

EASTERN MEDITERRANEAN UNIVERSITY

STRATEGIC PLAN

2017 – 2022

GOALS, OBJECTIVES AND ACTIVITIES

RESPONSIBLE AND RELEVANT UNITS

CRITERIA FOR SUCCESS AND MONITORING PROCESSES

(February 2017, Famagusta, TRNC)

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MESSAGE FROM THE RECTOR

Dear EMU Community,

It is a great pleasure for me to share with you Eastern Mediterranean University's new strategic plan which will cover the upcoming five-year period (2017-2022).

As a young institution of higher education, Eastern Mediterranean University pays special importance to strategic planning, as also confirmed by this strategic document which will act as a valuable guide in our university's new period. The strategic plan will act as a torchlight for our university primarily in focusing the targets set and achieving the specified objectives in the best way possible.

During the preparation phase of the new strategic plan, we paid special attention to working in a participative environment, where the views and opinions of all stakeholders were gathered. We are all aware of the fact that, any document produced without a common understanding is destined to fail. Successful achievements taking place since the foundation of our institution as the Institute of Higher Technology in 1979 are due to the selfless efforts of each and every member of the university. Our biggest hope is that the EMU community demonstrates necessary sensitivity, effort and devotion towards putting the goals and objectives specified in the new strategic plan into action.

Parallel with the current global conditions, significant transformations are taking place both in the academic and scientific dimension. In a period as such, becoming aware of our university's strong and weak aspects as well as having a better understanding of the opportunities and threats faced are of utmost importance. If we also add the problems encountered in higher education within our country to all of the aforesaid issues, the urgency of planning our future becomes apparent.

Our most important strategic goal is the institutionalisation of our university's academic and scientific quality culture. Within this framework, maintaining a university governance model defending academic principles and values carries special importance for us as it makes our university different and special. Formation of a sustainable structure for student flow to our university from different corners of the earth and provision of a university environment where different cultures nourish each other on the basis of scientific values are amongst our fundamental duties. As it was in the past, we will work hard for a more democratic future and spend our best efforts in fulfilling our duties and responsibilities towards our students, our community and humanity, in the light of universal principles including plurality, transparency and freedom.

Whilst designing our programs, either new or old, the most important point of interest should be encouraging our students to be creative. Among our fundamental duties as members of Eastern Mediterranean University are designing processes and structures supporting critical thinking and inquisition, all of which are prerequisites to reaching accurate information and new values.

All stakeholders' contributions to our new strategic plan covering the period between 2017 and 2022 are undeniable. Each goal, objective and activity prioritised in the plan has been specified as a result of careful thinking and long discussions. The biggest assurance for the activation of the strategic plan would be the participation, support and determination of a wider audience. Taking this opportunity, I extend my appreciation and gratitude to all those who have contributed to the preparation of this plan which will guide us during the upcoming 5 year period.

Best regards,

Prof. Dr. Necdet Osam

Rector

STRATEGY FORMATION METHOD AND PROCESS

EMU, prepared a Strategic Plan for the first time in 2005 and renewed this plan in 2010.

Prepared after having conducted an evaluation of the 2010-2014 Strategic Plan, the new strategic plan for 2017-2022 period was produced through the employment of a participatory approach which included the views and opinions of academic and administrative staff, students and members of the alumni.

The 2017-2022 Strategic Plan was developed within the framework of the method and process summarised below:

1. EMU Rector's Office started to work on the 2017-2022 Strategic Plan at the end of 2014 and specified the general strategic orientation.
2. Rather than the strategic plan being comprised by a small group, an approach that saw a large participation from all University fractions under the coordination of a group of experts was adopted. In order to have wider participation, meetings on strategic goals were arranged with University boards and committees as well as graduates, students and representatives of special groups such as unions.
3. During the first stage, the existing "Vision, Mission, Values" of the 2010 – 2014 Strategic Plan were accepted as data and targets have been set for the discussion of the strategic goals in the said plan by a wider audience both inside and outside the university and for the specification of the desired reformations and advancements for the upcoming period of 5 years.
4. It was decided that the Strategic Plan would be designed in the order of 'Strategic Goal, Strategic Objective, Activity' and that all activities of the university be categorised according to the five primary areas below:
 - i. education,
 - ii. science, research, creativity, modernism,
 - iii. green campus,
 - iv. community service and
 - v. institutional development
5. Working groups were formed under each Vice Rector's Office. Each working group held meetings about their area of focus and agenda between January and May 2015.
6. In July 2015, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis meeting took place with a large attendance.
7. For the next step, meetings were organized between September and December 2015 under the Vice Rector's Office for Academic Affairs. Evaluating the views that emerged from the SWOT meetings, our university's strengths, weaknesses, opportunities and threats were identified.
8. Every working group formed their Strategic goals, targets and specified action to be taken during the January 2015-May 2016 period.

9. Strategic goals, targets and activities specified by the working groups were later discussed at meetings taking place at the Rector's Office between July 2016 and January 2017. SUCCESS CRITERIA was determined by responsible units in the light of the actions that need to take place to meet the goals. At the same time, the university's vision, mission and fundamental values were updated.
10. In February 2017, the draft "Vision, Mission, Values, Strategic Goals" were added to the Senate agenda.

SWOT ANALYSIS

The main aim of SWOT analysis is to specify Eastern Mediterranean University's strong and weak aspects as well as the opportunities and threats and to develop relevant policies in the light of these specifications. Strengths and Weaknesses, Opportunities and Threats listed below have been obtained as a result of the SWOT analysis meetings which took place during 2015 summer period with the participation of all stakeholders.

Strengths

1. Multicultural student structure and class environment.
2. Advantages brought by international accreditations and memberships as well as the Higher Education Planning, Accreditation and Coordination Council (YÖDAK) and Council of Higher Education (YÖK) approved academic programs developed in line with international standards.
3. Internationalization.
4. The availability of English and Turkish-medium academic programs in different academic degrees.
5. University campus's physical infrastructure supporting rich social, cultural and sports activities.
6. A safe city campus university within a safe country.
7. Institutional solemnity and trust that come with being a state university with strong legal infrastructure.
8. Strong library and informatics infrastructure enabling online access to sources.
9. Students' easy access to academic and administrative personnel.
10. Being a pioneering university in different areas of community services.
11. A rising positive image over the years compared with other universities in the region.
12. Presence of academic staff members with high research-development and intellectual production potential.
13. Featuring on the Times Higher Education.

Weaknesses

1. University revenue being limited to student fees and government support. Insufficient activity to bring additional income.
2. Insufficient university-industry collaboration resulting from insufficient development of industry and certain sectors.
3. Not updating the infrastructure of old buildings.
4. Non-existence of a general university master plan.
5. The non-availability of performance criteria within the university
6. The university being susceptible to political changes and interventions as a result of the statute not being updated.
7. Student English levels not at the desired level after completing the Preparatory School.
8. Insufficient budget for research and development infrastructure and no research funds.
9. Inadequate fulfilment of Bologna Process requirements (e.g. ECTS etc...).
10. Insufficient sabbatical leave.
11. Insufficient number of administrative personnel speaking a foreign language.
12. Lack of physical arrangements, regulations and educational tools for the handicapped
13. Insufficient fulfilment of the demands of computer and application laboratories.
14. Insufficient communication with graduates.
15. Insufficient use of educational technologies and adaptation of the curricula serving for this purpose.
16. Non-homogenous student input and educational background open for improvements.
17. Physical infrastructure of library not being at a sufficient level.
18. Heavy course load of academic staff.
19. High student-academic staff ratio.

Opportunities

1. The solution of the Cyprus dispute and gaining EU membership resulting in the university's appearance in the European Higher Education Area.
2. TRNC's natural beauty and climate.
3. The increasing demand of the third countries towards higher education, resulting in increasing student intake.
4. Bureaucratic convenience in the flow of international students.
5. Very strict visa requirements in western countries applied during recent years.
6. Being a safe country in the middle of regional conflicts.
7. Financial support from the Republic of Turkey.
8. The potential to better utilize EMU graduates
9. TRNC being adopted as an island of education.
10. Historical town potential.

Threats

1. Insufficient and irregular nature of the financial support from government.
2. Newly formed universities within the TRNC, Turkey and the region.
3. The lack of an active and competent government higher education plan and insufficient Higher Education Planning, Accreditation and Coordination Council (YÖDAK) audit.
4. Political interventions to university administration.
5. Lack of public transport vehicles.
6. The problems that arise in the international arena as a result of the TRNC being politically unrecognized.
7. Insufficient integration of the university and the city of Famagusta in terms of student life.
8. The perception that student expenditure is high.
9. The negative image of the TRNC generated especially in the Turkish media (casino, nightclub heaven etc...)

10. The campus being surrounded by workplaces that negatively affect the university's image.
11. Negative news items regarding the university in the TRNC media.
12. Due to the Council of Higher Education (YÖK) accreditation, not being able to align some programs with world standards and having limitations in making them more flexible and up-to-date.
13. Being bound to Council of Higher Education (YÖK) quotas.
14. Increase in the sale and consumption of drugs.

PRIMARY GOALS

1. Increasing the Quality of Education
2. Increasing Research Capacity and Quality
3. Service towards the Community
4. Continuous Institutional Development

MISSION

The Eastern Mediterranean University has set as a mission becoming a university acting in line with universal values, guided by internationally recognised academic educational criteria, providing solutions for regional and international problems with a sense of social responsibility, raising graduates who have internalized multiculturalism, free thought, tolerance and participation as well as carrying out work to make international improvements in the fields of production, science, arts and sports.

VISION

The vision of Eastern Mediterranean University is to provide high quality education based on scientific production, and to become a leading and the most preferred university by students and academic staff within its unique geographical location which joins three continents.

FUNDAMENTAL VALUES

1. Free thought
2. Creativity,
3. Modernism
4. Possessing ethical values
5. Academic autonomy
6. Scientific production
7. Awareness towards environment
8. Standing against discrimination of any kind
9. Awareness towards community problems
10. Transparency and accountability
11. Human-oriented management
12. Participation

GOALS, OBJECTIVES, ACTIVITIES, RESPONSIBLE PERSONS AND CRITERIA FOR SUCCESS:

GOAL 1:

Strengthening the Institutional Ownership, Protecting EMU Culture and Values, and Reflecting These in Academic Processes

Protection of values contributing to our institutional culture as well as ensuring their ongoing development and putting them into action are amongst our important aims. For the continuation of our institutional culture, sustainability of academic and administrative personnel as well as the transfer of our legacy to the next generation are our priority targets. Ensuring that all stakeholders' bonds with the university are kept alive and increasing the visibility of our institutional identity have also been set as our primary targets.

OBJECTIVE 1.1: Formation of institutional memory about important events and individuals in EMU's history and strengthening the mechanisms in the dissemination of these values to all stakeholders.

| ACTIVITY | RESPONSIBLE AND RELEVANT UNITS |
|--|--|
| 1.1.1 Collecting and cataloguing the archives/resources about EMU's institutional history, culture and values in one center and making them accessible for others. | Rector's Office, Academic and Administrative Units |
| 1.1.2 Publishing papers on EMU's history, culture and values and sharing them with all stakeholders. | Rector's Office, Academic and Administrative Units |
| 1.1.3 Keeping and archiving all visual and printed resources about important events and individuals who have left their mark in the University's history. | Rector's Office, Academic and Administrative Units |

CRITERIA FOR SUCCESS:

- *The type and number of documents kept in the archive
- *Online accessibility of the archives
- *The number of news and publications about EMU's culture and values appearing on media
- *The number of publications and events/activities analysing the history and culture of the University and units (i.e. Faculty, department)

OBJECTIVE 1.2: Improving the Communication and Relations with Alumni and Ensuring Their Continuation

| ACTIVITY | RESPONSIBLE AND RELEVANT UNITS |
|--|--|
| 1.2.1 Informing the alumni about event organisations in EMU and encouraging their participation | Alumni Communications and Career Research Center, Academic Units |
| 1.2.2 Inviting successful graduates to our university and sharing their successful career achievements with our students | Alumni Communications and Career Research Center, Academic Units |
| 1.2.3 Developing joint projects and creating internship opportunities at workplaces where our graduates own/ have undertaken duties at senior levels | Academic Units |
| 1.2.4 Increasing the number of accessible graduates | Alumni Communications and Career Research Center |
| 1.2.5 Improving the Alumni magazine and distributing it to graduates | Alumni Communications and Career Research Center |
| 1.2.6 Establishing EMU Alumni Foundation. | Rector's Office |

CRITERIA FOR SUCCESS:

- *Number of invited graduates
- *Number of students benefiting from joint projects or internship possibilities settled with graduates.
- *Number and frequency of bulletins sent to graduates
- *The rate of graduates who have up-to-date contact information on alumni database.
- *Number of events/activities targeted towards graduates

GOAL 2:

Development of an Autonomous and Democratic University Governance Model.

Eastern Mediterranean University is an institution with a responsibility of providing contributions to its employees, students, the community and humanity. While fulfilling this responsibility, our primary principle is to provide solutions to problems in a constructive way, without deviating from scientific facts. The precondition of achieving this is fully dependent on our university's autonomy in financial, administrative and academic spheres. The requirement of being autonomous is taking decisions on fundamental issues through democratic methods supported by participative processes and, while the said decisions are being taken, being accountable in a structure where different institutions/units inspect and balance each other.

OBJECTIVE 2.1: The Passing of the New Statute Establishing North Cyprus Education Foundation and Eastern Mediterranean University at the TRNC Assembly

| ACTIVITY | RESPONSIBLE AND RELEVANT UNITS |
|---|---|
| 2.1.1. Preparation of an autonomous-democratic "EMU Statute" to be approved by all stakeholders of the university at EMU Campus and bringing it to the agenda of the TRNC Assembly. | Board of Trustees, Rector's Office, Senate, Unions, Student Council |

CRITERIA FOR SUCCESS:

*Preparation of the statute proposal within a year and its submission to the TRNC Assembly by the Board of Trustees

OBJECTIVE 2.2: Establishment of Structures Allowing University-wide Participation in the Decision Making Processes

| ACTIVITY | RESPONSIBLE AND RELEVANT UNITS |
|--|-----------------------------------|
| 2.2.1. Increasing the efficiency of the participative system through boards and commissions | Rector's Office Academic Units |
| 2.2.2. Supporting the active existence of the stakeholders within the university in all relevant areas of the participative processes | Rector's Office Academic Units |
| 2.2.3. Ensuring the university-wide announcement as well as the application of the decisions taken by the relevant organs at the end of the participative processes. | Rector's Office Academic Units |
| 2.2.4. Ensuring the establishment of the Quality Assurance Office and similar structures and their harmonious operation with other institutional structures. | Rector's Office |

CRITERIA FOR SUCCESS

- *The number of boards and commissions where stakeholders are actively represented.
- *Representation of stakeholders in boards and commissions by different individuals as far as possible
- *Number of meetings held, decisions taken and decisions applied by the boards and commissions within an academic year.
- *The rate of participation in the Student Representatives Council elections.

GOAL 3:

Equipping students with universal values that would turn them into self-confident, creative, highly aware, inquisitive and autonomous individuals who demonstrate respect towards others' freedom.

The most fundamental values and skills that we should equip our students with in a modern university are free and critical thought, appreciating others' freedom, self-confidence, possessing individual and communal awareness, inquisition, taking the initiative, and commitment towards ethical and scientific facts.

OBJECTIVE 3.1: Design of processes facilitating creative, independent and scientific thought

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 3.1.1. Including the aim of equipping students with these values and skills in curricula, course content and learning outcomes | Academic Units |
| 3.1.2. Introducing extra-curricular activity projects that would help students gain the said skills and qualities | Academic Units |
| 3.1.3. Strengthening the arts, culture and sports-related activities within the university and increasing the student participation | Rector's Office, Student Activity Center |

CRITERIA FOR SUCCESS:

- *Number of students taking basic humanities and social sciences courses
- *Number of students taking basic natural sciences and mathematics courses
- *Number of academic and arts-related activities developed by student clubs
- *Number of original student projects either taking place or developed as part of the operations of the student clubs.

OBJECTIVE 3.2: Adoption of ethical values pertaining to social life

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---------------------------------------|
| 3.2.1. Formation of code of conduct corresponding with the qualities of multi-cultural life and facilitating its internalisation | Rector's Office Academic Units |
| 3.2.2. Ensuring that a course on ethics is offered to all students during the freshman year. | Academic Units |

CRITERIA FOR SUCCESS:

- *Number of multicultural activities and participating students
- *Number of violations of ethics that have become the subject of student disciplinary investigations

GOAL 4:

Supporting students' academic and career development and ensuring their globalisation

OBJECTIVE 4.1: Strengthening students' international experiences

| ACTIVITY | RESPONSIBLE AND RELEVANT UNITS |
|---|--|
| 4.1.1. Motivating and encouraging international student exchange | Rector's Office Academic Units |
| 4.1.2. Supporting student clubs' international activities | Rector's Office Academic Units, Activity Center |
| 4.1.3. Supporting the participation of students in international summer schools, international conferences, and internship programs abroad. | Rector's Office Academic Units |
| 4.1.4. Opening joint programs at EMU campus in collaboration with international universities | Academic Units |

CRITERIA FOR SUCCESS:

- *Number of students taking part in exchange programs
- *Number of students coming to EMU as part of exchange programs
- *Number of students taking part in international conferences
- *Number of students from EMU participating in international internship programs

OBJECTIVE 4.2: Formation of academic mechanisms working towards equipping students with basic academic skills

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|-----------------------------------|
| 4.2.1. Opening university-wide courses that are thought to be useful for equipping students with basic academic skills and offering these courses to as many students as possible. | Rector's Office Academic Units |
| 4.2.2. Formation of educational programs that have the aim of developing and supporting students' basic academic skills | Rector's Office Academic Units |
| 4.2.3. Increasing the interaction between undergraduate-postgraduate programs by strengthening the relationship between research assistants and undergraduate students. | Rector's Office, Academic Units |

CRITERIA FOR SUCCESS:

- *Number of meetings of the relevant commissions
- *Number of relevant courses
- *Number of students taking relevant courses
- *Number of projects that undergraduate and postgraduate students jointly take part in

OBJECTIVE 4.3: Supporting students' career and higher education plans

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 4.3.1. Strengthening the operations of the Alumni Communications and Career Research Directorate (MĪKA) through establishing a career development and internship office within the unit | Rector's Office Academic Units |
| 4.3.2. Addition of the Career Week on the Academic Calendar | Rector's Office, Senate |
| 4.3.3. Launching the Career Mentorship Program | Alumni Communications and Career Research Directorate (MĪKA) |
| 4.3.4. Updating and developing the graduate database | Alumni Communications and Career Research Directorate (MĪKA) |

CRITERIA FOR SUCCESS:

- *Number of seminars and workshops organised, and number of participants
- *Number of volunteering graduates for the career mentorship program
- *Number of students participating in the career mentorship program
- *Number of staff at the Career Office
- *MĪKA database including minimum 90% of the graduates

GOAL 5:

Delivering undergraduate/associate education structured upon firm academic grounds and with a contemporary understanding and innovative approaches.

The objective of Eastern Mediterranean University is to become a center of attraction for successful students both in Turkey and the countries in close proximity to our region, to maintain the existing level of quality in undergraduate/associate programs and to take it to higher levels. In this respect, we aim to offer undergraduate/associate education through programs motivating learning through experience, supporting interdisciplinary cooperation, and prioritising internationalisation. Bringing up our students as self-confident individuals and encouraging them to take the initiative and to act as creative individuals with up-to-date research, learning and inquisition skills form the basis of our educational philosophy.

OBJECTIVE 5.1: Increasing the efficacy of the undergraduate/associate programs through carrying out regular and ongoing evaluations

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|-----------------------------------|
| 5.1.1 Establishing an “EMU Accreditation and Quality Assurance Office” which will carry out work on academic quality assurance | Rector’s Office |
| 5.1.2. Updating of the principles, objectives and duties of the Curriculum Committee | Rector’s Office |
| 5.1.3. Reviewing the undergraduate/associate programs in terms of their credit load, distribution and program flexibility to ensure their integrity, balance and consistency (In this respect, ensuring the harmonisation of the course credit system with the European Credit Transfer System) | Rector’s Office Academic Units |
| 5.1.4. Encouraging the design and availability of multidisciplinary and interdisciplinary courses | Rector’s Office Academic Units |
| 5.1.5. Increasing the number of the double-major, minor and certificate programs and encouraging student participation in the said programs | Academic Units |
| 5.1.6. Decreasing the ratio of (number of students /number of faculty) university-wide | Rector’s Office |
| 5.1.7. Motivating the availability of ongoing feedback from undergraduate/associate program students | Academic Units |

CRITERIA FOR SUCCESS:

- *Establishment of EMU Accreditation and Quality Assurance Office
- *Finalisation of the Curriculum Committee’s work on its principles, targets and duties by September 2017
- *The ratio of undergraduate/associate students to faculty
- *Average graduation period in associate/undergraduate programs
- *Grade averages of undergraduate/associate program graduates
- *Credit load differences of undergraduate/associate programs
- *Number of newly designed courses
- *Number of interdisciplinary and multidisciplinary courses
- *Number of undergraduate programs offering minor certificate programs
- *Number of undergraduate/associate programs offering certificate programs
- *Number of undergraduate/associate programs offering double major programs

- *Total number of double major programs, number of registered students and graduates
- *The ratio of undergraduate students participating in minor, certificate and double major programs to total number of students
- *Development of an action plan by conducting an analysis of the course evaluation survey participation rate and its findings
- *The average recruitability period of graduates in their chosen field following their graduation
- *Number of newly opened programs
- *The ratio of associate program graduates registering for undergraduate programs
- *The ratio of undergraduate program graduates registering for postgraduate and doctoral degree programs

OBJECTIVE 5.2: Activation of the Internalisation at Undergraduate/Associate programs and Ensuring the Admission of More Successful Students to Our University

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---------------------------------------|
| 5.2.1. Increasing the number of international students as well as the number of merit scholarships targeted towards students as such | Rector's Office, Academic Units |
| 5.2.2. Developing and activating joint international programs | Rector's Office, Academic Units |
| 5.2.3 Offering joint summer school programs abroad | Rector's Office, Academic Units |
| 5.2.4 Increasing the number of qualified international academic staff | Rector's Office, Academic Units |

CRITERIA FOR SUCCESS:

- *Number of international students registered at undergraduate programs
- *The rate of students in undergraduate programs taking part in (incoming/outgoing) exchange programs
- *Number of joint academic programs abroad
- *Number of joint summer schools abroad
- *Number of international academic staff

OBJECTIVE 5.3: Ensuring the Efficacy of Teaching and Learning

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|---|
| 5.3.1. Establishing a center that would support academic staff in terms of learning principles, teaching methods and learning environments. | Rector's Office, Academic Units |
| 5.3.2. Developing distance education programs | Institute of Distance Education |
| 5.3.3. Developing international joint programs | Rector's Office, Academic Units |
| 5.3.3. Developing new approaches in instructional technology, integrating them with teaching methods, using them class and ensuring their active use. | Rector's Office, Academic Units |
| 5.3.4. Encouraging the delivery of courses at undergraduate programs through the blended learning method. | Rector's Office, Academic Units, Computer Center, Institute of Distance Education |
| 5.3.5. Developing policies supporting the production and sharing of open courseware. | Rector's Office, Academic Units, Computer Center, Institute of Distance Education |
| 5.3.6. Increasing the active use of the results of the course evaluation survey. | Rector's Office, Academic Units, |

CRITERIA FOR SUCCESS:

- *Establishment of the Instructional Support and Development Center
- *Number of distance education programs opened and registered students
- *Number of international joint programs opened and registered students
- *Type and number of up-to-date instructional technology
- *Number of seminars, educational programs and participants in the field of instructional technologies
- *Number of open courseware shared
- *Analysis of the course evaluation survey results and development of an action plan
- *Number of academic staff who have integrated Learning Management System (LMS) to their courses

OBJECTIVE 5.4: Encouraging the movement of teaching out of class as well as the application of research and experimental methods

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|--------------------------------|
| 5.4.1. Adding field work and application areas into the relevant courses | Academic Units |
| 5.4.2. Supporting theoretical courses with laboratory applications | Academic Units |
| 5.4.3. Making the internship experiences more effective | Academic Units |
| 5.4.4. Increasing the number of courses with research-focused content in the curricula | Academic Units |

CRITERIA FOR SUCCESS:

- *Number of courses including experimental learning and number of students
- *Number of theoretical courses supported by laboratory applications
- *Total number of internship days / number of internship students

OBJECTIVE 5.5: Ensuring the Effectiveness of the Advisorship Services for Students

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|---------------------------------|
| 5.5.1. Increasing the effectiveness of the academic advisorship | Rector's Office, Academic Units |
| 5.5.2. Preparation of an academic advisor evaluation survey | Rector's Office, Academic Units |
| 5.5.3. Developing tools allowing the academic advisors' access to the details of students for whom they provide advisorship services. | Rector's Office, Academic Units |
| 5.5.4. Ensuring that the academic units organise informatory and feedback meetings with students at all years of study. | Rector's Office, Academic Units |
| 5.5.5. Decreasing the number of students per academic advisor | Rector's Office, Academic Units |

CRITERIA FOR SUCCESS:

- *Number of undergraduate students per academic advisor
- *Following up whether the "Academic Advisor Evaluation Survey" has been prepared or not
- *Number of meetings organised by academic units, number of participants

GOAL 6

Development of Distance Education Programs and Increasing Their Frequency

As an important means of education providing teaching and learning opportunities to people at different ages or groups, distance education is a significant tool widely used in developed countries. One of the important goals of Eastern Mediterranean University is to contribute to the spread of the scientific culture within the society, to the restructuring of teaching-learning processes by minimising the limitations posed by time, environment and logistics, and to the development and support of distance learning environments targeting a wider audience within the society.

OBJECTIVE 6.1: Infrastructural Development

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---|
| 6.1.1. Establishment of the necessary distance education infrastructure so that our Learning Management System caters for learner groups with different educational needs. | Rector's Office, Institute of Distance Education, Computer Center |
| 6.1.2. Carrying out research on distance education systems that would be suitable for our university and development of application plans after the relevant targets for distance education have been specified. | Institute of Distance Education |

CRITERIA FOR SUCCESS:

*Specification of targets and strategies and their presentation to the Senate by the end of June 2017

*Development of the distance education infrastructure by February 2018

OBJECTIVE 6.2: Opening New Undergraduate and Postgraduate Programs within the Institute for Distance Education

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|--|
| 6.2.1. Transfer of undergraduate and postgraduate programs and/or courses to our university's distance education system under the coordination of the Institute of Distance Education within the framework of the Senate-approved application plan | Rector's Office, Academic Units, Institute of Distance Education |
| 6.2.2. Increasing the number of students registered at distance education undergraduate and postgraduate programs | Rector's Office, Institute of Distance Education |

CRITERIA FOR SUCCESS:

- *Number of undergraduate and postgraduate programs transferred to distance education system
- *Number of students registered at undergraduate and postgraduate distance education programs

OBJECTIVE 6.3: Development and Implementation of Distance Education Programs Strengthening the Relationship among the University, Industry and Community

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|--|
| 6.3.1. In cases of demand, transfer of the professional training courses offered by EMU – CEC to the distance education system with the support of the Institute of Distance Education | Rector’s Office, Academic Units, Institute of Distance Education |
| 6.3.2. Development of joint distance education programs with other universities and public and private institutions/organisations | Rector’s Office, Academic Units, Institute of Distance Education |
| 6.3.3. Development of distance education certificate programs for the purpose of increasing EMU Distance Education Institute’s revenues from the revolving fund | Rector’s Office, Academic Units, Institute of Distance Education |

CRITERIA FOR SUCCESS:

- *Number of courses/seminars/programs offered within the framework of distance education
- *Number of distance education certificate programs and number of certificates issued
- *The amount of earnings towards the revolving fund

GOAL 7

Strengthening Postgraduate Teaching and Learning Through Innovative and Creative Approaches

Our aim is to enrich our postgraduate programs, increase the collaborations between similar programs and design unique programs which are in demand. Among our priority objectives are integrating international qualities to our programs through academic collaborations and contributing to the production of high quality thesis and project work as well as science and technology through attracting students with unique qualities.

OBJECTIVE 7.1: Conducting an ongoing evaluation of postgraduate programs, increasing their efficacy and productivity, and developing unique programs

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 7.1.1 Establishing an “EMU Accreditation and Quality Assurance Office”, which will carry out work on academic quality assurance | Rector’s Office |
| 7.1.2. Keeping program curricula up-to-date | Rector’s Office, Academic Units, Institute for Graduate Studies and Research Board |
| 7.1.3. Opening new programs by increasing the interdisciplinary collaborations | Rector’s Office, Academic Units, Institute for Graduate Studies and Research Board |
| 7.1.4. Specifying the basic courses which may be jointly offered/taken and providing support for them to be jointly offered/taken | Rector’s Office, Academic Units, Institute for Graduate Studies and Research Board |
| 7.1.5. Leading the establishment of interdisciplinary postgraduate programs | Rector’s Office, Academic Units, Institute for Graduate Studies and Research |
| 7.1.6. Establishing international joint/double diploma programs | Rector’s Office, Academic Units, Institute for Graduate Studies and Research |

CRITERIA FOR SUCCESS:

- *Establishment of EMU Accreditation and Quality Assurance Office
- *Number of updated programs
- *Average graduation period at postgraduate programs and graduation grade average of graduates
- *Number of newly designed courses
- *Number of multidisciplinary courses
- *Number of courses open for all postgraduate students
- *Number of international joint/double degree programs
- *Admission rate to doctoral degree programs

OBJECTIVE 7.2: Attracting qualified students to postgraduate programs

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---------------------------------|
| 7.2.1. Increasing the scholarship possibilities for postgraduate students | Rector's Office, Academic Units |
| 7.2.2. Increasing the library, laboratory and office possibilities for postgraduate students for research purposes | Rector's Office, Academic Units |
| 7.2.3. Increasing the variety and number of postgraduate promotional activities | Rector's Office, Academic Units |

CRITERIA FOR SUCCESS:

- *Number of students and research assistants receiving scholarships
- *Number of students applying for postgraduate programs
- *Scores of admitted students in standard exams

OBJECTIVE 7.3: Ensuring that postgraduate students gain direct or indirect international experience

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 7.3.1. Encouraging the postgraduate students to gain experience an international level during their course work and thesis phase. | Rector's Office Academic Units Institute for Graduate Studies and Research |
| 7.3.2. Inviting scientists with international recognition to our university for the purpose of delivering seminars and short courses in postgraduate programs | Rector's Office Academic Units Institute for Graduate Studies and Research |
| 7.3.3. Supporting the participation of postgraduate students to research programs and scientific conferences abroad. | Rector's Office Academic Units Institute for Graduate Studies and Research |
| 7.3.4. Developing joint programs with universities abroad | Rector's Office Academic Units Institute for Graduate Studies and Research |

CRITERIA FOR SUCCESS:

- *Number of academic events participated by students studying at postgraduate and doctoral degree programs
- *Number of publications and presentations delivered by postgraduate and PhD students at international conferences
- *Number of seminars/courses delivered by lecturers from abroad.
- *Number of joint programs and registered students

GOAL 8:

Strengthening the culture of science, research, creativity and innovation within the university

Education and research are the two indispensable elements. In line with this vision, our primary target is to develop the research culture within the university. To reach this target, encouraging research, activating collaborations with universities and other institutions which have a leading place in research, ensuring that research findings are published in the form of quality papers, and increasing our visibility in the international arena will be amongst our important activities.

OBJECTIVE 8.1: Encouraging, supporting and awarding quality research,

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|------------------------------------|
| 8.1.1. Increasing the financial resources and finding/creating new ones that will encourage and support research activities taking place in line with the university's vision in all fields of science. | Rector's Office |
| 8.1.2. Identifying research topics aiming to provide solutions for local and regional problems and encouraging research activities serving for this purpose | Academic Units |
| 8.1.3. Establishing international research collaborations. | Academic Units and Rector's Office |
| 8.1.4. Sharing research findings with the university, society and academic community | Academic Units |
| 8.1.5. Developing an incentive system for the purpose of increasing the number of quality international publications and citations. | Rector's Office |

CRITERIA FOR SUCCESS:

- *The total amount of funds allocated for research activities.
- *Number of registered projects/theses
- *New research projects
- *Number of functional international research collaborations
- *Number of research-based presentations/conferences
- *Resources allocated for publication award

OBJECTIVE 8.2: Strengthening Research Infrastructure and Research-Targeted Human Resources

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---|
| 8.2.1. Enabling the research targeted academic staff members to allocate more time for research by granting them course load reductions within the framework of research projects. | Rector's Office, Academic Units |
| 8.2.2. Establishing fully-equipped research laboratories to be jointly used in basic fields. Increasing resources for the procurement of basic equipment and material needs. | Rector's Office, Academic Units |
| 8.2.3. Enabling the researchers to take paid/unpaid leave for short-term work and/or research purposes. | Rector's Office, Academic Units |
| 8.2.4. Creating possibilities for PhD graduates to work at the university at the post-doc category following their graduation. | Board of Trustees and Rector's Office |
| 8.2.5. Ensuring the recruitment of expert/support staff members to work at research laboratories and workshops | Board of Trustees, Rector's Office and Academic Units |
| 8.2.6. Improving the library book/journal etc. collection | Rector's Office, Academic Units |
| 8.2.7. Ensuring the availability of the jointly-used software | Rector's Office, Academic Units |
| 8.2.8. Benefiting from the experiences of academicians with proven success at international level by inviting them to the university for a short/medium period of time. | Rector's Office, Academic Units |

CRITERIA FOR SUCCESS:

- *Amount of course load reduction received within the framework of the research projects and number of academicians benefiting from it.
- *Number of jointly established laboratories and allocated financial resources
- *Number of permissions granted and total period of leave
- *Applying relevant changes in by-laws. Number of personnel recruited in the Post-doc category and number of total publications produced.
- *Applying relevant changes in by-laws. Number of recruited staff and their qualifications.
- *Purchased software.
- *Number of hosted academicians, number of scientific events organised.

GOAL 9:

Developing the English Language Command of Students and Increasing their Competence

The majority of our curricula is implemented in English as we are an international university. In this respect, using the most effective methods in developing students' speaking/comprehension/writing skills in English is of utmost importance during the preparatory period . During the undergraduate study periods of students, development of language skills is also important. The formation of both academic and social environments where students interact with each other both in and outside class has an important role in students' language skills development. Our target is to provide language education in small class sizes and in a context facilitating academic staff-student interaction and communication.

OBJECTIVE 9.1: Application of effective methods bringing students' English language skills to the required level both in academic and non-academic contexts.

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 9.1.1. Encouraging and supporting the "360 degree evaluation" process at English Preparatory School. | Rector's Office English Preparatory School Directorate |
| 9.1.2. Developing environments allowing students to use English during their extra-curricular time and facilitating/encouraging student participation in activities supporting students' language development during their university studies | Rector's Office English Preparatory School Directorate Academic Units |
| 9.1.3. Encouraging English-medium activities of the student clubs and supporting the production of oral and written products in English | Student Activity Center and Vice Rector for Student Affairs |

CRITERIA FOR SUCCESS:

*Initiation of the evaluation process following the formation of the evaluation criteria by June 2017 and preparation of an evaluation report at the end of the year.

*Types and numbers of activities in English. Measuring the student satisfaction level of the said activities. Increased success rate in the international English proficiency exams.

*Rate of the amount of funds used for English activity purposes in the total activity budget.

**OBJECTIVE 9.2: Availability of courses aiming to develop writing and speaking skills in English in undergraduate curricula.
Design of course content to serve for this purpose.**

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---------------------------------------|
| 9.2.1. Making advanced-level English courses more attractive by increasing their variety. | Foreign Languages Unit |
| 9.2.2. Ensuring the availability of contexts facilitating an environment of discussion in undergraduate level English courses and increasing the availability of activities (e.g. project, article, presentation, debate) allowing students to express themselves in writing . | Foreign Languages Unit |

CRITERIA FOR SUCCESS:

*Number of advanced English courses and students registered for these courses

*Number of activities involving projects, articles, presentations, and debate in advanced level English courses.

GOAL 10:

Improving the Educational Infrastructure

Since its establishment, EMU's infrastructure has been designed to support the delivery of the modern and contemporary education in the best way possible. To facilitate classroom environments supporting teaching-learning activities taking place in line with this understanding, we have set ensuring the availability of the technological infrastructure, improving the library capacity as well as its services, providing easy and convenient access to information, and transferring the student related academic, administrative and financial processes to the electronic environment as our priority objectives.

OBJECTIVE 10.1: Improving the Quality and Quantity of Classrooms

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---|
| 10.1.1. Carrying out work on the efficient use of classrooms | Academic Units |
| 10.1.2. Improving the infrastructure and physical conditions of classrooms with a consideration of the principles of ergonomic design, harmonising them with modern instructional methods by keeping the technological infrastructure up-to-date | Rector's Office Academic Units Technical Services |
| 10.1.3. Increasing the number of classrooms of different sizes catering for the demand | Rector's Office Academic Units Technical Services |
| 10.1.4. Increasing the number of smart classrooms | Rector's Office Academic Units Technical Services |

CRITERIA FOR SUCCESS:

*Preparation of a report for the efficient use of the classrooms by December 2017, with a consideration of their current condition of use.

**Development of an action plan and specification of the budget for the improvement work to be carried out by the Technical Services by December 2017 and commencement of the improvement work by June 2018.

*Number of classrooms undergoing improvements by December 2019

*Number of smart classrooms finished until June 2020

*The ratio of the number of courses with smart classroom requirements to the number of classrooms

Objective 10.2: Renovation of Laboratories in terms of Infrastructure and Equipment and Ensuring Their Efficient Use

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|---|
| 10.2.1. Renovating laboratories and keeping them up-to-date | Rector's Office Academic Units Technical Services |
| 10.2.2. Increasing the number of laboratories open for general use and ensuring that they are used more efficiently | Rector's Office Academic Units |

CRITERIA FOR SUCCESS:

- *Amount of money spent on the laboratory renovations and number of renovated laboratories
- *Number of computers per student
- *Number of students using the laboratories
- *The intensity of laboratory use

OBJECTIVE 10.3: Improvement of informatics facilities and ensuring their efficient use and distribution

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---|
| 10.3.1. Ensuring the availability of wireless, free, quality and uninterrupted internet access possibilities at closed and open environments within the entire campus. | Academic Units Informatics Commission Computer Center |
| 10.3.2. Increasing the possibilities for data processing and storage. | Academic Units Informatics Commission Computer Center |
| 10.3.3. Increasing the function of portal services | Academic Units Informatics Commission Computer Center Registrar's Office |
| 10.3.4. Ensuring the availability of mobile-friendly portal services. | Academic Units Informatics Commission Computer Center Registrar's Office |

CRITERIA FOR SUCCESS:

- *Ensuring the availability of wireless internet access on the entire campus by September 2018
- *User satisfaction
- *Type and number of operations that can be carried out via portal
- *Introduction of mobile-friendly portal services by September 2017

OBJECTIVE 10.4: Improving the Capacity and Services of the University Library

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|--|
| 10.4.1. Increasing the resources allocated for the improvement of the printed and electronic library resources | Academic Units Library Directorate |
| 10.4.2 Increasing the number of common/personal study areas within the library | Library Directorate Computer Center Directorate |

CRITERIA FOR SUCCESS:

- *Number of renovated common/personal study areas

GOAL 11

Increasing Student Satisfaction

Along with the quality education offered to students, Eastern Mediterranean University pays special attention to social, cultural and sports-related activities. Increasing the variety of student clubs as well as ensuring that they operate efficiently are amongst our priority objectives as the university administration is well-aware of the fact that activities as such support our students' personal development throughout their university studies. Along with these, we are determined to cater for our students' basic needs, namely, food, residence and health, at the highest level possible.

OBJECTIVE 11.1: Ensuring the Availability of the Necessary Environment for the Enrichment and Diversification of the Students' University Experience

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|---|
| 11.1.1. Developing cultural, arts and sports-related activities | Academic Units Student Activity Center |
| 11.1.2. Improving the activities of the student clubs | Student Activity Center |
| 11.1.3 Improving extra curricular academic activities | Academic Units Student Activity Center |

CRITERIA FOR SUCCESS:

- *Number of extra-curricular academic activities
- *Number of activities organised
- *Student satisfaction regarding activities
- *Student satisfaction regarding the clubs' activities

OBJECTIVE 11.2: Strengthening the residential, nutritional, transportation and sports infrastructure. Increasing the efficiency of health services of all types (including mental health).

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---|
| 11.2.1. Improving the dormitory facilities | Rector's Office Dormitories Unit |
| 11.2.2. Improving and increasing the variety of canteen and cafeteria areas | Canteen and Cafeterias Unit |
| 11.2.3. Improving on and off-campus public transport and limiting vehicle access into the campus | Rector's Office Transportation Unit Traffic and Security Unit |
| 11.2.4. Increasing the efficacy and frequency of health services | Rector's Office |
| 11.2.5. Increasing the support provided for PDRAM activities | Rector's Office |
| 11.2.6. Developing the sports infrastructure | Sports Affairs Directorate |
| 11.2.7. Ensuring that student services are delivered promptly, in a caring attitude and through effective guidance | Rector's Office General Secretary's Office |

CRITERIA FOR SUCCESS:

- *Construction of multi-storey car parks at campus entrance points by 2019
- *Development of on-campus public transport possibilities by 2018
- *Amount of budget allocated for health services and PDRAM activities

OBJECTIVE 11.3: The Awarding of Successful Students

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---------------------------------------|
| 11.3.1. Formation of awarding mechanisms for successful students | Rector's Office Academic Units |
| 11.3.2. The awarding of high-ranking students in faculties | Rector's Office Academic Units |

CRITERIA FOR SUCCESS:

- *Amount of budget allocated for awards
- *Number of students receiving awards

GOAL 12

Ensuring and Maintaining the Recruitment of Qualified Staff

Our target is the recruitment of competent and highly-skilled academic staff in fields of demand at all academic units within EMU and, in line with the needs analysis conducted, carrying out work towards the recruitment of highly-qualified administrative staff for the effective operation of all units at the highest level possible. The introduction of activities increasing academic and administrative staff members' motivation, commitment and productivity and supporting the staff's professional development are amongst our priority aims.

OBJECTIVE 12.1: Development of Policies for the Recruitment of Qualified Academic Staff

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|-----------------------------------|
| 12.1.1. Supporting the recruitment of new and qualified academic staff in departments | Rector's Office Academic Units |
| 12.1.2. Ensuring the availability of academic and personnel support targeted towards young academicians. | Rector's Office Academic Units |
| 12.1.3. Developing and applying criteria for performance evaluation | Rector's Office Academic Units |

CRITERIA FOR SUCCESS:

*Development of the performance evaluation criteria

*Number of qualified academicians who have been newly recruited

*Development of academic and personnel support for young academicians by February 2018

OBJECTIVE 12.2: Carrying out Work for the Recruitment of Qualified Administrative Staff

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 12.2.1. Updating the job specifications of the administrative personnel | Rector's Office Personnel Affairs Directorate |
| 12.2.2. Carrying out needs analysis for the recruitment of staff | Rector's Office Personnel Affairs Directorate |
| 12.2.3. Development of the relevant legislation for the recruitment of qualified administrative personnel | Rector's Office Personnel Affairs Directorate University Executive Board Senate |
| 12.2.4. Provision of necessary in-service training services | Rector's Office Personnel Affairs Directorate EMU-CEC |

CRITERIA FOR SUCCESS:

- *The update of job specifications by February 2018
- *Number of in-service training organised
- *Staff satisfaction following the delivery of in-service training
- *Performance evaluation following the delivery of in-service training

OBJECTIVE 12.3: Evaluation of the Employees' Attitude and Satisfaction towards the Institution; Development and Implementation of Activities Increasing Their Motivation and Commitment

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 12.3.1. Increasing the initiatives for the improvement of the personnel rights of academic and administrative staff in a way to increase our university's competitiveness level | Rector's Office Personnel Affairs Directorate |
| 12.3.2. Increasing the pace of the work for the improvement of offices and other work areas. | Rector's Office Technical Affairs Directorate |
| 12.3.3. Improving the orientation program prepared for newly recruited academic and administrative staff | Rector's Office Academic Units Administrative Units Personnel Affairs Directorate |
| 12.3.4. Ensuring the planning of annual in-service training programs for administrative staff and their continuity | Rector's Office Personnel Affairs Directorate EMU-CEC |
| 12.3.5. Developing effective environments for inter-staff communication | Rector's Office Personnel Affairs Directorate |
| 12.3.6. Carrying out an employee job satisfaction survey | Personnel Affairs Directorate |

CRITERIA FOR SUCCESS:

- *Application of questionnaires for job and institutional satisfaction and preparation of reports by June 2017
- *Preparation of orientation programs and informing of relevant units by January 2018
- *Application of a satisfaction survey following the first completion of the first orientation program
- *Specification of in-service training sessions and their announcement at the beginning of each academic year

GOAL 13

Maintenance of Institutional Development and Improvement of the Academic and Administrative Processes

One of the primary objectives of Eastern Mediterranean University is the widespread acceptance of the strategic planning process and its application. In this respect, starting from the lowest units to the top, we are determined to spend our best efforts in making the strategic planning one of the most important elements of our institutional culture and to provide full support towards fulfilling this purpose. Regarding all activities carried out at academic and administrative units, we are also determined to facilitate self and external evaluation practices serving towards the betterment of activities/work as such, especially those taking place in the academic dimension. Among other activities which will receive our support is the institutionalisation of human resources planning.

OBJECTIVE 13.1: Planning of Work Flow and Preparation of Job Specifications

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 13.1.1. Preparation of job and duty specifications of all university staff | Rector's Office Personnel Affairs Directorate |
| 13.1.2. Conducting a review of the existing bureaucratic processes and approval procedures for the purpose of making them more productive | Rector's Office Computer Center |
| 13.1.3. Distributing electronic signatures to all EMU staff | Rector's Office Computer Center |
| 13.1.4. Conducting a periodical review and update of the processes | Rector's Office Computer Center |

CRITERIA FOR SUCCESS:

- *Receiving the University Executive Board and Senate's approval for job specifications until February 2018
- *Publication of the procedures and start of their application by June 2018
- *Moving the specified processes and procedures to the portal environment
- *Distribution of electronic signatures to all staff by September 2018
- *Monitoring of the updating of the processes and keeping their records

OBJECTIVE 13.2: Institutionalisation of Human Resources Planning

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|--|
| 13.2.1. Specifying research and educational targets of Academic Units and based on the said targets, conducting needs analyses on a realistic basis and developing plans for human resources, accordingly. | Academic Units Rector's Office |
| 13.2.2. Following the specification of the duties and targets at Administrative Units and taking into consideration the administrative staff's skills and training, reviewing the administrative staff's places of duty and, in situations of need, providing relevant training for them to carry out their duties and responsibilities in the most productive way possible. | Rector's Office General Secretary's Office Personnel Affairs Directorate |
| 13.2.3 Recruiting new staff members in cases of need and necessity | Rector's Office Personnel Affairs Directorate |

CRITERIA FOR SUCCESS :

- *Academic units preparing plans for academic staff needed for fulfilling targets specified in their strategic plans.
- *Specification and publication of job specifications and targets of the administrative units
- *In line with the said specifications and targets and taking into consideration the administrative staff's training and skills, administrative units developing plans for personnel
- *Formation of SUCCESS CRITERIA for administrative unit chairs and, based on this, the planning of the relevant training.

OBJECTIVE 13.3: Ensuring that the self-evaluation culture is adopted; inclusion to external evaluation processes and carrying out work on increasing the number of accreditations.

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|---|
| 13.3.1. Supporting the self-evaluation processes of the academic and administrative units and making the strategic planning compulsory. | Academic Units General Secretary's Office |
| 13.3.2. For the advancement of the institutional development, inviting international organisations (e.g., EUA, QS, ISO etc...) for institutional evaluation | Rector's Office General Secretary's Office |
| 13.3.3. Ensuring that all programs undergo international accreditation processes. | Rector's Office Academic Units Accreditation and Quality Assurance Office |
| 13.3.4. Establishing and strengthening regular communication and feedback mechanisms at administrative units and between/among different units, | General Secretary's Office Total Quality Directorate |

CRITERIA FOR SUCCESS:

- *Development of strategic plans at academic units
- *Evaluation of targets and success criteria appearing in the strategic plan by academic units
- *Specification of external evaluation organisations/bodies, and, within a year, publication of the plan for external evaluation process and putting it into action
- *Initiation of the accreditation process for programs which have no accreditation; formation and publication of action plans for the accreditation renewal of the programs with existing accreditations

*Following the specification of duties and limits of authority for administrative units, specification of their communication channels and processes.

GOAL 14

Using the University's Financial Resources More Productively and Being Less Dependent on Student Funds

The fulfilment of goals specified in this strategic document by EMU is dependent on and will become possible with the growth of the financial resources. Along with increasing the university's income from students as well as government support, it is important that the university seeks different resources and strengthens its financial structure by introducing variety. In this respect, increasing the variety of basic items of income, supporting the university budget through funds to be received through consultancy and research and benefiting from international funds have been set as important targets.

OBJECTIVE 14.1: Ensuring Efficient Use of the University Budget

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---------------------------------------|
| 14.1.1. Simplification of all processes and procedures for the use of the budget | Rector's Office |
| 14.1.2. Simplification of all bureaucratic procedures within the university as far as possible by using technological possibilities. | Rector's Office, Computer Center |

CRITERIA FOR SUCCESS:

*Ensuring the simplification of all processes and procedures by September 2019.

*Transforming all bureaucratic procedures to online environment by September 2020.

TARGET 14.2: Attracting Alumni Support and Contributions to University both at a National and International Level

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---|
| 14.2.1. Ensuring the establishment of an effective Alumni Network and keeping it up-to-date | Alumni Communications and Career Research Directorate |
| 14.2.2 Raising donations from the alumni | President and Members of the Board of Trustees Alumni Communications and Career Research Directorate |
| 14.2.3 Organising joint Research-Development and Professional Training activities by establishing collaboration agreements with institutions and organisations of which the graduates are members. | Rector's Office Alumni Communications and Career Research Directorate |

CRITERIA FOR SUCCESS:

*Number of graduates with updated details on alumni network

*Amount of donations from the alumni

*Number of Research-Development and Professional Training projects jointly carried out with institutions/organisations of which the graduates are members.

OBJECTIVE 14.3: Benefiting from Research/Educational Funds from Internal and External Resources

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|---------------------------------------|
| 14.3.1. Carrying out work on making all support programs of the ‘Scientific and Technological Research Council of Turkey’ (TÜBİTAK) available for EMU. | Rector’s Office |
| 14.3.2. Specification of external resources and funds through the Project Support Office and preparation of projects through relevant units. | Rector’s Office |
| 14.3.3 Establishing and developing university-industry collaborations through Technopark. | Rector’s Office Technopark |
| 14.3.4 Encouraging the applications for existing TÜBİTAK Support Programs and increasing their number | Rector’s Office Academic Units |
| 14.3.5 In the event of not reaching a solution to the Cyprus dispute, ensuring the inclusion of EMU’s academic staff into Horizon 2020 programs as researchers. | Rector’s Office Academic Units |

CRITERIA FOR SUCCESS:

- *Ensuring equal application and evaluation possibilities for all TÜBİTAK programs
- *Formation of a ‘Project Support Office’
- *Number of projects in which academicians from EMU have been involved as a result of university-industry collaboration through Technopark
- *Number of applications for TÜBİTAK programs
- *Number of academicians from EMU included in Horizon 2020 program

OBJECTIVE 14.4: Strengthening of the EMU-CEC Activities

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 14.4.1 Increasing the variety of training provided by EMU-CEC in line with economic and social needs analysis carried out within the region. | Rector’s Office EMU-CEC |
| 14.4.2 Carrying out an effective promotion of local and international courses/seminars offered by EMU-CEC. | EMU-CEC Promotion Office |
| 14.4.3 Reaching larger audiences through the use of distance education possibilities. | EMU-CEC Institute of Distance Education |
| 14.4.4 Developing professional training programs through the means of on and off campus modular training or distance education | EMU-CEC Academic Units Institute of Distance Education |
| 14.4.5 Increasing EMU-CEC’s collaboration with public and non-governmental organisations and increasing the frequency of consultancy services | Rector’s Office EMU-CEC |

CRITERIA FOR SUCCESS:

- *Preparation of a needs analysis report in a periodic fashion
- *Formation of EMU-CEC promotional strategy.
- *Number of professional training programs
- *Number of participants in EMU-CEC courses/seminars
- *Number of participants receiving certificates at professional training programs
- *Amount of services provided for governmental and non-governmental organisations

GOAL 15

Formation of sustainable and secure living spaces

Our aim is the creation of sustainable living spaces that are in harmony with nature. Towards fulfilling this purpose, formation of an essential governance model, reduction of carbon footprint on campus, protection of natural and cultural assets, provision of a secure and accessible living environment both for disabled and non-disabled individuals, and maintenance of the firm standing against discrimination, harassment, bullying and all other similar behavior within the university have been set as main targets. Raising awareness on work to be carried out on the said issues will be our main principle.

OBJECTIVE 15.1: A Nature and Human-Friendly, Sustainable and Secure Campus

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|--|
| 15.1.1. Formation and application of a campus master plan | Rector's Office Faculty of Architecture Project Affairs Directorate Technical Affairs Directorate |
| 15.1.2. Planning the transition to environment-friendly green energy and facilitating its application | Rector's Office Faculty of Engineering Faculty of Architecture Technical Affairs Directorate |
| 15.1.3. To ensure energy conservation, carrying out analyses on buildings regarding their air-conditioning losses and carrying out necessary isolation work. | Rector's Office Faculty of Engineering Faculty of Architecture Technical Affairs Directorate |
| 15.1.4. Activating waste management | Faculty of Engineering Technical Affairs Directorate |
| 15.1.5. On the campus, collecting materials that can be recycled for re-use | Faculty of Engineering Technical Affairs Directorate |
| 15.1.6. Ensuring the availability for a barrier-free environment at world standards | Faculty of Architecture Technical Affairs Directorate |
| 15.1.7. Analysing the environmental lighting system and developing relevant projects catering for the demands of a developing campus | Technical Affairs Directorate |
| 15.1.8. Analysing the physical barriers surrounding the university boundaries and taking measures ensuring campus security | Faculty of Architecture Technical Affairs Directorate |
| 15.1.9. Closing certain areas on campus to vehicle traffic | Rector's Office |
| 15.1.10. Within the framework of landscaping activities, growing plants suitable for the climate and developing soil | Environmental Affairs Directorate |
| 15.1.11. Formation of a system allowing the storage of rainwater and its consumption | Technical Affairs Directorate Faculty of Engineering |
| 15.1.12. Programming and application of different methods of biotechnology and organic pesticides on campus. | Environmental Affairs Directorate Biological Sciences Department |
| 15.1.13. Formation of an animal-friendly campus environment | Rector's Office Environmental Affairs Directorate Technical Affairs |

CRITERIA FOR SUCCESS:

- *Preparation of a campus master plan by June 2018
- *Number of buildings transiting to the green energy system
- *Number of buildings undergoing isolation work
- *A fully barrier free campus
- *Formation of a rainwater storage system
- *Availability of a secure on-campus environment allowing animals of different kinds living on campus without posing any harm to humans.

OBJECTIVE 15.2: Maintaining the Firm Stand Against Discrimination, Harassment, Bullying, Mobbing of Any Kind and All Other Similar Attitudes and Behavior within the University

| ACTIVITY | RESPONSIBLE and RELEVANT UNITS |
|--|---|
| 15.2.1. Organising activities that would raise awareness towards discrimination, harassment, bullying, mobbing of any kind and all other similar attitudes and behavior within the university. | PDRAM, CWS |
| 15.2.2. Demonstrating zero-tolerance policy towards those who engage in behavior as such. | Rector's Office Student Disciplinary Board Academic Staff Disciplinary Board Administrative Staff Disciplinary Board |

CRITERIA FOR SUCCESS:

- *Number of activities organised for awareness raising
- *Number of individuals who receive disciplinary penalties as required by the zero-tolerance policy.
- *Decreasing the number of incidents

GOAL 16

Increasing the Effectiveness of the Community Service Activities and Facilitating the Awareness of Social Responsibility

Our aim is the strengthening of the bond between the university and society in community services and social responsibility dimensions. In line with this goal, demonstration of increasing academic interest towards communal problems, increasing the variety of the channels for sharing information produced within the university with the community as well as improving their quality, provision of support for other universities in cases of need, maintaining the support for life-long learning and, at the same time, increasing its variety, and application of social support projects at EMU's neighboring living areas have been set as main targets. 6

OBJECTIVE 16.1: Supporting Research/Application/Educational Programs Targeted Towards Community Problems and Encouraging the Participation of Graduates and Students into These Processes

| ACTIVITIES | RESPONSIBLE and RELEVANT UNITS |
|---|--|
| 16.1.1. Supporting the dissemination of academic information within the society and increasing its popularity. | Academic Units |
| 16.1.2. Developing life-long education programs within the framework of the university's academic and cultural accumulation and increasing their variety. | Academic Units, EMU-CEC |
| 16.1.3. Improving the civic involvement dimension of educational programs and activities | Academic Units |
| 16.1.4. Organising joint civic involvement-targeted student activities/organisations with other national and international institutions | Activity Center |
| 16.1.5. Sharing experiences gained in the civic involvement area with other educational institutions. | Academic Units |
| 16.1.6. Increasing the efficiency of the civic involvement dimension of the activities taking place as part of the operations of the Sports Center. | Sports Affairs Directorate |
| 16.1.7. Supporting student activities and courses either taking place or offered within the framework of civic involvement | Academic Units Activity Center EMU-CEC |
| 16.1.8. Ensuring more effective inclusion and participation of the community in activities organised by EMU | Famagusta Municipality Rector's Office |
| 16.1.9. Increasing the intellectual collaborations between the university and non-governmental organisations. | Rector's Office, Academic Units, EMU-CEC |

CRITERIA FOR SUCCESS:

- *Number of publications in media aiming to increase the popularity of academic information about the university and the staff.
- *Number of social responsibility-oriented courses and student activities
- *Number of activities organised by the Sports Affairs Directorate, targeted towards different parts of the society.
- *Number of civic involvement projects organised jointly by other educational institutions.
- *Number of collaborations established with non-governmental organisations.