	68.355
Goal 3	48.857	55.667	60.270	64.486	68.355
Objective 5.2	138.180	160.144	180.800	193.456	205.064
Goal 1	69.090	80.072	90.400	96.728	102.532
Goal 2	69.090	80.072	90.400	96.728	102.532
Objective 5.3	148.180	168.070	180.800	193.456	205.064
Goal 1	37.045	42.018	45.200	48.364	51.266
Goal 2	37.045	42.018	45.200	48.364	51.266
Goal 3	37.045	42.018	45.200	48.364	51.266
Goal 4	37.045	42.018	45.200	48.364	51.266
<b>TOTAL</b>	<b>2.259.725</b>	<b>2.501518</b>	<b>2.760.531</b>	<b>2.943.221</b>	<b>3.137.593</b>

## STRATEGIC PLANNING BOARD

<b>Title/Degree</b>	<b>Name Surname</b>	<b>Unit</b>
Prof.Dr.	Remzi Altın	Rector
	Hamza Aksoy	Secretary General
Prof.Dr.	Güngör Turan	Dean of FEAS
Assoc.Prof.Dr.	Yavuz Yardım	Dean of FAE
	Sezer Erdoğan	Dean of Students
	Niuton Mulleti	Rapporteur